

Compass Community Care Ltd - Executive Summary

Compass Community Care Ltd was assessed for accreditation of the Investors in People (IIP) Standard in May 2017. The assessment followed an initial context discussion and production of an assessment plan. Following this, the IIP40 online assessment was administered to 126 members of staff with 64 responses. In addition, 12 individuals and a team interview were carried out. As a result, Compass Community Care has achieved Gold accreditation against the sixth generation framework.

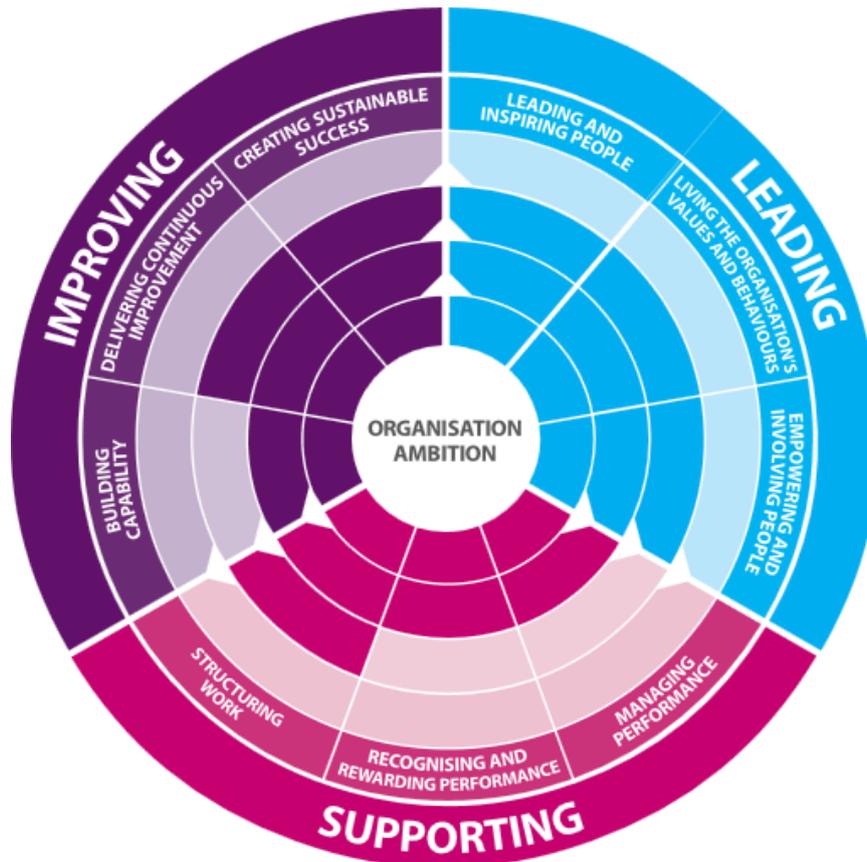
Since Compass was last reviewed in 2014 there have been some major changes within the staffing teams and a senior management restructure. This has been due to the retendering process undertaken by the local authority within Powys which resulted in a loss of a large portion of long serving trained staff and gained a number of non-trained staff under TUPE arrangements. For the first year it required a considerable amount of work guiding staff in the change of policies and procedures and also Compass company culture. Through close working relationships with managers and a focus on training, Compass have brought the staff up to previous standards and the consistency of the management team have assisted in this change process.

The assessment revealed a large number of advanced indicators and the 'to be' heatmap shows that the organisation is focussed on further improvements as it continues to develop people, who are the core to its ambition. Compass has a clear mission statement and supported living principles that along with the Care Council's code of conduct form the basis of all that they do. Compass demonstrate many strengths especially in their open and supportive leadership approach and people centred training and development.

The assessment also provided clear recognition that improvements could be made to support the effectiveness and sustainability of the organisation. These opportunities for improvement included:

- Values are at the heart of what the organisation does and while they encompass both staff and clients it may be useful to separate the core values that apply to staff so that they can be used to support the overall ambition.
- Consider using feedback from the behaviours of people against the core values in order to improve performance to ensure that the organisation's values are being demonstrated at the level to support the client supported living principles, which are at the heart of the organisation.
- Review and update reward and recognition practices to reflect non-financial ways to make people feel more appreciated for what they do, when financial rewards are not feasible in the current economic climate.
- Increasing the flexibility of the way that people are being developed and providing career progression opportunities to ensure a planned approach to succession planning

Compass Community Care has noted its commitment to use the IIP framework as a key part to supporting its growth by developing its people and management processes and by addressing areas for improvement which will enable the company to maintain the IIP standard over the next 3 years.



In order to retain the Gold accreditation Compass will need to prepare an action plan to meet at least one of the recommendations outlined in the Recommendations and Next Steps section in one or more of the following Indicators, within the next 12 months:

4. Managing performance
5. Recognising and Rewarding Performance
6. Building Capacity

Detailed Assessment Outcome

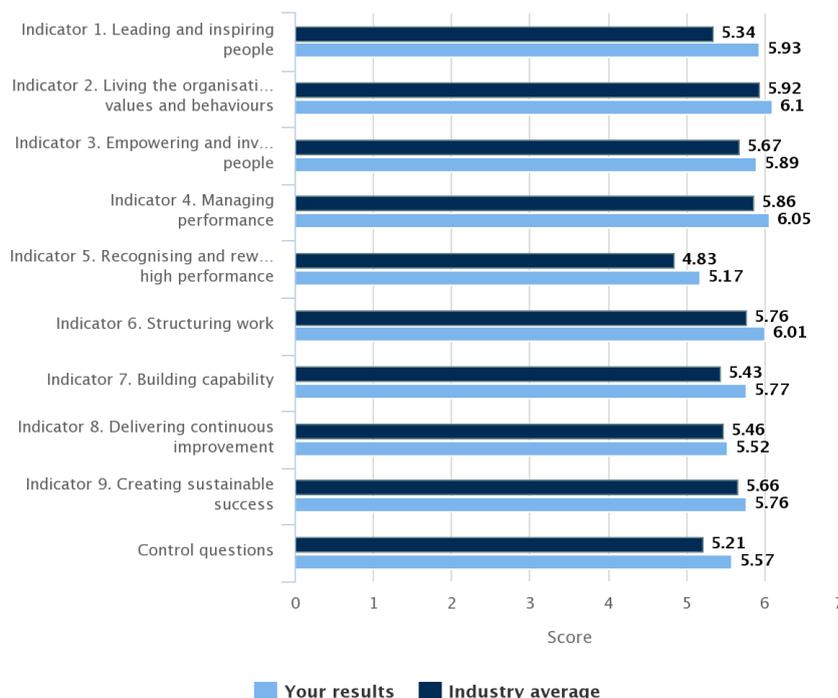
This section provides a detailed analysis of Compass Community Care's assessment against the IIP framework. An overview of the results from Compass Community Care online assessment and alignment with the education sector can be found below and are discussed in more detail on the following pages.

Overview of online assessment results

IIP Indicator	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Indicator 1. Leading and inspiring people	30.25% (78)	46.25% (118)	14.75% (38)	5.00% (13)	1.25% (3)	2.00% (5)	0.50% (1)
Indicator 2. Living the organisation's values and behaviours	39.50% (101)	46.00% (118)	7.25% (19)	2.25% (6)	2.25% (6)	2.00% (4)	0.75% (2)
Indicator 3. Empowering and involving people	22.00% (56)	57.00% (146)	14.50% (37)	2.75% (7)	1.75% (5)	2.00% (5)	0.00% (0)
Indicator 4. Managing performance	31.50% (81)	51.00% (131)	12.00% (31)	3.00% (7)	0.50% (1)	2.00% (5)	0.00% (0)
Indicator 5. Recognising and rewarding high performance	12.50% (32)	37.75% (96)	21.25% (54)	15.75% (41)	7.25% (19)	4.75% (12)	0.75% (2)
Indicator 6. Structuring work	26.50% (68)	54.75% (140)	11.50% (29)	5.75% (15)	1.50% (4)	0.00% (0)	0.00% (0)
Indicator 7. Building capability	24.25% (62)	46.50% (119)	17.00% (44)	8.00% (21)	2.00% (5)	1.75% (4)	0.50% (1)
Indicator 8. Delivering continuous improvement	14.00% (36)	47.75% (122)	23.00% (59)	9.25% (24)	2.25% (6)	3.25% (8)	0.50% (1)
Indicator 9. Creating sustainable success	22.00% (56)	49.00% (126)	14.50% (37)	12.00% (31)	2.00% (5)	0.50% (1)	0.00% (0)
Control questions	19.75% (50)	45.50% (117)	17.50% (45)	10.50% (26)	2.25% (6)	4.50% (12)	0.00% (0)

Please note that some totals will exceed the number of overall submissions due to multiple questions across indicators.

Alignment summary



Recommendations and Next Steps

The following recommendations for the leadership team are based on the professional judgement and assessment of Compass Community Care undertaken by Paul Lane.

- **Indicator 2. Living the organisation's values and behaviours.** It is clear that the values are at the heart of what the organisation does and while they encompass both staff and clients it may be useful to separate the core values that particularly apply to staff, so that they can be used to support the overall ambition to provide excellence and to exceed support standards for all clients. For example, openness, transparency, integrity, trust and respect could be included in reviews of performance and could make people more comfortable in challenging behaviours of colleagues and managers, which is an area that needs further progress.
- **Indicator 4. Managing Performance** - Consider integrating the review of people's behaviours into the support and development sessions and annual appraisal process to ensure that the organisation's people focussed values (Indicator 2 above) are being demonstrated at the level to support the client supported living principles. This is part of the strategic ambition to ensure that the values and standards of managing performance are applied consistently by managers over the whole organisation.
- **Indicator 5. Recognising and Rewarding High Performance** - This is a difficult area in this sector to be able to reward people with a level of remuneration which reflects their roles and responsibility. Recognising people's performance and contribution therefore in non-financial ways is especially important to make them feel appreciated for what they do as only 52% of people strongly agreed/agreed with this statement. Use the staff forum and other feedback from staff to find out what they value and what is practicable to add to the current list of initiatives. This is to help to ensure that the continuing financial and other investment in people is understood by people and that they have an input into non-financial rewards which they value and reflect their hard work and dedication to make them feel more valued, supported and happy in their roles and therefore help to achieve the organisation's overall ambition.
- **Indicator 7. Building Capability** - Consider increasing the flexibility of the way that people are developed using innovative solutions, e.g. e-learning as well as more traditional methods to meet the different needs of people. Continue to identify people with potential so that they can help to meet future requirements of more senior roles through a planned programme of succession planning. This will help to ensure that the culture of the organisation is maintained and that people who wish to progress are given opportunities to develop, which is in line with the strategic ambition 'to strive for excellence and to exceed all support standards'.

The key dates for the next stages of Compass Community Care's IIP journey are set out below:

Compass Community Care Accreditation date	Compass Community Care 12-Month Review	Compass Community Care 24-Month Review	Compass Community Care Accreditation Expiry
18/05/2017	18/05/2018	18/05/2019	18/05/2020

Appendix 1 – Outcomes Table

	Not met	Developed	Established	Advanced	High Performing
Leading and inspiring people	Creating transparency and trust				
	Motivating people to deliver the organisations objectives				
	Developing leadership capability				
	Leading and Inspiring People				
Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
	Living the Organisations Values and Behaviours				
Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
	Empowering and Involving People				
Managing performance	Setting objectives				
	Encouraging High Performance				
	Measuring and assessing performance				
	Managing Performance				
Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
	Recognising and Rewarding High Performance				
Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
	Structuring Work				
Building capacity	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
	Building Capability				
Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvements				
	Encouraging innovation				
	Delivering Continuous Improvement				
Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				
	Creating Sustainable Success				