



## **Bradford Cyrenians**

### **Assessment report**

**COMMERCIAL IN CONFIDENCE**

**Assessor: Hayley J Allen**  
**Date: December 2010**

## CONTENTS

	<b>Page</b>
Background	3
Priorities/objectives	3
Conclusion and recommendation	3
Acknowledgement	3
Executive summary against objectives	4
General strengths and areas of good practice	5
Potential areas for development around the standard	5
Potential areas for development over and above the standard	6
Feedback against your agreed objectives/priorities	7
Appendix 1 – Investors in People Feedback Matrix	10
Investors in People framework topic map	11
Investors in People continuous improvement plan	13

## **BACKGROUND**

The mission statement for Bradford Cyrenians is:

*'Bradford Cyrenians is committed to breaking the cycle of homelessness through the provision of safe and secure housing, advice and support. Using an empowering approach we will work towards enabling vulnerable clients to find positive solutions whilst respecting their individual rights and choices.'*

Significant change and growth has taken place at the organisation over the last few years, in particular with the change from a cooperative-run organisation to the introduction of a hierarchy and the appointment of a Director to lead and develop the organisation further. The Director has previous experience of the Investors in People standard and has applied the principles of the standard to Bradford Cyrenians, which has helped to engage staff and make the necessary changes.

## **PRIORITIES/OBJECTIVES**

The priorities/objectives were agreed as follows:

- To give feedback on the appropriate aspects of the Investors in People framework that relate to your organisation's objectives/priorities.
- To highlight areas of good practice.
- To provide suggestions for further development including the wider Investors in People framework.

## **CONCLUSION AND RECOMMENDATION**

Having carried out the assessment process rigorously and in accordance with the guidance provided for assessors by UKCES, I am satisfied that Bradford Cyrenians meets the requirements of the Investors in People standard and therefore recommend that they be recognised as an Investor in People. I was made to feel very welcome throughout the assessment and really enjoyed meeting everyone.

## **ACKNOWLEDGEMENT**

I would like to thank Rubina for arranging the assessment and everyone involved in the assessment for their contributions.

## EXECUTIVE SUMMARY AGAINST OBJECTIVES

The organisation has very clear aims and objectives that are shared with all stakeholders in a variety of ways. A structure of business planning and setting measurable objectives has been introduced by the Director, involving all stakeholders through away days, resident forums, meetings, etc. and works well. Staff development is well supported to ensure that everyone has the knowledge and skills they need to carry out their roles competently and to build capacity within the organisation to meet the needs of the residents and requirements of the funders. The structured timely supervision process provides everyone with support and constructive feedback on their performance. The introduction of a hierarchy has proved very successful at Bradford Cyrenians, and there is no doubt that the Director, with the support of the management team and trustees, is very effective at leading, managing and developing people to continue to achieve the mission, improve the service and sustain the services in a very challenging time with funding cuts. Staff do feel valued through positive recognition, thank yous and making a difference to some of the service users, however small or large that difference may be. The hierarchical approach has not taken away people being involved in decision-making. Staff and trustees spoke of very good consultation and involvement of everyone, including the service users. Induction is strong and is an area that is now more structured and thorough. The friendly supportive staff team does help people settle in easily. Without exception, everyone felt that ongoing training and development impacts on people's performance and the work with the service users. Staff's confidence grows and they have greater awareness of issues relating to the service users, e.g. drugs, self-harm, suicide, mental health. Much improvement has been made to the way people are led, managed and developed at Bradford Cyrenians. Reviewing ways of working to continually improve the services is an established way of working. Everyone felt that Bradford Cyrenians was a great place to work and they feel proud of the services provided. ***'It's a great place to work.'*** ***'I enjoy coming to work.'*** ***'The residents get 110%.'*** ***'We are like a family.'*** ***'Sometimes there's an atmosphere if a resident has been kicking off.'*** ***'Teamwork is good but we need to keep working on it.'*** ***'I really enjoy the work.'*** ***'The reputation now is fantastic, definitely in the top five.'*** ***'Really good. I look forward to coming to work.'***

## **GENERAL STRENGTHS AND AREAS OF GOOD PRACTICE**

- Clearly defined aims and objectives
- Business planning process is inclusive, inviting contributions from all stakeholders
- Commitment to training and development
- Leadership and management
- Involving people in decision-making
- Policies and procedures established
- Supervision process
- Staff's commitment to the organisation

## **POTENTIAL AREAS FOR DEVELOPMENT AROUND THE STANDARD**

Staff already feel that much improvement has been made at Bradford Cyrenians and believe that the processes now in place ensure that continuous review and improvements are made on an ongoing basis. Space at the hostel is limited, which was something staff brought up several times, although they acknowledge that little can be done in the current building.

- Although regular feedback and monitoring of the Director takes place through annual meetings plus external supervision, it may be worth introducing an annual appraisal of the Director with members of the trustees, in line with other managers and the staff team, agreeing performance objectives.
- It may be worth considering introducing a more structured induction process for trustees joining the organisation.
- It may be worth considering annual appraisals with the trustees, providing feedback on individuals' contributions to the board and the organisation.

## **POTENTIAL AREAS FOR DEVELOPMENT OVER AND ABOVE THE STANDARD**

- It may be worth considering introducing a Reward and Recognition Strategy, considering other methods where possible to reward and recognise people's contributions, e.g. length of service awards/certificates.
- Corporate and social responsibilities should be taken into account when developing the organisation's strategy as there could be cost savings and a positive impact on the environment, e.g. reviewing energy suppliers and consumption, waste.

## **FEEDBACK AGAINST YOUR AGREED OBJECTIVES/PRIORITIES**

The mission, aims and objectives are clearly defined and are available for all stakeholders through the website information and various documentation.

The business planning process is very inclusive and invites contributions from all stakeholders through away days, resident forums/feedback, meetings and funders. The plan contains measurable objectives and is a working document, reporting progress and financial information to the trustees on a monthly basis.

The views of people who use the service are gathered on a regular basis through resident forums, house meetings, exit questionnaires, key worker sessions and general informal chats with residents. Funders provide feedback on the service provided and outcomes achieved.

Through the appraisal process, monthly supervisions and regular meetings, everyone is aware of how they contribute to the aims and objectives of Bradford Cyrenians.

Key performance indicators are used as a measure of performance to report to funders on the outcomes required.

Learning and development plans link to the aims and objectives of the organisation. Staff provided examples of their individual training cards and spoke of why training needs had been highlighted and how specific training helps individuals and links to the organisation's objectives. Resources required to meet training needs are also identified on the training record. Funding and free training are sought wherever possible to maximise the resources available. Staff spoke of the Director delivering several in-house training courses, which are valuable.

All staff and trustees do have the opportunity to review their learning and development needs through regular supervisions, appraisals, core training and refreshers, discussions in meetings and on an ad hoc basis as appropriate. The provision for mental health training has been a concern for the organisation as it is very limited or very expensive, which has been an issue.

Learning and development of staff within the organisation builds capacity, makes the workforce more flexible and supports the progression of people to take on more areas of responsibility to continue to achieve the overall mission and aims.

The Director, supported by the management team, has created an environment in which all stakeholders are encouraged to contribute ideas to improve the services provided. Examples included discussions in staff meetings, resident forums, house meetings, key worker sessions, away days, a suggestion box in the hostel and approaching managers and/or trustees at any time.

Policies are in place that state the commitment to ensuring that everyone is treated equally and fairly, and staff do believe this happens. Support is provided to individuals to enable them to access development to improve their knowledge and skills including literacy, numeracy and IT. Managers mentor staff to support their personal development.

The capabilities that leaders and managers need in terms of knowledge, skills and behaviours

to lead, manage and develop people effectively are clearly defined and understood. The organisation is a supportive, caring, non-judgmental organisation, which staff feel is how the managers manage people.

The Director and trustees are active at trying to attract a range of knowledge and skills to make up an effective board of trustees to govern and oversee the organisation. Evidence was provided to demonstrate that training and development is supported for managers at all levels to equip them with the capabilities they need to lead, manage and develop people effectively.

The Director accesses an external coach to provide objective feedback. Trustees carried out a performance management process with the Director, which resulted in an upgrade. Regular reporting to the trustees is a forum at which the effectiveness of the Director and management team is assessed.

The Director carries out appraisals and regular supervisions with managers, providing them with constructive feedback on their performance and contribution.

Other methods available to assess the effectiveness of the management team include feedback from service users, QAF, achievement of the business plan, the annual survey with staff and the general atmosphere and morale within the organisation.

Extremely positive feedback was received regarding the Director and the managers of Bradford Cyrenians. Staff find all managers approachable, very supportive, inclusive, fair and caring towards staff members. Positive feedback was also received regarding the trustees who are committed to the cause and success of the organisation.

Without doubt, having a management structure and team in place with clear roles and responsibilities has proved to be a major success. Staff feel that the organisation is now well led and structured, with clear policies and procedures, and is much more professional, which has had a positive impact on the reputation of the organisation in the area. Having Lord Patel as a patron is also viewed as positive for Bradford Cyrenians.

Through regular monthly supervisions, appraisals and meetings, staff receive ongoing constructive feedback on their performance. At any time, staff can approach managers for feedback or if they have any concerns with service users, etc.

Staff gave very positive feedback regarding the supervision and appraisal process and welcome the one-to-one time with their line managers.

Staff and trustees do feel valued and believe they make a positive contribution to the organisation. Positive feedback in supervisions, praise, thank yous, public recognition in meetings including the AGM, service user comments and achievements make people feel appreciated.

Led by the Director's leadership style, staff are encouraged and empowered to take ownership and responsibility by being involved in decision-making. Through development, staff have the knowledge, skills and confidence to enable them to make decisions, in particular relating to the service users. Staff and trustees spoke of policies and procedures being emailed/circulated for comment before being finalised. Away days, meetings and discussions gain input from staff into decisions that are made.

The induction process into Bradford Cyrenians is thorough and effective. The friendly staff team helps people to settle in and feel part of team. Mentoring new starters also works well, along with training and regular feedback through supervisions. Induction for new trustees is informal and supportive.

Managers do make sure that staff's training and development needs are being met. The training record records individual staff development. Through supervisions, appraisals and meetings, staff talk about their development activities, what they have learnt and how their skills have been applied.

Staff gave many examples of what they had learnt through training and development and how they had applied their knowledge and skills in the workplace including: ongoing drugs awareness, which is vital for working with the service user group at Bradford Cyrenians; lone working policies ensuring that staff feel and act safe; the revised QAF framework ensuring staff are aware of the requirements and/or changes needed; first aid courses to enable staff to respond to incidents correctly and safely; self-harm and suicide awareness so staff are more aware of possible signs; and mental health training so staff have a better understanding of clients' conditions, etc.

By developing people and improving staff's confidence, knowledge and skills, there is an impact on the service provided to the residents. Staff are better equipped to support the service users and highlight issues/potential issues. Keeping up to date with legislation ensures that the organisation and staff are complying with requirements, and staff feel safe and can keep the residents as safe as possible.

Many improvements have been made to the way that people are led, managed and developed that have been highlighted throughout the report, including: a clearer mission, aims and objectives and a plan for the future; the structured appraisal and supervision process; policies and procedures in place to help with consistency; roles and responsibilities clearly defined; ongoing development of staff; and a much greater service user involvement in the service.

Everyone who contributed to the assessment spoke highly of the organisation as a place to work and valued the work with the service users. People are proud of the reputation the organisation has now established and are confident about the future of Bradford Cyrenians.

**INVESTORS IN PEOPLE FEEDBACK MATRIX**

<u>ER</u>	<u>Investors in People Indicators</u>									
	1	2	3	4	5	6	7	8	9	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3		✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓				✓	
5		✓	✓						✓	
6	✓									
7										
8	✓									
9										
10										
11										
12										
13										
14										
15										✓
16										
17										
18										
19							✓			
20										
21										
22										
23										
24										
25										
26										
27										
28										
29										

**INVESTORS IN PEOPLE FRAMEWORK TOPIC MAP** – The areas that are included in your Investors in People review are shaded in yellow.

PLAN				DO				REVIEW	
01: BUSINESS STRATEGY	02: LEARNING & DEVELOPMENT STRATEGY	03: PEOPLE MANAGEMENT STRATEGY	04: LEADERSHIP & MANAGEMENT STRATEGY	05: MANAGEMENT EFFECTIVENESS	06: RECOGNITION & REWARD	07: INVOLVEMENT & EMPOWERMENT	08: LEARNING & DEVELOPMENT	09: PERFORMANCE MEASUREMENT	10: CONTINUOUS IMPROVEMENT
<b>THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:</b>									
<p>The organisation has a vision/purpose, strategy and plan</p> <p>People are involved in planning</p> <p>Representative groups (where appropriate) are consulted when developing the plan</p>	<p>Learning priorities are clear and are linked to the plan</p> <p>Resources for learning and development are made available</p> <p>The impact will be evaluated</p>	<p>People are encouraged to contribute ideas</p> <p>There is equality of opportunity for development and support</p>	<p>Managers are clear about the capabilities they need to lead, manage and develop people</p> <p>People know what effective managers should be doing</p>	<p>Managers are effective and can describe how they lead, manage and develop people</p>	<p>People believe they make a difference</p> <p>People believe their contribution is valued</p>	<p>Ownership and responsibility is encouraged</p> <p>People are involved in decision-making</p>	<p>People's learning and development needs are met</p>	<p>Investment in learning can be quantified</p> <p>Impact can be demonstrated</p>	<p>Evaluation results in improvements to people strategies and management</p>

PLAN			DO				REVIEW		
YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
<p>Clear core values relate to vision and strategy</p> <p>Key performance indicators are used to improve performance</p> <p>Social responsibility is taken into account in the strategy</p> <p>People and stakeholders are involved in strategy development</p>	<p>The learning and development strategy builds capability</p> <p>Plans take account of learning styles</p> <p>People help make decisions about their own learning</p> <p>Learning and development is innovative and flexible</p> <p>There is a culture of continuous learning</p>	<p>The recruitment process is fair, efficient and effective</p> <p>A diverse, talented workforce is created</p> <p>A work/life balance strategy meets the needs of its people</p> <p>Constructive feedback is valued</p> <p>The structure makes the most of people's talents</p>	<p>Leadership and management capabilities for now and the future are defined</p> <p>Managers are helped to acquire these capabilities</p> <p>Leadership and management strategies link to the business strategy, taking account of external good practice</p> <p>Everyone is encouraged to develop leadership capabilities</p>	<p>Managers are role models of leadership, teamwork and knowledge-sharing</p> <p>Coaching is part of the culture</p> <p>People are helped to develop their careers</p> <p>There is a culture of openness and trust</p>	<p>Reward and recognition strategies link to business strategy and are externally benchmarked</p> <p>Representative groups are consulted (where appropriate)</p> <p>What motivates people is understood</p> <p>Success is celebrated</p> <p>The benefits strategy goes beyond legal requirements</p> <p>Colleagues' achievements are recognised</p>	<p>Effective consultation and involvement is part of the culture</p> <p>People are supported and trusted to make decisions</p> <p>Knowledge and information are shared</p> <p>People are committed to success</p> <p>There is a culture of continuous improvement</p> <p>People can challenge the way things work</p> <p>There is a sense of ownership and pride in working for the organisation</p>	<p>Learning and development resources are used effectively</p> <p>Learning is an everyday activity</p> <p>Innovative and flexible approaches to learning and development are used</p> <p>People are given the opportunity to achieve their full potential</p> <p>All learning is valued and celebrated and is an everyday activity</p> <p>Mentoring is used</p> <p>Personal development is supported</p>	<p>The contribution of people strategies is measured and evaluated</p> <p>Impact on key performance indicators can be described</p> <p>Performance improves as a result</p> <p>Career prospects improve</p> <p>Flexible and effective approaches to measuring return on investment are used</p> <p>Return on investment in people is reported to stakeholders</p>	<p>Self-review and information from external reviews are used</p> <p>Effective feedback methods are used to understand people's views on how they are managed</p> <p>Internal and external benchmarking are used</p> <p>People's views on how they are managed improves</p> <p>People believe it is a great place to work</p>

## INVESTORS IN PEOPLE CONTINUOUS IMPROVEMENT PLAN

### A. Key Information

<b>Organisation</b>	Bradford Cyrenians	<b>Date of last assessment</b>	December 2010
<b>Date of Action Plan</b>	December 2010	<b>Review date for this plan</b>	December 2011
<b>Proposed next review date</b>	December 2012		

### B. Key Contacts

<b>Client Key Contact</b>	Rubina Bokhari	<b>E</b>	rubina@bradfordcyrenians.org.uk	<b>T</b>	01274 481039
<b>Assessor</b>	Hayley Allen	<b>E</b>	hallenbss@aol.com	<b>T</b>	07786 578845
<b>Adviser</b>	N/A	<b>E</b>		<b>T</b>	
<b>Centre Contact Details</b>	YHAL, 1 Cardale Park, Harrogate HG3 1RZ. Tel. 01423 531133				

### C. Future Activity

Development Area	Objective	Organisation Activity	Support from Centre/Specialist/Others
Consideration could be given to the trustees carrying out annual appraisals with the Director.	To provide constructive feedback in line with other managers and staff.		
It may be worth considering introducing a	To ensure a thorough and effective induction process		

<p>more structured induction process for trustees joining the organisation.</p> <p>It may be worth considering annual appraisals for trustees, providing feedback on individuals' contributions to the board and the organisation.</p> <p><i>Suggestions for development over and above the standard:</i></p> <p>It may be worth considering introducing a Reward and Recognition Strategy, considering other methods where possible to reward and recognise people's contributions, e.g. length of service awards/certificates.</p> <p>Corporate and social responsibilities should be taken into account when developing the organisation's strategy as there could be cost savings and a positive impact on the environment, e.g. reviewing energy suppliers and consumption, waste.</p>	<p>into the role and organisation.</p> <p>To provide trustees with feedback on their performance and contribution to the organisation.</p> <p>To further extend and develop methods to recognise staff's contributions to the organisation.</p> <p>To be more aware of and take into account corporate and social responsibilities when developing the business plan.</p>		
---	---	--	--

