



The Standard Assessment Report Enable Ability



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Acknowledgements

I would like to acknowledge all 47 employees and volunteers for completing the on-line survey, attaining a 47% response rate. I also wish to thank all those that I met during the on-site visit for their open and honest contributions. Special thanks are due to Richard Soutar for making the arrangements for the site visit and for providing additional supporting documentation.

Congratulations and Very Best Wishes,

Helena Dickens

Assessment Summary

Organisations that meet the world-recognised Investors in People Standard reflect the very best in people management practices. Underpinning the Standard is the Investors in People (IIP) Framework. Based on 25 years of leading practice, the latest research and workplace trends, the IIP Framework is organised around nine key indicators of high performance each with three underpinning themes.

Enable Ability was assessed for accreditation against the IIP 'Developed' Standard in February 2019. The assessment process comprised initial discussions around the company's ambition, production of an assessment plan, administration of the online assessment, and interviews conducted with a representative sample chosen from across the organisation.

In line with the evidence presented in this report, the decision has been made that Enable Ability satisfies the requirements at a 'Developed level' in the IIP sixth generation Framework; and therefore, accreditation is awarded at this time.

Enable Ability was found to have a culture which promotes excellent practice in the care, welfare and advancement of disabled people. There are high levels of teamwork and autonomy, and a positive culture where people can truly benefit from being part of the community and fulfil their potential. There is a welcoming atmosphere and family-feel that people engage with.

Leadership is committed, open and accessible and Trustees have brought a range of enhanced skills and expertise and demonstrate drive and enthusiasm. People across every role demonstrated a commitment to collaborative working for a common goal and a set of core values permeate every aspect of the charity's work. People exhibit those values in their day to day work and would not hesitate to challenge behaviours that are not in line with them.

Plans for the future have been shared openly by the leadership and people feel excited to be part of them. The next few years will be an important and challenging time for everyone involved in the charity, providing the opportunity to further maximise and capitalise on the existing talent and potential.

Areas for development have been highlighted in this report and are outlined on page 19. These recommendations should be considered within the overall context of the findings of this assessment. They are provided to ensure the organisation can continue to realise its ambitions

Assessment Outcome

Enable Ability final award outcome:



Context

Enable Ability is an independent charity for the care, welfare and advancement of disabled people in Portsmouth and the surrounding area. It works in partnership with disabled children and adults, their families and carers to provide a range of high quality, confidential services, delivered to the highest degree of professionalism.

The charity aims to be *needs-led*, inclusive in all of its activities and to promote independence. This is reflected in the wide range of core activities that are provided including summer play schemes, Saturday Club, Sports Clubs and Activities, Teenage and Youth Projects, Adult Services and Advocacy.

Enable Ability gained its first IIP accreditation in 2000. This will be its first assessment against the Investors in People sixth generation Core Standard. In conducting this assessment, the Trustees and leadership are keen to understand how the organisation's practices meet with the Investors in People Standard Framework.

Organisational Ambition

It is acknowledged that feedback from this assessment using the IIP sixth generation Framework at Developed level will be used to support future people management and development activities and assist in the creation of a culture of high performance throughout Enable Ability.

Its aims include:

- Introducing new services whilst re-configuring existing services so they are more focussed on changing needs.
- Developing new partnerships and its approaches to marketing and fundraising
- Building on its new website to fully incorporate social media and improve efficiency.
- Developing a Hub and a social enterprise which should help extend the services that can be delivered

Going forward the organisation may wish to consider the impact and benefit of engaging with the full IIP sixth generation Framework undertaking an Insights Assessment to help shape and inform high performing working strategies throughout the organisation. This will be discussed further as part of the feedback meeting.

Assessment Approach

Survey Response Rate

Overview

TOTAL RESPONSES

47 responses out of 99 (47%)



RESPONSE METHOD



Email link: 47 responses out of 47

Open access: 0 responses out of 47



The online assessment was deployed to 99 employees and volunteers and a response of 47% was received. This was below the international IIP guidelines and therefore the sample is not considered statistically significant. However data gathered has been used as a point of reference for on-site interviews.



Based on the findings from the online assessment, the IIP Practitioner interviewed 9 employees and volunteers from across the organisation.



Observation of day to day operations within the office took place on 19/02/2019. This also included observation of interactions between staff and between leadership and staff.



A desk top review of various documents provided by the client, the Staff Handbook and the Company web-site and an electronic folder of Trustee Meeting Reports. .

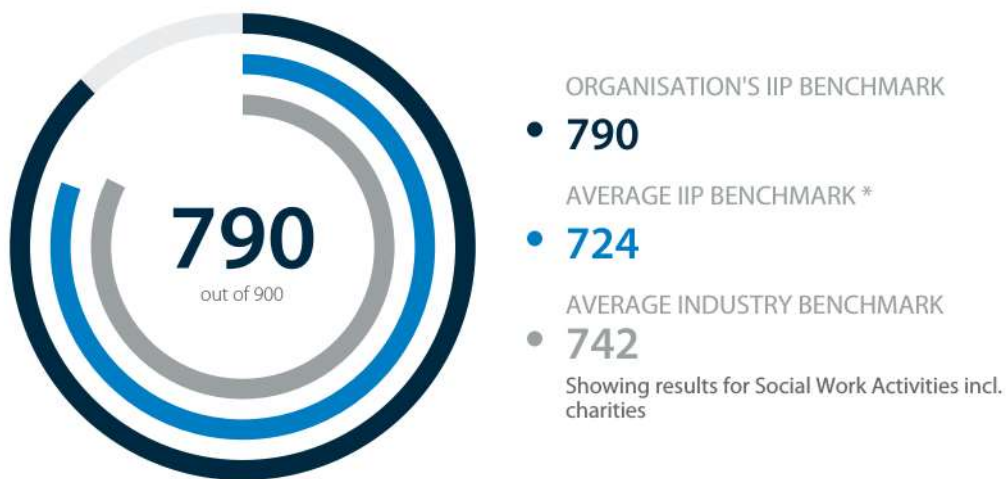
Evidence provided included, 2018-2021 Business Plan, Organisation Chart, Annual Report 2017-2018, Staff Lists, Job Descriptions, Person Specifications, Appraisal Documentation, Training and Development Programme Form, Manager's Report to Trustees, Project Marketing Materials and On-line Newsletters.

Assessment Analysis

IIP Benchmark

The IIP Benchmark below shows Enable Ability's overall performance for the online assessment compared to the IIP average for all organisations which have completed the online assessment and against the average Industry Benchmark for Social Work and Charities. Please note this benchmark is based on live data and is correct as on 30/01/2019.

Benchmark



* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Enable Ability's scores are higher than the average IIP Benchmark. The organisation is performing at a higher level than the national average for the Social Work and Charities sector in every indicator. It is currently the sixth equal highest out of 79 IIP organisations within the sector.

Overall the survey produced alignment scores which were fairly consistent, with most indicators scoring between 5.6 and 6.6 out of seven. As can be seen from the Indicator Summary table on page 9, the highest scoring indicator is '*Structuring work*' and the second-highest scoring indicator is '*Living the organisation's values and behaviours*'. The lowest alignment scores were recorded for '*Recognising and Rewarding High Performance*'.

Recommendations on approaches which should help to increase the above alignment scores have been included within the report and under Recommendations and Next Steps.

Overview of online assessment results

The table below shows how your employees responded to the on-line assessment (OLA) for each indicator of the IIP Standard (including the average per indicator and the difference to other organisations that have completed the online assessment).

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IP Average
INDICATOR 1 Leading and inspiring people	42.6%	33.0%	14.4%	4.8%	3.7%	1.1%	0.5%	6	+0.4
INDICATOR 2 Living the organisation's values and behaviours	60.4%	26.0%	6.8%	6.0%	0.4%	0.4%	0.0%	6.4	+0.5
INDICATOR 3 Empowering and involving people	54.3%	29.3%	12.2%	3.2%	1.1%	0.0%	0.0%	6.3	+0.5
INDICATOR 4 Managing performance	48.4%	32.4%	8.0%	4.8%	2.7%	2.7%	1.1%	6.1	+0.3
INDICATOR 5 Recognising and rewarding high performance	33.0%	34.0%	13.3%	9.6%	4.8%	4.3%	1.1%	5.6	+0.5
INDICATOR 6 Structuring work	69.7%	23.9%	4.8%	1.6%	0.0%	0.0%	0.0%	6.6	+0.8
INDICATOR 7 Building capability	47.2%	24.7%	14.5%	7.7%	3.4%	2.1%	0.4%	6	+0.5
INDICATOR 8 Delivering continuous improvement	41.5%	27.1%	16.5%	10.1%	3.7%	1.1%	0.0%	5.9	+0.3
INDICATOR 9 Creating sustainable success	66.5%	16.5%	10.1%	4.8%	2.1%	0.0%	0.0%	6.4	+0.6

NB:

The Average Score is the average response from all employees who participated in the online assessment. To help interpret this score, number 7 represents a response of 'Strongly Agree', so the closer the Average Score is to 7, the more positively the result can be read. 4 is a neutral response. Although this assessment is focused on the 'Developed level' of the IIP Framework, the online assessment questions cover all performance levels of the IIP Framework.

Summary of Assessment Findings

Leading

Creating purpose in a changing environment, whilst motivating through change, have become essential skills for many roles. High performing organisations foster leadership skills at every level of the organisation to deliver outstanding results. Clarity of vision and purpose and how well leaders in the organisation inspire employees to perform are central to this principle.



Leading and inspiring people

“There is complete transparency. Everyone knows what is planned and what we need to do to meet our objectives.”

“We see the good stuff that is going on in different projects through Facebook.”

This indicator scored well in the OLA. (75.6% responded positively) The alignment benchmark, depicted on page 8 is 6 (out of 7) which is 0.4 above the IIP average.

Enable Ability’s three-year Business Plan (2018 – 2021) details its objectives which include:

- seeking new funding streams
- introducing new services and re-configuring existing services
- developing new partnerships and its approaches to marketing and fundraising
- improving efficiency and developing a new social enterprise.

Operational aims and objectives tend to be service-specific and plans are in place for children’s, youth and adult services. Projects such as Play Schemes have themed curricula and staff and volunteers meet for briefing and de-brief to discuss the session objectives and individual children’s and young people’s care plans. Staff objectives are set and reviewed via Supervisions and the annual appraisal process.

The strongest responses for this Indicator in the OLA and reinforced at interview, were around Leaders’ ability to motivate people to deliver the organisation’s objectives (74.5% positive) and Leadership transparency and trust (76.6% positive).

Respondents gave their view of the behaviours required for effective leadership, management and developing people. (See Annex 2)

Some of the key leadership behaviours demonstrated by Leaders and Trustees included, sharing a clear vision, openness, empowering people, building trust, effective communication team building, coaching and developing people community and sector knowledge.

People said:

“Our objectives are to support youngsters’ needs and to help towards improving their life chances.”

“We get information on what Enable Ability is achieving through Newsletters, emails, Committee minutes and on social media.”

“Trustees are very involved and passionate. They have their own specialisms and work together to get things done.”

The Chair of Trustees chairs the staff meeting so there is direct communication.”

“My line manager is excellent, very supportive, involving and nurturing. If I need to ask anything I can make contact at any time.”

To help facilitate leadership development, review the capabilities for effective leadership provided by interviewees (Annex 2). Include them in Job Descriptions, for team leaders and above, and encourage all those with leadership roles to seek peer feedback and reflect on how they demonstrate these capabilities.



Living the organisation’s values and behaviours

“Inclusivity is the thread running through everything that we do.”

This indicator scored the second highest 6.4 (out of 7) in the alignment benchmark, 0.5 above the average IIP benchmark. The OLA results revealed 86.4% agreement that people adopt the company’s values and behaviours. The theme of *Living the Values* attained the highest level of agreement in the entire survey (93.6%). See Annex 1, page 21.

This positive finding was explored further in interviews and as expected, there was universal commitment to Enable Ability’s values. Values are embedded into every aspect of its work and services. Inclusion, overcoming barriers and supporting resilience are important features of the organisation’s mission and day-to-day procedures.

Equally important is the prevailing leadership culture that models appropriate values and behaviours as well as embedding them within recruitment, induction and training. Looking to the future it would be worth including a section on *‘demonstrates Enable Ability values and behaviours’* into the staff appraisal documentation.

“Values are about a one team approach, inclusion and respecting people.”

“Leaders lead by example, they demonstrate the values.”

“I demonstrate the values in the same way as they were shown to me. There is no discrimination.”

To move towards more advanced levels of performance, a section on demonstrating the charity’s Values and examples of how people behave in line with them could be included within appraisal documentation.



Empowering and involving people

“I love the work. I have found exactly what I want to do.”

This indicator attained the fourth highest agreement scores in the OLA. (Average indicator score 6.3 out of 7, 0.5 above the IIP average score)

Interviewees, including staff and volunteers, were comfortable describing their roles and responsibilities and confirmed that they had support and information they need to perform in their roles. This was borne out in responses to the online assessment with over 83.6% confirming their agreement that the company had adopted an empowerment culture and involved people in decision making. (89.4% felt trusted to make decisions and 93.7% felt encouraged to use initiative in their role.)

Unquestionably the working environment where people are given a high degree of autonomy and responsibility is valued by people at every level. Interviewees spoke of having access to the knowledge and information they needed to do their best possible work. Examples included, project plans, clear instructions, pre-briefings and individual children’s Care Plans.

People said:

“I feel really supported by my line manager.”

“I have had a lot of training. The work can be very challenging but I feel prepared and trusted to take appropriate decisions.”

“There is a culture of sharing and people knowing what is going on.”

“Every play scheme has a theme. Staff bring in really cool ideas and I ask them to take the lead in that area.”

“Experimentation is encouraged but it must be safe. People are given a budget to create new structures.”

Supporting

For many, constant change is the new normal. Sustainable organisations use flatter structures to enable faster decision-making, agility and customer focus. It is critical that people are supported to perform through the way jobs are designed, reward is structured, performance is managed, and the autonomy people must have to make decisions.



Managing performance

The alignment benchmark for this Indicator is 6.1 out of 7, which is 0.3 above the IIP average. OLA results revealed an 80.8% positive agreement that objectives are set, performance is measured and feedback used. However, in response to the statement *'I have discussed my performance with my manager in the last 6 months'*, 19.1% disagreed with the statement.

These findings were followed up through the desk-top survey and interviews. Respondents described the objective setting process as worthwhile and not overly bureaucratic. The *Staff Performance Appraisal Form* includes a Job Description review, a review of previous objectives and setting new ones and an agreement on training and development actions. Performance appraisal is an annual process. Staff additionally have Supervision meetings, normally every two to three months. Volunteers were able to give examples of one to ones with their line managers covering matters such as performance and future plans.

People said:

"I (Volunteer) have one to ones with XX on future plans. We also have an annual Volunteers week."

"I have Supervision every few months and one to ones with my line manager."

"Appraisal is the official procedure, but feedback happens more frequently. I am very happy with it."

There is scope to improve the approach to managing performance through adding a 6-month interim review and encouraging people to set and monitor their own objectives and targets. This has a good fit with the *'Empowerment culture'* mentioned previously.



Recognising and rewarding high performance

This indicator received the highest level of neutral and negative responses in the OLA (19.8%) overall. The average indicator score was 5.6 which is still 0.5 above the IIP average.

These were some positive features regarding the culture of recognition, 78.7% of OLA respondents said they felt appreciated for the work that they do. However, 27.6% were neutral or negative around the statement: *'I am consistently recognised when I exceed expectations.'* At interview people provided examples of the ways in which people were recognised and their attitudes towards reward and recognition.

Comments included:

"I don't need a trophy." I am more than happy to see the growing confidence in the children."

"I get recognition at the end of every session."

"We did a Volunteers Awards Evening. It worked for some people but it clearly wasn't for everyone."

"At Christmas we go out for a meal. I am really proud to be part of the team."

"We are a charity. Pay is what I would expect. I have actually had two pay increases."

"When I exceed expectations XX will buy me a gift from her own pocket."

It was very apparent for the interviewees that people gain an enormous sense of satisfaction from positive feedback from children and their parents/cares. It is very clear that rewarding work, a one-team approach and the *family-feel* are all valued and a major factor in levels of commitment and satisfaction.

There may be more to be done to ensure that all staff feel appreciated for what they contribute and to improve the 'benchmark score' for feeling appreciated and recognised. You may also wish to consider additional ways to celebrate Volunteers' contributions, such as after completing 100 hours (or more) of volunteering.

Volunteers said:

"Let Volunteers know they matter. Make them aware that we value them. On an interpersonal level this is really very good but could be better at a whole organisation level."

"I know my ideas are valued and confidence is being shown in me."



Structuring work

This indicator scored the highest Average Indicator Score for the entire OLA (6.6 out of 7) with an impressive 93.6% of respondents in positive agreement. The themes of *Enabling Collaborative Working and Creating Autonomy in Roles* were two of the highest scoring at 6.6 and 6.7 respectively.

Enable Ability has a very clear structure built around its core services and support functions. People confirmed that they operate within a culture which supports collaborative working and team support. They were very comfortable describing their job roles and associated activities and responsibilities, all emphasised the 'family-feel' that prevails and the absence of hierarchy.

In the interviews people expressed a passion for their work and an exceptional engagement with the Enable Ability's purpose and values. Work is constantly varied, can at times be challenging but is rewarding in terms of the support that can be afforded to children, young people and adults.

"People are passionate about their work. We have a fantastic team and a very nice atmosphere."

Jobs have been designed to provide interesting work with a high level of responsibility and flexibility. Interviewees were very positive about the degree of flexibility and approach to work-life balance. A typical comment included:

“Leadership have been highly supportive in terms of flexibility, they really get it! I have been doing a course and have switched my days to suit.”

Supporting evidence confirmed a defined organisation structure, with clear reporting lines. Job Descriptions articulating roles for managers and staff are provided to all new staff and are kept under review annually through the appraisal process.

“We work closely with schools and other external partners. We are constantly learning from experience.”

Improving

Constant adaption, flexibility and continuous improvement feature heavily in the very best organisations. For many, constant change is the new normal. Sustainable organisations develop capabilities, resources and plans for tomorrow. They foster innovation to find new ways to achieve results and realise their ambition.



Building capability

“The Trustees have done a self-review against the Charity Governance Code to which we subscribe.”

This Indicator achieved an average indicator score of 6 out of 7, 0.5 above the IIP Average. 71.9% of OLA respondents confirmed that the organisation is focussed and committed to building capability to attaining the highest standards of care and welfare for disabled people in the area they work in and to realise peoples’ potential. The highest theme was *‘Deploying the right people at the right time’* with 76.6% of respondents agreeing and strongly agreeing with the statement *‘People are selected for roles based on their skills and abilities.’*

It is obvious that a fair and effective approach to recruitment and selection has enabled the organisation to recruit a diverse and talented workforce to help achieve the organisation’s vision.

Learning and development needs are identified and addressed through appraisals and supervisions. The *Staff Performance Appraisal* process includes a discussion on development needs to ensure people have the relevant skills and get support for their progression. The *Induction Pack* includes a *Skills Matrix* which may be adapted to every role. Key requirements include Disability Awareness, Safeguarding, Basic First Aid and Food Health and Hygiene. Learning and development is resourced according to needs and all mandatory training is provided for staff and volunteers. Other development needs are considered and provided to address particular requirements. Examples included epilepsy, medication and safer recruitment training. The investment for 2017/2018 amounted to £11,999 and £9,718 for 2016/2017.

A small number of OLA respondents (13.6%) voiced a neutral or negative view of their support and engagement in learning and development. These concerned *‘Opportunities to learn at work’* (12%) and *‘I make use of learning and development opportunities’* (19%). This was explored at interview with no obvious rationale as both volunteers and staff expressed satisfaction with their development. It may however be worth ensuring that line managers and those conducting appraisals and supervisions have the skills to provide guidance and conduct effective development conversations. (See Capabilities for Leadership – Annex 2) You may also wish to consider reviewing how Enable Ability’s approach to *Advice and Guidance* is communicated across the organisation.

“XX has been a great mentor. I have sat in on supervisions and participated in interviews.”

“There is a lot of learning and development. I have done safer recruitment so I can get involved in recruitment in future.”

“I started off on an Apprenticeship. I gained Level 2 in Business Administration which was good for my progression. I also got a lot of support in the workplace from colleagues.”



Delivering continuous improvement

“We de-brief and review what has worked well on a project. We also seek children’s feedback.”

The overall OLA score for the Indicator was 5.9, which is 0.3 above the IIP average and the second lowest overall. 68.6 % of respondents agreed that there is a focus on continuous improvement.

The theme of *Improving through Internal and External Resources* scored highest in this indicator. 87% responded positively to ‘*Looking for improvement ideas from my colleagues.*’ It is clear that people are aware of what they need to do to improve their own and the organisation’s performance. Various new ways of working have come through peoples’ improvement ideas, such as the introduction of *Charity Log*.

An interviewee commented:

“Anyone can put forward an improvement idea and they will be listened to.”

The theme of *Creating a Continuous Improvement Culture* attained a less positive alignment score (5.4 out of 7) just under the IIP Average. 25.6% gave a neutral or negative response to the statement ‘*I am responsible for improving the way we do things.*’

The leadership team outlined a number of innovations and development plans being introduced. These are included within the 2018 – 2021 Business Plan (see Future Development Plans: Indicator 9 Creating sustainable success).

They also described the way the organisation’s investment in people had been monitored and how the review of objectives had led to improvements. Some examples included:

- A revised Staff Handbook and review of policies and procedures
- Trustee recruitment to add an even wider range of capabilities
- Outsourced HR consultancy to professionalise approach
- Installed *Charity Log*
- Introduced in-house Safeguarding training
- Taking over a partner Autism charity and securing Local Authority contracts
- More detailed, monthly on-line reports for Trustees
- Improved staff records



Creating sustainable success

“We are working to be less of a ‘well kept secret’.”

This Indicator achieved the second highest OLA score (Average Indicator Score 6.4 out of 7, 0.6 above the IIP Average.) 87.3% of respondents agreed or strongly agreed that Enable Ability is a *‘great place to work.’*

One interviewee commented: *“I love the work I do and there is an excellent team spirit. Seeing the way children progress and grow in confidence is brilliant.”*

The theme of *‘Understanding the external context’* scored the highest average indicator score for the entire OLA at 6.7 (0.9 above the IIP Average). People are very positive about the impact that the organisation makes on society and the community.

At interview people confirmed that the charity has a coherent plan for the future that they understood. Many expressed enthusiasm and a desire to be involved and kept fully informed on progress and developments in the future.

Future Development Plans include:

- Creating more responsive age-specific services
- Marketing and fundraising strategies
- Creating a new central *Hub* including a social enterprise
- Creating more effective partnerships
- Continuing to develop the website and more effective use of social media

People said:

“The plans are really exciting I have visited XX. (Proposed centre) It will fill a gap and be a lifeline for parents and the entire family.”

People seem positive about change including the 74% of OLA respondents. Typical comments included:

“People have a change mind-set. Technology is being embraced with only a minimum of reluctance to use technology.”

“Enable Ability is responsive to change. When a training need was identified I was astounded by the speed at which it was actioned.”

People at every level have a deep understanding of the community and external context, gained through personal experience, partnership building and participating in various external forums. Those who took part in this IIP assessment were justifiably proud of the impact that Enable Ability makes on the communities that it serves.

“We have great synergy with other agencies and successfully took over a partner charity.”

“I’m very happy to be part of Enable Ability. I feel they have invested in the development of me as a person.”

“Enable Ability is not big but it is dynamic. XX has gained enormously and is now actively giving something back through active fundraising. I am very proud of him8.”

Outcome Against the 27 Framework Themes

		Developed
1. Leading and inspiring people	Creating transparency and trust	■
	Motivating people to deliver the organisation's objectives	■
	Developing leadership capability	■
2. Living the organisation's values and behaviours	Operating in line with the values	■
	Adopting the values	■
	Living the values	■
3. Empowering and involving people	Empowering people	■
	Participating and collaborating	■
	Making decisions	■
4. Managing performance	Setting objectives	■
	Encouraging high performance	■
	Measuring and assessing performance	■
5. Recognising and rewarding high performance	Designing an approach to recognition and reward	■
	Adopting a culture of recognition	■
	Recognising and rewarding people	■
6. Structuring work	Designing roles	■
	Creating autonomy in roles	■
	Enabling collaborative working	■
7. Building capability	Understanding people's potential	■
	Supporting learning and development	■
	Deploying the right people at the right time	■
8. Delivering continuous improvement	Improving through internal and external sources	■
	Creating a culture of continuous improvements	■
	Encouraging innovation	■
9. Creating sustainable success	Focusing on the future	■
	Embracing change	■
	Understanding the external context	■

■ Met

□ Not Met

Recommendations and Next Steps

This assessment has used the IIP sixth generation Framework at a 'Developed' level to benchmark Enable Ability's people management and development practice. Analysis of the information collated through planning discussions, online assessment, interviews, general observations and documentation review has confirmed that it continues to be an IIP organisation.

There continues to be a very good buy-in to the achievement of the organisations business plan and individual and team alignment to the planned future changes and strategic direction. People strongly identify with Enable Ability's values and are well motivated to behave in line with them. They continue to shape the way the organisation operates.

Leadership and Trustees are held in high regard for being open, accessible and very involved. Each Trustee is bringing a valuable skill set, passion and a willingness to develop new skills for the benefit of the organisation. Defining leadership characteristics and supporting first-line and middle leaders to develop them to more effectively manage the joint processes of managing performance and supporting learning and development should help build the capabilities the organisation needs for future success and sustainability.

Staff and volunteer learning and development are prioritised and there are ample progression opportunities for service users to become volunteers and then move into employment. The planned social enterprise should provide further potential.

The following recommendations are made to assist the leadership team as part of their strategic development plans and are based on the assessment findings. Building on the good practice already in place consideration should be given to the following:

- Continuing to share and promote the organisation's values and further integrate them into people management systems and processes
- Summarising the organisation's objectives and values into a 1 A4 page document using images and diagrams where possible to increase accessibility
- To strengthen performance review, add a 6-month interim review to the appraisal process and encourage people to set and monitor their own objectives
- Look at different ways to recognise Volunteers' contribution and service. Consider using social media to promote it
- Include the actual investment in learning and development (e.g. actual cost, hours/days or number of activities etc.) in the Annual Report
- Clarifying the management capabilities required to effectively lead, manage and develop people now and in the future. Include leadership capabilities in management Job Descriptions and future management development activities. (See Annex 2)

A feedback meeting with representatives from leadership has been arranged for **Thursday 25th April 2019 at 10.00am.**

The purpose of this meeting is to review the recommendations from this report and to agree possible actions which can be incorporated into an Action Plan that will be reviewed at the 12-month IIP review visit in 2020.

The key dates for the next stages of Enable Ability's IIP journey are set out below:

Accreditation date	12-Month Review	24-Month Review	Accreditation Expiry
24/02/2019	24/02/2020	24/02/2021	24/02/2022

Annex 1-

Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IP Average
Highs									
Understanding the external context <small>INDICATOR 4: Creating external context</small>	80.9%	14.9%	2.1%	2.1%	0.0%	0.0%	0.0%	6.7	+0.9
Creating autonomy in roles <small>INDICATOR 5: Structuring work</small>	70.2%	27.7%	2.1%	0.0%	0.0%	0.0%	0.0%	6.7	+0.8
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	70.2%	25.5%	2.1%	2.1%	0.0%	0.0%	0.0%	6.6	+0.8
Adopting the values <small>INDICATOR 2: Creating the organisational culture and behaviours</small>	70.2%	22.3%	4.3%	2.1%	1.1%	0.0%	0.0%	6.6	+0.5
Designing roles <small>INDICATOR 5: Structuring work</small>	69.1%	21.3%	7.4%	2.1%	0.0%	0.0%	0.0%	6.6	+0.7
Lows									
Developing leadership capability <small>INDICATOR 3: Building leadership potential</small>	27.7%	46.8%	12.8%	6.4%	4.3%	2.1%	0.0%	5.8	+0.6
Measuring and assessing performance <small>INDICATOR 7: Measuring performance</small>	42.6%	31.9%	6.4%	8.5%	2.1%	6.4%	2.1%	5.8	+0.1
Creating a culture of continuous improvements <small>INDICATOR 8: Building performance improvement</small>	37.2%	21.3%	22.3%	11.7%	5.3%	2.1%	0.0%	5.7	0.0
Recognising and rewarding people <small>INDICATOR 9: Recognising and rewarding high performance</small>	28.7%	36.2%	14.9%	9.6%	5.3%	4.3%	1.1%	5.6	+0.6
Designing an approach to recognition and reward <small>INDICATOR 9: Recognising and rewarding high performance</small>	25.5%	34.0%	10.6%	17.0%	6.4%	6.4%	0.0%	5.4	+0.3

Annex 2 – Capabilities for Leadership

- Clear communication skills, including listening
- Flexibility
- Value contributions and ideas
- Open and accessible
- Provides regular updates and takes action on feedback
- Passion for work and good professional knowledge
- Detailed understanding of team members, strengths, weaknesses and aspirations
- Responsive to change
- Encourages team, empowering individuals, team working and collaboration
- Demonstrates values (respect, integrity, inclusion, resilience etc.)
- Supports development and progression / coaching
- Cuts through barriers
- Effective appraisals and regular supervisions
- Providing development advice and guidance

Get in touch:

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