

# INVESTORS IN PEOPLE™

We invest in people



## Insights Feedback and Accreditation Report

### Housing 21

Project number: 21-00073

Practitioner - Gwen Powell

Date of last day on site - 21<sup>st</sup> June 2021



## **Investors in People**

157-197 Buckingham Palace  
Road, London, SW1W 9SP  
+44 (0) 300 303 3033

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# You did it ... well done

# INVESTORS IN PEOPLE™

## We invest in people Platinum

In achieving PLATINUM, you have demonstrated the effectiveness of your **practice in place**, your **active engagement**, a clear demonstration of tangible **positive outcomes**, as well how your practice is **embedded and always improving**.

As you know Investors in People will always support your ongoing development and directs our work with you towards Investors in People's ambition to **make work better**, so you'll find really relevant recommendations for you with this in mind.

Our insights feedback and recommendations are in the front section for you to review and read and then for you to formulate your plan to progress your impact.

Your accreditation feedback is in the final section focusing on the We invest in people framework indicators of practice, validated via the survey results analysis, and specific highlights of practice related to each that qualifies the award made.

### What's in your accreditation feedback report sections...

- Insights - Your key strengths and characteristics
- Insights - Our recommendations to ensure you continue to **make work better**
- Survey highlights
- Accreditation feedback including the survey detail related to indicators or practice

### Key dates

This assessment	< Continuous improvement phase >		< Next assessment >
Last Date 'onsite'	Interim review 1	Interim review 2	Accreditation expiry
21 <sup>st</sup> June 2021	June 2022	June 2023	21 <sup>st</sup> June 2024

### To keep your accreditation, you need to:

- keep making work better for and with your people
- meet me at least at 12 and 24 months intervals. I won't be assessing you again, but it'll give me the chance to chat through you and your people's continued progression
- have another full review no more than three years on from this accreditation.

# INVESTORS IN PEOPLE™

## We invest in people Platinum

**An organisation that is Platinum...** As well as the dynamic shift in culture across all areas of practice, what we will notice is that leaders, managers and staff will be focused on how they can work with others, internally and external to the organisation, to keep improving. Responses we will get from people are about what can be further developed, refined or fine-tuned, rather than statements about perfection.

We will be able to find out about your pace of change and the agility you've demonstrated to get to where you are. But you won't be standing still, far from it... you will have a variety of other projects underway to keep ahead of the game.

We will notice how your principles and values are a beacon for your culture and we will find many examples of how they have guided action and decisions.

Your purpose is clear and compelling and inspires and motivates people. We will find an acute alignment between your purpose, the priorities you have set out, how people appreciate what they need to do to contribute to these, what you are currently working on, as well as what you intend to develop in the future. You keep an eye on what is coming up in your marketplace, and how this affects your business and operations, you pivot when necessary to continue to move forward.

People collaborate beyond conventional structures, building their own networks, driving their own learning and development, and feel they are in an environment where they can be their very best, and be valued for why they are unique.

You also will be unique... no other platinum organisation is alike... your people will shine at their very best in high performing groups, very often in self-led teams and projects, with effective devolved leadership enabling local decision making and use of the magic that comes from initiative and creativity when combined.

Housing 



**MAKE WORK  
BETTER**

# Insights - Your key strengths and characteristics...

The following highlights your very best practice:

## There's a lot to be said about the annual 'missions' you set out for people...

These themed leadership missions build on your guiding principles of 21, Better and Experience:

- > Better than good...
- > Doing the right thing...
- > It takes a team...

These underpin your values to strive for **continuous improvement and innovation** To never become complacent and constantly **challenge yourselves to do better** and **achieve greater value for money**

You aim to provide a **consistently excellent service** and a **great experience** for all



This was first noted at your 24-month review and I wanted to bring back the same feedback.... People use the mission language to provide a pointer and reference to what's been happening and this focus is still providing dynamic direction in everyday activity.

### Ask once, ask twice, ask three times... continuous improvement abounds

You ask, ask and ask again... it's great that people feel able to give you their open and honest opinion, but also that you haven't forgotten to continue to ask for suggestions and focused input... for example a recent 'ask' has been on workplace to ask for help with rationalising internal communications. Other 'asks', and very active interaction and debate, have been during the strategy launch sessions, for example the Asset Management workshop where several breakout sessions provided round table discussions about changes to working practice, like the introduction of the new role for surveyors as building safety managers, the development of the Extra Care strategy session where 'asks' were being formulated openly with full intent to gather rich feedback from your people, the staff conference, It Takes a Team, event, as well as other local team discussions I observed. Your practice to engage, involve, collaborate, to trust the process of genuine feedback from your people, and collecting this with care and consideration are all highlights of what I've seen, heard and felt.

Your 'Better' guiding principles plays its part here in profiling the range of behaviours and actions related to innovation and improvement. In your own words *'we will never become complacent and will constantly challenge ourselves to do better and achieve better performance, quality and value for money. We aim to be 'better than good' and work hard to provide excellent services we are proud of and our residents deserve'*.

What is unique about your approach is the overt challenge and open opinions that people have, and express. The environment to enable this level of trust and confidence has been established,

creates phenomenal outcomes and is embedded and always improving, you work on this constantly to make sure everyone has a voice.

- You and your people equally challenge the processes to meet targets and continuously improve
- You challenge teams with missions and projects to identify and eliminate problems
- You meet challenges your vision brings and inspire your people to succeed.

What comes to mind here is how you are tackling the emerging cohousing project, where the idea came from and what's been actioned already to gather feedback and set wheels in motion. This is a great example of leading the way, and of participation, collaboration and involvement and sets Housing 21 aside from any other, to meet your vision. This is challenge being met very positively internally, as well as with external partners.

### **Leading the way... the beginnings of your cohousing project is just remarkable...**

With a specific focus, your head of service, in collaboration both internally and externally, have established a plan to bring about unique communities for your residents, taking this level of housing to another stratosphere.

Your research and investigations to establish the plan has seen you take the germ of an idea and bring it into full view by collaborating openly with community representatives, front and centre residents in the community, the City Council, local welfare agencies and charities to this point from the very start, and without hesitation, with the full intention that 'all' will continue to bring plans to life and form places to live for members of the community who currently live in the most deprived areas of inner-city Birmingham.

It is evident you focus on people and not just the environmental and infrastructure factors by asking and checking with others for their needs and ensuring that your collective project is owned by all stakeholders.

I'm absolutely sure it's not a coincidence that your previous missions in the past 3 years to focus on 'better than good', as well as 'doing the right thing', also positioning people to take on leading responsibilities have led to this conclusion...

### **Always doing the right thing... You're taking environmental building safety to another level**

You've taken the requirements for building safety for high rise construction and applied these to all of your built environments to ensure absolute safety, even though don't have to. Not only in policy but very much in role and responsibility. You have adapted the current surveyor role and ensured the people that can best lead and support activities are provided with this extension and enhancement.

This hybrid role captures knowledge, skills and behaviours that relate to a sound understanding of engineering and construction, and health and safety regulations, also be able to manage the relationships related to tenant engagement and manage aligned processes.

## **Housing 21: Strategic Response**

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- Accountable Person
- Building Safety Managers
- Better resident engagement (local for safety, national for strategy)
- 12 month cycle for Fire Risk Assessments
- Improved data quality and reporting
- External assurance (yes – more audits!)
- £34m Stock Investment 2021/22
- Investment in Asset Management systems
- Improved Complaints Handling & Lessons Learned



## It Takes a Team... yes it does it does 😊

Your most recent mission was to position 'it takes a team' it was a real pleasure exploring this dynamic with all of your people in every interaction. The strength and continued potential you have in your teamworking as an organisational network appear unlimited. Your local in-team, wider team, and region, as well as across different functions including all corporate services, Asset management, Extra Care and Retirement Living, extends beyond conventional boundaries where other hierarchies would normally get in the way of such connection, collaboration, informality and confidence. There are specific roles/people who provide 'the glue' and connection between structures currently and expected in the continued evolution of this stage of team high performance.

Many people described this dynamic 'like a family' and what connects you all is your purpose 'to provide retirement living and extra care for people of modest means' and your guiding principles '21, Better, Experience'. It's like the fabric of your environments and is certainly in everyone's DNA.



*'Every ounce of our existence as an organisation is about improving the lives of older people in England. For us, this goes beyond the work we are doing for our own residents, it also means using our innovation and influence to improve the work of others too'.*

## You've raised the roof by establishing a firm foothold on devolved leadership

Quite a bit of your construction over the past few years has gone into establishing an environment where people feel enabled and act on a range of instincts. This dynamic currently brings together a number of key people practice areas:

- ★ a new top leadership structure and ultimate accountability formed to enable such a dynamic to flow with key roles positioned to facilitate relationships (these include internal and external associations)
- ★ top leadership behaviours include role modelling, empathy and compassion, boundless enthusiasm and enacting the critical role in being a conduit for people
- ★ responsibility is extended and taken at local level and 2-way trust is an active emotion in decision making
- ★ engaging and involving activity related to strategy and priority setting that acutely affects golden thread alignment. There is a shared understanding and knowledge about the overall aim and related actions
- ★ networks are formed well beyond conventional and extend across functions and levels, as well as across into other territories internally and externally to support the purpose
- ★ pace and agility quickened by the actions taken related to situations, people do the right things for the right reasons, senior leaders play a key part in governance and compliance and have expectations that people actively listen and respond practically to what is required in these circumstances
- ★ positive (not soft) challenges and open opinions are formed and voiced by people, across a variety of forum and groups, about their own and other aspects of working. There is proactivity in making suggestions, thinking about how to make things work 'even better'
- ★ inclusion and taking into account your stakeholders voices

Of these attributes, that are yours uniquely and I found across a range of different observations, interactions and discussions with you all, your channels for focus include your 7 shared ambitions:

1. quality and responsiveness of our services
2. providing excellent homes
3. systems and technology
4. sustainability
5. dementia design
6. people and potential
7. value for money



Great examples include from the all-staff conference ‘It Takes a Team’ where the top team introduced what they stood for as part of their opening discussion points:

*‘People are at the heart of Housing21’*

*‘We so want you to bring your best selves to work every single day’*

*‘I want to give you more choice, more control, more convenience’*

*‘We want you all to know how valuable you are, and its imperative to know the value of everything we do’*

*‘We have an exciting future of more, with the right people tackling the challenges we know come our way’*

*‘We are leaders at every level, with the skills and knowledge we need, and the confidence to ask and explore when we don’t’.*



Your Helping Hands campaign is all about promoting positive tenancy and providing the right information and support for your residents as key stakeholders. Your Tenancy Gurus are a fab example of new roles you have established to provide focused support and input.

Your communications to inspire people to volunteer has seen over 50 people come forward: So *‘what is a Tenancy Guru?’* you ask. Well the gurus will be champions for the Helping Hands initiative and help promote a positive tenancy sustainment environment - this means providing advice and support to colleagues around benefits, arrears and those difficult money conversations

*“I decided to become a Tenancy Guru for a variety of reasons. I’ve recently finished the Level 3 CIH apprenticeship, and always have an appetite to learn something new as well as a real passion for wanting to help others”.*

*“Like everyone who watched the sustaining tenancies Keeping Connected session, I was really inspired by Pam’s story along with many other stories from our schemes that were published during Talk Money Week. From a personal point of view, my family continue to struggle with the flaws in the benefits system and I would love to be able to understand this and help them.”*

*“Our roles shouldn’t be taken lightly - we are in a position to change the path a resident goes down if they have the right information and support. It is our moral duty to try everything we possibly can before evicting someone”.*

Other leadership roles include Project Betty Subject Matter Experts in Extra Care, a newly established role to support the roll out of the new rostering system and to extend expertise across locations.

## Appreciation comes from being part of the Housing 21 family, even when the chips are down...

I heard so much about how you support, not only yourselves, your teams and your people, but your residents and tenants, as well extend your efforts of support to the community.



You reflected on a year of lockdown in March just gone, and I even caught sight of a wonderful bear made from a Housing 21 tunic, made by a member of staff to mark the occasion.

During the event you expressed your pride in each other and how connected you are.

Your wellbeing is very much part of your focus in looking after each other, and overtly positioning mental health, 'its ok not to be ok' and your kindness and gestures however small have kept you going when times were hard.

I found and confirmed how your people are motivated by each other, by camaraderie, by mutual appreciation and by simple and practical gestures.

## You give people a 'boost'...

Another element that provides people a boost is the ability they have to access and use development for themselves, share knowledge and skills with colleagues via coaching and team sessions, as well as being able to assume leadership roles such as gurus, super users, champions and the like. All of these actions make people feel like they are progressing and 'getting on'.

What is great is you recognise this and make sure other campaigns and initiatives drive the same level of high motivation such as Quest in Extra Care, Tenancy Gurus in Retirement Living and being involved in role development in Asset management to name a few...

The impact made by intrinsic recognition activity is immense, this feeling is driven by autonomy, mastery, relatedness and overall a shared purpose.

## You are boldly setting out to influence

You have formed a new role with key responsibility and accountability as Head of Strategic Influence, it is apparent this this is not a solo 'job', but rather a strategy and attitude that everyone is buying into; how people can engage and be involved in activities that drive positive outcomes, bring forth ideas and suggestions and have a route into being established in a quicker than conventional way.

Communications, engagement and involvement are via your connected groups and colleagues and which you call out loud to provide appreciation of what these activities are about; Making A Difference, Make Work Better... these formation position human situations including

- people's health and financial wellbeing
- their welfare and conditions of work are explored including your take on respect and inclusion
- the work you are progressing overtly to champion support via your menopause initiative
- your work on diversity internally as well as externally
- how you react to particular focused 'weeks' such as dying matters week has seen you deliver death cafes to provide an open forum for discussion creating the space for anyone to input in whatever way they wish to...

...all are extraordinary and setting the way for others to follow.

## All change - NWOW... the next phase of Housing 21 'at work'

You have a big focus on making sure everyone, and every different type of worker, have been and are supported to work in the different ways needed during the pandemic and beyond by quickly adapting your future strategy, you've made changes to enhance your use of technology through digital applications and equipment.

Your use of Workplace, implemented in 2018, provides a vital tool for knowledge sharing and much much more.

I observed your NWOW webinar and found the practical input made, the answers to questions raised in discussion, as well as on the Teams chat, during and after the session, enabled your people to move on with some aspects they might have been struggling with, gave some quick tips in use of specific applications including use of Teams as a key communications channel, as well as assisted with people's specific needs in troubleshooting WiFi connections.

What is evident in these examples is that effective and practical communications and engagement are major contributors in your change management practice. What happens as a result is that changes are supported to take hold, they provide what they are intended to do with a focus on the future in using technology, as well as reacting to calls for support and assistance in a productive way.

I'd like also to highlight your champions of change, your technicians and experts who provide their support to ensure the infrastructures are designed and established, as well your gurus and local representatives, and super users who provide the vital connections for people in responding to immediate needs and extending expertise across your Housing 21 community.

Your technological changes, include streamlining and making more efficient many HR and work processes, as well as operational activity such as your digital call system, care planning and rostering. The impact of technology has been vast and wide. A people focused example as a result of this level of implementation included providing a much valued remote connection for a resident to attend his sister's funeral recently when restrictions didn't allow him to be there in person.

You have carefully considered the impact on people of the changes to ways of working and adopted online commitments.

*'We are now Teams monsters, we love it, we devour every new addition (did you know that for meetings with lots of attendees you can all visit a spa in 'together mode') and use the product to our advantage, wielding its power to meet with people in that 15-minute break between our 12 o'clock meeting and our lunch. However, as Uncle Ben said to Peter, with great power comes great responsibility, and that's why the Leadership Group, together with the Make Work Better Group, recognised that we have adopted a way of working that literally means some of us do not get to move from our chairs from the moment we log on until we press 'leave' on that final call of the day. It's exhausting!'*

**Housing 21's online commitments**

These commitments don't just make sense for others, they make sense for us too.

We will be a role model with regards to these behaviours and expect everyone else to do the same.

**Housing21**

- Look before you book**  
Back-to-back meetings are exhausting, so before booking a meeting we look at how that impacts on someone's day first.  
We will pause to consider if we could use another method of communication, would an email suffice or a phone call be appropriate?
- Focus time is key time**  
Everyone needs time to concentrate on a specific task, or to reflect and plan.  
We will make sure this time is reflected in our calendar and feel confident to ask for meetings to be rearranged or to decline them if they clash with this time.
- Take a break**  
Virtual meetings demand more energy, which needs to be topped up periodically throughout the day.  
We will make sure we have a 10 minute screen break every couple of hours, and schedule our lunch break away from our work station.  
Plus, if a meeting is planned for over an hour, we will include a break on the agenda too.
- Outlook accurate**  
We know that the pace of change is quick right now. Keeping on top of advancements in our use of technology will be a priority.  
We will use the tools available to us to accurately reflect when we are available and we will demonstrate respect to the flexible working patterns of others when booking meetings or expecting responses.

I spotted the following also on Workplace recently that sends a message straight to the thinking part of people's brain about expectations:

## Personal commitments

We want to ensure everyone continues to have an enjoyable and productive working experience. To do this we have developed two personal commitments that we'd like everyone to adopt.

- Meetings will either be all in person or all digitally - we know a mixed economy doesn't work
- Manage your calendar to let people know when you're busy and free

### Thoughtful considerations:

In evolving how we work, there are a number of considerations that underpin productive and enjoyable ways of working:

-  Housing 21's online commitments are still relevant as we emerge from lockdown: Look before you book, Focus time is key time, Take a break, Outlook accurate
-  Everyone needs to eat, try and avoid having meetings at lunchtimes
-  Our operational teams may be busy with residents - be thoughtful when you need to book a meeting with them, it may get in the way of delivering great service to residents
-  One to ones can be done virtually - use face to face meetings to collaborate
-  Why have an hour meeting when you could have 45 minutes - doing this will enable people to have time to reflect and prepare before their next activity
-  Make sure people feel they have permission to say no to meeting requests if they have conflicting priorities/activities
-  When you need to meet face to face, consider the most appropriate location that minimises travel time for attendees

Housing 21

## A key element of your success is FUN...

From dad dancing, to Panda's, laughter on calls observed, escaped parrots and great banter between you all... Fun is an absolute essential part of your DNA.



....and to remind you this is the Investors in People Leader of the Year 2020.



And of course I need to pay homage to your naming convention for new applications and projects... Fred, Wilma, Pebbles and Betty to name a few.

# Insights - recommendations

We will always make recommendations that are befitting to your current level of impact. You should note that at your level of people operation the recommendations are set out to enhance your existing practice and are very relevant to how your people contribute to the work they do.

To appreciate where the following recommendations are challenging you to further develop your practice, please note that most are further consolidating your great efforts in maintaining high performance impact (our highest measure).

It is already accepted you have people related process and procedures in place, that they are interactive and engaging and have many positive impacts. The next higher push of impact related to these recommendations will enable you to make certain your continuous improvement via your own infrastructure of people related practice.

## Next level leadership development

This area isn't to replace what you already have in place your Leading to Excellence and Inspiring Excellence programmes, as well as other opportunities including using your own HQS, these are outstanding in providing confidence and focused leadership and management competence.

I'd like you to consider your leadership strategy, and that more closely aligns to your devolved leadership model and brings into account all of the rich practice for everyone to participate in, the range of attributes and likely emotional intelligence you need, to make consistent across the board. (you have a bounty of these attributes, my aim in recommending this area is to solidify your ethos with the aim of further embedding devolved confident leadership). Behaviours such as self-awareness, emotional confidence, facilitation (listening and exploring), and authenticity come to mind that would provide exciting opportunities for people to further enhance their already great people focused capability.



## Putting in a 'push' for even more improvement...

What goes hand in hand with the area above is one of further increasing the level of personal responsibility, particularly related to people's input and action around improvement. The development here is to make this consistent because it's definitely happening quite a lot, so let's capture the essence of it and take it to another level. There are several key ingredients:

- Strong communication skills
  - asking for feedback
  - making overt suggestions for improvement about ways of working, or other areas of work other than your own in a positive way (without fluff or being too soft)
- Connected - being part of the wider internal network
  - so that personal input is relevant and directed, this knowledge of the wider network of operations is vital
  - including the context of external networks and associations so that input relates to the widest possible impact
- Authentic and Courageous
  - being honest about current situations, including frustrations and when things are tough, as well as the personal agenda for the input related to changes you want to see. As well the ability to control impulses to avoid knee jerking
  - the reaction to failure can swing both ways... if you accept that all failure is feedback, which in most cases your trials and pilots, testing and trying things out is all about this, the development here is about highlighting key presuppositions to get them to exist at the personal level which will bring about, not more risky behaviour, but rather an acceptance and confidence to go further than before. This can all relate to comfort zone workshoping, support to appreciate personal boundaries and confidence to step into other spaces...
- Win Win
  - mutual gain is part of your DNA, and this area is very much aligned to your values and culture

## Roles and responsibilities for **INNOVATION** vary by leader level



...by accelerating innovation, fuelled by inspiration, the incredible is in your gift to enable.

Adopting some models of practice that go beyond conventional improvement methods will assist thinking... this one for psychological safety, of which you have spades... will help to climb the spiral to the very top...



You have a category as part of your 'H21 Hero's' so people can provide their outcomes related to creativity and innovation ... not too many put in for this one and could be that they need a nudge to know what to provide you input about ... your people definitely are inventive and show plenty of creativity... but they might not think the 'extraordinary' is any different from 'what they do every day...'

**CREATIVITY**  
The act of turning new and imaginative ideas into reality.

**INVENTION**  
Creation of a new idea or concept

**INNOVATION**  
Turning a new concept into commercial success or widespread use

### Rewarding and recognising your people...

Reflecting on the survey sentiment and the lower ratings is more relatable to extrinsic or hygiene factors such as pay and employee benefits generally, and although not a negative result from this element of assessment, it points toward clarity of what the make-up of reward and recognition is available and my recommendation here is to fully include and profile all of the elements and not just employee benefits.

Getting people involved in this area of work would be hugely beneficial

- to heighten peoples appreciation of this area of organisational psychology and the realisation of the amount and impact of reward and recognition you have in place for people
- to highlight and provide focus on people's role in bringing reward and recognition to another level of impact and giving a focus on the relationship between people and work

Something to throw on the table for people to ponder is to consider even closer alignment of your guiding principles... 21... Better... Experience.... making blindingly obvious how motivation (movement and action) based on these, and overtly profiling how activity related to each and then rewarding this in some way would be an additional feature of your approach to reward and recognition.



### Creating a new blueprint for even broader and wider career paths...



This area is a fascinating one... because your progression success, range of development opportunities, access via people infrastructure, as well as formal development activity, talent management and devolved leadership, are playing a big part on establishing what is possible for the future of talent development. And it's really great practice.

As you know a conventional career ladder is formed of steps up into functional streams, you are beyond this and have formed a climbing-frame structure where people can divert their interests and build experiences in other work streams, as well as take on other activities such as leading roles, support roles and alternative roles.

The recommendation is to strengthen this further by considering and capturing the wider range of interconnections and informal development as an infrastructure that people are participating in to form H21 Youiversity where people take even more of the lead of their worklife, not just in development terms. It's a whole playground worth of frames...



### The opportunity you have in all of these recommendations is to align and bring to the fore...

#### Learner Safety

It's safe to:

- Discover
- Ask questions
- Experiment
- Learn from mistakes
- Look for new opportunities

#### Challenger Safety

It's safe to:

- Challenge the status quo
- Speak up
- Express ideas
- Identify changes
- Expose problems



#### Collaborator Safety

It's safe to:

- Engage in an unconstrained way
- Interact with colleagues
- Have mutual access
- Maintain open dialogue
- Foster constructive debate

#### Inclusion Safety

It's safe to:

- Know that you are valued
- Treat all people fairly
- Feel your experience, and ideas matter
- Include others regardless of title/position
- Openly contribute

## Metrics that Matter...

You told me about your metrics that matter and position how you can demonstrate your over time trend of always improving:

About your operations:



### Investment in new properties:

**2019 = £33.9m**  
**2020 = £71.4m**  
**2021 = £83.39m**



### Investment into our existing properties:

**2019 = £28.8m**  
**2020 = £32.5m**  
**2021 = £18.6m\***

*\*Covid-19 pandemic had a significant impact into what work we were able to undertake*



### Voids percentage:

**2018**  
 Retirement Living 1.1%  
 Extra Care 1.8%

**2019**  
 Retirement Living 1.1%  
 Extra Care 1.5%

**2020**  
 Retirement Living 0.9%  
 Extra Care 1.3%

About internal and external stakeholders feedback:

### Staff survey response rate:



### I feel committed to Housing 21:



### Care Satisfaction:

**2018 = 94%**  
**2019 = 97%**  
**2020 = 97%**

## Make a Difference Day

Thursday 20 May

Help us make a positive difference to our residents' lives



### Make a Difference Day engagement

**165 Workplace posts**

(+55% on Feb MAD day)

**275 comments (+70%)**

**1,541 reactions (+103%)**

## Housing 21 conference, 2019



Is the UK institutionally ageist?

International Convention Centre, Birmingham  
9 October 2019 | 10am - 4pm

**120+**

Delegates

**70+**

Organisations

**100%**

Would recommend

About the quality of your peoples efforts/work:



CQC ratings 

**2018 - 94% of our Extra Care services rated 'Good'.**

**2019 - over 94% 'Good' and one scheme 'Outstanding'**

**2020 - over 94% 'Good' and six schemes 'Outstanding'**

# Survey highlights:

To note the survey is used in combination with discussions to collect a wide range of feedback from both quantitative and qualitative sources. The results from the survey standalone do not represent the award in their own right and have been taken into account in context for areas explored with you.

## Your current benchmark



- YOUR BENCHMARK
    - **771**
  - AVERAGE IIP BENCHMARK \*
    - **727**
  - AVERAGE INDUSTRY BENCHMARK
    - **765**
- Showing results for Residential Care Activities

### Your ranking

- You are currently 48<sup>th</sup> of all Investors in People organisations worldwide (250-4999 size band)
- You are currently 4<sup>th</sup> of all organisations classified as Residential Care
- You are currently 2<sup>nd</sup> of all organisations classified as Housing Associations

Your survey opened/closed: 12/5/21 - 2/6/21

Staff participation in the survey in 2021 is 24%.

# Survey Analysis

For ratings calculations:

All agreement is the combined ratings for strongly agree and agree

All disagreement is the combined ratings for strongly disagree and disagree

Passive response is the combined somewhat agree, neither agree nor disagree and somewhat disagree

The analysis in the tables below provide:

- The ranking of each indicator of practice related to full agreement
- The ranking of each indicator of practice related to ambivalence

**Agreement** is the total of strongly agree and agree ratings. The order of ratings based on full agreement for each indicator:

Ranking of indicators of practice	Driver	%	IIP ave. +/-	Care	Housing
1. Living the organisations values and behaviours <i>Your clear values underpin your culture and ethos</i>	Leading	87.1	+0.3	0	+0.3
2. Structuring work <i>People's work is stimulating and progressive, and they have autonomy to work at their best</i>	Supporting	85.8	+0.3	0	+0.3
3. Creating sustainable success <i>It's a great place to work and you have a focused plan for the future</i>	Improving	85.1	+0.4	+0.1	+0.3
4. Managing performance <i>People set and use stretching targets for achievement that meet high performance</i>	Supporting	83.7	+0.4	+0.1	+0.3
5. Building capability <i>You continually improve your capability to meet your ambitions and changing needs</i>	Improving	78.5	+0.4	+0.1	+0.4
6. Empowering and involving people <i>You provide people the autonomy and responsibility to deliver great work</i>	Leading	77.8	+0.2	-0.1	+0.2
7. Leading and inspiring people <i>People trust leadership and your effective directional communications</i>	Leading	77.5	+0.3	0	+0.5
8. Delivering continuous improvement <i>People seek improvements from colleagues</i>	Improving	75.8	+0.2	0	+0.3
9. Recognising and rewarding high performance <i>Your efforts to motivate people whilst working affects how they feel appreciated</i>	Supporting	65.6	+0.4	+0.2	+0.6

- ✳ Your highest rated indicators shaded green, of more than 80% full agreement, provide the basis of drive and forward motion in your organisation
- ✳ Outperformance - all indicators show above average impact when compared to other Investors in People organisations to date

**Ambivalence** is the total of somewhat agree, neither agree nor disagree and somewhat disagree ratings. These areas are commonly when people rate the question ‘sometimes...’ and should be looked at in terms of how you can further clarify to make agreement more certain.

- 5 indicators show a ‘fence’ that suggests some variation of practice.

Noted is **ambivalence of more than 15%** for:

Indicator of practice	Driver	%
Recognising and rewarding high performance <i>Let's look at how people feel completely appreciated</i>	Supporting	26.5
Empowering and involving people <i>Could people be even more involved in contributing to decision making?</i>	Leading	19.7
Managing performance <i>Focus on the regularity and coaching focus of discussions - help people further hone and perfect these skills</i>	Supporting	18.1
Building capability <i>Do people fully appreciate why others get a promotion or opportunity...? is there a better way?</i>	Improving	17.6
Delivering continuous improvement <i>What needs to happen for people to feel more open to proactively improve ways of working</i>	Improving	17.3

# Your survey results by indicator

The score below shown is out of 7 (Likert scale)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average	Industry compared to:	
										Care	Housing
INDICATOR 1 Leading and inspiring people	35.5%	42.0%	11.8%	5.8%	2.1%	1.0%	1.9%	5.9	+0.3	0.0	+0.5
INDICATOR 2 Living the organisation's values and behaviours	43.0%	44.1%	7.0%	3.9%	0.6%	0.4%	1.0%	6.2	+0.3	-0.0	+0.3
INDICATOR 3 Empowering and involving people	38.4%	39.4%	12.5%	4.0%	1.9%	2.0%	1.7%	6	+0.2	-0.1	+0.2
INDICATOR 4 Managing performance	44.0%	39.7%	7.2%	5.0%	1.6%	1.5%	1.2%	6.1	+0.4	+0.1	+0.3
INDICATOR 5 Recognising and rewarding high performance	29.1%	36.5%	15.3%	10.6%	3.2%	3.1%	2.2%	5.6	+0.5	+0.2	+0.6
INDICATOR 6 Structuring work	41.6%	44.2%	8.4%	3.4%	0.9%	0.6%	1.0%	6.2	+0.3	-0.0	+0.3
INDICATOR 7 Building capability	36.7%	41.8%	10.7%	6.8%	1.6%	1.3%	1.1%	6	+0.4	+0.1	+0.4
INDICATOR 8 Delivering continuous improvement	30.3%	45.5%	13.0%	8.0%	1.0%	1.2%	1.1%	5.9	+0.2	0.0	+0.3
INDICATOR 9 Creating sustainable success	46.1%	39.0%	8.3%	4.7%	0.6%	0.3%	1.0%	6.2	+0.4	+0.1	+0.3

## What the survey overview shows

- 2 indicators show the highest % response in strongly agree:
  - Creating sustainable success
  - Managing performance
- All indicators outperform Investors in People average scores
- There is minimal disagreement
- 6 of 9 indicators of practice score 6 (out of 7) or above

# What do the themes show...

## Your highest... and your lowest

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IIP Average	Your survey in 2018
<b>Highs</b>										
<b>Adopting the values</b> <small>INDICATOR 2: Living the organisation's values and behaviours</small>	47.3%	42.3%	5.9%	2.7%	0.4%	0.3%	1.1%	6.3	+0.2	-0.0
<b>Focusing on the future</b> <small>INDICATOR 9: Creating sustainable success</small>	48.4%	36.7%	8.4%	4.4%	0.6%	0.4%	1.1%	6.2	+0.4	-0.0
<b>Understanding the external context</b> <small>INDICATOR 9: Creating sustainable success</small>	45.9%	41.2%	6.3%	5.3%	0.2%	0.2%	0.8%	6.2	+0.4	0.0
<b>Enabling collaborative working</b> <small>INDICATOR 6: Structuring work</small>	41.4%	45.5%	8.8%	2.8%	0.7%	0.2%	0.6%	6.2	+0.3	0.0
<b>Designing roles</b> <small>INDICATOR 6: Structuring work</small>	42.8%	43.0%	8.3%	3.8%	0.5%	0.7%	1.1%	6.2	+0.3	+0.1
<b>Lows</b>										
<b>Developing leadership capability</b> <small>INDICATOR 1: Leading and inspiring people</small>	26.2%	42.7%	17.5%	8.0%	2.8%	1.0%	1.8%	5.7	+0.5	+0.1
<b>Participating and collaborating</b> <small>INDICATOR 3: Empowering and involving people</small>	30.2%	36.8%	18.0%	6.7%	3.4%	2.6%	2.2%	5.7	+0.2	+0.2
<b>Recognising and rewarding people</b> <small>INDICATOR 5: Recognising and rewarding high performance</small>	27.4%	36.8%	15.8%	11.0%	3.4%	3.5%	2.2%	5.5	+0.5	+0.3
<b>Deploying the right people at the right time</b> <small>INDICATOR 7: Building capability</small>	24.8%	40.4%	13.2%	13.1%	3.4%	3.0%	2.1%	5.5	+0.2	0.0
<b>Designing an approach to recognition and reward</b> <small>INDICATOR 5: Recognising and rewarding high performance</small>	25.2%	35.9%	16.6%	13.6%	3.6%	3.0%	2.1%	5.5	+0.5	+0.4

### What the survey themes 'Highs and Lows' show

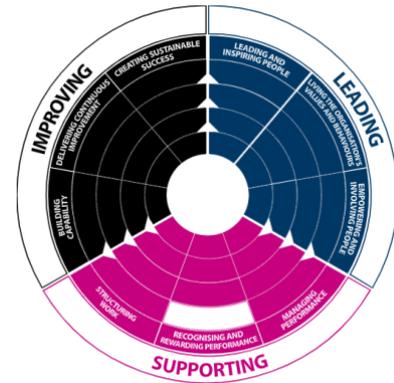
- The themes in the 'Highs' section
  - score 6 and above
  - outperform Investors in People average scores
  - have maintained from your last survey results in 2018, apart from designing roles which has increased marginally by +0.1
- The themes in the 'Lows' section
  - outperform Investors in People average scores
  - are better in the main than your previous survey in 2018, the most improved is designing and approach to recognition and reward by +0.4

# Your Accreditation results:

## ...by indicator and theme

The results table shows 8 indicators impacting at High Performing level resulting in your PLATINUM level award

- You have met 27 of 27 themes at Developed level
- You have met 27 of 27 themes at Established level
- You have met 27 of 27 themes at Advanced level
- You have met 25 of 27 themes at High Performing level



INDICATOR	THEME	Maturity levels				
		DEVELOPED	ESTABLISHED	ADVANCED	HIGH PERFORMING	
LEADING AND INSPIRING PEOPLE	Creating transparency and trust	✓	✓	✓	✓	HP
	Motivating people to deliver the organisations objectives	✓	✓	✓	✓	
	Developing leadership capability	✓	✓	✓	✓	
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values	✓	✓	✓	✓	HP
	Adopting the values	✓	✓	✓	✓	
	Living the values	✓	✓	✓	✓	
EMPOWERING AND INVOLVING PEOPLE	Empowering people	✓	✓	✓	✓	HP
	Participating and collaborating	✓	✓	✓	✓	
	Making decisions	✓	✓	✓	✓	
MANAGING PERFORMANCE	Setting objectives	✓	✓	✓	✓	HP
	Encouraging high performance	✓	✓	✓	✓	
	Measuring and assessing performance	✓	✓	✓	✓	
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward	✓	✓	✓		A
	Adopting a culture of recognition	✓	✓	✓	✓	
	Recognising and rewarding people	✓	✓	✓		
STRUCTURING WORK	Designing roles	✓	✓	✓	✓	HP
	Creating autonomy in roles	✓	✓	✓	✓	
	Enabling collaborative working	✓	✓	✓	✓	
BUILDING CAPABILITY	Understanding people's potential	✓	✓	✓	✓	HP
	Supporting learning and development	✓	✓	✓	✓	
	Deploying the right people at the right time	✓	✓	✓	✓	
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources	✓	✓	✓	✓	HP
	Creating a culture of continuous improvement	✓	✓	✓	✓	
	Encouraging innovation	✓	✓	✓	✓	
CREATING SUSTAINABLE SUCCESS	Focusing on the future	✓	✓	✓	✓	HP
	Embracing change	✓	✓	✓	✓	
	Understanding the external context	✓	✓	✓	✓	

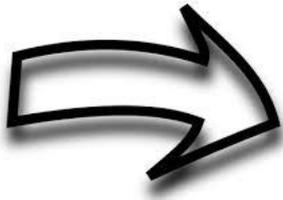
Recommendations made ensures practice areas can be further developed with focused efforts and in line with the dynamic related to your current level of impact. As a platinum organisation your development should always seek to always improve. This commonly will be through looking beyond the conventional transactions and maintaining your 'leading' philosophy.

# Feedback Section: by principle and indicator

You will note we have 3 principles in the We invest in people model:

- **Leading**
- **Supporting**
- **Improving**

Each providing a particular 'energy' to the practice related in the associated indicators.



**Leading** energy is forward motion and the related indicators focus on leadership, values and behaviours, as well as empowerment and decision making



**Supporting** energy provides the 'catch all' infrastructure related to managing the performance of the organisation, departments, teams and of individuals, also of related recognition for great performance and how the services and functions are formed for people to not only work effectively, but to progress



**Improving** energy is cyclic in motion and should demonstrate the adjustments made and learnings related to feedback and training taken into account, as well as setting out programmes of change to ensure a bright future.

## Accreditation feedback and award levelling

A note about maturity levels:

Maturity levels represent a staged path for an organisation's impact and process improvement efforts based on predefined sets of practice areas we call indicators and themes. Within each maturity level, the predefined set of indicators and themes also provide a path to practice and performance improvement related to 9 distinct areas. Each maturity level builds on the previous level by adding new dynamic, engagement, outcome-focus, and agility.

Developed **Managed on the process level**. Processes are in place for all people and operational practice. These are delivered to and form the basis of practice across your organisation.

Established **Proactive, rather than reactive**. Organisation-wide standards provide guidance across projects, programmes, and portfolios. Your people are engaged and activated for all people practice and across all work streams.

Advanced **Measured and controlled**. You have formed data-driven quantitative performance improvement objectives that are predictable and align to meet the needs of internal and external stakeholders. You can demonstrate your related positive outcomes in all areas of practice.

High performing **Pivot and Adjust**. Everyone is focused on continuous improvement and the organisation is built to pivot and respond to opportunity and change. The organisation's stability provides a platform for agility and innovation.

## LEADING AND INSPIRING PEOPLE

This indicator is in the **Leading** principle so related practice should assist the movement forward towards your priorities.

This indicator focuses on who leaders are at all levels, how leaders make the organisation's objectives clear. Also, if and how leaders inspire and motivate people to deliver against these objectives and are trusted by people in the organisation. It assesses the impact of your current and future objectives for leadership and management development.

**Creating transparency and trust:** High performing

**Motivating people to deliver the organisations objectives:** High performing

**Developing leadership capability:** High performing

**The level of impact related to this indicator is High Performing**

Illustration of evidence presented for **leading and inspiring people:**

**Highlights of process and practice:**

- H21 Strategy
  - clear people focused priorities aligned to purpose and values
  - setting out the path to growth, raising potential and capability
  - more than a document... it's about people for people... established a great environment where people can do their best work
- All staff conferences - It Takes a Team...
- Annual missions providing focus and direction
  - Better than good, Doing the right thing, It takes a team
- Strategy workshops, wide engagement and involvement input and output
- Leadership conference, first one in 2020 didn't get postponed because of the pandemic...
- Workplace is the best place for comms, engagement and interaction... it plays its part in supporting operational information as well as has a wellbeing focus
- Spotlights - i.e. HQS 4 - Leadership - *Engaging effectively with direct reports and line management, as well as having a strong court buddy arrangement means that colleagues are supported in their role to provide the best service to residents - and aim to achieve the Outstanding HQS rating!*

*Together with regular one to one's, annual objective setting and appraisals should be a meaningful discussion with your manager, to speak about performance and review personal development and progression opportunities*

- Very regular 'keep in touch' sessions led by CEO and senior team
- Role modelling of leadership behaviours overt, extreme - very positive visibility of senior leaders across functions
- There is such a vivid environment of activity, driven by the passion and enthusiasm of top leaders and echoed by others right across every team, and is infectious not to get on the bus with them and join in - just to see the picture of the positive pants team is testament to this
- Devolved leadership model established and effective
- Leadership development is available to all and relevant to levels of staffing and leadership needs:
  - Personal Development Plans are pivotal in recording needs and actions
  - Leading to Excellence and Inspiring Excellence programmes
  - L7 Certificate of Professional Development in Leadership
  - L5 Professional Development in Management
  - CIPD
  - Housing Management certifications
  - Medicines management
  - Housing Management Apprenticeships

## LEADING AND INSPIRING PEOPLE

Your survey results for this indicator:



The results staff gave us from the survey for **leading and inspiring people**:

The features of these results relate to communication of top-level ambition, trust in leadership to follow direction, motivation to achieve a great job, as well as the development of leadership practice:

- The indicator rated 5.9 out of 7 and ranked #7 of 9 indicators with 77.5% full agreement rising to 89.3% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.3 above other Investors in People organisations as well as the same as other care organisations and +0.5 above housing associations
- 1 of the 4 questions received the highest rating in strongly agree
- More stretch in this indicator relates to:
  - 28.3% ambivalence about leadership and management development

Themes scores Highs/Mids/Lows:

- High - Creating transparency and trust is 18<sup>th</sup> of 27 ranked themes (6)
- High - Motivating people to deliver objectives trust is 19<sup>th</sup> of 27 ranked themes (6)
- Mid - Developing leadership capability is 23<sup>rd</sup> of 27 ranked themes (5.7)

## LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

This indicator is in the **Leading** principle so related practice should assist the movement forward towards your priorities.

This indicator focuses on the extent to which people and leaders act in line with the organisation's values at all times, and whether there is support to challenge inconsistent behaviours.

**Operating in line with values:** High performing

**Adopting the values:** High performing

**Living the values:** High Performing

**The level of impact related to this indicator is High Performing**

Illustration of evidence for **Living the organisations values and behaviours:**

**Highlights of process and practice:**

- 21... Better... Experience... is at the heart of everything people consider and do, these guiding principles enable focus and related thinking, they provide a flexibility in functional and personal approach's to meet their expectations, they are stretching and challenging enough to be current and relevant
- Annual missions add direction to behaviours and related actions
- Connectedness of decision making, considerations, engagements and consultations related to purpose and values
- Alignment of your principles and series of behaviours are established in other people strategies such as reviews and measurement of performance, the flow from purpose, values into overall strategy, including the annual reviews and resetting of operational focus for the coming year
- The association people make between the purpose, guiding principles and their work is acute. Doing the right thing, a mission you took as a whole organisation and continue to align to. Recent actions have been - support for staff shielding during the pandemic - providing furlough to staff in a caring and sensitive manner - improved sick pay by making changes to your terms related to occupational SSP for carers, cleaners and ancillary staff where their employment terms would have prevented them to any related financial resource and you stepped up.
- So many examples demonstrate how people personally, as well as in teams, do what they consider is the right thing and very commonly with residents and tenants in mind. It usually is something trickier to navigate, or people need to think about a bit more to put in place a practical solution, but they do and it comes as second nature. Very much the 'Better' principle comes in to play here where you people do think about 'what's the best way right now'. Sleeping over to avoid cross contamination and missing out on home life for a while for some, was 'the right thing to do under the circumstances'. Other 'doing the right thing' things include delaying launches of systems to get it right for people's use, including Pebbles *The Project Board were clear it was Better to Get It Right than launch a system that wasn't properly tested or fully ready to go live. Thank you for the support you have shown and whilst we know it is disappointing the overwhelming response has been understanding that it was the right decision to delay.*
- The embellishment of your principles alongside the related meaning gives people real insight into what's expected so that behaviours and action related to future focus and '21' go hand in hand, as above 'Better' relates more to innovation, ideas and making things work, 'Experience' is a real focus on customer service and relationships which everyone relates to
- Regular input that provides key messages, and always bringing home the aim of the communication to the purpose and your principles really does motivate your people. So you It Takes a Team event, the strategy workshops and high engagement of people in everything you do are all interconnected in making possible the near impossible.  
It's great to hear your people make an overt connection between achievements made, such as outstanding ratings and truly living and breathing the values

- You have established a firm base of psychological safety, one where staff have opportunity to voice their opinion, are asked genuinely to participate, and supported extremely well in doing their best work every day. People are rightly proud of what they do and who they work for, and in return the top leaders are proud of everyone across the Housing 21 family
- When it comes to challenging the norm or a difference of opinion, these are commonly openly addressed with considerations to bring these to the fore via specific session design like Q&A, break out rooms, and facilitated collation of thoughts and opinion (observed during the Asset Management strategy workshop and the feedback following the RL events) within group events and workshop style activity.

## LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

Your survey results for this indicator:



The results staff gave us from the survey for **Living the organisations values and behaviours**:

The features of these results relate to how values guide the approach to work, shared values, the clarity of values, as well as having confidence to challenge inappropriate behaviours:

- The indicator rated 6.2 out of 7 and ranked #1 of 9 indicators with 87.1% full agreement rising to 94.1% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.3 above other Investors in People organisations as well as the same as other care organisations and +0.3 above housing associations
- 3 of the 5 questions received the highest rating in strongly agree
- More stretch in this indicator relates to:
  - 21.7% ambivalence about challenging behaviours not matching values

Themes Highs/Mids/Lows:

- High - Adopting values is 1<sup>st</sup> of 27 ranked themes (6.3)
- High - Living the values is 6<sup>th</sup> of 27 ranked themes (6.2)
- High - Operating in line with values is 9<sup>th</sup> of 27 ranked themes (6.1)

## EMPOWERING AND INVOLVING PEOPLE

This indicator is in the **Leading** principle so related practice should assist the movement forward towards your priorities.

This indicator focuses on whether there is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.

**Empowering people:** High performing

**Participating and collaborating:** High performing

**Making decisions:** High performing

**The level of impact related to this indicator is High performing**

Illustration of evidence for **empowering and involving people:**

**Highlights of process and practice:**

- The use of technology has further increased access to information. The effect of which empowers them to use this knowledge to best effect, for example:
  - Fred, Wilma
  - Workplace
  - Medicines administration and managementpeople use this information to build on their existing practice and improve
- Also your introduction of Pebbles in 2018 and full launch 'live' on 8<sup>th</sup> May 2019... the video describing the impact of use of Pebbles brought everything its used for by people to life... or is that #courtlife 🎵
- Aligning to your ambition for all schemes/homes/courts to achieve outstanding, tips have been shared on Wilma for easy access
- Champions are commonly established and form the basis of representation, project implementation programmes, change management, reviews of effectiveness, as well as ongoing adjustments. A space on Workplace is provided to enable another open channel of communications. Involving people in this level of decision-making provides them with proactive involvement where participation, collaboration and teamwork are at the heart of your approach
- The Wellbeing Group, Respect and Inclusion (R&I), staff groups such as Mental Health, Financial Wellbeing, Corporate Services, Care Workers Forum, all under the banner of Make Work Better have become everyday accepted forums
- You demonstrate a high-level culture of empowerment and involvement. Included in the infrastructure is:
  - plotted (having been considered prior) key communication channels and conduits
  - people that are open and transparent enabling information free flow
  - formations of people who are provided ultimate responsibility and autonomy to make decisions and marry with your devolved leadership model
- As mentioned earlier you have established a level of psychological safety where people feel trusted, enabled and safe to voice their opinion. There is a clear expectation of speaking out and up with events and activities being designed for this positive purpose
- Your focus and work on diversity and inclusion will bring even more life to the vivid culture across Housing 21. With even more awareness of what diversity is related to who you are, what you do, and who you are associated with across many communities, will bring only more exceptional outcomes

## EMPOWERING AND INVOLVING PEOPLE

Your survey results for this indicator:



The results staff gave us from the survey for **empowering and involving people**:

The features of these results relate to having the information needed to do the job, being encouraged to use initiative, having a say in making decisions, as well as feeling trusted:

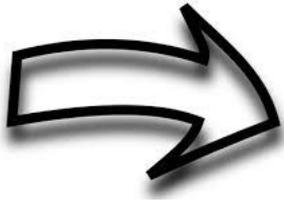
- The indicator rated 6 out of 7 and ranked #6 of 9 indicators with 77.8% full agreement rising to 90.3% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.2 above other Investors in People organisations, -0.1 below other care organisations and +0.2 above housing associations
- 2 of the 4 questions received the highest rating in strongly agree
- More stretch in this indicator relates to:
  - 28.1% ambivalence about having a say in decisions
  - 21.3% ambivalence about having the information needed to do a good job

Themes Highs/Mids/Lows:

- High - Making decisions is 11<sup>th</sup> of 27 ranked themes (6.1)
- High - Empowering people is 17<sup>th</sup> of 27 ranked themes (6)
- Mid - Participating and collaborating is 24<sup>th</sup> of 27 ranked themes (5.7)

## In summary

## In the principle of Leading



**Leading** energy is forward motion and the related indicators focus on leadership, values and behaviours, as well as empowerment and decision making

### Key practice:

- Direction setting and leading the way
- KPIs and priorities
- Communications that inspire people (to make people feel that they want to do something)
- Leadership and management approaches
- Leadership and management capability
- Culture
- Ethos
- Attitudes and behaviours
- Decision making
- Autonomy and accountability
- Allocated responsibilities
- Representation
- Engagement



## MANAGING PERFORMANCE

This indicator is in the **Supporting** principle so related practice should provide the 'catch all' infrastructure to ensure great work.

This Indicator focuses on the objectives of the organisation being fully aligned, performance being measured and feedback given.

**Setting objectives:** High performing

**Encouraging high performance:** High performing

**Measuring and assessing performance:** High performing

**The level of impact related to this indicator is High performing**

Illustration of evidence for **managing performance:**

### Highlights of process and practice:

- Between October and December appraisal season commences with the Board and then cascades across the business areas so that the previous objectives set and development related are reviewed, and also a new golden thread is laid, taking into account new priorities, changes to ways of working and also different learning needs that are coming up
- There is a close alignment between appraisal and recognition related to feedback
- You have a firm focus on priorities, turned into action, key results areas and high-level achievement. With all regulated care giving activity endorsed via CQC for individual responsibilities, as well as your schemes where CQC inspections provides you with ratings and feedback. Also HQS provides reference to expectations and target areas related to voids, arrears and repairs
- People managers are highly engaging and during appraisals and job chats they focus on individual team members. A recent appraisal refresher session delivered the importance of feedback, why you carry out appraisals and overcoming barriers highlighting key aspects of the activity
- *'Leadership for me is first and foremost leading by example and modelling the behaviours we wish to see in our team. It is also about setting the standard and supporting and encouraging people to achieve this. It's about just being kind and personable. This means when things go wrong, not ignoring it but addressing these in a way that people don't become fearful of making mistakes in the future and always making sure achievements are celebrated- no matter how small!'*
- Personal development plans are established by individuals, they consider activity such as on the job training, setting stretching objectives, secondments, supporting projects, improvements, workshop activities, keeping connected sessions, shadowing, cross training, forums, and mentoring
- *'For me personally, a light bulb moment was as quite a naive twenty-something and in my first line management position. I was having what was my first ever appraisal and my line manager felt my real strengths were in ways of working and processes. I hadn't even thought about it in that way I just thought I liked doing what I called 'sorting things'. That role was the catalyst to my development plan and career path into what I now call Finance Business Change, Continuous Improvements, Projects and People Development'*
- The coupling of high-level performance targets for each department, team and individual, specific frameworks that provide overt behavioural and actionable characteristics, and your own descriptors of expectations, a combined 'data and behaviour' measurement is undertaken via many ways; internal and external audits, compliance activity, strategic dashboards and review of targets and people metrics as well as the formal appraisal and interim less formal job chats. These cascade into every single role being delivered by people where relevant targets and expectations are discussed and adjusted
- There is overt coaching and discussions that provides people access to feedback about how they are working and can use this to fine tune their practice and ways of working
- People are not afraid to tackle poorer performance

## MANAGING PERFORMANCE

Your survey results for this indicator:



The results staff gave us from the survey for **managing performance**:

The features of these results relate to setting and reviewing objectives regularly, confirming the manager helps improve performance, as well as feeling encouraged to perform at your best:

- The indicator rated 6.1 out of 7 and ranked #4 of 9 indicators with 83.7% full agreement rising to 90.9% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.4 above other Investors in People organisations, +0.1 above other care organisations and +0.3 above housing associations
- All questions received the highest rating in strongly agree

Themes Highs/Mids/Lows:

- High - Measuring and assessing is 8<sup>th</sup> of 27 ranked themes (6.1)
- High - Setting objectives is 12<sup>th</sup> of 27 ranked themes (6.1)
- High - Encouraging high performance is 13<sup>th</sup> of 27 ranked themes (6.1)

## RECOGNISING AND REWARDING HIGH PERFORMANCE

This indicator is in the **Supporting** principle so related practice should provide the 'catch all' infrastructure to ensure great work.

This Indicator focuses on whether recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best.

**Designing and approach to reward and recognition:** Advanced

**Adopting a culture of recognition:** High performing

**Recognising and rewarding people:** Advanced

**The level of impact related to this indicator is Advanced**

Illustration of evidence for **recognising and rewarding high performance:**

### Highlights process and practice:

- You have an intense recognition culture and the strongest of the 3 themes in this area of practice. There are many ways, and often socially related, recognition activities. They are both formalised and informal in approach, and enough activity to ensure they meet people's interaction needs
- There is close alignment of recognition to your wellbeing strategy and related activity, and also provides for a range of physical, psychological and social needs
- You've considered how to adjust benefits such as annual leave which has been limited in terms of ability to use during the pandemic so you've agreed to carry over a specific amount as a great gesture
- Some of the reward activity includes:
  - Quarter 4 Directors rewards, linked to appraisal target for voids
  - Team celebrations in 'smashing' targets
  - Health cash plan
  - Cycle to work scheme
  - H21 Hero's for customer service and teamwork (I'll mention the category for creativity and innovation in indicator 8)
  - Big 'shout outs' - birthdays, retirements,
  - Small but significant gestures such as flowers, plants, booze
  - Deals of products such as with telecoms like O2 and cars purchase schemes
- There is great flexibility in both recognition which is personally provided and very people-focused, as well as rewards where you have considered a wide range of benefits that your people can and will take advantage of
- People are motivated to bring their best selves to work... it's a frequently comment made by leaders, as well as by staff to confirm the link between how they feel about working for H21 and what they receive back as gestures and benefits
- Everyone is MAD.... they make a difference everyday... Individuals and teams are acknowledged for their great work, testament to this are the very frequent messages on Workplace endorsing specific great efforts, including well done's for:
  - achieving specific certifications and accreditations such as L2 H&SC Apprenticeships and when specific endorsement has been made such as student of the year
  - starting up past great work such as the sustainable tenancy surveys
  - participating/running and fundraising on behalf of such as the 2020 London Marathon, as well as wellbeing efforts like couch to 5K
  - entering into the spirit acknowledgement such as #bestfoodposts on Workplace
  - achieving CQC outstanding - Dovecote Meadow (CQC), Cambrian Green Court (CQC), The Watermill (CQC), Knaves Court (CQC), Oak House (CQC), Oakley Gardens (CQC)
- Further enhancement of this area of practice relates to getting your people to actively harness added features and infrastructure related to using your values, as well as heightening the appreciation of all of the psychological factors involved in recognition

## RECOGNISING AND REWARDING HIGH PERFORMANCE

Your survey results for this indicator:



The results staff gave us from the survey for **recognising and rewarding high performance**:

The features of these results relate to confirming the consistency of recognition, receiving appropriate recognition, feeling appreciated, as well as confirming rewards match motivations:

- The indicator rated 5.6 out of 7 and ranked #9 of 9 indicators with 65.6% full agreement rising to 80.9% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.5 above other Investors in People organisations, +0.2 above other care organisations and +0.6 above housing associations
- No questions received the highest rating in strongly agree, although noted 1 questions rated quite near 'I feel appreciated'
- More stretch in this indicator relates to:
  - 33.8% ambivalence about rewards matching motivations
  - 31.1% ambivalence about the consistency of application of recognition activity
  - 29.2% ambivalence about the relevance of reward activity
  - 22.2% ambivalence about feeling appreciated, the additional questions fared more positively related to feeling appreciated by colleagues 20.3%

Themes Highs/Mids/Lows:

- Mid - Adopting a culture of recognition is 21<sup>st</sup> of 27 ranked themes (5.8)
- Low - Recognising and rewarding people is 25<sup>th</sup> of 27 ranked themes (5.5)
- Low - Designing and approach to recognition and reward is 27<sup>th</sup> of 27 ranked themes (5.5)

## STRUCTURING WORK

This indicator is in the **Supporting** principle so related practice should provide the ‘catch all’ infrastructure to ensure great work.

Indicator 6 looks at whether the organisation is structured to deliver the organisation’s ambition, and if roles are designed to create interesting work and allow collaboration.

**Designing roles:** High performing

**Creating autonomy in roles:** High performing

**Enabling collaborative working:** High performing

**The level of impact related to this indicator is High performing**

Illustration of evidence for **structuring work:**

**Highlights of process and practice:**

- The way you have redesigned the structure, starting right from the top level and senior leadership team, as well to enable the conduit from strategy to operational delivery of services is beginning to produce the very positive outcomes you intended, such as
  - people progress effectively
  - you are providing a range of opportunities that people are dipping into independently, asking for themselves, as well via focused line management encouragement routes (both effective but a blend and balance is optimal)
  - people can divert to other workstreams to try out their interests in other fields of work
- *‘The purpose of the new structure is to provide increased scope and capacity to achieve our ambitions to develop and improve our services. We want to be bold and innovative, but also ensure we are getting the basics right and are true to our values and purpose as a social provider of quality Retirement Housing and Extra Care for older people of modest means’*
- You have developed and redesigned roles specifically to harness your future of work and providing services, roles related to:
  - Influence
  - Core and underpinning strategies such as building safety management
  - Research and use of technology
  - New ventures such as cohousing
- The alignment of your devolved leadership actions in transferring power and autonomy to empower people affects very positively how people are able to act quickly, use initiative and make decisions based on emerging situations
- *‘We aim to provide a consistently excellent service and a great experience for all the people we serve. We seek to engage and empower residents to make choices and exercise control over the services they receive and to devolve decision making to our local staff, whenever practicable and possible’*
- You set out your actions in driving positive autonomy by overtly positioning your value/principle related to Experience - *‘to devolve decision making to local staff who are closest to the residents whenever practicable and possible’*. Staff echo this in how they describe their own ability to take ownership for doing the right thing
- Your collaborations have width and depth, your stakeholder engagement goes beyond conventional connection though a hierarchy, they extend to others beyond and sought to assist you achieve your mission to mars... internal and external groups are established, some short and others longer term, with acute purpose
- An extremely impactful structure has been the formation of clusters that enabled people to form groups during the pandemic, they enable social interaction as well as focused work effort
- Other collaborations include related to safeguarding champions, Subject Matter Experts, Guru’s, and Dementia Advocates

## STRUCTURING WORK

Your survey results for this indicator:



The results staff gave us from the survey for **structuring work**:

The features of these results relate to confirmation that skills development provides the ability to progress, having the right level of responsibility, feeling able to work well with others, as well as confirming work is interesting:

- The indicator rated 6.2 out of 7 and ranked #2 of 9 indicators with 85.8% full agreement rising to 94.2% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.3 above other Investors in People organisations, the same as other care organisations and +0.3 above housing associations
- 1 of 4 questions received the highest rating in strongly agree
- More stretch in this indicator relates to:
  - 16.2% ambivalence about developing the skills needed to progress

Themes Highs/Mids/Lows:

- High - Enabling collaborative working is 4<sup>th</sup> of 27 ranked themes (6.2)
- High - Designing roles/job progression is 5<sup>th</sup> of 27 ranked themes (6.2)
- High - Creating autonomy in roles is 10<sup>th</sup> of 27 ranked themes (6.1)

## In summary

## In the principle of Supporting



**Supporting** energy provides the 'catch all' infrastructure related to managing the performance of the organisation, departments, teams and of individuals, also of related recognition for great performance and how the services and functions are formed for people to not only work effectively, but to progress

### Key practice:

- Measuring effort
  - Organisational level
  - Function and team level
  - Individual level
- Stretching performance
- Taking responsibility
- Line management effectiveness
- A culture of recognition
- Feeling valued
- Making contribution and receiving recompense
- Linking performance to reward
- Organisational structure, roles and responsibilities
- Ability to progress
- Career pathways through structure
- Teamwork
- Cross function teamwork
- Project management
- Stakeholder engagement



## BUILDING CAPABILITY

This indicator is in the **Improving** principle so related practice should ensure adaptations and changes are made to make a difference to great work.

This Indicator tests whether people's capabilities are actively managed and developed to allow them to use their full potential and ensure the organisation has the right people in the right roles at the right time.

**Understanding people's potential:** High Performing

**Supporting learning and development:** High performing

**Deploying the right people at the right time:** High performing

**The level of impact related to this indicator is High performing**

The feedback you presented for **building capability:**

### Highlights of your process and practice:

- You have great support for people managers so that they in turn can support their team. People really appreciate this support, as well view their manager positively related to progressing their learning and development and particularly in ensuring skills and knowledge are put to good use
- People utilise online access via FRED to resource their learning and this offers very wide and diverse topics such as related to all aspects of care, and housing, dementia, medicines, and safeguarding, as well as diversity and wellbeing, leadership and management, IT and accountancy
- You are great at sharing knowledge and experience as well as promoting reading materials and other development. Your learning culture provides an environment where individuals, more often than not, prompt their own development when they think of their next steps
- In activity pursuing your ambition to achieve outstanding service across your 70+ courts, you have developed your own set of standards, HQS to provide all teams practical development opportunities to develop from good to outstanding practice. You currently have 6 courts rated outstanding:
  - Dovecote Meadow
  - Cambrian Green Court
  - The Watermill
  - Knaves Court
  - Oak House
  - Oakley Gardens
- You actively evaluate the impact of development via discussions during appraisals, 1-1, team discussions, active career development and personal development plans, focus groups with people following the testing of, as well as initial live launches of new systems where training has taken place as a key element of enabling people's use, such as Pebbles, and more recently the NWOW webinar where many people came onto the Teams call to discuss methods, tweak how they are working with technology particularly and gave the IT team great feedback about the range of IT tools practical application
- You recruit people, matching values and ethos and best fit. Both internal and external recruitment via succession into key roles as demonstrated recently across the senior management team, as well as ensuring the right people at the right time, match your developing strategies regarding structure, capability and capacity as you continue to grow in properties, people and performance
- Bringing in, or developing internally, other expertise is an overt practice. You have your eye on what's needed in the future via your strategy development and a firm grip to maintain the commitment to journey toward your purpose such as the changes in Asset Management to the Surveyors role to include a new key responsibility for building safety

# BUILDING CAPABILITY

## Your survey results for this indicator:



The results staff gave us from the survey for **building capability**:

The features of these results relate to confirming importance is placed on skills development, using learning and development opportunities, having opportunities to learn at work, confirming the organisation invests in learning and development, as well as confirming people are selected based on skills and abilities:

- The indicator rated 6 out of 7 and ranked #5 of 9 indicators with 78.5% full agreement rising to 89.2% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.4 above other Investors in People organisations, +0.1 above other care organisations and +0.4 above housing associations
- No questions received the highest rating in strongly agree
- More stretch in this indicator relates to:
  - 29.7% ambivalence about the clarity of why people are seen as talent and on a succession plan, have been promoted or progressed
  - 18.1% ambivalence about utilising and applying learning and development received

Themes Highs/Mids/Lows:

- High - Understanding peoples potential is 14<sup>th</sup> of 27 ranked themes (6.1)
- High - Supporting learning and development is 15<sup>th</sup> of 27 ranked themes (6.1)
- Low - Deploying the right people at the right time is 26<sup>th</sup> of 27 ranked themes (5.5)

## DELIVERING CONTINUOUS IMPROVEMENT

This indicator is in the **Improving** principle so related practice should ensure adaptations and changes are made to make a difference to great work.

This Indicator examines the extent there is a focus on continuous improvement, and whether internal and external sources are used to come up with new ideas and approaches, supported by a culture that encourages innovation.

**Improving through internal and external sources:** High performing

**Creating a culture of continuous improvement:** High performing

**Encouraging innovation:** High performing

**The level of impact related to this indicator is High performing**

The feedback you presented for **delivering continuous improvement:**

### Highlights of your process and practice:

- You've done so much already to improve what you do, how you do what you do, as well as you continue to make refinements. You deliver internal audits, reviews and research to take place across many departments. Your compliance section plays an instrumental part in ensuring quality and governance captures the key result areas such as care satisfaction, budget compliance, staff turnover and voids
- Your staff survey provides you with really valuable insight related to their sentiment. It's great to hear about the communications and messaging from the senior leaders encouraging people to participate. Your recent survey included questions about equality and inclusion to provide input to your emerging strategy
- Your national resident and leasehold survey also provides great feedback about services across the business. Your video presentation provided everyone the opportunity to hear what residents said.
- With your sight on the horizons for both the housing and care sectors, you are associated with others in both care and housing, as well as other related sectors such as local authority, government and construction, to enable you to be ahead of the curve when new information come in from external sources
- Workplace as well as direct discussions in teams and focused forum provide the opportunity to ask for suggestions and opinion
- You launched your own standards mirroring CQC requirements across H21 services in July 2020  
*We want the courts that show good or outstanding qualities to be held up as fantastic examples for other courts to follow suit!*  
*'I loved everything about how this launch was handled and I am really excited to see the HQS drive our new wave of training and standardisation going forward in the way the KLOEs and CQC standards drive a lot of our care focused training. It's going to be really unifying and help us not only to be more consistent but to recognise and celebrate quality performance and effort'*
- You're delivering continuous improvement demonstrated by 6 outstanding teams, endorsed formally by CQC
- Your webinars to support everyone get to grips with new ways of working was inspiring. I observed great input from technical experts describing in practical ways for everyone to make adjustments and changes to what they need to do to use technology. Continued dialogue via Workplace, as well as direct support is on tap
- You ask your staff to provide their suggestions in different ways. FAB ideas on workplace, and discussions in teams usually raises many thoughts and opinions about different options and ways of working
- You're a winner of innovation - *'We are passionate, not just about ensuring residents' voices are heard, but also acting upon it. An approach which saw our name change from 'Housing & Care 21' back to 'Housing 21' last year, following feedback from our residents who said this would give them greater pride in their homes. Every ounce of our existence as an organisation is about improving the lives of older people in England. For us, this goes beyond the work we are doing for our own residents, it also means using our innovation and influence to improve the work of others too'*

# DELIVERING CONTINUOUS IMPROVEMENT

## Your survey results for this indicator:



The results staff gave us from the survey for **delivering continuous improvement**:

The features of these results relate to confirming ideas for improvement are sought via colleagues, feeling responsible for improving the way you do the job, feeling encouraged to improve, as well as feeling trusted to try new things:

- The indicator rated 5.9 out of 7 and ranked #8 of 9 indicators with 75.8% full agreement rising to 88.8% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.2 above other Investors in People organisations, the same as care organisations and +0.3 above housing associations
- No questions received the highest rating in strongly agree
- More stretch in this indicator relates to:
  - 24.1% ambivalence about accepting the responsibility to make improvements

### Themes Highs/Mids/Lows:

- High - Improving through internal and external sources is 15<sup>th</sup> of 27 ranked themes (6.1)
- Mid - Encouraging innovation is 19<sup>th</sup> of 27 ranked themes (5.9)
- Mid - Creating a culture of improvement is 22<sup>nd</sup> of 27 ranked themes (5.8)

## CREATING SUSTAINABLE SUCCESS

This indicator is in the **Improving** principle so related practice should ensure adaptations and changes are made to make a difference to great work.

Indicator 9 looks at whether there is a focus on the future and if the organisation is responsive to change. It also examines if Leaders and a clear understanding of the external environment and the impact this has on the organisation.

**Focusing on the future:** High performing

**Embracing change:** High performing

**Understanding the external context:** High performing

**The level of impact related to this indicator is High performing**

The feedback you presented for **creating sustainable success:**

**Highlights of your process and practice:**

- Your focus on the future is acute. With your overall strategy and operational strategies being put into place, this puts you in the driving seat to navigate future challenges you are consciously manoeuvring around. You have built in expertise in all sectors affecting your business, including customer and service expertise, housing and residential care including specific dementia care and safeguarding. Other areas of expertise required include construction, technology, learning and organisational development and strategic partnership capability
- Your adoption of a devolved model a few years ago is now paying dividends. Establishing such a cultural shift alongside rapid growth and change has taken your people to another level of operation, one where they can be more agile and efficient, as well as effective and empowered. Not forgetting that your people are also human and they very much haven't left any of their sociable and fun side behind in the wake of quite significant changes
- Also to add in your sector, the last 18 months has been a tremendous uphill climb, one you weren't expecting in tandem of all of the other changes you were preparing to make. Yet you have still reached a peak and continue to strive to climb even higher mountains
- *'This is a huge transformational project for Housing 21, with technology and the devolved model adding to a complex project which impacted everyone, was successfully launched three years later. This has provided the foundation for all of the plans that we now have, to provide reliable mobile systems that give our staff the tools to provide the best service to everyone, and was just the start of embracing new, modern ways of working'*
- You always establish change champions related to any support people need, examples of this are the Subject Matter Experts for project Betty your more recent technology venture, also cluster leads are another example of champions of change as well aligned to your devolved leadership model, staff willingly took on these responsibilities to support their cluster
- You take into account all of your communities, and stakeholders including staff as a social group, residents and their families, tenants and the locality. Your gestures to support them all are wide ranging, from raffles and fundraising to participation in community events and profiling specific causes such as elder abuse and positively raising diversity through your LGBTQ+ campaigns
- Your Respect and Inclusion group takes account of everything related to the varied topics of equality, diversity and inclusion. and noted one of the areas you are looking into age diversity: *With greater life expectancy, it is not unusual for organisations to have a workforce with five generations of workers. Six months ago we looked at how age diverse we are as an organisation, by reviewing the ages of employees at Housing 21, this ranged from 17-82. This was fairly similar across the business streams - Retirement Living's age range was 19-82, Extra Care was 17-82 and Corporate was 19-68 - this goes to show as an organisation we certainly have an age diverse workforce. As the Diversity and Inclusion (D&I) subgroup for age, we want to work together to further understand and address the needs of an age-varied workforce, but also to provide an employee experience that proactively caters to various needs and requirements*

# CREATING SUSTAINABLE SUCCESS

## Your survey results for this indicator:



The results staff gave us from the survey for **creating sustainable success**:

The features of these results relate to confirming there is a plan for the future, the organisation is a great place to work, the organisation embraces change, as well as the organisation has a positive impact on society:

- The indicator rated 6.2 out of 7 and ranked #3 of 9 indicators with 85.1% full agreement rising to 93.4% when totalling in the somewhat agree rating
- The benchmark for the indicator is +0.4 above other Investors in People organisations, +0.1 care organisations and +0.3 above housing associations
- All questions received the highest rating in strongly agree
- More stretch in this indicator relates to:
  - 15.3% ambivalence about embracing change

Themes Highs/Mids/Lows:

- High - Understanding the external context is 3<sup>rd</sup> of 27 ranked themes (6.2)
- High - Focusing on the future is 2<sup>nd</sup> of 27 ranked themes (6.2)
- High - Embracing change is 7<sup>th</sup> of 27 ranked themes (6.1)

## In summary

## In the principle of Improving



**Improving** energy is cyclic in motion and should demonstrate the adjustments made and learnings related to feedback and training taken into account, as well as setting out programmes of change to ensure a bright future.

### Key practice:

- Skills and knowledge
- Succession into key roles
- Adjustment to skills and knowledge
- Increasing skills and knowledge
- The organisation receiving feedback and data
- Ideas and suggestions
- Creativity
- Long term strategy and vision
- Adjustments made to ensure the journey continues
- Managing the changes needed
- Utilising the contribution of stakeholders



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Want to get in touch?

[info@investorsinpeople.com](mailto:info@investorsinpeople.com)