



Review Report

SOUTH TEES ADVOCACY for MENTAL HEALTH PROJECT (S.T.A.M.P.) REVISITED

Commercial in Confidence

Assessor: Iris Hillery

Date: 23rd May 2012



Investors in People delivered by idg official partner for the North of England.

BACKGROUND TO THE ASSESSMENT VISIT

STAMP Revisited is a voluntary organisation with 5 paid staff, 14 board members and up to 12 active volunteers at any one time. Attracting funding to keep the organisation in operation continues to be a prime objective. STAMP Revisited continues to provide full training and support for its volunteers on whom it is largely reliant to deliver the service and offers a recognised qualification through the Open College Network..

The chosen area for added value in the review was Health and Wellbeing with a focus on keeping employees, Board members and volunteers fit for work and committed and motivated to achieve..

The organisation requested a short, bullet-point report and a longer continuous improvement intervention which will take the form of a ½ day workshop-style session looking at developing a strategy for health and wellbeing.

OBJECTIVES OF THE ASSESSMENT

The objectives of the review were agreed prior to the assessment visit and focused on communication, consultation and involvement with particular reference to supporting wellbeing. Perceptions of these areas and any suggested improvements were sought during the interviews. As all of the core team were in post at the previous review and given the number of volunteers in scope, it was agreed that 30 additional evidence requirements could be included in the assessment.

The primary aim of the review was to assess the organisation against the 69 selected requirements (see Appendix 1) of the current Investors in People Standard, giving feedback relating to the strengths and areas for potential development of the Investors in People framework. This will enable the charity to use the Framework for continuous improvement.

METHODOLOGY

The method of gathering evidence was from one-to-one interviews face-to-face with 10 people including the Chair of Trustees and the Project Manager. The Assessor spoke to managers and people working in the project as well as some volunteers.

OVERALL CONCLUSION

Based on the evidence collected during the review visit, the Assessor confirms that STAMP Revisited continues to meet the Investors in People Standard and in view of the additional evidence collected against the 30 selected additional requirements, should be awarded Bronze level additional accreditation.

The organisation has clearly continued to operate using Investors in People principles as demonstrated by the strengths described and very positive comments by volunteers and employees alike. This report is designed to offer further suggestions for development which can be further explored during the half-day workshop session.

PLAN				DO				REVIEW	
1:BUSINESS STRATEGY	2:LEARNING & DEVELOPMENT STRATEGY	3:PEOPLE MANAGEMENT STRATEGY	4:LEADERSHIP & MANAGEMENT STRATEGY	5:MANAGEMENT EFFECTIVENESS	6: RECOGNITION & REWARD	7:INVOLVEMENT & EMPOWERMENT	8:LEARNING & DEVELOPMENT	9:PERFORMANCE MANAGEMENT	10:CONTINUOUS IMPROVEMENT

THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND PEOPLE SHOULD CONFIRM THAT):

<p>The organisation has a vision/ purpose, strategy and plan (1,2)</p> <p>People are involved in planning (4,6)</p> <p>Representative groups (where appropriate) are consulted when developing the plan (3,5)</p>	<p>Learning priorities are clear and linked to the plan (1,2)</p> <p>Resources for learning and development are made available (1,2)</p> <p>Involving people in identifying and planning their own learning (3,4)</p> <p>The impact will be evaluated (1,2)</p>	<p>People are encouraged to contribute ideas (1,5)</p> <p>There is equality of opportunity for development and support (2,3,4)</p>	<p>Managers are clear about the capabilities they need to lead, manage and develop people - and the delivery of these capabilities is planned(1,2)</p> <p>People know what effective managers should be doing (3)</p>	<p>Managers can describe how they actually lead, manage and develop people in line with organisational requirements (1,3)</p> <p>Managers give effective, constructive feedback to people about their performance (2,4)</p>	<p>People believe they make a difference (1,2)</p> <p>People believe their contribution is valued (1,3)</p>	<p>Ownership and responsibility are encouraged (1,2)</p> <p>People are encouraged to become involved in decision making (1,3)</p>	<p>People's learning and development needs are met (1,2,3)</p>	<p>Investment in learning can be evaluated and quantified (1,2,3)</p> <p>Impact can be demonstrated (4,5)</p>	<p>Evaluation results in improvements to people strategies and management (1,2,3)</p>
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YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND PEOPLE SHOULD CONFIRM THAT):

<p>Clear core values related to the vision and strategy (7,11,13,17,19,23,24)</p> <p>Key performance indicators are used to improve performance (9,15,21)</p> <p>Social responsibility is taken into account in the strategy (10,12,16,18,22,25)</p> <p>People and stakeholders are involved in strategy development (8,14,20)</p>	<p>The learning and development strategy builds capability (5,8,12)</p> <p>Plans take account of learning styles (10,15)</p> <p>People help to make decisions about their own and their team learning (9,13,14,16)</p> <p>Learning and development is innovative and flexible (6)</p> <p>There is a culture of continuous learning (7,11,17)</p>	<p>The recruitment process is fair, efficient and effective (6,14,22)</p> <p>The process is linked to the organisation's Strategy and vision (11,19,27)</p> <p>Equality is valued and a diverse, talented workforce is created (7,11,12,15,20,23,28)</p> <p>A work-life balance strategy meets the needs of the organisation and its people (8,13,16,21,24,29)</p> <p>Giving and receiving feedback is valued (9,17,25)</p> <p>Talent is managed and developed effectively (10,18,26)</p>	<p>Leadership and management capabilities for now and the future are defined (4,9)</p> <p>Managers are helped to acquire these capabilities (5,6,10,11)</p> <p>Leadership and management strategy linked to business strategy, taking account of external good practice (7)</p> <p>Everyone is encouraged to develop leadership capabilities (8,12,13)</p>	<p>Managers are role models of leadership, teamwork and knowledge sharing (5,6,9,10,16,17,22)</p> <p>Managers are inspirational leaders (7,14,15,)</p> <p>Managers act on feedback they have received to improve their people management capabilities (13,20)</p> <p>Coaching is part of the culture (8,12,19,25)</p> <p>People are helped to develop their careers (11,18,23)</p> <p>There is a culture of openness and trust (7,21,24)</p>	<p>Reward and recognition strategies link to business strategy and are externally benchmarked (4,6,8,9,12,15,18)</p> <p>Representative groups are consulted (where appropriate) (5,14)</p> <p>What motivates people is understood and acted upon (10,16)</p> <p>Success is celebrated (11,17)</p> <p>Benefits strategy goes beyond legal requirements (7)</p> <p>Colleagues' achievements are recognised (13,19)</p>	<p>Effective consultation and involvement is part of the culture (4,6,7,13,17)</p> <p>People are supported and trusted to make decisions (9,12,15)</p> <p>Knowledge and information are shared (5,10,14)</p> <p>People are committed to success (16)</p> <p>There is a culture of continuous improvement and people can challenge the way things work (8,11,18)</p> <p>There is a sense of ownership and pride in working for the organisation (19)</p>	<p>Innovative and flexible approaches to learning are used and resources used effectively (4,5,14)</p> <p>Knowledge and learning is shared (8,13)</p> <p>Learning is an everyday activity (11,18)</p> <p>People are given the opportunity to achieve their full potential (9,15,16)</p> <p>All learning is valued and celebrated and is an everyday activity (6,10,17)</p> <p>Mentoring is used (7,20)</p> <p>Personal development is supported (12,19)</p>	<p>The contribution of people strategies is measured and evaluated (6,10)</p> <p>Impact on key performance indicators can be described (7)</p> <p>Performance improves as a result (11,13,14)</p> <p>Career prospects improve (12)</p> <p>Flexible and effective approaches to measuring return on investment are used (8)</p> <p>Return on investment is reported to stakeholders (9)</p>	<p>Self review and information from external review are used (4,5)</p> <p>Effective feedback methods are used to understand people's views on how they are managed (6,7,10,11,12)</p> <p>Internal and external benchmarking are used (8)</p> <p>People's views on how they are managed improves (9,13,14)</p> <p>People believe it's a great place to work (15)</p>
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KEY STRENGTHS

1. Core values are well established through the Ten Principles although these could be further used for development to place them at the heart of the strategy – see the suggested Continuous Improvement Plan. The values and supportive culture provide an environment where people feel that their wellbeing is a high priority.
2. The strategy is developed with the involvement of all stakeholders. Volunteers and employees all confirmed that they are fully involved in all discussions about the future direction and purpose of the charity. This approach also involves service users and partner organisations such as the Trust. The level of involvement makes people feel useful and valued, building confidence and self-esteem
3. The learning and development strategy builds capability – as many of the core team have been employed for some time the performance management process encourages them to consider new tasks and taking on new responsibilities for personal development. This is also a help in sustaining the organisation and in succession planning.
4. Strategies are in place to promote equality and encourage diversity, for example opportunities for volunteering have been further developed with a well-structured induction programme. This has helped people who wish to develop a career in the sector. Opportunities are open to service users as well as students and other members of the community.
5. Work-life balance solutions are effectively put into practice with people confirming that managers are flexible and approachable when it comes to hours worked and time off. Examples included working around medical appointments and family commitments and a positive and encouraging atmosphere.
6. Effective consultation and involvement are part of the culture. There are numerous opportunities to contribute through meetings, 1-1s, appraisal and informal discussion.
7. People are given the opportunity to achieve their full potential and supported to take on additional responsibilities. People are encouraged to gain relevant qualifications which will be of benefit to both the organisation and the individual. Good practices from network events are shared through the team meeting, Board meetings and informally in the open-plan office.
8. People confirmed that they think STAMP Revisited is *“a great place to work.”*

APPENDIX 1

SUMMARY OF POSITION AGAINST THE INVESTORS IN PEOPLE FRAMEWORK

This shows the Evidence Requirements that are met and those not met within the Framework. Evidence Requirements that are met appear in Green, any that are not met appear in Red. Blank cells were not assessed.

See Appendix 3 for details of evidence gathered.

Appendix 1 - Investors in People Indicators

ER	1	2	3	4	5	6	7	8	9	10
1	Green									
2	Green									
3	Green									
4	Green									
5	Green									
6	Green									
7	Green									
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20	Green									
21	Green									
22	Green									
23	Green									
24	Green									
25	Green									
26	Green									
27	Green									
28	Green									
29	Green									
Sub total	13	7	14	3	4	3	12	5	5	4
TOTAL										69

APPENDIX 2: STAMP REVISITED CONTINUOUS IMPROVEMENT PLAN (DRAFT)

Business Issue	Suggested Action(s)	Potential benefit/impact	Suggested Priority	Resources
The core values which underpin the Mission and Ten Principles are well understood and are a key driver for Trustees and volunteers. Although well established, the Principles are not revisited or used in performance management.	Explore the values and what they mean to the way people are expected to work in a development activity for all employees and volunteers.	Everyone will recognise how their actions and activities underpin the values and be motivated to further efforts to demonstrate them in their work. This has the potential to improve performance in measurable as well as less tangible ways.	Medium	Assessor support and possible Awayday activity.
Key performance indicators are used but awareness of how the organisation is doing against targets is sometimes limited.	Consider focusing on a limited range of KPIs at organisation level which can be communicated to all.	People would have a clear picture of how the organisation is doing and be able to take pride in the collective achievement.	High	Assessor support and CIP workshop exercise.
Long term planning is difficult owing to dependency on funding streams. The one year plan has been a good step towards focusing priorities on short, medium and long term.	Review the strategy for planning using core values and KPIs to align with the Mission and Principles (see Figure 1.)	This could help to improve capacity development and align learning and development activities more closely to business priorities and future vision.	Medium	Assessor support and CIP workshop exercise
Communication works well and now incorporates more use of email and social networking. The web site is under construction with limited content at present.	Review the communication strategy in line with engagement and fundraising strategies to make sure all is working together.	Aligning internal communication strategies will potentially be an aid to external communication and marketing. For example legacy fundraising.	Medium	Internal resources, possibly volunteers. Discuss with Assessor.
Absence through ill health is sometimes an issue for the organisation as cover has to be provided and resources are limited.	Consider developing a health and wellbeing strategy	People will feel even better supported and be able to access free or low cost resources to improve their health and wellbeing. Business benefits can include reduced sickness absence, quicker returns to work and increased productivity.	Medium	North East Better Health at Work Award Investors in People Health and Wellbeing Award (online resources and workshops) Assessor support. Internal champions with H & W interest.

FIGURE 1

Shows how the Investors in People Framework can assist STAMP Revisited to align strategy and culture

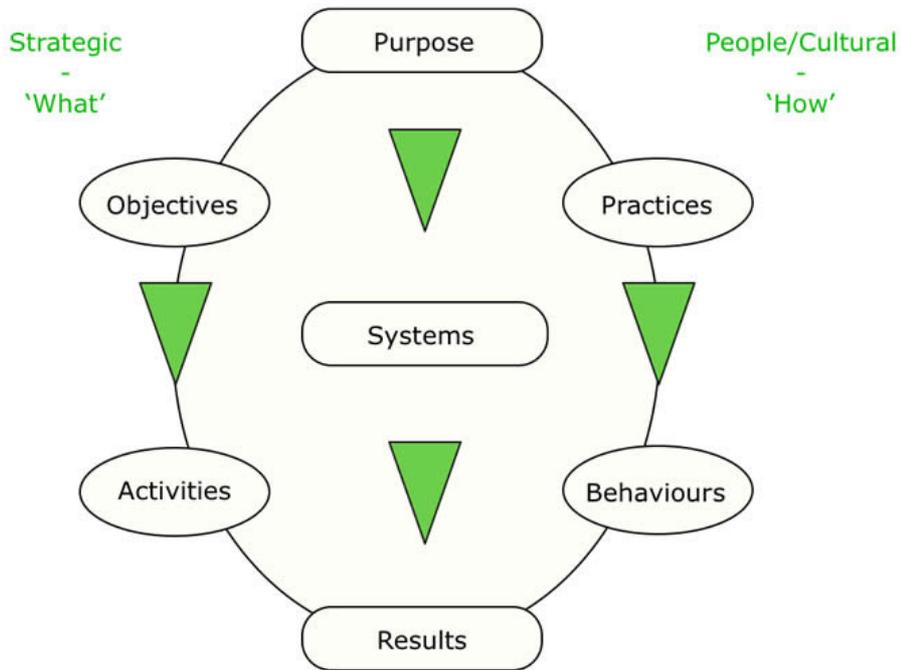
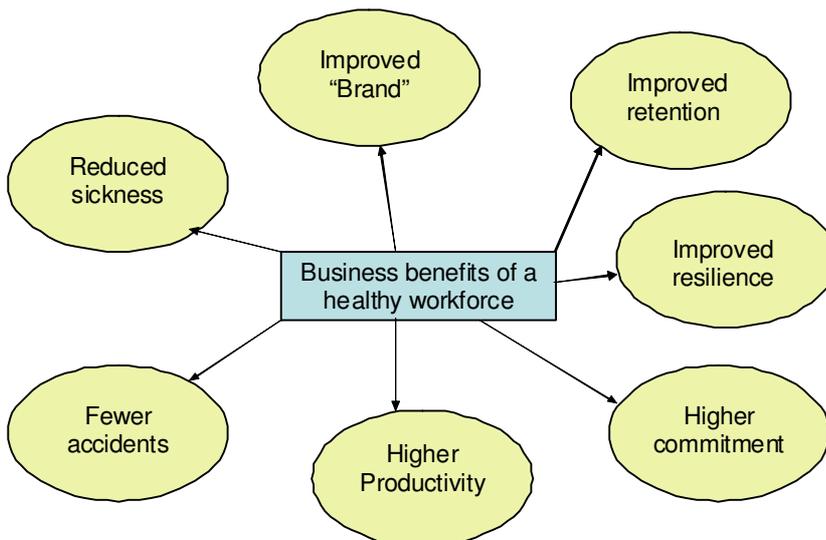


FIGURE 2

Illustrates some of the potential benefits of adopting a health and wellbeing strategy



Source: The Work Foundation 2010