

INVESTORS IN PEOPLE REPORT

Brent Mencap



Presented by Glenn Duggleby

Investors in People Specialist

On behalf of Investors in People South

June 2015

Project number 14-04248

INTRODUCTION

Recommendation and next steps

Having carried out the assessment process in accordance with the guidelines provided for Investors in People Specialists by Investors in People - United Kingdom Commission for Employment and Skills [UKCES], the Investors in People Specialist is totally satisfied that Brent Mencap meets the **39** core requirements of the Investors in People National Standard and as such is recognised as an Investor in People organisation. In addition to the core requirements the organisation has met and exceeded **115** Evidence Requirements in total, thus the **Silver** Accreditation award is achieved.

Congratulations!!!

The Assessor is delighted to confirm that sufficient evidence was identified to show that Brent Mencap has again exceeded the 'core' Investors in People standard by meeting **127 evidence requirements in total and is therefore recognised as a Silver Organisation**



Investors in People accreditation is granted indefinitely, with a proviso that an interaction is undertaken within 18 months of accreditation and full assessments take place no more than three years apart. Assessments can be undertaken at any time during this period 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 Specialist, using the Improvement Planning Meeting [IPM] to agree the best strategy for future use of the Investors in People Framework.

Customer satisfaction questionnaire

Both the Investors in People Specialists and Investors in People South of England would welcome your feedback on this assessment and you will shortly 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 Specialists; therefore we would very much appreciate it if you would complete the questionnaire as soon as possible after the IPM has taken place.

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. To find out more about Investors in People and how we can help your organisation, please contact your Account Manager Radhika Pandey, by email: Radhika.pandey@uk.gt.com or on 07510 785086. Details of the support available to you can be accessed by contacting Investors in People South of England via: -

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FINDINGS

Executive Summary

It was agreed at the planning meeting that this assessment was to be carried out against the 'Full' Investors in People Framework, with the understanding that due to challenges and changes faced since the previous assessment in 2012 when GOLD was achieved, not all aspects are expected to be met. Thus, the exercise would identify and enhance all the organisation's areas of strength, the evolving and developing actions and initiatives and further opportunities for improvement.

The strategy will then be to combine these findings with the ongoing data that the organisation collects and other feedback from other external bodies and measures to develop and enhance the ongoing improvement plans for the organisation.

Prior to and throughout the assessment it was also recognised that there have been significant changes within the organisational structure and the projects and services that are delivered in the last two or three years. Many of the influencers of these changes have come from external and client sources that are largely outside the 'circle of influence' in the organisation and the impact of these were considered and recognised throughout this assessment process.

Key areas of influence has been:

- the loss of major projects and with it staff TUPE out of the organisation, specifically 'floating support'
- the changes to working in partnerships which has brought with it real challenges in different working practices and the alignment of cultures and ethos with partnering organisations
- positive and negative aspects of people learning new skills, e.g. Advocacy
- a strong focus on "*filling the gaps*", with a strategic move to using external consultancy for bidding
- changes and focus on 'new bids' has reduced the level of staff engagement, specifically through the lack of regular team meetings [this is starting again] and the staff appraisals, although 1-1's do happen

It was also made clear at the planning meeting with Ann, that Brent Mencap wanted to aim high by again being assessed against all the evidence requirements in the wider framework, success against which would have achieved Gold accreditation, as they had achieved this previously and this was seen as a useful and important measurement of the impact of all changes and challenges faced since the previous assessment.

At the end of the assessment process, very honestly, Ann admitted that she had no expectation to meet this high standard but wanted to use this exercise, the findings and the report as an action-centred development activity in order to inform planning for the future.

The ultimate aim is, of course, a return to Gold accreditation and/or whatever that looks like for the revised '6th Generation' framework [as referenced later in this report]. It is felt that the 'new' focus of the revised framework, looking at impact and performance will resonate really well with the path that Brent Mencap are on and the journey they face to develop the organisation to match current and future needs of the community it serves. "*We will probably never be the size we were 3 years ago, but the completion of the lease does give us some opportunities to 'sweat our assets' and revisit our strategic thinking against our purpose*".

Thus, I have put together a concise, action centred report that recognises your good practice but also gives you clear feedback on the areas you should address for the future

Organisation Strengths

The Strategic Development priorities were defined for 2012 through to 2015 in the Trustees Annual Report [TAR] and reviewed again for the TAR 13/14 to reflect many of the changes and challenges faced that are referenced and mentioned throughout this assessment process and subsequent report.

The TAR is shared with all people and stakeholders at the AGM and it was clear that people at all levels are very aware of the plans, challenges and influencers that are impacting upon the direction of Brent Mencap. Perhaps the level of engagement and consultation in these strategic plans and influences needs to be reviewed and strengthened and this will be a key theme throughout this report

There is a strong sense of purpose on what Brent Mencap stands for throughout the teams and the 'Core' Values are strong, visible and embedded. At project level, the target, as KPI's, s are clear and defined, yet challenging, with the measurement and monitoring of them, through data collation and analysis, clear and well communicated amongst the specific teams.

Whilst staff numbers have reduced, through the project losses and TUPE impact, there remains a close-knit harmony within the teams and a very flat and open management structure.

Learning and Development [L&D] needs are met through the 1-1 sessions with supervisors and managers and through the open communication lines and flat structure throughout the organisation, whilst there is a clear recognition that the formality and structure to this 'process' has *"dropped off"*.

L&D is still well supported at the organisation and people understand what their needs are and how they relate to the core values. People's talents and skills are nurtured to meet personal and whole organisation needs, e.g. development of knowledge in new areas, e.g. Advocacy, however, there is a need to ensure that good practice in 'learning on the job' is recognised and supported by deeper and more focussed development support to match individual needs

Managers roles and responsibilities are quite flexible, especially given all the changes and staff *"comings and goings"* in recent times. A review of the organisational structure, roles & responsibilities and/or job descriptions would be beneficial alongside the forthcoming review of the strategic plan beyond 2015. This would also support the identified need for future 'succession planning' at all levels of the organisational structure.

Management is the creation, implementation and monitoring of process

People support a process that helps them succeed *Peter Drucker*

There is a fine balance within the organisation in the approach to management styles, with the retention of the culture where people *"do not work well if micro-managed and I am trusted and encouraged to use my knowledge and experience"*, alongside the desire for engagement, *"we don't get together as a team as much as we used to and perhaps don't see the 'bigger picture' so well"*.

Leadership is creating environments that influence others to achieve group goals

People support a world they help create *Peter Drucker*

Trust, empowerment and delegation are part of the culture of Brent Mencap and people are generally very well supported when they have needed it. This had been a challenge with the move to 'wider partnership' and what some have seen as "the move away from non-LD specific projects, where sometimes required expertise for support is not always available [eg advocacy work].

People are recognised for their efforts, e.g. pay rises in a difficult climate, regular thanks and recognition from managers within and across [less so] teams. The reduction in the regular management meetings and the lack of focussed appraisals [regular 1-1's do still happen] has definitely influenced the delivery of recognition across the organisation and its frequency, however, generally the closeness of the relationships of people and the commitment to the values ensures the retention of their sense of feeling valued.

Whilst the changes that have been made, particularly the loss of projects and the impact of learning how to work in partnerships etc have inevitably impacted on some of the good practices that helped you achieve the 'Gold' status in 2012. You should be extremely proud that you have not only met the core Investors in People accreditation requirements, but have maintained enough of your good practices, values and culture to achieve the Silver award status at the same time, as a sound basis to build upon once more. Well done.

Key Opportunities for Improvement & Further Development

Business Planning

At top level there is clearly strong leadership from Ann, who is supported by her senior people and trustees, although she has continued to take a lead role in the bidding, funding and 'new' project development aspects.

The suggested improvements from the 2012 IIP assessment identified the benefits to be gained for having these aspects delegated/devolved more amongst the teams, however, the various external influencers since then have impacted upon this not really happening and developing as desired.

The TAR does give clear definition of where the organisation has evolved from, the progress made and the plans for the future. Whilst this is extremely important and relevant to acknowledge and to contextually define the challenges faced and successes achieved, there now needs to be a clear link and balance against the 'next steps' for the organisation.

As stated above, the TAR does have many clear indicators of where the organisation wants to be in the near future, e.g.

- Increase user involvement in the Executive Committee and strategic development of Brent Mencap

I believe that the TAR would benefit from an exercise to assess how **SMART** (*Specific, Measurable, Achievable, Relevant, Time-targeted*) the defined objectives/KPI's actually are. This exercise should involve everybody and not just Ann and the Trustees. This was also an identified area for development in 2012.

A planning day that is being proposed would be the ideal forum for this. I believe that many in the TAR are specific and some have 'loose' timelines and methodology for achievement, but not all are and there could be greater clarity and definition on the 'How' aspects and "what success looks like".

There would be benefit from having a clear definition of these **SMART's** from the TAR, to define them as an appendix, perhaps defining this appendix as the organisational development plan (ODP) which could be referred to and measured against at the 'revitalised team meetings'.

It could also be used as reference point for linking individual and team actions and development needs as part of the appraisal process, which also requires 'reviving'. This would allow the ongoing measurement of impact between people development activities and the achievement of team and organisational objectives.

A simple matrix that pulls out all the key organisation **SMART's** could be used in the format below, or something similar as suggested above. Probably as an appendix [see reference to ODP above] would work more effectively, as it can then be update as and when targets are met or re-defined without having to re-issue the full TAR.

Specific Action	Measure of Success	Achievement Method	Responsible for action	Timescale for Action	Planned completion
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This would also allow interim and ongoing measurement and review against these objectives outside the normal TAR review cycle. *"We really need to focus on what we do best"*

People Engagement

There is an opportunity to make more effective use of the capabilities within Brent Mencap's people and managers' by 'revitalising the appraisals'. To do this effectively, you should include within the capabilities a break-down that looks to directly measure the impact of personal and team development against the TAR/ODP objectives, once they are '**SMARTened up**'.

Good use of communication strategies are being re-introduced with the management meetings and planning days, however, these **MUST** happen and then 'settle down' into a more regular and structured delivery schedule to re-engage with managers and their teams on a more strategic level. These can then be more effectively utilised to enable ongoing engagement and collaboration from all elements and levels of the organisation.

There has been a reliance upon the senior leaders in the organisation to make the ultimate decisions and whilst this remains a strength and recognition of *"strong leadership from the top"*, there were good examples of where this decision making would benefit from further engagement and devolution being encouraged and *"taken up"* at all levels of the structure.

Strategically, there remains a desire from the senior team to encourage engagement and involvement at all levels of the organisation, but, for a number of reasons, many related to the enforced organisational and delivery structure changes, this has not evolved as planned/expected. *"People will always step up when we need them to, but they could all be involved more strategically and with a smaller, more focussed team we need to share the load much better and make everyone knows what each other are doing and where it all fits in"*.

"Strategic Direction is not as clear as it was 3 years ago and we need to get the staff meetings back on track". Staff were really engaged through the regular ops and staff meetings...they don't happen anymore"

People Development

We identified continuing good practice within many parts of the organisation with a good degree of consistency in approach. This is always a work in progress, especially as management capabilities continue to develop in such an ever changing environment and as you might expect following ongoing organisational structure changes and merging of cultures etc across partnership arrangements.

An opportunity to enhance development is through the ‘formerly’ well-established team meeting forum, which has lapsed and is now being revived. This can then be utilised this to include some ‘short-sharp’ shared learning and knowledge session onto the agenda using both internal and external sources to deliver some product or skill knowledge to the team. One example is with the move to Advocacy delivery and sharing from ‘experts’ to those delivering would be beneficial.

Also, the sharing of different requirements on the partnership projects will help measure everyone’s understanding of the needs and sharing of issues etc. *“In the office everyone should understand how the partnerships work, although with people outside the office and other involved stakeholders the understanding may well be less?”*

There is an ongoing use of coaching and mentoring, albeit slightly ad-hoc/reactive, and developing it in a more structured approach would be beneficial, especially if the initiative using the ‘bid consultants’ to develop ‘new’ projects develops as predicted, bringing with it with the possibility of new skill requirements to be developed and shared.

A more cohesive understanding of the difference between coaching and mentoring is not always widely recognised and could also be beneficial to enable the intuitive selection of the appropriate approach when managing and supporting staff. Definitions of coaching and mentoring from the Investors in People Standard and the ‘Coaching Academy’ are shown below, as useful information to be shared –

What is the difference between coaching and mentoring?

At a glance, it isn’t necessarily easy to identify the difference between coaching and mentoring. They do after all have quite a few things in common. Both are a means of aiding an individual to grow, develop and achieve their goals but the main difference is in the approach.



- **Coaching:** *“A formal or informal process that aims to improve the performance, learning and development of an individual through effective questioning and feedback. It is about helping people to think issues through for themselves, rather than about telling or instructing someone.*

A coach works with clients around their desire to move forward in their lives. They aid the client to uncover their own answers and path using their internal resources.

It’s an empowering process where the coach opens a client up to the realisation that they truly can, be, do or have anything.

- **Mentoring:** *“Advice and guidance offered by a more experienced person to develop an individual’s potential. Mentoring tends to focus on long-term career goals rather than immediate performance issues, and may be carried out by people from within the organisation or outside it, but not usually by an individual’s line manager.”*

In a way mentors lead the path and can open doors through passing on knowledge, opinions and contacts.

Continuous Improvement

There is clearly some thought given with some and evidence of ongoing actions towards delegating more responsibility within the structure and teams with the managers as growth plans take shape, moving forward, to develop further another level of supervisory/managerial accountability.

There are opportunities to formalise this and support it with external expertise, where needed, by potentially accessing the current funding support that is available through the ‘Growth Accelerator’ (GA) programme, supported by central government (BIS) and managed by Grant Thornton.

**BUSINESS
GROWTH
SERVICE**

This can be discussed in more detail at the IPM. In the meantime more details on the scheme can be seen here:

<http://www.ga.businessgrowthservice.greatbusiness.gov.uk/>

What is GrowthAccelerator?

GrowthAccelerator is a service for hi-growth businesses in England, supported by government (BIS) and managed by Grant Thornton. It is a £200 million fund aiming to support 26,000 businesses.

GrowthAccelerator

The previous Leadership & Management funding has been channelled into this programme. GrowthAccelerator clients access a package of services designed to meet their needs, drawing from business coaching, workshops and leadership & management training.

Eligibility

- *High growth client – double the business in 3 years*
- *Fewer than 250 employees and turnover of less than £40m.*

Specific relevant examples of support that Growth Accelerator provide could be around strategic planning etc, with a combination of dedicated coaching supported by development workshops, examples of such are as follows:

BUSINESS DEVELOPMENT COACHING WORKSHOPS
<i>Leadership – Inspiring your team to deliver high growth</i>
<i>High Growth Teams - Developing your people to deliver your high growth plan and achieving more for less</i>

Product name: Operations/people

- xxxxxx to attend workshops – Managing High Performing Teams & Achieving More for Less
- Review current operations processes/workload allocation etc – identify inefficiencies and where improvements can be made (include delegation opportunities and identify skills gap).
- Develop implementation plan for improvements and measuring success.

Outcome:

xxxxx has more time to grow and manage the business. Processes are improved and capacity is greater. Growth is on target and is being delivered across the team.

The Role of the Growth Coach

Unlike consultants, who take an active responsibility in producing documents, plans and so on, the role of a Growth Coach is to help others raise their performance and support them in the achievement of their goals.

In Summary

At the IPM, a focus and purpose should be set for the 18 month interaction so that progress against any areas agreed for priority focus can be measured by the assessor to work alongside and compliment the work done by the team.



A further focus for the 18 month interaction should be to look at the forthcoming changes to the Framework, the assessment process and their implication to the organisation.

This can also be discussed in its current context at the IPM.

Recent information from IIP South regarding timescales etc related to the ‘new framework are shown here:

Pilots: We have 16 organisations going through this from until the end of June, after which an evaluation exercise will be carried out by the University of Bath and any changes made, to the Framework and process as necessary.

Training: Our first workshop for Specialists was on 7th April and the last was on 27th May.

Timelines: In terms of stopping and starting with the existing and new Frameworks, the following applies:

- From the 1st August 2015, new organisations can be offered assessment against either the existing Framework (for which 31/12/2015 is the cut-off point) or the new Framework
- The cut-off for the existing Framework with accredited organisations is 31/01/2017 – if organisations don’t meet it at this point, they have a further 3 month grace period up to end of March 2017, after which the new Framework has to kick in

Further updates to the progress of the ‘6th Generation Framework’ and supporting documentation and information regarding its development and implementation can be found here:

<http://www.investorsinpeople.co.uk/journey/framework-vi>

Feedback on Specific Identified Priority Topics

Have we had enough emphasis on Learning & Development?

L&D needs are dealt with as and when needed and there is a lot of *“learning on the job and from experienced colleagues, peers and personal contacts”*, although with all of the pressures of the changes in personnel and service delivery options there were some concerns that L&D needs are not being met in a timely manner and tend to be *“reactive rather than proactive”*. 1 to 1’s with most staff take place with both Ann and their managers so needs can, and are, identified and actioned through this process.

As stated within this report and as identified at the planning stage with Ann, the staff appraisal programme has lapsed and needs reviving to ensure a more structured approach to identifying L&D needs and linking them into individual, team and organisational goals, to create and embed the ‘Golden Thread’.



Do people have enough time for the administrative aspects of their roles?

It is very clear that people are *“feeling the strain of having to do more for less”*, however there is a very strong commitment from all stakeholders to what Brent Mencap stands for and its values and thus *“when push comes to shove, someone will always step up and get it done”*. The revitalisation of the ‘Planning Days’ and regular structured ‘Team & whole-office Meetings’ will allow all the services and projects to share concerns and best practices and to highlight resource issues etc.

Did we follow through on the actions from the 2012 planning meeting, i.e. ‘?’

As stated previously, the ‘planning days’ and office meetings have lapsed and, influenced by the change in people’s roles and responsibilities through the re-organisation and changes in project structures this has not been followed up on. The ‘planning day’ is likely to have a more reflective focus of where the organisation sits now in its sector and locale and to define ongoing and future direction, specifically on the level of focus on Brent Mencap’s core direction in the LD arena. How the actions and plans from the previous session on *‘Blue sky thinking’* can be assessed for continuing relevance and actioned accordingly, going forward.

What are people’s thoughts on the impact of No Planning Days..No Team Meetings..No Appraisals?

There was a strong consensus, that whilst many people still retain a level of engagement and understanding of the direction of Brent Mencap and their role within it, there is a definite need and benefit to be gained from the *“revival and development of whole office, team and individual planning and development meetings so that we are all much better informed and involved in where we are going next both as an organisation and individuals. Everyone here is keen and willing to understand and get involved in helping us grow again”*.

Did we follow through on the plan to get people more involved in Bid Writing?

As stated previously, this has largely been the domain of Ann, with support from the trustees, colleagues and external sources as and when required. The strategic decision has been made to engage external consultancy support and this is being measured and monitored. Perhaps at the planning day the further engagement of people in this process can be discussed, possibly working with consultants more closely?

Where the organisation is now

“The great thing in this life is not so much where we are, but in which direction we are moving” – Oliver Wendell Holme

As identified in the introduction to the report, the Standard is fully met and also exceeded. However, as with any organisation, the assessment identified areas for further consideration. The following Investors in People wider framework ERs were included in this assessment and those in **green** were **met, with some areas showing the further development that is suggested**

(This section of the report is likely to form the basis for discussion at the IPM, looking at priorities for development and for focus at the 18-month interaction, specifically focussing on the **Drive for GOLD**).

This is summarised below by bullet pointed themes and some commentary, related in **orange** to each of the Indicators where it is felt additional development would add value to the full requirements of these ER's at this time. In context, these must be taken as building on what are in many cases already areas of strengths and/or, not implemented fully/undergoing 'revival' at this stage. In many instances this is largely influenced by the stage at which the organisation is in its current development and change process

Clear core values relate to vision and strategy

(1.7, 1.11, 1.13, 1.17, 1.19, 1.23, 1.24)

- The values are clear, concise and very relevant and reflective of the purpose and vision for the organisation, its children and the local community
- When some people asked about the values would immediately relate to them as something that was just all about the community and people that they serve, **and not directly related to them and their current role**, although they clearly believed in them and were the prime reason for being part of the organisation.

KPIs are used to improve performance

(1.9, 1.15 and 1.21)

- There has a significant focus on developing and introducing systems and processes to collate and analyse data to enable the KPI's to be measured, although there have been challenges faced, particularly in the partnerships and working across and within different organisations, especially where additional/different systems and KPI's are in place
- Specific updates through 1-1 and 'project team' meetings keep everyone "up to speed" with progress against targets and priority areas for ongoing focus. **This can be developed further for the bigger picture stuff' as the revived team meetings and planning days are delivered.**

Social Responsibility is taken account of in the strategy

(1.12, 1.18, 1.25)

- As the key purpose of the organisation, there were naturally lots of good examples of how the organisation interacts and engages with the local community. All people spoken to have a clear understanding of the role of the organisation in the community and actively get involved in promoting the organisation through clubs and events
- **There may be some benefit to have a clearly developed and communicated Social Responsibility strategy with links to this with the TAR/ODP and/or through the appraisals to measure ongoing impact.**

People help make decisions about their own learning

(2.9, 2.13)

- Continuous learning is embedded throughout the organisation and people are encouraged at all levels to learn and develop themselves
- There is a clear need and a desire from all people to review and develop the appraisal process to ensure that, firstly, it is happening consistently and in a structured manner across all areas of the organisation and that it then also fully links and considers impact against individual, team and whole-organisation objectives.

There is a culture of continuous learning

(2.7, 2.16)

- People felt that the senior people and managers in the organisation do recognise and understand their L&D needs and that the use of 1-1 feedback sessions and the flexibility and encouragement to use their own contacts and resources do give them the chance to plan and deliver much of their required development
- People clearly recognise that they need to manage their own L&D and do feel *“that I am supported whenever there is anything I need and mostly my needs will always be met when I ask for support”*
- There is good practice in all traditional learning methods and there are good examples of a balanced use of internal skill sharing and use of external ‘expertise’ and resources.

Constructive feedback is valued

(3.9, 3.17, 3.25)

- Whilst recognising the impact of the comments made about the lack of formal team meetings and appraisals, there remains evidence of good practice of two-way feedback throughout the organisation and people are clearly very open to give and receive feedback in formal and informal forums, e.g. project team meetings and 1-1- sessions with their managers and Ann
- As the proposed changes and revitalised meetings take shape, this is an opportunity to increase the two-way communications to what is what before and/or even further, e.g. use of blogs and other forms of formal and informal information sharing and communication engagements.

The structure makes the most of people's talents

(3.10, 3.18, 3.26)

- There were some really good examples of how people's specific skills, knowledge and areas of interest have been encouraged and supported. *“I was able to take over the ‘hate crime’ project and then once that finished moved onto Health Watch, which was challenging”*
- Use of the staff and volunteers with LD in the delivery and support of clubs and initiatives such as DRAP and BAM has strengthened both delivery and engagement with the service users
- There are opportunities as the changes continue to take place to have more collaboration and consultation through meetings and appraisals to match skills and talents to project needs.

A diverse, talented workforce is created

(3.15, 3.20, 3.23, 3.28)

- Diversity is at the core of the values of the organisation and there is lots of evidence of the commitment to recognise its importance in the local and wider community, e.g. DRAP and BASIL [with Age UK]
- However, you could consider developing and implementing an overarching Equality and Diversity Strategy in place for the organisation to crystallise your good practice.

A work/life balance strategy meets the needs of its people

(3.16, 3.21, 3.29)

- There are some nice examples of work life balance solutions being implemented through caring and consideration of external pressures and issues at individual and team level, e.g. *“there is so much understanding amongst the team that everyone helps out if you need .support outside of work and nothing is ever too much trouble for anyone, regardless of who they are and what they do”*

Managers are helped to acquire these capabilities

(4.5, 4.6, 4.10)

- Members of these teams were able to give some examples of how their ongoing development is taking shape through some coaching/mentoring from senior colleagues, links and knowledge sharing with other organisations and external agencies and networking. They also identified *“lots of learning on the job as we take on new responsibilities, especially with the partnerships”*. Some of this is positive, whilst in others *“in BAM, the structure is not clear and we are not really sure what all of the 6 partners actually do”*
- Following on from the previous points on definition of future capabilities and the need to ‘revive the appraisals and engagement in strategic decision making - when these are in place, a measurement can be made and managers helped to address any future development needs.

Everyone is encouraged to develop leadership capabilities

(4.8, 4.12, 4.13)

- Apart from the development activities mentioned in the previous sections on managers capabilities there are also some excellent examples of how *“Leadership is not seen as specific to someone in the senior team, we are all given the opportunity to lead on projects, running clubs or in groups”*.

Managers are role models of leadership, teamwork and knowledge sharing and There is a culture of openness and trust

(5.5, 5.7, 5.16, 5.17, 5.22) and (5.7, 5.10, 5.17, 5.20, 5.21, 5.24)

- People were clearly confident in the leadership and management capability of their senior management, whilst it was also recognised that there were some inconsistencies in management styles.
- People have certainly recognised the significance of changes since the last assessment and what impact that has had on communication and engagement *“the pressures of losing projects and colleagues is there for all to see and , whilst everyone always mucks in to get it done, we need to ensure that we are all pulling together in the right direction. The planning day that is coming up is very important to that”*.

People are helped to develop their careers
(5.11, 5.18)

People are given the opportunity to achieve their full potential
(8.9)

- Even though the formal appraisals have lapsed, Ann has continued to have 1-1's with all the team and the managers also have regular 1-1's to ensure that people are getting the support that they need and are on the right track
- Whilst the ongoing needs are generally met, the appraisals will enable a more structured and focussed view to be taken on people's individual needs and how they can impact and influence the achievement of organisational and team objectives, as they are developed as SMART's.

What motivates people is understood and is taken into account
(6.4, 6.9, 6.10, 6.15)

- Obviously there are constraints in this sector to reward achievements but Brent Mencap have recognised the effort and contribution that its team make, especially through the challenging period that they have been through recently and have managed to recognise that through pay awards.
- As mentioned in the previous section there is some work that can be done to look at a strategic approach to recognising the impact that people at all levels of the organisation structure have against the TAR/ODP objectives and also to look at external benchmarking i.e. there are good examples of ongoing collaboration and links with other organisations and agencies. Can any lessons learnt from this experience be used to develop reward & recognition strategies for Brent Mencap?

Effective consultation and involvement is part of the culture
(7.6, 7.12)

- In line with feedback provided earlier in the report there is good evidence of devolved decision making at an individual and team level, less so currently, due to the move away from strategic meetings, on decisions that could potentially affect organisational performance
- It was by no means seen as a negative comment, but it was clearly felt that high level decisions were reached at high level, with less consultation than has been the case before. Hence the enthusiasm, [with some uncertainty], that is being felt about the plans to revive the various consultation forums mentioned throughout this report

People are supported and trusted to make decisions
(7.9, 7.15)

- This a organisation where everybody has a clear understanding of what their KPI's are at project and team level and they recognise that to achieve this there is need to support each other and believe in each other's abilities.
- Good examples of all the clubs, projects and initiatives that people have taken ownership of and taken forward with full support, but with all autonomy that they need.

Knowledge and information are shared
(7.5, 7.10, 7.14)

- There is good evidence of knowledge sharing within teams and, where applicable and feasible, between teams. *The move back to staff meetings is helping and further develop the latter point*
- *Some people interviewed indicated that they didn't consistently get the support they needed to make good decisions related to performance improvement.* A consistency issue that can be addressed through the ongoing support and development of the management team.

People are committed to success and There is a sense of ownership & pride in working for the organization
(7.16) and (7.19)

- There is good evidence of people all being aligned with what the organisation is trying to achieve. A high level of people spoken to have clear links to the local community and as such relate to the challenges faced. *A few are looking to the proposed planning day to clarify the future direction and the how this impacts and works with focus on what they sees as the 'core value' to focus on people in the community with LD.*

There is a culture of continuous improvement and People can challenge the way things work
(7.8)

- I believe that there are good examples of people becoming more and more engaged and involved in the changes in the organisation, *but this is still evolving as does all aspects of cultural change and there are opportunities to improve this aspect of organisation life further, through initiative and opportunities that have been mentioned throughout this report.*

L&D resources are used effectively
(8.4, 8.8, 8.13)

- There is good practice in all traditional learning methods and there are good examples of a balanced use of internal skill sharing and use of external 'expertise' and resources
- Trustees skills and expertise are also used to support development and processes in areas such as strategic planning, partnership working and bidding for a variety of projects
- *The ongoing review and 'revival' of the appraisal process can also be utilised to ensure that all resources are being used effectively and to look at more innovative methods for delivering L&D. "We are looking at the appraisals to ensure that we are using them to add real value".*

People are given the opportunity to achieve their full potential
(8.9)

- See 5.11 & 5.18 above.

All learning is valued and celebrated and is an everyday activity
(8.6, 8.14, 8.15)

- As mentioned elsewhere in the report the continuing commitment to L&D across the ‘board’ and at all levels of the organisation structure are evident and visible
- As also mentioned previously, there is still the opportunity to improve the direct link between the achievement of L&D objectives and the impact against team and whole organisation objectives, whether that are client/legislation driven or part of the organisations development plans
- The value add achieved by people recognising their contribution to the ‘bigger picture’ can then be identified and celebrated in meetings, 1-1’s and appraisals to enhance the feeling of achievement.

Mentoring is used
(8.7, 8.20)

- There is some evidence of mentoring that takes place at different levels of the organisation with the more experienced staff sharing their knowledge and experience with their colleagues. New staff are assigned someone to support them. It is recognised that more could be made of tis and also the elements of coaching that are also used [see information in the **Key Opportunities for Improvement & Further Development** section of this report].

Personal development is supported
(8.12, 8.19)

- There are good examples of people at all levels being supported to achieve development needs. *“I can’t recall anyone ever being refused any training as long as they share it and use it for the good of the organisation”*

Impact on KPIs can be described
(9.7)

- Development work that has been done so far on improved collection and management of data has enable improved sharing and presentation of data to the team so that progress against the KPI’s is more transparent.
- There are also examples of where this has proved difficult, but almost always due to the complexities in the partnership projects, *“most of us are working with different management information systems, which can ab a total nightmare”*.

Performance improves as a result
(9.13, 9.14)

- People are able to identify very well at project level on the impact that they are having to the community and people that they serve, “it has been really effective introducing service users onto the board and you can clearly see the positive impact this had upon them and their fellow users”.
- Although there is a lot of work in progress on evaluation of e.g. appraisals, strategic review and planning days, management development etc it is fair to say that there could be a more strategic and structured approach to evaluation, and to people management and learning and development activities specifically.

Return on investment in people is reported to stakeholders **(9.9, 9.14)**

- As acknowledged at senior level evaluation continues to be a recognised area for development. There has been lots of investment in data collation and analysis and there is good evidence of how this is shared generally with trustees and the local community through newsletter, leaflets, websites etc.
- *There is less evidence seen as yet how specific ROI from the impact of people development is reported to stakeholders and the work being done on consultation, engagement and the appraisal process can be used to develop this aspect of evaluating, measuring and reporting ROI in this area.*

People believe it's a great place to work **(10.15)**

- *Whilst everybody involved in Brent Mencap recognise that there is great opportunity for further improvement and that “we are still going through a change process and have had challenges in recent times that we are still recovering from”, they also recognise the impact that recent changes [2/3 month meetings and planned ‘Planning Day’] are already starting to have on the future plans for the organisation.*
- *“The values of the organisation are demonstrated by everybody and are there to see as soon as walk into the building. The level of care and support is extremely high”*
- *“The sorting out of the lease, the use of external resources for focussed bidding and the recognition that we need to get back to communicating and engaging and involving staff at least as well as we used to are all positive moves forward. We are all so fully committed to what we are all about, we just now need to make sure we are all at the same place and try and make the most of all the things that we have the capability to influence”.*

ANNEX A - Outcomes table

Core Standard										
Total number of core evidence requirements assessed – 39										
Total number of core evidence requirements met – 39										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
5	✓		✓						✓	
6	✓									

Wider Framework										
Total number of additional evidence requirements assessed – 157										
Total number of additional evidence requirements met – 88										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
4	Core	Core	Core	X	Core	✓	✓	✓	Core	X
5	Core	X	Core	✓	✓	X	✓	X	Core	X
6	Core	X	✓	✓	X	X	✓	✓	X	X
7	✓	✓	✓	X	✓	X	X	✓	✓	X
8	✓	X	✓	✓	X	X	✓	✓	X	X
9	✓	✓	✓	X	✓	✓	✓	✓	✓	X
10	✓	X	✓	✓	✓	✓	✓	X	X	X
11	✓	X	X	X	✓	X	X	X	X	X
12	✓	X	✓	✓	X	X	✓	✓	X	X
13	✓	✓	X	✓	X	X	X	✓	✓	X
14	X	X	X		X	X	✓	✓	✓	X
15	✓	X	✓		X	✓	✓	✓		✓
16	✓	✓	✓		✓	X	✓	X		
17	✓	X	✓		✓	X	X	X		
18	✓		✓		✓	X	X	X		
19	✓		X		X	X	✓	✓		
20	X		✓		✓			✓		
21	✓		✓		✓					
22	✓		X		✓					
23	✓		✓		X					
24	✓		✓		✓					
25	✓		✓		X					
26			✓							
27			X							
28			✓							
29			✓							
Total Met	17	4	18	6	12	4	11	11	4	1

ANNEX B – Final Discussion Schedule

Discussion List

(50 – 60 mins): **Ann O'Neill**; Linda James;

(40 – 50 mins): Trustees – **Noel Gibb**; Mark Burgin; Patrick O'Shea;

(25 - 30 mins): **Michelle Gray**, **Robert Bailey**; Claudia Feldner; Ian Niven;

(20 - 25 mins): Jentilal Gorsia; **Owen Griffiths**; **Tara Gallagher**; **Pier Jackson**; Angeline Bell; **Cassie Mouricette-Bailey**; Brendan Leahy; Joan Thomas;

N.B. = **seen at last assessment**

Discussion Schedule Day One; Tuesday 2nd June - Willesden office for 1-1/face-to face and phone discussions

Name	Service	Role	time	F/T or P/T	Location
Ann O'Neill	Management	Executive Director	9.30	ft	Brent Mencap
Linda James	Management	Finance Manager	10.30	pt	Brent Mencap
Claudia Feldner	Healthwatch Brent, NHS engagement	Project worker	11.20	pt	Brent Mencap
Owen Griffiths	Socail Inclusion and sports	As and when worker	12.10	pt	Tel Call 07904 703715
Lunch			12.30		
Mark Burgin	Exec Committee	Trustee	1.10		Tel Call 07837 392856
Michelle G	Get Active, Sports and Bonanza	Project manager	2.00		Brent Mencap
Cassie	Advocacy and Basil	Project worker	2.25		Brent Mencap
Robert Bailey	Basil Project	Senior Adviser	2.50		Brent Mencap
Ian Niven	Healthwatch Brent	Co-ordinator	3.35		Tel Call 07768 249724 (on a/l)
Joan Thomas	BAM project	Trainer	4.00		Tel call

Discussion Schedule Day Two; Wednesday 3rd June - Willesden office for 1-1/face-to face and phone discussions

Name	Service	Role	time	F/T or P/T	Location
Noel Gibb	Exec Committee	Chair	9.45		Brent Mencap
Jentilal Gorsia	Finance and admin	Cleaner	10.30		Brent Mencap. He has a learning disability so may have Brendan with him (He didn't)
Brendan Leahy	DRAP	Group Facilitator	11.00		Brent Mencap
Pier Jackson	BASIL	Community engagement	11.35		Brent Mencap
Lunch			12.00		
Tara Gallagher	Bonanza	Leader	12.40		Brent Mencap
Patrick O Shea	Exec Committee	Trustee	1.05		Brent Mencap He has a learning disability so may have Brendan with him (He didn't)
Eunice Moran	Healthwatch Brent	Volunteer	1.50		Brent Mencap
Assessors, review of Findings and preparation of verbal feedback			2.30		
Verbal feedback to Senior Leadership			3.15		
Finish			3.45		

All of the original selection was available and there were only minor **changes** made in the schedule to suit working arrangements and availability/timings.

Any **changes** and **additional information** (shown in **red** and **green** text) were agreed with the Assessor. Thus, the rationale and size of the sample remained acceptable within the guidelines and sufficient evidence was collected to inform the decision made.