INVESTOR IN PEOPLE

Meadow Court Submission 2018

Note: This is where evidence can be found, real evidence will depend on what staff say on the day of inspection

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MEADOW COURT INVESTOR IN PEOPLE MATRIX

1. **Leading and inspiring people.** Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
1	Leadership and inspiring people	Creating Transparency and Trust	Leaders provide clarity around the organisation's purpose, vision and Objectives	There is clear and regular two-way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
	Evidence		• Statement of Purpose • Brochure • Employee Handbook • Disciplinary Procedures	• Appraisal Supervision • Staff Meetings • Staff Handovers	Appraisals Staff Contracts Job Specifications Letters of Appreciation	• C.V. • Qualifications • IiP • ISO 9001
		Motivating people to deliver the organisations objectives	People understand the organisation's objectives	Line managers support people to achieve the organisation's objectives	Leaders are passionate about delivering the organisation's Objectives and motivate people to deliver against them,	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
	Evidence		• Statement of Purpose • Care Certificate • Essential Knowledge • Vocational Training • Appraisal • Staff Handbook • Contract	• Care Certificate • Essential Knowledge • Vocational Training • Appraisal • Disciplinary Procedures • Contract • Staff Handbook	• ISO 9001 • Investor in People • 'Good' CQC Rating • Care Certificate • Essential Knowledge • Vocational Training	• Diploma Level 3 • Diploma Level 5 • Letters of Appreciation
		Developing Leadership Capability	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the 1eadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisations and values and leaders meet this challenge
	Evidence		• Job Description • Care Certificate • Essential Knowledge • Vocational Training	• Appraisal • Management Meetings • Job Description • Care Certificate	• Appraisal • Management Meetings • Job Description • Care Certificate	• Appraisal • Management Meetings • Job Description • Care Certificate

| | | Evidence | Appraisal, Staff Handbook, Contract | Essential Knowledge, Vocational Training, Appraisal, Staff Handbook, Contract | Essential Knowledge, Vocational Training, Appraisal, Staff Handbook, Contract | Essential Knowledge, Vocational Training, Appraisal, Staff Handbook, Contract |

2. Living the organisation's values and behaviours. People and leaders act in line with the organisation's values at all times. They have the courage and support to challenge inconsistent behaviours.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
2	Living the organisation's values and behaviours	Operating in line with the values	Leaders clearly communicate the organisation's core values and how they should be applied	People are led, managed and developed in line with the organisation's values	Leaders consciously consider and act in line with the organisation's values when making decisions	The organisation's values are at the heart of everything it does. They shape the way it operates at every level
	Evidence		• Statement of Purpose • Care Certificate • Essential Knowledge • Vocational Training • Appraisal • Staff Handbook • Contract	• Statement of Purpose • Appraisal Supervision • Staff Meetings • Staff Handovers • Care Certificate • Essential Knowledge • Vocational Training • Appraisal • Staff Handbook • Contract	• Management Meetings • Appraisal Supervision • Disciplinary Procedures • Email • Newsletters • ISO 9001 Audits • IiP Audits • Annual Audits • Support Plans • Risk Assessments	• Business Plan • Management Meetings • Staff Meetings/Handover • Training / development • Appraisal / Supervision • Disciplinary Procedures • Email • Newsletters • ISO 9001 Audits • IiP Audits • Annual Audits • Support Plans • Risk Assessments
		Adopting the Values	People know and understand what the organisation's values are	People are personally motivated to behave in line with the organisation's values	People do the right thing in accordance with the values, not necessarily the easiest or most convenient thing	People make decisions based on values rather than self interest
	Evidence		• Statement of Purpose • Client Contract • Client Handbook	• Staff Bonus's • Compliments Forms/letters	• Statement of Purpose • Client Contract • Client Handbook	• Whistleblowing Policy • Code of Conduct • Duty of Candour Policy

			• Staff Contract • Staff Handbook	• Supervision/Appraisal • Certificates • Summer Fayre • Bonfire Night	• Staff Contract • Staff Handbook • Risk Assessments • Staff Advice Forms • Disciplinary Procedures	• Safeguarding Policy • Disciplinary Procedures • Support Plans • Risk Assessments • Lone Worker Policy • Lone Worker Gender Advice • Job Description • Grievance Procedure

Evidence →

Living the Values	People understand how to behave in line with the organisation's values	People are encouraged to demonstrate the organisation's values in the way they behave	Leaders create a culture of openness and trust where people consistently behave in line with the organisational values	People feel comfortable challenging behaviours that are not in line with the organisation's values and people are held to account

	• Job Description • Employment Handbook • Statement of Purpose • Care Certificate • Essential Knowledge • Vocational Training • Appraisal • Staff Handbook • Contract	• Appraisal / Supervision • Management Meetings • Staff Meetings/Handover • Employee Handbook • Code of Conduct •	• Appraisal / Supervision • Job Description • Management Meetings • Meetings/Handover • Employee Handbook • Code of Conduct • Lone Worker Policy • Ethics/Candour Policy	• Complaints Procedure • Staff Improvement Advice • Disciplinary Procedures • Whistleblowing Policy • Duty of Candour/Ethics • Management Meetings • Staff Meetings • Appraisal / Supervision • Grievance Procedure

Evidence →

3. **Empowering and involving people.** There is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
3	Empowering and involving people	Empowering people	People have access to the knowledge and information they need to do their job well	People feel empowered to identify ways to improve how they do their job	People are encouraged to take the lead and have the opportunity to develop their leadership skills	People use their initiative to lead and take ownership over delivering the organisation's objectives
			• Employee Handbook • Contract • Appraisal / Supervision	• Staff Handover • Risk Assessments • Monthly Reviews	• Management Training 5 • Auditing • Appraisal / Supervision	• Organisational Structure • Management Structure • Job Description

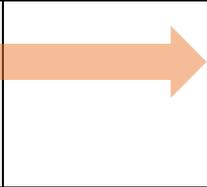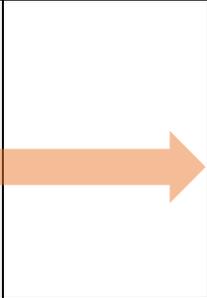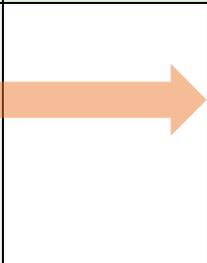|			Column 1	Column 2	Column 3	Column 4
	Evidence →		• Management Meetings • Meetings /Handover • Code of Conduct	• Appraisal / Supervision • Management Meetings • Staff Meetings	• Management Meetings • Meetings /Handover	• Roles / Responsibilities • Monthly Reviews • Management Meetings • Staff Meetings
	Participating and collaborating		People or their representatives are consulted about decisions which have an impact on them	People are involved in decisions that have an impact on them and feel their contribution makes a difference	People consistently participate in decisions and feel their contribution makes a difference	Participation, collaboration and teamwork are at the heart of the organisation's approach to decision-making
	Evidence →		• Appraisal / Supervision • Management Meetings • Meetings /Handover • Staff Advice • Disciplinary Procedures	• Appraisal / Supervision • Management Meetings • Meetings /Handover • Summer Fayre • Bonfire Night • Birthdays • Risk Assessments • Monthly Reviews	• Appraisal / Supervision • Management Meetings • Meetings /Handover • Risk Assessments • Monthly Reviews • Letters/email of thanks • Compliments Forms	• Appraisal / Supervision • Management Meetings • Meetings /Handover • Risk Assessments • Monthly Reviews • Letters/email of thanks • Compliments Forms • Individual initiatives
	Making decisions		Leaders trust and support people to make decisions in line with their level of responsibility	Leaders involve people when establishing their level of decision-making, in line with their role	Leaders are open and transparent about sharing information which enables people to make and act on decisions themselves	People are empowered to challenge the status quo to improve the organisation's performance
	Evidence →		• Organisational Structure • Management Structure • Management Meetings • Meetings /Handover • Summer Fayre • Bonfire Night • Birthdays • Risk Assessments • Monthly Reviews	• Organisational Structure • Management Structure • Management Meetings • Meetings /Handover • Summer Fayre • Bonfire Night • Birthdays • Risk Assessments • Monthly Reviews	• Confidentiality Policy • Organisational Structure • Management Structure • Management Meetings • Meetings /Handover • Risk Assessments • Monthly Reviews	• Organisational Structure • Management Structure • Appraisal / Supervision • Management Meetings • Meetings /Handover

4. Managing performance. Objectives within the organisation are fully aligned, performance is measured and feedback is used.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
4	**Managing performance**	Setting objectives	**People know what is expected of them and understand how their individual objectives fit the organisation's objectives**	**Leaders involve people in setting clear and achievable objectives. People are regularly reviewed against these objectives**	**Stretching individual and team objectives are aligned to the organisation's objectives and performance measures. People take responsibility for monitoring their own performance**	**People take the lead in setting stretching objectives that support and respond to the organisation's goals and plans for change**
		Evidence	• Job Description • Employee Handbook • Client Support Plan • Staff Meetings • Handover • Management Meetings • Supervision /Appraisal • Disciplinary Procedures	• Job Description • Employee Handbook • Client Support Plan • Staff Meetings • Handover • Management Meetings • Supervision /Appraisal • Disciplinary Procedures	• Job Description • Self-Appraisal • Training Agreements • Annual Training Plan • Vocational Training	• Organisational structure • Management Meetings • Business Plan
		Encouraging high performance	**Line managers invest time in managing performance and ensure people understand the performance process**	**Line managers have open and honest conversations with people about their performance**	**Line managers are highly effective and consistent at supporting high performance and addressing under-performance through effective, constructive and open dialogue**	**People are expected and actively supported to strive for high performance at all times**
		Evidence	• Job Description • Employee Handbook • Client Support Plan • Staff Meetings • Handover	• Staff Meetings • Handover • Management Meetings • Supervision /Appraisal • Disciplinary Procedures	• Staff Meetings • Handover • Management Meetings • Supervision /Appraisal • Disciplinary Procedures	• Statement of Purpose • Care Certificate • Essential Knowledge • Vocational Training • Appraisal

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
	Evidence →		• Management Meetings • Supervision /Appraisal • Disciplinary Procedures			• Staff Handbook • Contract
		Measuring and assessing performance	**People's performance is regularly measured and assessed against objectives. People receive feedback on their performance**	**People's behaviours are assessed against the organisation's values**	**Performance data and evidence of behaviours are captured and used effectively to improve the performance of people and the organisation**	**Giving and seeking timely feedback on an informal basis, engaging in performance discussions and coaching are a core part of the day-to-day running of the organisation**
	Evidence →		• Staff Meetings • Handover • Management Meetings • Supervision /Appraisal • Disciplinary Procedures	• Statement of Purpose • Staff Contract • Staff Meetings • Handover • Management Meetings • Supervision /Appraisal • Disciplinary Procedure	• Client Surveys • Compliments Forms • Staff Meetings • Handover • Management Meetings • Supervision /Appraisal • Disciplinary Procedure	• Client Surveys • Compliments Forms • Care Certificate • Essential Knowledge • Vocational Training • Staff Meetings • Handover • Management Meetings • Supervision /Appraisal • Disciplinary Procedure

5. **Recognising and rewarding high performance.** Recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
5	**Recognising and rewarding high performance**	**Designing an approach to recognition and reward**	**The way the organisation recognises and rewards people supports its objectives**	**Leaders continually review how the organisation recognises and rewards its people**	**The approach taken to recognising and rewarding people is flexible and tailored to meet individual motivations**	**People are involved in designing the organisation's approach to recognising and rewarding people**
	Evidence →		• Training • Certification • Financial Bonus's	• Business Plan • Training • Certification	• Business Plan • Training • Certification	• Organisational Structure • Business Plan • Job Descriptions

	Evidence		• Appraisal / Supervision • Letters of appreciation • Emails of Appreciation	• Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation	• Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation	• Management Meetings
		Adopting a culture of recognition	The organisation has an appropriate and clear approach to recognition and reward	Individual and team achievements are rewarded and celebrated with financial or non-financial benefits	People feel confident that individual and team achievements are consistently recognised and encouraged across the organisation	There is a culture of appreciation where people feel valued and are recognised for their efforts and performance
	Evidence		• Training • Certification • Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation • Staff Outings	• Training • Certification • Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation	• Training • Certification • Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation	• Training • Certification • Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation
		Recognising and rewarding people	People know how they are recognised and rewarded and the criteria have been clearly communicated	People are recognised for their behaviour as well as their performance on a formal and informal basis	People are motivated to perform at their best as a result of the approach to recognition and reward	High performing people and teams receive greater financial or non-financial recognition and rewards
	Evidence		• Training • Certification • Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation • Staff Outings	• Supervision Appraisals • Letter/email of appreciation • Compliments form • Management Meetings • Handovers • Staff meetings	• Training • Certification • Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation • Staff Outings	• Training • Certification • Financial Bonus's • Appraisal / Supervision • Letters of appreciation • Emails of Appreciation • Staff Outings

6. Structuring work. The organisation is structured to deliver the organisation's ambition. Roles are designed to deliver organisational objectives and create interesting work for people, while encouraging collaborative ways of working.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
6	**Structuring work**	**Designing roles**	Roles are designed to deliver organisational goals by creating clear accountability and avoiding duplication of effort across teams	Roles are designed to create interesting work for people, with skills and capabilities for each role clearly identified	Roles are designed to help people develop the skills and capabilities needed for progression	Roles are designed in order to meet the changing needs of communities, markets, organisational strategy and employees
	Evidence		• Job Descriptions • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments	• Job Descriptions • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments	• Job Descriptions • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments • Supervision Appraisal • Training/Development	• Job Descriptions • Organisational Chart • Business Plan • Handover meeting • Management Meetings • Support Plans • Risk Assessments • Supervision Appraisal • Training/Development
		Creating autonomy in roles	Each role is designed with clear decision-making authority	Policies and practices across the organisation support people to make the decisions required in their specific roles	Policies and practices are aligned to help people take individual ownership and act quickly and effectively	Policies and practices are regularly reviewed and improved to speed up decision-making and increase individual ownership
	Evidence		• Job Descriptions • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments	• Equality Policy • Statement of Purpose • Job Descriptions • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments • Disciplinary Policy	• Equality Policy • Statement of Purpose • Job Descriptions • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments • Disciplinary Policy	• Review Dates • CQC Inspections • ISO Audits • IiP Audits • Monthly/Annual Audits • Management Meetings • Staff meetings • Staff Handover

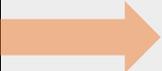|			It is clear how roles enable people to work together to achieve the organisation's objectives	People are encouraged to work across the organisation to share information and expertise	Open communication and flexible work practices make collaboration across the organisation easy and effective	The organisation's structure encourages people to create formal and informal networks to maximise collaboration
		Enabling collaborative working				
	Evidence		• Job Descriptions • Statement of Purpose • Management Meetings • Staff Meetings • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments	• Management Meetings • Staff Handover • Support Plans • Risk Assessments • Job Descriptions • Organisational Chart	• Management Meetings • Staff Meetings • Staff Handover • Support Plans • Risk Assessments • Job Descriptions • Organisational Chart • Disciplinary Procedures	• Job Descriptions • Statement of Purpose • Management Meetings • Staff Meetings • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments

7. **Building capability.** People's capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the organisation has the right people at the right time, for the right roles.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
7	Building capability	Understanding people's potential	Line managers have development conversations with people to identify their potential and ensure learning and development needs are met	Learning and development opportunities are provided in line with the organisation's objectives and enable people to achieve their full potential	The organisation is flexible in the way it develops people, using innovative solutions that meet learning and development needs	People take ownership of their own learning and development to effectively support the organisation's objectives
	Evidence		• Training Plan • Training Materials • Care Certificate • Essential Knowledge • Vocational Training • Appraisal Supervision • Management Meetings	• Training Plan • Training Materials • Care Certificate • Essential Knowledge • Vocational Training • Appraisal Supervision • Training Others • Management Meetings	• Training Plan • Training Materials • Care Certificate • Essential Knowledge • Vocational Training • Appraisal Supervision • Training Others • Management Meetings	• Training Plan • Training Materials • Care Certificate • Essential Knowledge • Vocational Training • Certification • Training Others • Appraisal Supervision

			• Training sessions/Time	• Training sessions/Time • CQC Rating • ISO 9001 • IiP	• Training sessions/Time	• Management Meetings • Training sessions/Time
		Creating a culture of continuous improvement	**People are aware of how they can contribute to improving their performance and the ways of working within the organisation**	**People are encouraged to try new approaches and learn from their efforts, mistakes and successes**	**People are supported by their leaders to take reasonable risks when trying new and innovative approaches**	**The organisation nurtures innovation and acts quickly in response to new ideas and opportunities**
			• Job Descriptions • Management Meetings • Staff Meetings • Organisational Chart • Business Plan • Handover meeting • Support Plans • Risk Assessments	• Job Descriptions • Management Meetings • Staff Meetings • Handover meeting • Support Plans • Risk Assessments • Disciplinary Procedures • Appraisal Supervision • Duty of Candour • Staff Handbook	• Job Descriptions • Management Meetings • Staff Meetings • Handover meeting • Support Plans • Risk Assessments • Disciplinary Procedures • Appraisal Supervision • Duty of Candour • Staff Handbook	• Job Descriptions • Statement of Purpose • Care Certificate • Essential Knowledge • Supervision Appraisal • Organisational Structure
		Deploying the right people at the right time	**Recruitment and selection is fair, efficient and effective and fits with the organisation's objectives**	**Resource planning is actively managed to support the organisation's objectives**	**The organisation uses succession planning to ensure critical roles are filled and people can progress**	**Leaders continually look to the future to identify and plan the capabilities people will need to deliver success**
			• Staff Application • DBS • References	• Staff Application • DBS • References	• Organisational Chart • Advertising • Training and Development • Diploma 3-5 • Appraisal Supervision • Management Training • Trainee Auditing	• Business Plan • Statement of Purpose • Internal Audits • Management Meetings

8. Delivering continuous improvement. There is a focus on continuous improvement. People use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
8	**Delivering continuous improvement**	**Improving through internal and external sources**	**The investment in people is evaluated and the results are used to improve performance**	**The organisation uses information from internal and external sources to improve how it manages and develops its people**	**Leaders look beyond the current business environment to learn from the outside world and bring in knowledge to improve the organisation's performance**	**People take responsibility for continuous improvement. They look to the world around them for new ideas and innovation then deliver change in line with this**
	Evidence		• Supervision Appraisal • Management Meetings • Feedback • Training Plan • CQC Report • IiP • Certification	• CQC Inspection • IiP • ISO 9001	• ISO 9001 • IiP • Skills for Care • External Training • CQC Guidance	• Supervision Appraisal • Training Plan • Reflective Accounts • ISO 9001 • IiP • Skills for Care • External Training • CQC Guidance
		Creating a culture of continuous improvement	**People are aware of how they can contribute to improving their performance and the ways of working within the organisation**	**People are encouraged to try new approaches and learn from their efforts, mistakes and successes**	**People are supported by their leaders to take reasonable risks when trying new and innovative approaches**	**The organisation nurtures innovation and acts quickly in response to new ideas and opportunities**
	Evidence		• Staff Handover • Management Meetings • Staff meetings • Supervision Appraisal • Disciplinary Procedures	• Care Certificate • Essential Knowledge • Staff Handover • Management Meetings • Staff meetings • Supervision Appraisal • Disciplinary Procedures	• Risk Policy • Duty of Candour • Incident forms • Accidents forms • Post Incident Feedback	• Care Certificate Books/Flipbooks • Essential Knowledge Flipbooks • Support Plans • Risk assessments

			People are encouraged to come up with new ideas	People work together to generate new ideas	People are passionate about innovation and volunteer new ideas	New ideas deliver positive outcomes for the organisation
		Encouraging innovation				
	Evidence	→	• Supervision Appraisal • Staff Meetings • Management Meetings	• Supervision Appraisal • Staff Meetings • Management Meetings	• Supervision Appraisal • Staff Meetings • Management Meetings	• 100% Care Certificate • 100% Essential Knowledge • Annual Review Training

9. Creating sustainable success. The organisation has a focus on the future and is responsive to change. Leaders have a clear understanding of the external environment and the impact this has on the organisation.

	Headline	Themes	1a Developed	1b Established	1c Advanced	1d High Performance
9	Creating sustainable success	Focusing on the future	Leaders communicate future priorities	People are actively engaged in both short-term and long-term planning	People believe the organisation is a great place to work and are committed to its future success	Leaders are aware of future challenges for the organisation and consciously develop their own capabilities, and partner with stakeholders to respond to these
	Evidence	→	• Business Plan • Statement of Purpose • Training Plans • Management Meetings	• Support Plans • Risk assessments • Business Plan • Management Meetings • Appraisal supervision	• Appraisal Supervision • Staff feedback • Bonus structure • Staff Outings	• Business Plan • Disaster Plan • CQC Inspection • ISO9001 Inspection • IiP Inspection • Fire Office Inspection • Gas and electric certification
		Embracing change	Where change happens, it is communicated in a timely and transparent way across the organisation	Benefits of change are measured and captured. Successes and failures are openly communicated	People that demonstrate optimism and drive are selected to champion change and support others to understand and engage with it	Change is viewed as 'business as usual', where mistakes are accepted and valued, as an opportunity for learning and improvement
	Evidence	→	• Support Plans • Risk assessments	• Management Meetings	• Management Meetings • Handover Meetings	• Management Meetings • Handover Meetings

Evidence →			• Business Plan • Management Meetings • Appraisal supervision	• Client/professional feedback • Letters/emails to staff • Investigation of complaints • Clients Surveys	• Supervision Appraisal	• Supervision Appraisal • Duty of Candour • Risk Assessments • Risk Policy
		Understanding the external context	**Leaders have a clear understanding of who the stakeholders are in the communities and the markets the organisation *serves***	**The workforce is diverse and reflects the communities and markets the organisation serves**	**People understand the relationship between the organisation and the wider community**	**The organisation has a positive impact on the communities and markets it *serves***
Evidence →			CQC Rating Letters/emails of appreciation Newsletter	• Staff application • Equality Policy	• Summer Fayre Open Day • Newsletter • Website	• CQC Rating • Letters/emails of appreciation • Complaints Audits • Safeguarding Audits • Client Surveys • Summer Fayre • Bonfire Night