



**INVESTORS  
IN PEOPLE** | South  
of England

# **INVESTORS IN PEOPLE REPORT**

## **EnableAbility**

Presented by Sandy Wilson

Investors in People Practitioner

On behalf of Investors in People South of England

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E: [enquiries@IIPsouth.investorsinpeople.co.uk](mailto:enquiries@IIPsouth.investorsinpeople.co.uk)  
W: <http://IIPsouth.investorsinpeople.co.uk>  
T: 020 7728 3456

30 Finsbury Square  
London  
EC2P 2YU  
Company Reg. no.: OC307742



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## 1 EXECUTIVE SUMMARY

Since the last assessment, EnableAbility has continued to grow and develop. There are a number of new people in post and they have maintained existing contracts and won others. There is a new Chair of Trustees in place. The charity still operates from the same offices in Portsmouth, although utilises other premises to deliver activities. In some instances, this has proved challenging with negotiations taking place to secure venues for the future.

The focus of the charity is still on providing services to children/young adults through a range of activities, some of which are on-going and some intermittent such as the holiday play schemes. The association with Portsmouth University is still strong and is advantageous for all parties concerned. Looking ahead, the Charity is considering moving into providing 'adult' services and at this current time is in the process of tendering. This has the potential to double the charity's annual turnover and therefore will have considerable impact. An additional challenge facing the charity is the introduction of the 'living wage'.

The charity continues to enjoy a good relationship with commissioning bodies and is often approached to discuss supplying additional services.

Having had discussions with the EnableAbility Manager, a visit plan was drawn up for an on-site visit for 22/24 February. In the event the 1.5 days allocated were carried out in one calendar day (8.30 am – 7.00 pm) to enable participants to attend discussion groups at convenient times. The workforce consists of a core of permanent staff supported by a body of volunteers and sessional staff, giving a mix of both paid and unpaid workers. Accordingly, the assessment was structured to ensure that all of these groups were represented in the assessment. A total of 21 people were involved in the discussion groups representing 22% of the workforce, which is in line with recommendation set by IIP UKCES to ensure that the findings are robust and valid. There is a flat structure in place and people managers have the added dimension of leading/developing volunteers.

No additional Evidence Requirements were included over and above the core standard.

Headline feedback was given to the Chair of Trustees and the EnableAbility Manager at the close of the on-site activity.

In order to help the management team, consider the actions it wishes to take as a result of the report, as requested it has been written in line with key priorities as identified in the Visit Plan.

The following report highlights the strengths and suggestions for further improvement and the findings from the assessment as related to the key priorities.



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## 2 STRENGTHS

Since the last visit the IIP Practitioner was aware of a step change in the charity. Some aspects it is felt worth commenting on as a result of this assessment are:

- The enthusiasm and commitment of the staff and volunteers is palpable. All those interviewed showed a passion for their work, whether this was on a full-time basis or an hour or so.
- There is an improvement in the structure of the charity and the calibre of people involved.
- The organisation seems more 'savvy' in approach to gaining and delivering services eg the use of social networks etc.
- It has invested in some away-days/team events to bring the charity together.
- There is increased clarity of what people are required to deliver in their roles.
- The charity has worked hard at increasing its impact in the area, attaining full capacity schemes and taking on new ventures.
- Steps have been taken to refine the infrastructure, delivering better IT solutions for the charity and delivering more fiscal competence
- There appears to be a well-structured/engaged Trustee Board in place.
- People like working with EnableAbility and see it as something which is good to have on their CV.
- Good leadership is in place, focused on delivery of high quality services in a 21st century world.

## 3 SUGGESTIONS FOR FURTHER IMPROVEMENT

Providing support services in the community is always challenging, therefore organisations delivering these services (charitable or otherwise) need to ensure their processes and practices give them the right and appropriate support to achieve their goals and aspirations. EnableAbility seems well positioned to continue to grow and develop its services which will, no doubt, require more rigour in how it delivers those services. The following are some suggestions to underpin further improvements in performance.

- **Development Point 1**      **Developing a more strategically based business plan (Page 4)**
- **Development Point 2**      **Improving and developing communications with staff and volunteers. (Page 5)**
- **Development Point 3**      **Greater inclusion of volunteer group. (Page 5)**
- **Development Point 4**      **Developing leadership capability (Page 6)**
- **Development Point 5**      **Appraisal/Supervision/1-1s (Page 7)**
- **Development Point 6**      **Planning workforce development (Page 8)**
- **Development Point 7**      **Recognising and rewarding success (Page 9)**
- **Development Point 8**      **Measuring ROI of investment in people (Page 10)**
- **Development Point 9**      **Improving People Practices (Page 11)**



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## 4 FINDINGS AGAINST KEY PRIORITIES

There are no doubt elements from all of the IIP Indicators which would apply to each of the key priorities, but to make the report a more useful tool IIP indicators have been linked to the priorities to which it is felt they are most applicable.

### Continuing to secure and develop adult services/Securing a venue for the holiday scheme

- Indicator 1 Business Strategy. The development of a sound business strategy is fundamental to taking a business forward and requires all of the organisation to look to the future and how it can improve. Charities are no exception. If the organisation is to grow it needs to plan for the capacity to do so.
- Indicator 3 People Strategy. Ensuring that people are treated fairly and consistently and also have the opportunity to put their thoughts forward encourages people to work together. The increased use of technology can be unsettling for some and therefore by encouraging them to be part of the journey leads to more rapid adoption. With the dispersed workforce/volunteers it is even more important.
- Indicators 4/5 Management/Leadership Strategy and Effectiveness. Sound and consistent leadership is essential to creating a responsive workforce (flexible; agile; friendly and personal) which is key to any charity.

### Increasing the use of technology to deliver services

- Indicators 2/8 Learning and Development Strategy and Implementation. The skills and talents of the workforce need to be planned and delivered to ensure that people can perform to a consistent and high level and thus deliver the professionalism the charity expects. Additionally, it is fundamental to comply with regulations and safeguarding.
- Indicator 6 Reward and Recognition plays such an important part in keeping people motivated and encouraging them to have a positive attitude. When people feel they are successful it generates pride in their achievements and therefore the organisation. This is just as applicable to those who volunteer their services

### Identifying how Social Media impacts on delivery of services

- Indicator 7 Involvement and Empowerment. It has been demonstrated that those who feel that they can influence their working lives are far more likely to remain healthy and engaged with their work. By empowering people to act on their own initiative and with confidence underpins people being able to undertake their work in a positive frame of mind.
- Indicator 9 Performance Measurement ensures that reflection takes place to safeguard that the way forward is built on learning from experience and thus focus on the future in an informed way.
- Indicator 10 Continuous Improvement for any organisation is a key element to remaining focused on the future and being proactive. This is just as relevant to people practices as it is any other element of running a successful organisation.



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## **Continuing to secure and develop adult services/Securing a venue for the holiday scheme (IIP Indicators 1, 3, 4, and 5)**

### **Indicator 1 – Business Strategy**

To grow and add services will need to be well planned and therefore to have a clear strategy in place is imperative.

*'Friendship, help and support for disabled people'* is the first thing you see on the EnableAbility website, concisely summing up the organisation's purpose. Although not expressly stated, it is understood the vision for the future is to develop the services currently offered and expand into other areas.

There is an extensive three-year business plan much of which is targeted at delivery in 2016. Managers described clearly their key issues and objectives for the forthcoming year. Many more regular meetings seem to be in place for volunteers and sessional workers to get input from them on their ideas on the provision.

Staff, volunteers and sessional workers understand their roles within the schemes they operate. How aware they are of the wider EnableAbility goals is probably more questionable. The new newsletter will be an avenue through which the direction and success of EnableAbility can be communicated to all stakeholders.

### **Development Point 1 – Business Plan**

IIP6 is the new version of the Standard. The premise supporting IIP6 is the organisation's ambition ie where does it see itself in say three years time? What will be different? Working from this base helps to concentrate the mind and enable clear goals/objectives to be put in place. The current plan has a lot of detail but is probably more akin to a list of tasks rather than a strategy with SMART objectives. The charity has moved forward considerably since the last assessment. Developing a more strategic plan, based on the organisation's values and ambition will provide more structure for future growth. In turn this can form the basis for functional plans designed to deliver the overall strategy. However, it is urged that all these documents be kept simple. This should identify how additional services are secured and the strategy for securing stable venues for activities.

### **Impact on delivering the new and existing services:**

All companies need a clear direction and culture within which to deliver that direction. Goal/objective setting at all levels provides the framework for planning and measuring progress. Additionally, an organisation which has the golden thread between the business direction and those delivering it enables it to be agile and move quickly to meet changing circumstances and environments.

### **Indicator 3 – People Management Strategy**

To deliver more services with an enlarged workforce requires needs to be underpinned by a strong people management strategy.

The charity provides some routes for people to contribute their ideas and thoughts on how services may be



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provided and improved. All those within the discussion groups felt that they had the opportunity to give feedback on their activities, many of which were conducted at the end of each session and indeed examples were provided of change taking place. There was mention of some meetings/team building activities which had taken place. With volunteers and sessional workers, 1-1 sessions seem limited.

There is evidence that thought is given to the needs of different groups eg availability, stages of their lives (university), vulnerability, alignment with service users. Managers provided examples of how they had managed people's different needs.

*'We have been able to change things eg the time at end of sessions and getting feedback. We log it all. So when we do another session we take this into account. We have a good overview of volunteers' strengths etc and that plays a big part in where we put them.'*

#### **Development Point 2**

It is difficult with a casual and volunteer workforce to get a systematic approach to team meetings/regular contact. However, with the use of technology so much more is possible. With the clientele and disparate workforce, working out a strategy for regular communications (the newsletter is a good addition) would be profitable. Not only does it provide the opportunity for a flow of communications, it also safeguards the Charity in being able to demonstrate a duty of care for all stakeholders. Such actions help to retain staff/volunteers which will be required to deliver additional services.

#### **Development Point 3**

It became apparent through conversation that the volunteer group are not always included in activities eg 65<sup>th</sup> year celebrations. Although people may not be paid for their efforts and there will be an ebb and flow of people, they play an important role within the charity and form just as much a part of it - however small - as those who receive a regular income -. It is recommended that the charity and its Trustees review how inclusive their approach is to including all parts of the charity in celebrations/harnessing their ideas etc. Making people feel they are part of the organisation and valued builds commitment and loyalty.

#### **Impact on delivering the new and existing services:**

A source of great value within organisations is the people within them. Finding a range of opportunities to encourage people to input their ideas and help others to improve their performance adds considerable value to organisations. The important factor is that these sources of ideas are effective and valued. Having a recognised strategy to cover all the different working groups will support the organisation in its growth and should help to streamline existing services. Providing an exceptional experience for your volunteers over and above the value they receive from their volunteering work will encourage them to stay with EnableAbility and to recommend others to join.

#### **Indicator 4 – Leadership and Management Strategy**

Increasing the number of schemes being delivered and the resultant increase in workforce will place greater emphasis on the leadership to deliver these programmes effectively and efficiently.

Comments from both senior and middle managers suggested that there is an understanding of what is expected of a people manager within EnableAbility. Job Descriptions are in place and reference is made to recruitment, training etc.

*'I ensure that people have the right tools to do their job; I monitor performance eg people not turning up regularly; I need to keep accurate records on who is where and that they have the right contact details; deal with personal concerns or other things that may affect their ability to help.'*



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*'Build a good relationship with volunteers. Communication is key. Use volunteers that have disabilities themselves and support them with the appropriate skills. Help them transition from being a user to becoming a volunteer.'*

**Staff comments:**

*'Being there if I need it. Give me the space to do my job. Enable me to be self-managing. Identify when I need to do courses etc. Give me feedback on my performance. At supervision, discuss each individual in depth and discuss ideas and assistance. The outcomes can take a long time to be achieved.'*

*'Set out what happening and who going to be with and a bit of feedback on session and improvements. If have issues I can talk to them.'*

*'Safety is a high priority. They [management] tell you what you need to know about the children, incidents and parent information.'*

*'To lead and take control of situations and to give feedback; make sure everything organised and people know what doing. Take responsibility if necessary. Help us to be happy, fun people who want to be there [at session].'*

Leadership development is achieved in the main through coaching and experience.

**Development Point 4 - Leadership capabilities:** Although there are the Job Descriptions and Staff and Volunteer Handbook which give guidance on 'people management', there are new members to the management team, so now would provide an ideal opportunity to revisit the expectations of a leader within the charity and perhaps create a 'Management Code of Conduct' which could be shared with all stakeholders. At the same time, it recommended that thought be given to how these capabilities will be developed in those taking on a leadership role, (and possibly some already in post), and how performance against these capabilities are reviewed. Again the use of technology can be helpful here with free leadership programmes on line <http://www.masterclassmanagement.com/> and the open university. The charity is looking at growth, therefore it will be important to ensure that the leadership remains strong and united. Another opportunity is to consider succession planning to enable continuity of leadership going forward.

**Impact on delivering new and existing services:**

The leadership within a business is critical to its success, particularly when it is one which utilises people to deliver results. People leaders at all levels need clear direction on what is expected of them within this role and also the opportunity to develop and hone their skills. To work as 'one team', grow the charity and work smarter - all require strong leadership qualities and capabilities and are key elements to securing the provision of additional services and submitting tenders.

**Indicator 5 – Management Effectiveness**

Discussions suggest that the leadership is stronger and more effective than at the last assessment. As already commented, the Trustee team seems well balanced and very much involved with the charity on a day to day basis. The newest member of the management team appears well experienced and comments would suggest the potential to take EnableAbility to yet further successes.

People spoke positively about their line managers at all levels and it was encouraging to see that leadership is encouraged at all levels. It was also nice to meet with one volunteer with disabilities, which was testament to the leadership delivering on encouraging service users to become part of the charity from the delivery side.

*'It is a very flat structure and you can go to anyone and they will help.'*



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*'[Manager] keeps in touch and is there if needed.'*

*"My manager wants to realise the full potential of the staff and support us."*

*"My manager is attentive to staff; listens; takes on board problems and resolves them; is communicative and recognises your special efforts."*

**Development Point 5 – Appraisal/Supervision/1-1s:** Appraisal and supervision were mentioned in conversations as well as meetings at the end of sessions which could either be group or individual. However, the appraisal process does not seem to be entirely robust and there is a reliance on the fact that many are volunteers or only work a few hours and therefore the relevance of more formal approaches may not be appreciated. To have robust feedback mechanisms within any organisation of any size gives a discipline and structure that not only provides the important ingredient of 'me' time but also protects the charity and provides a conduit through which goals can be identified; performance monitored and development agreed. Supplementing this with regular 1-1 updates/supervision strengthens this process and adds professionalism as well as an opportunity to revisit the key elements. These activities need not take up vast amounts of time and with the use of technology can reach everyone. This website provides a free toolkit.

<http://www.volunteermidlothian.org.uk/organisations/resources/good-practice-toolkit/>

#### **Impact on delivering the new and existing services:**

EnableAbility is well run and people like working with them. It is planning to grow its services and therefore, no doubt, its volunteer numbers. As volunteers are representatives of the organisation it is important that they receive the same support and guidance as all other staff. This can be challenging, but if the role and requirements are clearly set at the outset then this should set expectations. Investing a little time in undertaking simple appraisals/supervision should deliver good outcomes for the charity whilst protecting it against negative approaches plus demonstrate a commitment to having a robust process for managing and develop volunteer groups.

#### **Increasing the use of technology to deliver services** **(IIP Indicators 2, 8 and 6)**

Increasing the use of technology requires the workforce/volunteers to be well trained and educated. This requires the organisation to have a clear view of the skills, knowledge and behaviours it needs to develop within the workforce and the impact that developing these will have on the services the charity delivers. Having identified these needs, ensuring that they are addressed and the impact evaluated is a fundamental part of ensuring that workforce development delivers a return on investment.

#### **Indicators 2/8 (Learning and Development Strategy/Implementation)**

Going forward the charity plans to extend its services. The 3-year business plan identifies learning and development associated with some Aims eg Managing Safety for Providers course to fulfil role of DOSA within EnableAbility. No funding or time indication was identified. The standard courses such as Safeguarding and Manual Handling are routinely checked and implemented as required. It is also understood that the organisation is looking for more commitment from people and supporting this by investigating delivering NVQs and the associated funding available.

Managers appear to have a grasp of their team's development needs, although this could probably be improved with more regular appraisal/supervision mentioned above. Staff gave examples of their





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development eg being emailed courses to go on and their core skills being maintained. For those involved in the teambuilding this has gone down well. Those who are new to the organisation were happy with their induction into their roles and felt that they had the support they needed to become effective.

All development identified seems to have been delivered and examples were forthcoming of how this had helped them eg manual handling and assisting with helping disabled person with the toilet; epilepsy as working with a girl with the illness; gastro training so can help with feeding.

It is also understood that there is a volunteer training programme being developed and the IIP Practitioner applauds this move. Will it provide the volunteer with any recognition eg a certificate of competence?

### **Development Point 6 – Planning workforce development**

As the charity grows it will be important to ensure that workforce development takes place and is of the right calibre. It may be worthwhile to revisit how learning and development is currently identified and how this can be streamlined and delivered. Again we are back to the use of technology. What research has been done to establish what learning and development tools might be available to support the charity to develop its workforce? This is another website which may be of interest.

<https://www.nonprofitready.org/course-category/leadership>

What else can be made use of eg Yammer, apps, Twitter, Facebook? It is understood that one of the Trustee's sons works for a leading technological company. What ideas might the charity tap into through this channel? Now that there is a more effective leadership team in place, thought may also be given to reviewing how the budgeting for learning and development is achieved and cascaded. It may also be advantageous to review Trustee training. What is in place? What are their needs? A link has already been provided which may be useful.

### **Impact on delivering new and existing services:**

To enable the workforce (including volunteers) to become and remain professional and deliver the charity's services, they need to have the opportunity to develop their skills/knowledge in every aspect. Having a sound plan for workforce development is the first step, whilst also ensuring that it has purpose and will have an impact on performance which can be measured against the key objectives for the charity. A well trained and consistent workforce presents a professional image to all stakeholders as well as protecting both those who deliver those services and those who receive them.

### **Indicator 6 – Reward and Recognition**

Staff/volunteers understand what is expected of them in their roles at all levels and feel that they have a contribution to make to the success of EnableAbility and, more importantly, to the service users, which gives them satisfaction. Some examples were provided by people related to being recognised and valued for their efforts.

*'I get thanks. They [managers] appreciate us volunteering. It's not spoken but you know.'*

*'It's nice to hear people saying 'thanks'.'*

*'There is a newsletter and you get your picture in it. 15 minutes of fame!!!'*

*'Because I spend so much time with children you see results from the play scheme. I can see them taking their shoes off etc and behaviour better. Makes everyone's job easier and I can share information with others as well eg with Saturday club.'*

*'The amount of faith put in me as the youngest team leader and now youngest co-ordinating team leader.'*

*'They want me back!'*

*'There are now awards and emails recognising you.'*

*'If you want a reference they are more than happy and say good things.'*



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Managers comments:

*'I praise staff and have an end of play scheme drink and a week later reflect and review session and praise what did well.'*

**Development Point 7 - Recognising and rewarding success:** There were a number of good comments forthcoming from staff. It can be seen that people get a lot of reward from the work they do and feel recognised by a number of actions from the everyday 'thank you' to getting good references. Again returning to the organisation growing - are there more opportunities to celebrate success? What do the Trustees do to acknowledge the volunteers? Could there be a 'volunteer of the month/quarter/year'? Other ideas include recognition award for reaching a number of volunteering hours, client achievements – somebody doing something particularly outstanding, eg helping a user to get a job, gold stars for immediate recognition of 'magical moments'? Does the charity consider entering any awards to recognise their excellence <http://www.charityawards.co.uk/> ? The organisation seeks to retain its valuable sessional and volunteer workforce – what can it do to celebrate that on a more regular basis? This can be done cost effectively but brings many rewards. It may also be worthwhile revisiting the reward and recognition strategy, (if there is one in place), to establish how well it reflects the needs of the charity going forward and to provide leaders with a clear understanding of the tools available to them. Again technology can play a vital part in providing tools and avenues for people to be recognised.

**Impact on delivering new and existing services:**

Those working in charities often do so either because of a personal connection, feel that they wish to give 'something back' to the community or find volunteering enriches their lives. It certainly won't be the pay and perks! Whatever the reasons, it is still important for the leadership to ensure that all the workforce perceive and believe that they are recognised and, where appropriate, fairly rewarded, which underpins working as 'one team'. Where this works most effectively is when recognising successes and 'going beyond' is part of the 'culture' of the organisation and there is an appropriate strategy in place which all stakeholders understand and deliver appropriate to their role. Success breeds success.

**Identifying how Social Media impacts on delivery of services**  
**(IIP Indicators 7, 9 and 10)**

Social media enables contact on a 24/7/365 basis. Used constructively and professionally utilisation of social media can increase people's feeling of involvement and being supported, as well as providing input to improvements in operational performance.

**Indicator 7 – Involvement and Empowerment**

Empowerment seems well ingrained within the organisation. People do feel that they have a range of options to be involved in decision making and taking ownership for their roles and activities. Indeed, this is often imperative as they work with/befriend people on an individual basis and may have to take important decisions to safeguard the individual, those around them and the volunteer/worker themselves. People also commented that they had the right support to enable them to take ownership of their roles and make decisions where appropriate for their role. People understand the framework within which they work including those who have recently joined the organisation and those in training. The only comment to make here is alluding to cascading financial responsibilities. There was some comment that perhaps this could be improved.

The workforce is committed to the future of EnableAbility and its success which is an asset indeed.

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### **Impact on delivering new and existing services:**

Workforce involvement and appropriate decision making is fundamental to delivering quality services on which users and commissioners can rely. However, this does not stand still and organisations need to review on a regular basis that there are no blockages to empowering the workforce/volunteers to do the job they have been commissioned to do. Research shows that people perform better and maintain better health when they feel they have some control over their lives including their work.

### **Indicator 9 – Performance Measurement**

From the evidence gathered this Indicator is less well evidenced than the rest of the Standard. In fact, this is not an unusual occurrence across all types of organisation. However, it is an important one and, in particular, for those who have to work to tight budgets and whose income can be variable. Having said this there is some evidence that feedback is gained on events such as the team building undertaken and the relationship building which took place. Reviewing staff files on a regular basis to ensure that the necessary training has been undertaken is good practice. Does this apply to volunteers as well?

It was also encouraging to hear that if the tenders being submitted are successful, the existing workforce/volunteer base would be reviewed and those interested in delivering these services would have their skills upgraded.

There were examples forthcoming from leaders on how learning had been put in place to address issues arising which had resulted in changing approach and behaviour. Staff also gave examples of how they had undertaken development and how this had helped them in their role:

*'I have been through manual handling/first aid/ safeguarding. With the manual handling, I have recently started taking on people with more severe disabilities and needing assistance with the toilet, so training has been really useful. There were also aspects of safeguarding here as well.'*

*'I have trained up one of my leaders to the extent I was able to take an extended holiday this year.'*

### **Development Point 8 - ROI on development:**

The heading of this section is about identifying how social media impacts on service delivery. The charity has to work hard to maintain and grow its revenue stream and therefore understanding how learning and development is improving the charity, (or not at the case may be), is an important element in ensuring that resources employed for developing the workforce are measured and evaluated which has already been alluded to under **Development Point 8**. At the planning stage, building in the expected impact on performance aligned with development activities and investment makes review straightforward and clear. Utilising social media as another tool in the development toolkit should be considered. IIP6 has much more emphasis on the use of performance metrics and rightly so for high performing organisations.

### **Impact on delivering new and existing services:**

As referred to above, the charity works hard for its revenue and therefore it will be important to ensure that the development of the workforce is effective and cost efficient. Being a service based organisation, it is imperative that staff are continually developed to be able to deliver user/stakeholder/commissioning expectations and therefore putting the appropriate measures in place to monitor this investment will be important for EnableAbility to remain an organisation which is 'fit for purpose'.



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### Indicator 10 – Continuous Improvement

There were a number of examples here relevant to all levels in the organisation. The investment in the current leadership team is evident and the business has started to look at using social media, eg the ability to book on play schemes which gives the organisation the ability to plan the resources needed.

Leaders commented that the leadership team was more cohesive which helps with service delivery.

Staff spoke about the Carer's Cards which they find very useful in accessing venues with their users. The newsletter also came up in conversation and letters from the Trustees, eg when a pay rise awarded although it was commented there were no other ad hoc communications from the Trustees. It was suggested an app could be developed for them to send out congratulatory stickers! Food for thought.

Suggestion – all the paperwork done on mobile app!!!!

### Development Point 9 – Improving people practices:

The new Adult Service Co-ordinator is investigating more NVQs and there are examples of how technology is helping to develop service provision. IIP6 is built around the capabilities of high performing organisations and continuous improvement in people practices. How clear are the plans for updating people practices to align with the advances in technology and our changing world? Technology has been used for a while to assist the disabled as is testament by Stephen Hawking so it is nothing new. However, the speed at which the technological world is changing is rapid and impacts on both how we deliver services and those that we engage with to deliver them. One comment made was *'We have a lot of paperwork to do [sessional worker] and it would be wonderful to have this all pulled together under one app!'* This is an excellent example of how social media/technology can be used to streamline activities.

At a more basic level, some simple activities which other organisations have found useful include job shadowing (or where practical job swap), using online tools to provide 'pulse' surveys eg survey monkey.

[https://www.surveymonkey.com/mp/lp/sem-lp-1/?utm\\_source=adwords&utm\\_medium=ppc&utm\\_term=survey%20monkey&utm\\_network=g&utm\\_campaign=UK\\_Search\\_Brand\\_DisplaySelect&mkwid=sGn76oWqD\\_dc&pclid=51810776375&pmt=e&kw=survey%20monkey&pdv=c&cmpid=nonbrand&cvosrc=ppc.google.survey%20monkey&keyword=survey%20monkey&matchtype=e&network=g&mobile=0&searchntwk=1&creative=51810776375&adposition=1t1&campaign=UK\\_Search\\_Brand\\_DisplaySelect&cvo\\_campaign=UK\\_Search\\_Brand\\_DisplaySelect&cvo\\_adgroup=survey+monkey&gclid=CN3A1\\_6ZossCFTUz0wodLpADPg](https://www.surveymonkey.com/mp/lp/sem-lp-1/?utm_source=adwords&utm_medium=ppc&utm_term=survey%20monkey&utm_network=g&utm_campaign=UK_Search_Brand_DisplaySelect&mkwid=sGn76oWqD_dc&pclid=51810776375&pmt=e&kw=survey%20monkey&pdv=c&cmpid=nonbrand&cvosrc=ppc.google.survey%20monkey&keyword=survey%20monkey&matchtype=e&network=g&mobile=0&searchntwk=1&creative=51810776375&adposition=1t1&campaign=UK_Search_Brand_DisplaySelect&cvo_campaign=UK_Search_Brand_DisplaySelect&cvo_adgroup=survey+monkey&gclid=CN3A1_6ZossCFTUz0wodLpADPg) . Very effective for a distributed workforce.

Utilisation of skype type tools to hold appraisals/supervision.

Development of a 'talent grid' to identify all the hidden talents of the workforce/volunteers. The IIP Practitioner met a film maker in the interviews – how could that talent be used to good effect?

It may also be worthwhile revisiting induction to ensure that it is still fit-for-purpose. Are those new to the organisation appropriately trained and supported? Are they allocated a buddy? Are they given regular feedback on how they are performing? How well is this process recorded?

### Impact on delivering new and existing services:

People's expectations and needs change. Organisations that monitor and learn from feedback on their people practices are in a better position to remain an agile employer and thus increasing the prospects of retaining existing staff/volunteers and attracting new ones which will be especially relevant to increasing

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the provision. Focusing on utilising IT/social media to deliver improved staff/volunteer experiences can only be a positive approach for the charity.

## **6 RECOMMENDATION AND NEXT STEPS**

Having carried out the assessment process in accordance with the guidelines provided for Investors in People Practitioner by Investors in People – United Kingdom Commission for Employment and Skills, the Investors in People Practitioner is satisfied that EnableAbility meets the requirements of the Investors in People National Standard.

Investors in People accreditation is granted indefinitely, with a proviso that an interaction is undertaken within 18 months of accreditation and a full assessment takes place no greater than 3 years apart. Assessments can be undertaken at any time and more frequent assessments are recommended to maintain levels of good practice and continuous improvement.

The organisation should discuss the timing of the next assessment with their Investors in People Practitioner, using the Improvement Planning Meeting to agree the best strategy for future use of the Investors in People framework. It should also be noted that the next assessment will be conducted under the IIP6 Standard which the organisation would do well to investigate before their reaccreditation deadline of 24 February 2019.

The contents of this report will be discussed at the Improvement Planning meeting to be held at **11 am on 26 May 2016**. At the same meeting the transition to IIP6 can be discussed.

The IIP Practitioner wishes to thank all of those who took part in the assessment for their open and honest comments and valuable contributions.

### **Customer Satisfaction Questionnaire**

Both the Investors in People Practitioner and Investors in People South of England would welcome your feedback on this assessment and shortly you will be supplied with a Client Satisfaction Questionnaire from Investors in People to complete. Particular importance is placed on the feedback given by client organisations on Practitioners, therefore we would very much appreciate it if you would complete the questionnaire.

### **Promoting continuous improvement**

We support organisations at every stage of the Investors in People journey, helping them to realise the power of their people, optimise their performance and achieve their full potential. We see Investors in People as the People Partner for sustainable people solutions.

Please contact your Account Manager Hermaxi Bhatt on 07768 159702 or email **hermaxi.bhatt@uk.gt.com** to find out more about Investors in People and how we can help your organisation.

Details of the support available to you can be accessed by contacting Investors in People South of England via: -

**T:** 020 7728 3456

**E:** [enquiries@IIPsouth.investorsinpeople.co.uk](mailto:enquiries@IIPsouth.investorsinpeople.co.uk)

**W:** <http://IIPsouth.investorsinpeople.co.uk>



Commercial in Confidence

**Outcomes table - evidence requirements framework matrix**

<b>Core Standard</b>										
Total number of core evidence requirements assessed – 37 Total number of core evidence requirements met - 37										
	<b>Indicators</b>									
<b>ERs</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	n/a	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
5	n/a		✓						✓	
6	✓									

\*replace with n/a if there are no representative groups

<b>Wider Framework</b>										
Total number of additional evidence requirements assessed – 0										
Total number of additional evidence requirements met - 0										
	<b>Indicators</b>									
<b>ERs</b>	<b>01</b>	<b>02</b>	<b>03</b>	<b>04</b>	<b>05</b>	<b>06</b>	<b>07</b>	<b>08</b>	<b>09</b>	<b>10</b>
4	Core	Core	Core		Core				Core	
5	Core		Core						Core	
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