

## Employee Survey Results 2021

Dear Colleagues,

Many thanks to all of you who took the time to contribute to our employee survey. It's an important additional opportunity for us to gather your views and feedback on how we are doing as a service and your ideas for improvements. This year, the response has been from 65% of employees (down on last years 77%, but this is really a difference of just 6 responses). Survey standards suggest that results of 65% minimum can be considered accurate – so thank you – we can still have confidence that these responses give a reliable and valid account of your views collectively.

We use an online tool and so we are sharing the results using some of the graphs from the software. Narrative feedback and additional comments that we received have been included for you to see. The only slight edits we have made is to remove some duplications or where a contributor could be identified from their comment to maintain confidentiality. We appreciate that this is a long document (!) but for transparency we have included almost all of the narrative feedback you gave to us – it's important that you get to see and share in each other's views.

In this full survey there are some things that you have flagged as needing attention that are within your gift in team meetings to address – so these have been **highlighted** – these would be great discussions for team dynamics or team meetings. Other elements of feedback will feed into our business plan for 2022.

Overall, the results are very positive and build on the same themes as last year, you have told us:

- This is a good place to work.
- You have a lot of training and support.
- You feel that individually and as a service we are helping the boys.
- Communication overall is good.
- This is a safe place to work where you are listened to.
- You feel that we have managed Covid proactively and maintained a safe workplace.

In terms of areas to develop:

- Better retention of staff/ reducing turnover
- More activities and resources for the boys
- More focus on exercise, diet and nutrition
- Improve communication – for some this is on shift, between sub-teams, for others its between departments

As last year, there were 1 or 2 anonymous employees who chose to vent their feelings by selecting a negative answer to many questions and often without any additional comment for us to respond to or explain why they feel that way.

This is something that will happen and is typical in data collection surveys and we want to be transparent about this to help other staff understand and interpret the results. We will happily follow up on any staff feedback or concerns where names have been provided. You will also see in the narrative/ free text comments that sometimes there are completely opposite views expressed and so the comments need to be read alongside the overall statistics. Again, this is normal – it's about helping you to improve the communication within your teams.

## The Results:

This first section is to give you an overview of where the results came from by department and how long people have worked for the company.

- Overall, you will see that over 50% of all responses came from care which is to be expected as this department has the greatest headcount in our organisation
- 90% of education, therapy and central staff responded overall - All parts of the organisation are represented.
- We can also see that 47% of respondents have over 3 years service (a slight increase on last year) but we also now have a decrease in the 'middle' service of 1-3 years (30% last year, 26% this year) and an increase in those under 12 months – this is what you would expect with internal promotions, some turnover, changes in the labour market and quite a number of new staff recruited in the last year

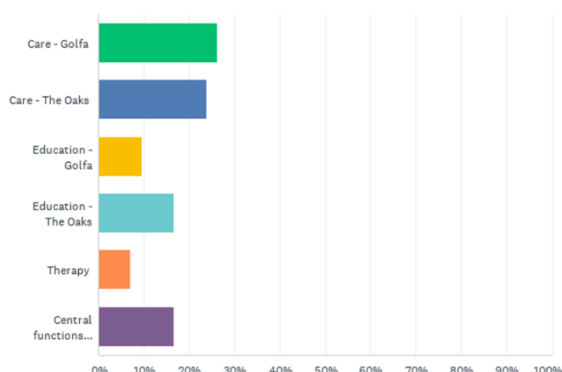


Figure 1 What department do you work in?

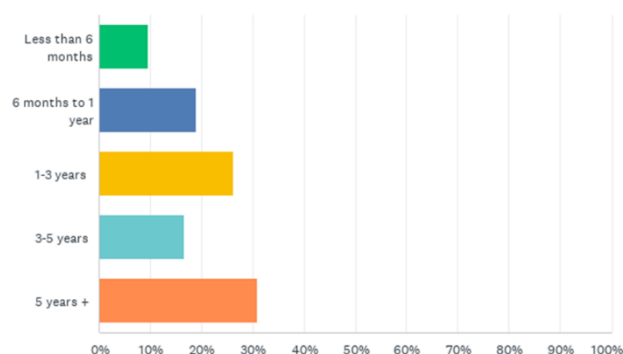


Figure 2 How long have you worked here?

## Your experiences at work.

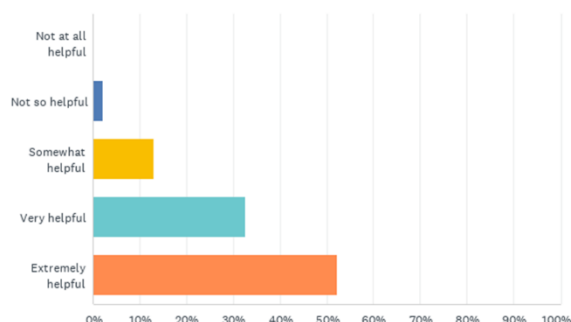
The following section gives an overview of how you experience work, are we flexible, does the work satisfy you, would you recommend us as a place to work. Here we have started to add some of your comments to bring the figures to life.

## Issues of Discrimination

- Over 95% of staff stated explicitly that they have seen no discrimination in the organisation.
- There were 3 staff who gave comments: one feeling that 'hidden disabilities' (they didn't name any) were misunderstood and another colleague that they have not experienced discrimination themselves but have seen the fall out for others.
- In terms of the one person who did flag issues - they stated they have observed gender discrimination – and explained that this is in the colloquial use of gendered terms 'girls', 'ladies' etc. I would encourage any staff to supportively challenge this use of language to educate colleagues. The intention and meaning is one element to this, but we also have to note how this is 'heard' and also the contribution to role modelling to the boys. This language is outdated and should be gently but firmly challenged.

## Flexibility

The organisation has responded with exceptional levels of flexibility this year to respond to a wide range of personal matters affecting staff. This is reflected in the satisfaction rating of 85% agreeing/ strongly agreeing that we are flexible. You will not always be aware of individual support due to confidentiality. Some people have had a tough year and we have tried to respond where we have been able.



- 85% of staff feel that we are very or extremely flexible (increase on 76% last year)
- 13% feel that we have been somewhat helpful.
- Only 1 staff chose to give negative scores but did not provide any feedback to explain why they felt this way.

## Employee Comments:

*"Overall Amberleigh is a good company to work for, I know at the moment we are all exhausted, but we've really pulled together and supported each other not just with work but personal issues too. All I can say is that I love my job"*

*"I find it a generally supportive and flexible environment to work in. I enjoy my job and am usually keen to arrive on site."*

*"I love working at Amberleigh Care. I feel support is there if required. I think there are some good people working in the organisation who are great role models"*

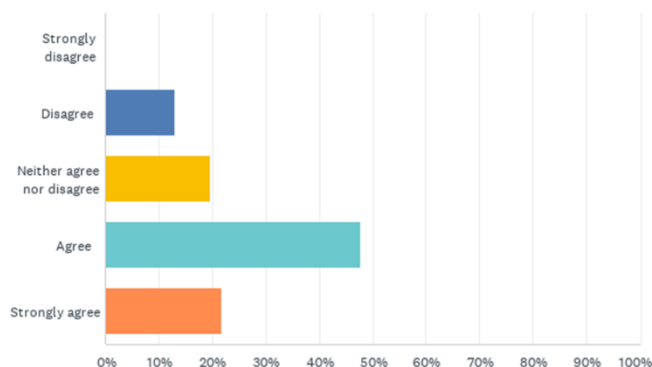
*"Good support for personal issues from senior management. However, there's often a lot to be desired from individual employees which is very frustrating at times"*

*“This is a service that has really looked after people during the pandemic - there have been bonuses, increases in terms and conditions, growth of the service overall and an overall friendly culture with good flexibility.”*

## Salary, Terms and Conditions

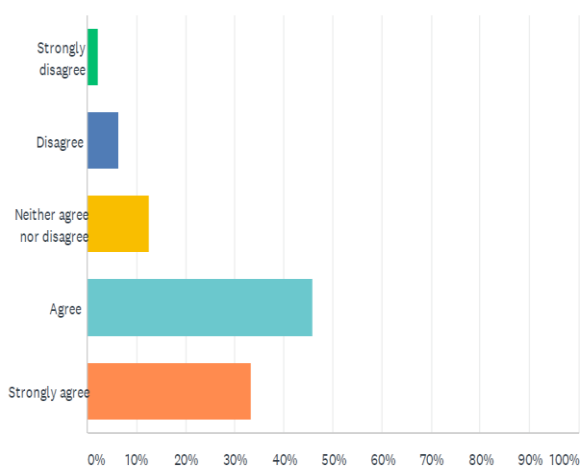
This last year we have been able to introduce pay increases for all roles and a significant review for care. We have been able to offer financial ‘thank you’ bonuses to all staff in Summer and at Christmas.

You have told us that almost 69% feel the terms and conditions are favourable (up from 65% last year) and a further 20% are neutral (the same as last year and the year before).



6 individuals/11% (down on 8 people/17% last year) chose to score this question with ‘disagree’ and no one strongly disagreed this year. There has been a comment about comparison between mainstream education scales and public sector terms and conditions (maternity for example). We would never be able to match public sector terms.

## Working Patterns



As last year, virtually 80% feel that working patterns are helpful.

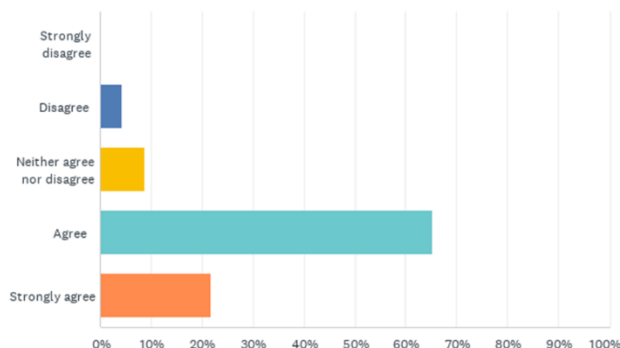
12% giving a neutral score.

4 individuals with negative scores – again with no feedback.

One of the issues we have seen in previous surveys is negative scores from individuals who have wanted some flexibility or changes to suit them that were not able to be agreed to – in another year we had a

colleague venting frustrations at a colleagues failure to fulfil their on call duties and the impact this had on them. In the absence of direct feedback, we share these to illustrate the sorts of feelings that people can have to underpin their scores.

## Resources to do the job...



87% of respondents felt that they had the resources to do their job (down slightly from 91% last year)

9% responded neutrally.

Only 2 staff responded with negative scores (down on 4 from last year)

The feedback here was in a general organisational experience but these remarks seem related to this score. Understandably tired staff was mentioned several times from Golfa team:

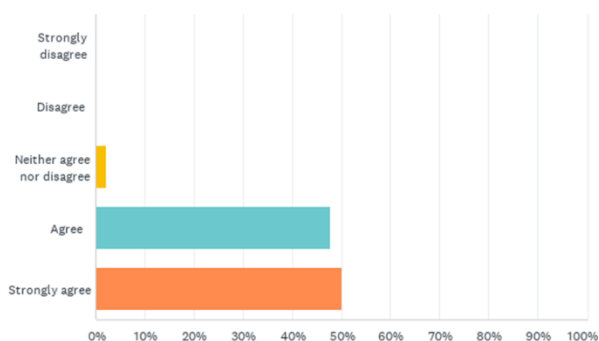
*"Resources could be updated in IT, laptops, VDU etc and Empathy towards staff can be sporadic"*

*"I find it a generally supportive and flexible environment to work in. I enjoy my job and am usually keen to arrive on site."*

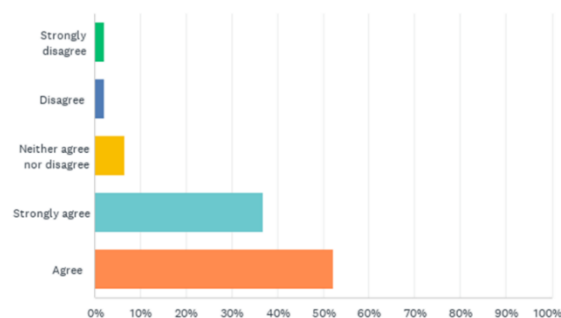
*"I love working at Amberleigh Care. I feel support is there if required. I think there are some good people working in the organisation who are great role models"*

*"The pressure that staff are currently under to work more and more hours is becoming untenable in my opinion and I am concerned that a serious mistake may occur as a result of someone being overtired."*

## Understanding Your 'Task' and Your Sense of Accomplishment



*Are you clear on your task and role?*



*Do you have a sense of accomplishment?*

These are excellent results – 98% of respondents clear on their task (same as last year) with only 1 person answering neutrally but with no additional feedback. Then 90% (down from 95%) of staff feeling that their work gives them a sense of accomplishment – 1 person disagreed, another person

strongly disagreed – but again gave no feedback. I would encourage these people to arrange sit down discussions with their manager to start 2022.

*“The flexibility of role and to see the boys develop gives me huge satisfaction.”*

*“I have been here for nearly 7 years and the overall experience has been positive.”*

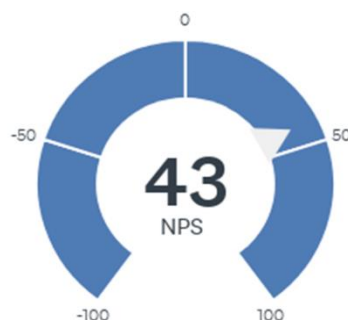
*“This was a new role in a new organisational environment for me and I feel more relaxed in the organisation”*

*“I have felt very supported and welcome in my role at Amberleigh.”*

*“I enjoy working for Amberleigh Care. I have felt valued and have been able to make a contribution to the company.”*

### **Would you recommend Amberleigh as a workplace?**

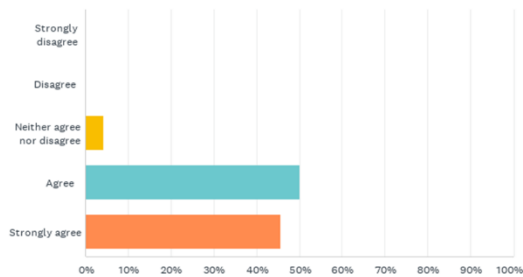
In the survey, you had a 1-10 scale to rate your answer. In the analysis, the software categorizes these into promoters (rating 9-10), passives (rating 7-8) and detractors (rating 6 and under) and then collates these into a weighted result overall – a Net Promoter Score. We have increased significantly this year - 43 up from a score of 25 last year



87% of responses were graded 7 or above – up on last years 79%, but this year, the active detractors has reduced to just 6 people. Strangely the person who said they have no job satisfaction would still recommend us !?

In terms of the current recruitment issues in our sector, this is very positive news overall – you think it’s a good place to work and you would recommend us. Please do! And don’t forget our ‘refer a friend’ scheme 😊

### Is This a Good Place to Work?



- a) 95% of staff agree/ strongly agree this is a good place to work (same as last year)
- b) Only 2 individuals were neutral and there was no disagreement.
- c) These results can be read alongside the net promoter score above.

A selection of your comments from this section are included below:

*"I have seen the home grow from strength to strength. The teams are really developing, and the home is starting to look amazing"*

*"A positive place to work, where both staff and boys wellbeing and support is always central."*

*"I have worked for Amberleigh for a long time and I really like the working environment"*

*"Friendly and welcoming staff on the whole"*

*"I think that working in care in general can have it's difficult moments, but Amberleigh provide a great service for young people and I'd be happy if my child was being cared for by the staff that work here. I've always had support from my manager but also guidance on how I can develop professionally"*

*"Great place to work, helpful staff and good relationship among staff and management."*

*"Enjoying my time x"*

*"Love it"*

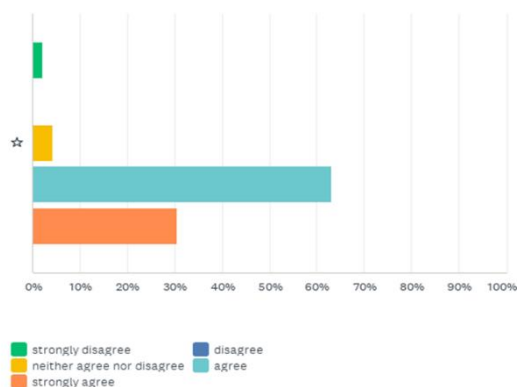
*"Excellent place to work"*

*"Overall it is a good place to work"*

*"I Find that working for Amberleigh care is a very rewarding and fulfilling career. I am always made you feel appreciated and respected."*

## Making a Difference

In this section, we want to share your views on whether you feel we are helping the boys (and what else could we be doing) and your overall feelings about the work you do.



*I make a difference to the lives of the boys*

Individually 94% of you felt that you were making a difference (up from 87%)

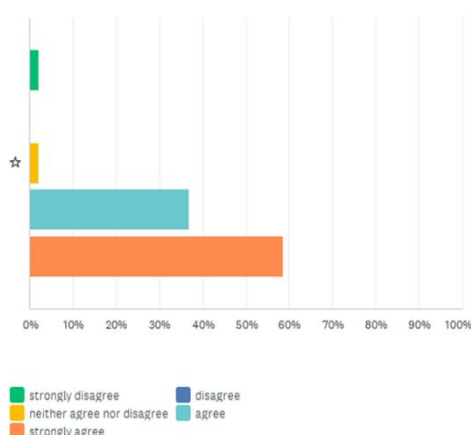
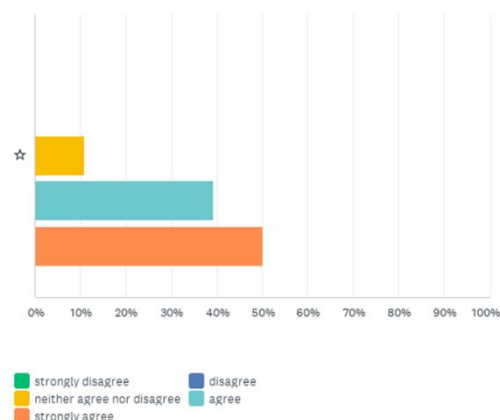
Neutral replies were 4% (down from 13%) and one person strongly disagreed, this person also scoring negatively in other sections.

We would really encourage this individual to set up a meeting with their manager and/or HR in the new year and come forwards so that we can support them.

When we look at this in relation to how you think your team/ department is making a difference, there is a slight change, 89% agreeing, 11% neutral and no disagreement.

One person at Golfa (care) disagreed but helpfully provided some more detail which might be helpfully explored in team dynamics as it seems to speak to inconsistencies within sub-teams:

*"I find I get frustrated at lack of communication between shifts. Some staff do not take the right approach to the boys. I feel the experience of some staff is not recognised or utilised"*



Finally we asked about the impact of the service overall.

96% agreed or agreed strongly that we were making a difference to the boys

1 person replied neutrally, 1 person disagreed strongly. Its hard to understand why this person feels this way as there was no additional detail.

*"Close team working (most of the time) between the three team areas. For the organisation as a whole and the best interests of individual boys."*



## The thing I think we do best for the boys is....

*Note: this is a good selection of the comments made, there were lots of themes about family environment, listening and showing that we care*

care opportunities help develop experiences space  
Listen young  
person boys us Provide caring  
environment support best Give live voice safe  
needs

- a) Providing a homely environment where the boys are able to have a voice.
- b) Provide them with stability and goals in order that they can flourish in adulthood.
- c) Consistent boundaries and therapy
- d) Provide a safe, caring environment
- e) Provide them with an individualised and meaningful education. Provide them with a voice to know they can ask for and change things in home and education. Provide them with experiences and opportunities to live fulfilled lives.
- f) Listen, relate and offer a mechanism to change or develop in a positive manner. In order to contribute and play a positive role in society.
- g) Teach them independence and life skills
- h) Is support them to develop their skills and reduce the risk of them offending
- i) The individual care we offer the boys is fantastic, it is not a case of the boys fit around us each young person has specific plans personal to their needs.
- j) Help and support the young people and help them achieve good outcomes for them, as this differs from young person to young person.
- k) Provide a structured and caring environment within which they can feel safe.
- l) Provide safety
- m) Extended community meetings help the boys to provide their voices, these spaces are used well.
- n) provide care and support for their physical and emotional needs.
- o) Through every day care and therapy.
- p) Make them feel wanted
- q) Put them back on the right track to achieve their full potential

- r) *Provide them with an positive, friendly and family environment and they know we care for them and all we do is for their best interests.*
- s) *We provide them with various opportunities and experiences they may not have normally had chance to do. We also create a homely feel for them throughout the house.*
- t) *A wonderful living space*
- u) *Provide a homely environment, something as simple as sitting down together at meal times is something the majority of the boys have never experienced. Ensuring the boys feel safe with us and are listened to*
- v) *build healthy and positive relationships while providing positive role models from all different backgrounds with different experiences*
- w) *Keeping them safe and making them feel inclusive, educating and teaching them right from wrong. Giving them the space they need to share their experiences.*
- x) *Providing them with a family style life within which they can develop and grow as individuals*
- y) *recognise and celebrate their individuality*
- z) *Provide a safe and caring environment to thrive*
- aa) *Help, listen and understand them. Work with them rather than against them*
- bb) *build positive relationships*
- cc) *We encourage the boys to have a 'big voice' and involve them in lots of decision making. We can be authentic and loving with the boys. We try and give them the best opportunities possible whilst they are with us and allow them to make mistakes.*
- dd) *Support and nurture them*
- ee) *Work every shift that is thrown at us to provide them with a sense of stability and safety.*
- ff) *listen to them and have help them to have fun.*
- gg) *See them for who they are and cater how we can support them to what they need*
- hh) *Listen, accept, support and repeat, repeat, repeat this process.*
- ii) *Take them on days out*
- jj) *give them a homely experience*
- kk) *Support and listen to them.*
- ll) *Meet their basic needs, above and beyond*

## **The thing I think we could do better for the boys is....**

*Note: there are some themes here about being more active, better diets, more consistency between adults, greater focus on independence skills, trying to create more individual time, more clubs and activities encouragement. Some of these are very consistent with previous years messages and may say something about a natural frustration in delivering the service in a larger group (of boys and adults). Some really useful feedback and items for **team discussion highlighted**.*

give Work Offer need consequence team support  
time feel learn think clubs consistent

## provide

- a) Improved on-site recreational facilities, but I believe this is in hand.
- b) Work more as a team.
- c) More time for therapy
- d) Have options to maintain long term relationships once the boys have left
- e) Offer a more vocational curriculum where appropriate. Extend our work experience offer.  
Support boys to be prepared for the reality of leaving care and what is / isn't available.
- f) Continue to develop the curriculum and service offer within the school to best meet the needs and development of pupils.
- g) Offer them work experience as some of the boys have a lack of understanding about the working environment
- h) find a way to support their individual hobbies
- i) Golf in particular need to look at more positive risk taking.
- j) I feel the area most in need of development is the transitions for moving on, though i feel we do this relatively well given the resources available, i think we need to develop more links with more agencies to give us wider options.
- k) Better consistency about house rules
- l) External clubs - however this is dependant on the child and how comfortable they feel attending clubs
- m) Sometimes boundaries can vary from person to person.
- n) More infrastructure to entertain and engage the boys on site.
- o) Supporting them in their direction of life.
- p) Better activities
- q) Having more fun things to do onsite in the grounds
- r) provide better on site facilities
- s) more quality time
- t) teach lifeskills
- u) More Activities as they seem to be sat watching TV most of the time.
- v) Encourage them to take part in more regular team sports. A bit more discipline to turn up once a week for the likes of football training with a local team and having to attend a match at the weekend.
- w) Consistency
- x) I know we are stretched at the moment and we are tired as a team. But I really do think the boys would benefit a lot if we could give them more one to one time individually
- y) Provide more 1:1 time for the boys
- z) For everyone in the organisation to be great role models 100% of the time when they are at work.
- aa) I feel that we do as well as is possible for the boys.
- bb) promote clubs
- cc) Continue with the recruitment drive

dd) provide a more practical and vocational curriculum.

ee) I think we need to change our thinking around sanctions/consequences for the boys. We need to become less punitive, move away from 'punishing' the boys by giving the boys reparation and think more about 'how the boys can learn' from their mistakes - and how can we learn from them! By discussing difficulties/behaviour with the boys is not letting them get away with it - this can be a more effective consequence rather than the physical consequence at times. The 'process' is the most important thing to learn from.

ff) Prepare them for "real world" scenarios

gg) More 1:1 time.

hh) keep in touch once they have left. provide further on going support - i know this is already being discussed.

ii) Offer a more thorough independence training programme, I think when this is done well it's really good practice but this isn't consistent and at times key development for our young people gets missed

jj) More independence

kk) Find more time for them individually

ll) Listen more. Have consistent empathetic approaches .More time to 'just be' with the boys spend more time with them

mm) be more consistent on behaviour strategies

nn) Encourage more healthier nutritional meals

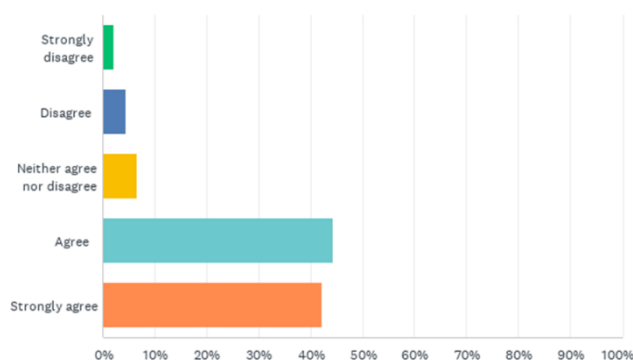
oo) Be consistent with boundaries across the teams

pp) More thought to their individual age and stage of development - we need to reclarify the progression in the groups

qq) Be more consistent within different teams.

## Communication, Having a Voice and Raising Concerns.

We wanted to get your feedback on the levels of communication you have in the company overall (about our work, news and sector), in your individual teams and how you feel about being heard and your confidence in raising issues. The regular staff update memos are one of the key tools we use, but also sharing email updates on other matters as they arise. Other communication is very much led by the style of management in your team – if you want something adjusted, just ask!

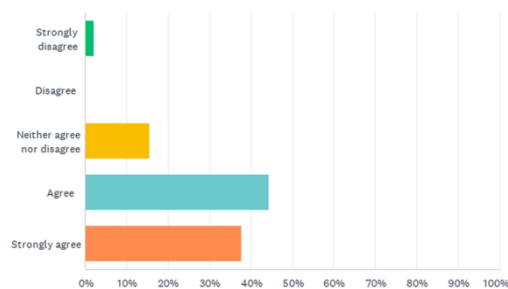


87% (up from 76%) felt that you got good information from the leadership on what is going on in the **COMPANY** overall

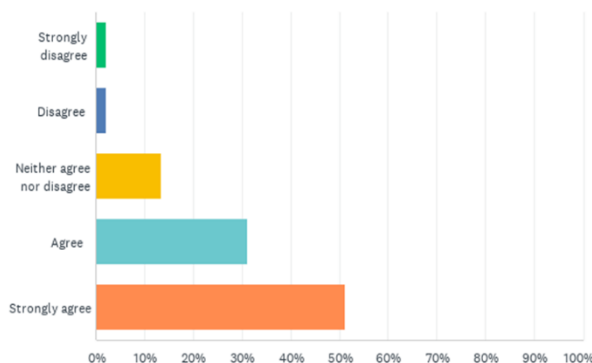
3 individuals disagreed (same as last year) but didn't explain why

In relation to information on the wider **CARE, EDUCATION and THERAPEUTIC SECTORS** there was an improvement overall on last year: 82% agreeing/agreeing strongly and 16% neutral (vs 68% and 23% respectively last year).

Again, 1 individual gave the most critical score but didn't expand.



It's always a balance in our setting (where we are multi-disciplinary in terms of our professions, working across two countries and with lots of operational information to digest) about what information will be useful, what's 'need to know', what might feel too much. Its only with feedback that we can adjust this balance. This feedback suggests we are improving which is great to hear.



The agreement was similar when thinking about communication in your **TEAM** at 82%. This is a good increase on the 70% last year

We had 2 staff who selected a critical option. The feedback was collated at the end of each question and the comments are shared for you to see. Critical comments were more heavily weighted within the Golfa care team.

## FEEDBACK ON THE COMPANY

*"Regular staff updates, email communication and monthly board reviews provide sufficient information"*

*"I feel this is communicated to me"*

*"Sometimes communication is not always good."*

*"Apart from the hand over monthly I think these is less information about the company as a whole compared to previously"*

*"We have regular updates on what's going on and what's happened every month."*

*"I like newsletters"*

*"I feel communication is not always regular. I think more communication is better than less as information being shared ensures all staff are aware of what is going on in the home."*

*"The monthly Staff update is very informative and a good way to find out about how the company is doing overall."*

*"My supervisions have been regular and helpful. Emails are clear and concise, and the monthly updates are extremely useful."*

*"At monthly supervision we are able to discuss educational developments and feedback from SIP, DfE guidance, Ofsted training etc. The information about this sector is probably shared less in the wider field"*

*"Not good."*

*"enough information is given but i also seek this out myself"*

*"This information is usually provided in Kevin's monthly staff update."*

*"I find the monthly update useful but would appreciate more links to be shared to ensure staff know where to look to find information about the sector"*

*"MD provides regular updates on what's going on in the sector"*

*"If information is relevant, it is passed on as needed"*

*"The information is out there, we just don't get the time to do much with it because of how stretched we are."*

*"Since the pandemic this has reduced naturally as less face to face experiences with other TCs "*

*"Often given updates and casual or formal information is on a constant stream"*

*"Regular emails and meetings as well as an open door policy to discuss any concerns."*

#### **AND ON THE SECTOR**

*"There is always reference to the sector and /or different elements of practice either in the staff update, or in specific projects"*

*"I feel that this has improved a lot in recent months, but there were times earlier in the year when it didn't feel like this was the case, and it felt like at times the boys knew more about what was going on than we did."*

*"Senior managers Yes. Some Team Leaders no."*

*"monthly updates are a good idea"*

*"Regular emails communicating what is going on within the company. Plenty of opportunities to speak with leaders and senior managers if a problem arises."*

*"Detailed update memo every month as a round up - and then people are visible and around and about"*

*"Not sure all information is shared"*

#### **AND ABOUT MANAGERS FOR YOUR TEAMS...**

*"I feel very informed and kept up to date. The referrals process has improved also in keeping education in the loop."*

*"I have regular supervision where this is explored"*

*"Sometimes"*

*"I believe this could be better but a lack of meetings has made this difficult"*

*"I have daily communication for my line manager."*

*"Regular and clear information provided"*

*"My supervisions have been regular and informative"*

*"I have a very open dialogue with my team leader."*

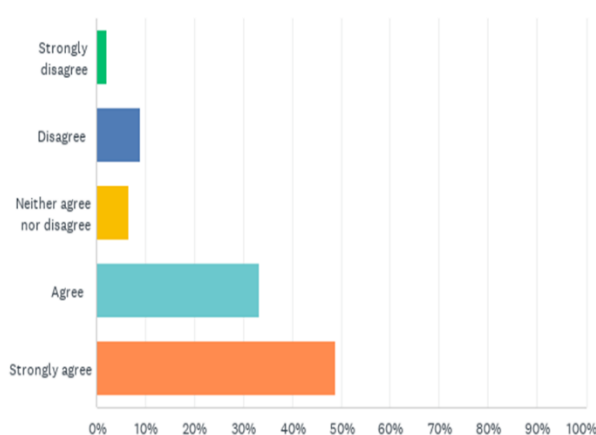
*"I feel fully present in terms of day to day, and often minute to minute events. I also feel aware and informed of the big picture and long term goals"*

*"Most of the time I learn of things from other staff members not my line manager"*

*"Emails on a regular basis as well as meetings at least once a week where we also have chance to input and provide feedback."*

*"I get the chance to be involved in these discussions and help shape the work"*

#### **Ideas, Suggestions and Consultation**



83% (down on 89% last year) of respondents agreed or agreed strongly that they could have ideas and make suggestions and give feedback.

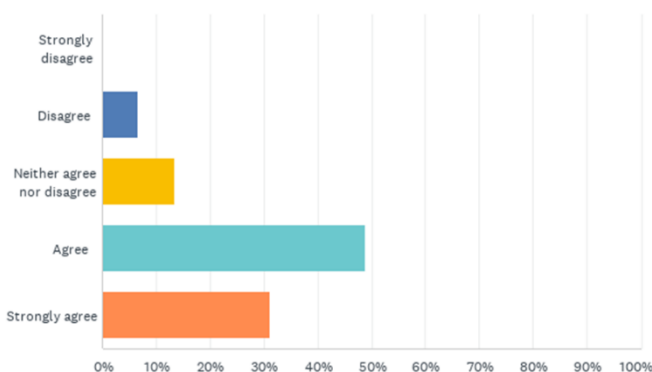
The neutral score was 7%, and 6 staff either disagreed or strongly disagreed.

Feedback was collated at the end of this entire section, so we have split the comments over the next 3 data points where they seemed most relevant.



*"I think communication at Amberleigh is good. I felt heard as a member of the wider service and have sufficient information to do my job"*

## Consultation



80% (a slight increase on last years 79%) of staff agreed or strongly agreed that they were consulted. Neutral scores remained the same.

Just 3 staff gave a 'disagree' score

We know sometimes that people can be consulted on something and then not be happy with the final decision.

It's also clear on the feedback that some staff are relating this response to their sense of being consulted/ involved in the day to day decisions within teams/ between departments.

*"There is, at times, a problem with cliques, but only within certain teams."*

*"Communication between departments has improved since the last survey, but still needs to improve for the best outcomes for the boys."*

*"Great communication overall. "*

*"Usually last to know about important issues with ref to boys"*

*"Communication has become more difficult and fragmented this year although it is unclear why"*

*"I think that the management team and the directors communicate well and support each other and departments, this is why we have such an effective and efficient senior management."*

*"Open door policy from management, management all levels visible / easy to get hold of."*

*"I am able to talk to my line manager and discuss things and am heard."*

*"I feel there is always an open forum where I can ask for help or support or launch new ideas"*

*"Night staff feel 'left in the dark'. I have discussed this with Steph and I am adding some points to the Handover to see if that will improve communication."*

*"I feel that staff are listened to and appropriate action is taken"*

*"I think that this is an area of strength - partly as a Therapeutic Community, so communication in lots of forums is 'in our blood' but also there is a deliberate intent to be open and transparent from the top"*



*"I feel senior management are not fully transparent about all matters at times."*

*"One area that we do need to improve upon is the passing on of information from day to day - things will be discussed and changes to rules will be made, but if you're not working that day, you'll end up finding out about it from the boys rather than via email etc."*

*"Other than my line manager I don't often speak with directors or other managers about overall communication or issues unless I need to "*

*"Could be improved from 1 department to another"*

*"Team to team communication could be improved handovers are limited in their scope and sometimes lack information on what happens during a day"*

*"I can't fault Amberleigh to be honest, I am supported with everything "*

*"I feel emails should be made better use of, especially around any decisions made, maybe staff meeting outcomes to be shared via email for people who have been unable to attend."*

*"I feel communication is good in some areas but could be improved in other areas"*

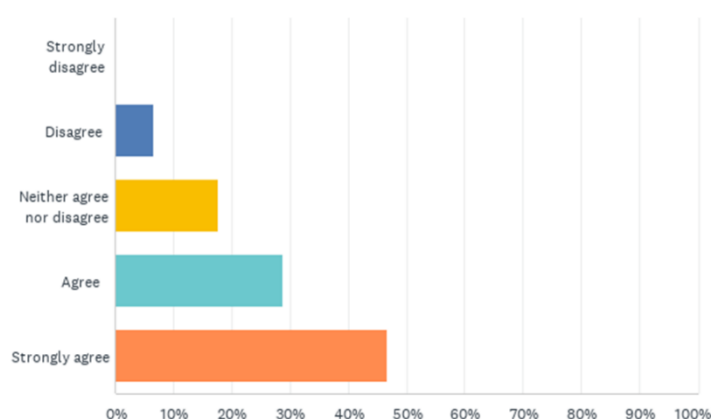
*"I feel that Amberleigh is an open and honest work environment"*

*"High level of communication."*

*"Communication has improved"*

*"I feel that general communication is very good."*

## Raising Concerns...



When asked to think about your confidence in raising concerns, 76% of you agreed/ agreed strongly. (80% last year). The neutral response increased to 18%.

Only 3 colleagues disagreed (a reduction from the last 2 previous years) and as always, we remain open to direct feedback through the correct channels.

Feedback included:

*"The company has developed over recent years into one that communicates regularly and clearly to staff"*

*"There are many avenues to discuss work related issues"*

*"I have no issues regarding communication, I am kept fully informed of all issues that I would need to do my role"*

*"I feel well supported and listened too."*

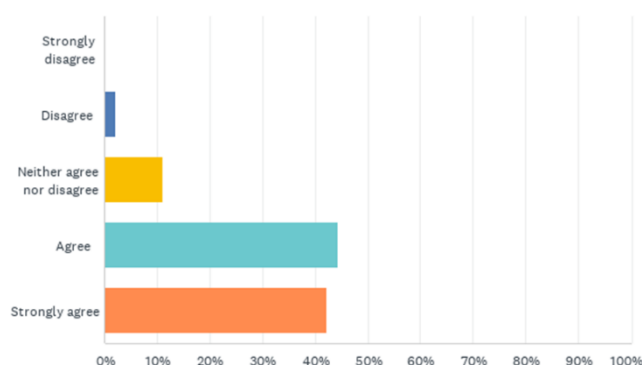
*"Team meeting and dynamics are useful"*

*"I feel I have the information I require"*

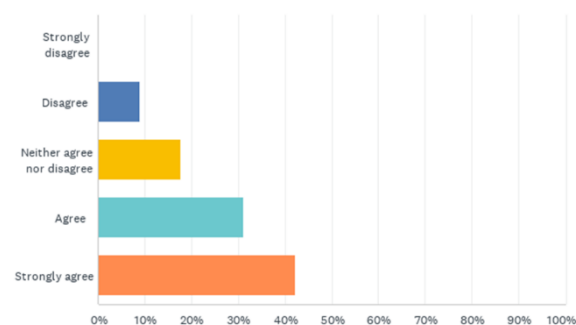
In essence, you are telling us that this is a listening organisation which is what we aspire to be and is consistent with our model of practice...and as we might expect, there can be breakdowns in communication sometimes which cause frustration.

## Line Management, Supervision, Training and Development

We asked you a lot of questions about the supervision, support and access to training and development that you receive.



*Manager demonstrates leadership*



*Manager Balances practice and management tasks*

This is a section where we saw the most notable change and explicit feedback from last year. Much of this is focussed at Golfa but its interesting to note the general themes about supervision and line management in the context of a pandemic.

87% (down from 90%) agreed or agreed strongly that your manager demonstrates leadership to you and to the boys. However, 74% (down from 85%) felt that the balance between practice and management tasks was good. 8% (4 staff) disagreed with the managers balance of practice and management tasks.

There is much that we can reflect on and take from this as a management team but importantly into team dynamics. There are clearly inconsistencies in the experiences of supervision across the organisation which we need to address.

"I feel well supported and listened to. I know I am able to speak to my line manager about all areas and feel encouraged to do so."

"Support is always available whether it's from the team, managers or the clinicians"

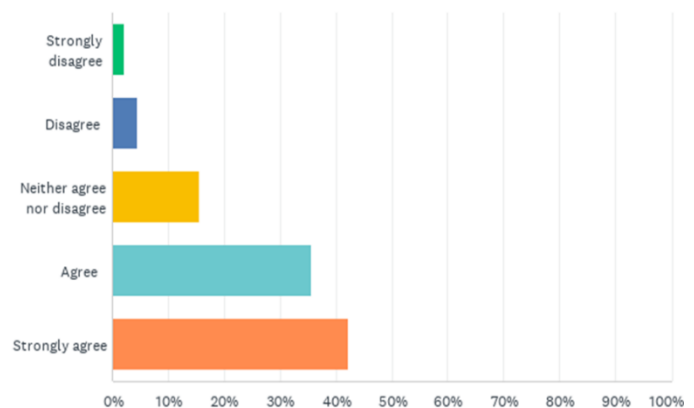
"I feel I have a good working relationship with my supervisor/line manager."

"It feels like sometimes the management is so busy it can be hard to find time to ask for support or ask questions that will help me in my role. It is not their fault and I can usually grab them to talk but sometimes it can take a while."

### **We then looked specifically at supervision and clinical supervision:**

78% (a significant drop from 91% last year) agreed or agreed strongly that Line Management was a helpful space for support and feedback. Neutral responses were increased

This year 3 people disagreed (one strongly) and this is increased from just 1 person last year.



"Cant fault the support"

*Supervision is a helpful place for support*

"I find supervision useful and supported when needed "

"My supervisions have been helpful and informative"

"My line manager is really supportive and helpful"

"Line Manager and senior managers supportive of staff wellbeing."

"In regards to question 28, I have put strongly agree as that is the case now, but that is only a recent development - for a long time, I don't feel like this was the case and that things that should have been addressed with me were not, which has hindered my professional development. But, as I say, that has changed now and I know what I need to be working on to progress and am getting feedback on how I'm doing - I actually look forward to supervisions now, rather than dreading them."

"Very supportive culture"

"Feel that my supervision would be better done by Anthony at times"

"Supervision is regular but it does have little or no impact on my line of work. Its a tick the box exercise if I am honest"

“Overall I am happy with all aspects of this within my role “

“I have sufficient line management supervision and support and find these opportunities encouraging and supportive.”

“At times, it is more needed than others and sometimes there is nothing substantial that needs addressing, but it helps to have the process on going anyway”

“I find Steph excellent at the Supervision role. I think she is the only one.”

“Supervisions have no notice or forward planning and appear to be a chore for the supervisor”

“I have only been with the company for a short while but within this time I have been supported and guided when required.”

“I feel sometimes my line supervisor lacks maternal instinct and is sometimes too military with the boys”

“It depends on who's running the shift as to whether or not we have good or poor leadership”

“There needs to be some development of supervision confidence across the service as its patchy. I think that people are nervous about giving constructive feedback, or we don't always follow up on actions/deadlines.”

**Clinical Supervision** is a staff support structure that we introduced back in 2017. It's a support that staff can access, or line managers can signpost to provide extra support and reflection when the work itself brings issues for an individual staff member... so it's not for line management type issues.

10 staff reported a needed to access clinical supervision over the last year and of those 90% found it valuable. Almost all staff are glad that this is available should they need it. Strangely, 2 staff responded that they didn't recognise the value in this support mechanism being available.

This comment (below) was made in relation to clinical supervision but the issues it refers are all appropriate to line management supervision. This is possibly a lack of understanding of the focus of clinical supervision from the staff member combined with a lack of effective use of line management supervision by the supervisor.

*“In a role like ours I think that clinical supervision should be mandatory, especially now with all of us being exhausted. I could probably say that the majority of staff do have a lot of really serious issues going on away from work but still come in and come in poorly too. We do talk to one another and try and help each other. But to have clinical supervision I think would help massively”*

*“I have accessed clinical supervision and found it helpful”*

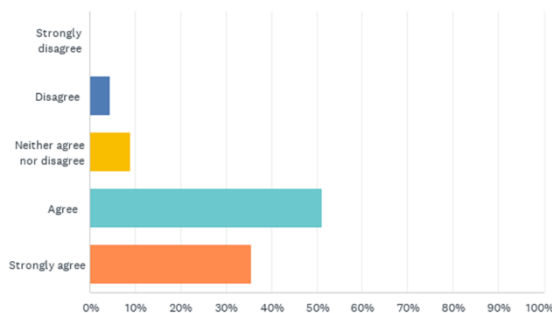
*“I have accessed clinical supervision in the past and found it very helpful, but there have been times that I feel this could/should have been offered but it wasn't ever mentioned as an option. I personally feel that due to the nature of our work clinical supervision should be a regular occurrence*

*for all staff, as it is, for example, in police divisions who deal with issues around child pornography, paedophilia etc.”*

Again, the final comment above seems to confuse the purposes of clinical vs line management supervision (and the role of dynamics and sensitivities for the specific issues referenced).

## Training, Progression, Development and CPD

Overall this is improving but mixed feedback. There is obviously a continued impact on Covid. Its good that we have seen some return to face-to-face training, although as noted sometimes disrupted due to staff availability as a result of shortages in recent months. Autism training was identified last year and we have acted on this in recent weeks starting to roll this out to teams – not everyone has benefitted from this yet.



87% (up from 77% last year) of staff felt there was a good structure to progression. We have done a lot of work in recent month with Senior development in both homes and we have seen a range if internal promotions.

Only 2 individuals gave a negative rating

*There is a clear structure to progression*

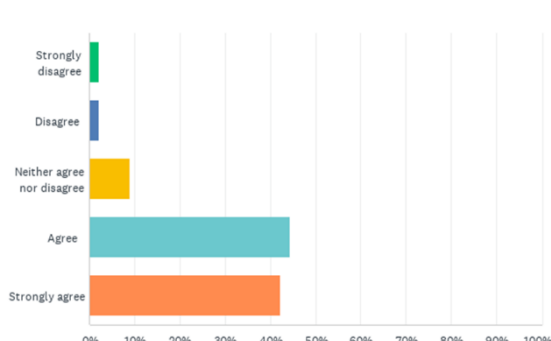
*“There is a clear structure but due to a small education team, there is limited progression opportunities in house. This could be developed through TLRs (teaching & learning responsibilities). There are plentiful opportunities for CPD and professional development. ”*

*“This is something i am really pleased with at the moment with the current pathway plan for staff to move into senior roles.”*

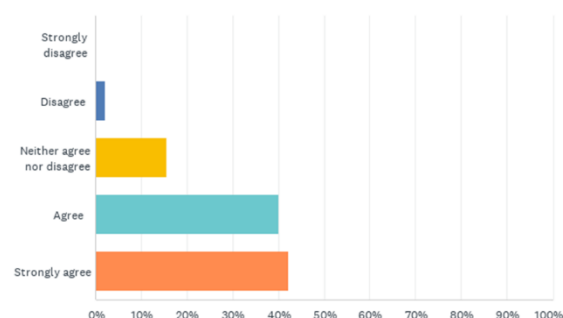
*“I have discussed this issue on several occasions with my manager and whilst I'm happy with my own situation in terms of development right now, this structure doesn't exist. If more support were in place to help people develop into new roles or when they are called upon to act up in another role, I feel like my own career development would look very different to what it does now. For example, people are given the responsibility for being a link worker but not given any training in what the role involves, usually not long after they've started working for us and are still trying to figure out the job as a whole.”*

*“able to pursue the next step in my qualifications with support “*

*“For a relatively small organisation we try hard to create opportunities. With the growth of Nant and the schools this has created even more this year. Lots of acting up and development.”*



*I have good access to training and support*



*I am developing knowledge and skills in my work*

87% (up from 85%) of staff agree or agree strongly that you have good access to a range of training, development and CPD opportunities. As last year, just 2 staff gave negative scores.

82% (down from 92% last year) felt that you were gaining new knowledge and skills to help you improve in your job and help the boys. The neutral score was significantly increased to 16% and just 1 employee giving a ‘disagree’ response. Note: We wonder if this is (in part) the impact of the pandemic and resultant disruption to training, combined with quite a lot of new staff this year.

The feedback in this section included:

*“I feel there are lots of courses available for people. I feel that for the nights staff it is more difficult to have career development, perhaps external courses could be thought about for the management COSHH, or to develop their IT skills. The 3 day first aid course is a great opportunity for the nights team”* **Note: this First Aid training was a response to feedback from last year**

*“Regular training”*

*“The length of time it takes to approve CPD opportunities which could lead to missed chances. there is limited options for progression”*

*“Again, more practical training but lots of knowledge is learned on the job. Golfa is quite settled however, which can make getting new experiences not possible. Definitely not a bad thing it is settled though!”*

*“I feel I am consistently learning as the role is always evolving”*

*“My training has been regular and useful to the work I am doing”*

*“I have already been put forward for courses and additional training.”*

*"As I put in an earlier answer, the Training Hub is not very good and seems to be a tick box exercise and there has been limited opportunities for proper training to take place. Even now we're getting back towards normal, training is always being cancelled as we're short staffed."*

*"Yes but I feel most of this is self taught and self led rather than through the organisation. This is not a problem, but I do feel in the first 1 year of my role I was probably doing more self learning about how to work with our client group than I received from others (internal supervision etc.) Looking back it would have been useful to observe other similar TCs therapy teams to get an idea of how to do the role and more forensic training as I had no idea about the legal side or terminology and had to pick this up independently. My external supervision worked in a TC (grendon) and taught me more than anywhere else which was fantastic"*

*"both practical events that have been offered, my own personal CPD and then the mandatory CPD have all helped to keep me up to date and informed of good practice"*

*"Whilst I haven't undertaken specific external training in the last year, the role itself provides learning and development."*

*"There is a wealth of training and development available for us, to not only help with our personal roles but to also understand the therapeutic aspect"*

*"I have completed a vast amount of training since being at Amberleigh - mandatory training, increased safeguarding training, Ofsted training etc. I hope to discuss this further at my first appraisal."*

*"I have been well supported with external mentor/support and been able this to develop myself and the school."*

*"It is frustrating to have to do further training on subjects I already have knowledge, just because the powers that be want certain letters on the qualification. There is no allowance for equivalence."*

*"CPD and training is excellent at Amberleigh."*

*"Very informative training and development supervision sessions."*

#### **Employee suggestions about Training and Development:**

We asked you for your ideas and suggestions on how training and development could be strengthened even further...

- a) Report writing seems to be an area that staff need continued support.*
- b) Continual internal training is key as we are specialists in our field.*
- c) Education Team - SENCo Award, Psychometric Testing for Access Arrangements, Careers guidance at The Oaks, Being Ofsted ready. Availability from Therapy for cognitive assessments to support EHCP applications.*
- d) More whole staff development on understanding the therapeutic process and in the context of a residential home and school.*



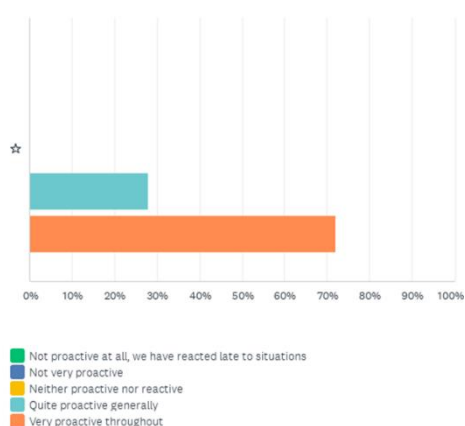
- e) Makaton training
- f) key worker training to include memory books etc It would be good to have a handbook for key workers to explain the role fully, possibly have a check list in this for tasks to complete over the month
- g) Autism/special needs - what this means for each individual boy **Note: Face to Face team training on ASD has just been rolled out to both communities. There will be more dates across 2022**
- h) writing activity risk assessment
- i) Possible visit to other T/C communities to view their work practice.
- j) social story work
- k) I would like to expand the Maintenance training to involve courses like: Pasma training. Basic electricians course. Chain saw training.
- l) Covid experience **Note: we are unsure what this means**
- m) Breathing techniques, I know that sounds pretty random but patience is key in our roles.
- n) Autism training, dealing with challenging/deskilling behaviours, more HSB and GLM training to ensure a full in depth knowledge (not that the stuff we do isnt great!). Practical medication training, regular report writing training, opportunities to learn about legal situations such as care orders and court processes, ODD and ADHD training. Healthy living training.
- o) Self awareness Courageous conversations
- p) I think we should continue building on the training we already have in place and structure this better for 2022's training plan.
- q) subject specific knowledge (education)
- r) Autism, ADHD, self harm, first aid, internet safety **Note: There are all covered already and so we are unclear on the suggestion**
- s) revisit induction once back into role.
- t) Learning difficulties and complex needs (looking for external advice on this) How to develop independence Train staff on report and documentation writing
- u) More training on paperwork and how to be a link worker when new staff start
- v) More information on the Good Lives Model
- w) Understanding ASD. Having spent three years working with ASD/ learning disabilities, the training I had would be really helpful for Amberleigh staff
- x) PSHE
- y) Autism and disabilities. Although I have worked with children with Autism and disabilities previously, I feel some staff and certainly the children have a lack of understanding and struggle to meet their needs
- z) More TC practice - use of groups, psychodynamics, more supervisory training (giving and receiving)



## Covid Responses

Obviously one of the biggest challenges for us as a service has been the managing of and responding to Covid (still). We have managed with some infections on each site, a formal 'outbreak' at The Oaks, and a range of individuals testing positive outside work across the pandemic. Vaccines uptake is 90% as a service, boosters being rolled out. For most of the year we have been ahead of government guidance, especially in recent weeks and for parts of this year we were in 'maintenance mode' with our new normal of temps, cleaning, sanitising.

There has been reference to covid every month in the staff update as well as occasional updates where rules/ guidance have changed, so from 2020 the level of communication was naturally less and more about maintaining with occasional changes/updates.



### Proactivity

100% of staff felt that we had been proactive with 72% feeling we had been very proactive. Both these scores have strengthened in the last year

Its great to hear that no one felt that we have not been 'on it'

## Communication

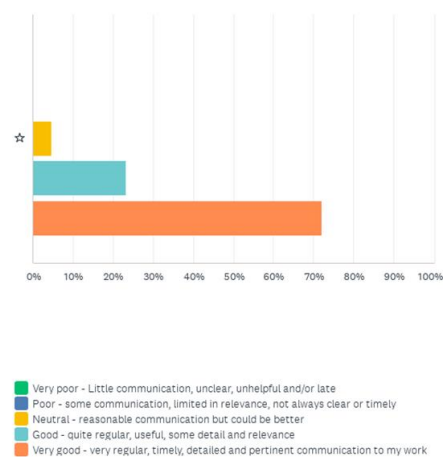
96% feeling that communication has been good/ very good, (up from 84% last year) 2 people scoring neutrally.

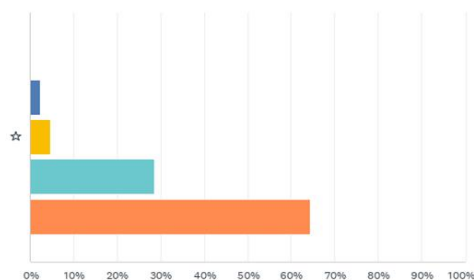
*"Well informed and responsive to unfolding events/timelines over the C-19 period so far."*

*"Things have gone a bit quiet recently but overall we were kept very well informed about what was going on."*

*"Not always able to have clarity as government was unclear - but school and care was always going to be at odds so I think it was managed as best it could be"*

*"Having come from a Hospital as my previous job I feel communication could have been improved a little."*





#### How well have we responded?

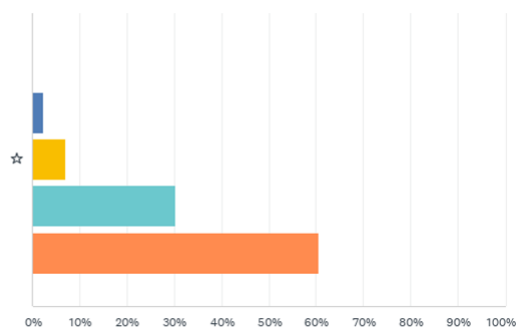
94% feeling that we have responded well or very well (increased from 91% last year) with just 1 person feeling we have responded poorly

*"I really struggled with the concept that we did not need to wear masks during the height of the pandemic. I understand we are defined as a home and have different rules, but at one point I was in rooms with multiple people with no PPE before the vaccinations which I felt was not appropriate. Overall, the company has responded to the pandemic well but I wish we could have had different rules*

*on wearing masks and socially distancing particularly during the height of the infection and hospitalisations. I appreciated the regular updates but personally I didn't need this as it was information from the government, I would have benefitted from smaller, precise information on how to move between departments and close contact with the boys"* **Note: We wonder if this person did not raise their questions in supervision or team meetings as that is where the solution lay**

*"Covid hasn't really been as big an issue as only joined in summer but there is clear structure in place to deal with an outbreak and guidance from management is on hand when required."*

*"Well managed from start to finish and staff bonuses as well to acknowledge the wider impact and say thank you"*



#### How safe have you felt?

- 90% felt safe or very safe (up from 84%)
- 8% neutral
- 2% not especially safe (1 person)

*"Risk assessments and working practices have been clearly defined and well informed, inline with best practice."*

*"Think there has been some judgement issues in social activities for boys at certain times."*

*"I felt very safe at work due to the measures in place to reduce the infection coming in to the home"*

*"careful thought has been given to the boys and how they are managed. Support has been given to staff in order to change their working practices as necessary e.g. working from home"*

*"I feel safe at work. The precautions that are in place are necessary, but not overkill, and don't hinder the work being done"*

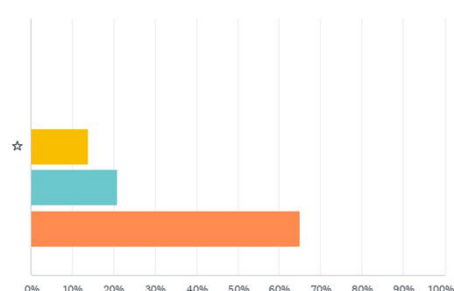
*"I feel that we've done a great job overall."*

*"As above, I never felt unsafe but wish we had used masks throughout and socially distanced more in general" **Note: just to respond to this comment – whilst we understand this individuals preference, the continual wearing of masks would have been against the guidance for our settings. Masks wearing is only in specific time limited circumstances. The distancing point is noted and something for staff to manage themselves in teams/as per task as we have continually reinforced)***

*"Processes in place are embedded and I do not feel concerned about Covid on a day to day basis. I don't think it is too obsessive and I feel it hits the right level for the fact the boys are at home here and any more obvious covid restrictions would be inappropriate to their living conditions"*

*"There were challenges for school staff late 2020 that tipped over into 2021 and which were very unsettling (and unnecessary). The organisation managed this really well and the new Headteachers have done a great job this year"*

*"Staff need to observe Infection Control standards. This is apparent even without taking into consideration COVID"*



■ Very Poor - the organisation has not supported staff during the pandemic at all  
■ Poor - the organisation hasn't really offered much support  
■ Neutral - There has been some extra support but only what I would have expected  
■ Good - there has been a range of support approaches available to me at different times  
■ Excellent - the organisation has really tried hard to look after and support me in lots of ways

#### How supported have you felt?

86% have felt the support has been good or excellent (down slightly on 2020). But remaining scores are neutral with no negative ratings.

This seems like a natural progression given there are a number of staff who have been with us throughout the entire pandemic and others who have joined during and have therefore arrived into existing systems.

*"The culture and ethos has been supportive and caring generally."*

*"I feel we did all we could, even supporting staff to leave the home to go for tests or for their vaccination. Well organised throughout"*

*"Only criticism is that only SSP applies even when self isolation is due to contacts within work."*

*"The staff have been very supportive during the pandemic, helping each other and covering where possible"*

*"Whilst at work, I've felt the support has been great, but when I had to isolate (as a result of being at work, rather than anything external to work) I felt very cut off and didn't feel like the company was giving a lot of thought to how those of who were isolating were doing on a personal level. After being told that I was still required to be doing some work in order to get paid and that stuff would be*

*emailed to me to do, there weren't any follow up conversations about how I was doing or whether there was anything that I needed in terms of support - someone to talk to or check in with, whether I needed some groceries dropping off, that sort of thing. I know you could argue that it's not the company's responsibility to ask these questions, but seeing as how we were required to isolate as a result of a company decision to resume meetings without enough thinking about how to minimise the risks, a bit more support would have been appreciated, especially as we'd all made a lot of sacrifices in our personal lives to minimise the risk of bringing the virus into the home."*

*"Support is good"*

*"Very flexible and supportive when my son had covid"*

*"Some staff didn't appreciate the need for us all to be on the same page and doing the same thing across the shifts."*

### **Final Feedback – Strengths and Areas for Development**

This final section lists the comments and feedback that was given as suggestions for developing the service during 2022, or to capture any other comments that didn't 'fit' easily in the earlier section in this report.

#### **What improvements have you seen in our organisation in the last year, what are our strengths?**

- a) Both sites have seen massive investment recently.
- b) More formal development of staff, especially within care.
- c) The house feels more homely with the renovation interior and exterior
- d) We have purchased Nant and it is a lovely place to live and hopefully gives the boys a real homely atmosphere
- e) Improved working relationship as an MDT - Care, Therapy & Education. Information sharing around referrals. Structure, curriculum coverage and processes in school to meet boys needs. School environment. Management of Covid.
- f) Close team working (most of the time) between the three team areas. For the organisation as a whole and the best interests of individual boys.
- g) Team work, communication, consistency
- h) Administration some documents have been further streamlined Internal audits have really taken off and this helps us to keep our administration to a high standard The home has been configured and decorated to a high standard The staff teams have strengthened a
- i) I have seen to organisation change significantly in my time, this year it was great to see the increase in pay scales for the staff.
- j) To adapt to boys' individual needs
- k) Improvements on making the home more homely with improvements in furniture/kitchens/living rooms
- l) Communication between the teams has improved since the last survey. A strength would be the care people have for the boys.
- m) infrastructure
- n) Treatment all with respect.

- o) Team strength
- p) The community is more settled allowing new peers to come in and fit in straight away without any major issues.
- q) expanded the environment at Golfa continued community ethos
- r) the home is being upgraded and looks and feels very homely. the send off of boys has been handled well as a community
- s) The Oaks has seen major changes within the home with the remodelling of the ground floor, the landscaping at the rear of the grounds and the on going build of the external storage barn. Golfa Hall has seen the opening of Nant, the development of the horticultural area for the school.
- t) It has been positive to have a head teacher at each school who can focus their energy into one school rather than across two.
- u) The house
- v) As a team we have been so stretched staff wise, all are shattered but we have got a lot closer and have worked extremely well together
- w) Listening to staff suggestions, providing flexibility and support to staff particularly with personal issues. Staff trusting each other.
- x) Continuous investment in both homes
- y) I feel, as a company, we have adapted well to the changing climate around us, and as such can move forward from a position of strength
- z) Encouraging the children to voice their thoughts, feelings, and wishes
- aa) Good team work between care, therapy and education. Opportunities for the boys to make progress independently
- bb) Everyone working together as one community - care, education and therapy.
- cc) Support for all members of the community. Training Relationships
- dd) The communication between school staff has improved
- ee) In the past, I had felt that there was very much a culture of criticism within the organisation - good work went unnoticed, whilst faults were always homed in on, which was quite demoralising. In the past few months, however, this seems to be changing and all the good work we do is being highlighted much more, which has been a positive development. I appreciate that mistakes etc. have to be looked at and rectified, but getting told 'well done' every now and then makes the negative stuff so much easier to hear!
- ff) Nant has opened. lower grade care team payrises.
- gg) A lot of work is going into the look and feel of the home which is nice to see, I think our strengths are making the place feel like a home
- hh) Opening Nant
  - ii) More clarity in terms of monitoring and assessing the boys' progress and enabling a more joined up thinking with other parts of the company in providing meaningful support
- jj) Staff pulling together to cover shifts.
- kk) good teamwork due to low staffing
- ll) Teamwork and good communication across the board.
- mm) Listening to staff and their opinions and ideas

- nn) Nant opening - more opportunities for the boys and more staff progression New school structure and growth Really cared about staff during Covid including bonuses Pay increases across the board, but care especially
- oo) Therapeutic community

## Things staff suggest the organisation look into:

You will see on this list that some of the things that frustrate you or could make your work lives easier...are actually about having bolder communication on shift and in/between teams. This is not a failing – it's the very nature of organisations that these tensions can be around – we are fortunate as a TC to be open to exploring them and having the spaces to do so. **Items highlighted in Yellow are matters to take back to team meetings and dynamics spaces – you have the authority and power to make these changes yourselves.**

You can see several remarks here linked to recruitment and retention which is something that is affecting our sector and we are actually performing better than others – but still something we are actively focussing on. We see the effort and hours being put in.

- a) Due to the staff turnover in this sector there is always opportunities for the right people to progress within the company.
- b) Staff retention ability is low
- c) **I am disappointed that some colleagues do not stay with us for very long, what is it that is not appealing to them in their early days?**
- d) **Consistency in supporting boys between care/education especially around homework.**
- e) **A lack of understanding or awareness of the roles and demands of House and School. Sometimes a lack of understanding leads to assumptions or conclusions drawn which do not allow for a clear acceptance or support of a given situation?**
- f) RCW's being given the opportunity to lead shifts so they can progress to senior level
- g) Supporting the boys individual hobbies due to Covid and sometimes staffing this due to ratio's and funds Staffing has been difficult at times due to a dip in having people through for interview. Staff shortages puts a strain on the teams, some staff will complete a great deal of over time however this in turn does effect their performance and resilience within their role due to being tired. This can at times lead to staff feeling unappreciated
- h) I feel the area i would like to see improved is the general benefits for staff - i.e. maternity cover pay, sick pay and spreading out the loyalty rewards so that staff are seeing these more regularly
- i) Opportunities for development such as the developmental role for care workers to work towards being a senior
- j) **Communication needs to improve further between departments.**
- k) carer development
- l) **Treating all well**
- m) Getting more staff, as the majority of staff work too many hours, leading to staff becoming stressed tired and have to take days of sick.
- n) staff morale increased pressure less compassion regarding the difficulties of the task



- o) I think Amberleigh care would benefit from more team building days although I understand that this is extremely difficult due to staffing issues at present.
- p) It has been good to see members of the care team being given opportunities to challenge themselves and run shifts, taking them out of their comfort zone.
- q) Communication
- r) Don't see any weaknesses
- s) The developmental senior plan! what a wonderful opportunity. The weaknesses would be the practical face to face training, needs to be more and on a regular basis and more communication.
- t) Lack of openness within some teams    Support for new starters
- u) As the saying goes, you're only as strong as your weakest link, and I feel that some of the staff recently (who have moved on) weren't honest with themselves about the work they would be doing, and therefore struggled during the harder times
- v) retaining care staff
- w) Increase staffing levels in care, organisation already working on this problems in the sector employing care workers. Company pro-active in looking at a range of recruitment strategies
- x) High staff turn over, quality and experience of staff, inconsistent approaches from certain staff.
- y) Specific development for staff as individuals
- z) The communication between care and school could do with improving
- aa) It can feel like there is one rule for one, one rule for another at times. For example, we are expected to make sure our personal plans are submitted on time even if we're on leave, yet when one of the people who reads them is going on leave, they can move that deadline forward at short notice so it's more convenient for them. Some staff are covered for a lot by the rest of the team in terms of doing paperwork for them, office time and on, whilst others are given very little support or time to get what they need to do done. I also don't like how additional paperwork is put onto a small group of staff when other people haven't done their work, meaning they get less time with the boys and less time to do their own work because other people won't do what they should be doing and expect others to do it for them.
- bb) recruitment - though i am aware this is across the sector.
- cc) I think there is a lot of work put into the education and care team and often I feel the therapy team is the last to benefit, from having such small and cramped therapy pod which I have expressed is not practical to being the only people asked to lead training. I feel other staff with skills should be encouraged to lead training from all departments and not just therapy
- dd) More work needs to be done with independence
- ee) I have had opportunities for exploring training and also discussions with more experienced practitioners. I also have had chances to work together with link workers to support boys - I think there is a gap between the strategies that are in place in one area of care, and the strategies in place in school, which could make a greater impact if we join up more effectively
- ff) I think we have enough development opportunities but not enough staff to develop.

- gg) low staff retention due to some staff members attitude towards other staff and the boys
- hh) I have not seen any weaknesses to date
- ii) Senior training
- jj) A weakness is giving authority to poorly qualified or unqualified individuals. Some shifts have been poorly run, just to give someone experience when they are not up to the job.
- kk) We need to review the stages of placement/ the groups - partly this is exposed by Golfa moving to 3 groups with Nant opening, but its relevant to both communities, especially as staff and boys have changed a lot this year
- ll) Allowing members of staff to break the law without any consequences **NOTE: We do not understand this remark as we hold all staff accountable where we have the information relevant to an organisational process. I will be happy to follow it up with the individual if they would like to contact me directly and give me more information.**

**Your final and other comments...**

- a) I wholeheartedly think that Amberleigh has the passion and visions to want to make the difference in the lives of the young people so that they can live a much more fulfilled life
- b) Terms and conditions for the education team are significantly different to the maintained education sector and I feel this impacts recruitment, retention and experience of staff. I know there are significant differences in the job role but it would provide job security, reassurance and improved retention if considerations were made for certain benefits - sickness, pension, maternity in comparison to similar roles in our sector. I also think the salary scale could be more competitive.
- c) It will be really beneficial for the boys and staff once there is a full staff team, although this can take time especially with the struggles within care recruitment in general at the moment
- d) I think Amberleigh care is a great environment to spend my working day at, although Golfa Hall is short staffed the team always pull together and seem to have a smile on their faces which is good to see.
- e) A great place to work
- f) I feel the company is doing fantastic and important work and with the right teams could achieve almost anything
- g) Supportive environment
- h) I am enjoying working at Amberleigh care
- i) It's been good to see how the value placed upon the care staff has increased this year. Not just in terms of pay but the day to day appreciation and thanks has improved a lot as well.
- j) we need to invest in the site for things for the young people to do.
- k) I enjoy working at Amberleigh, it's a nice team and place to work overall.
- l) The care/education/therapy model is powerful and I enjoy being a part of that cycle in order to support the young people
- m) It is a brilliant organisation but due to the climate staff are being employed that are not experienced or suitable for the role
- n) the organisation as a whole is good and provides support for staff and the bpys
- o) Very supportive friendly community all wanting the best for the boys within
- p) I'm very content in my job role and proud to be a part of the company



- q) Amberleigh is on the whole a decent employer.
- r) Its a good place to work, tries hard to deliver excellent work and tries to do this with integrity
- s) The purpose of our care is evident through the service provided
- t) I personally feel that Amberleigh care is a good place to work with the opportunities it provides.
- u) No, I am conscious that I am able to comment any time I would need to
- v) I really like working here.
- w) It's great to see how the boys in the communities are involved in the planning of space, such as the grounds outside and how they want to develop these.
- x) Continue the good work
- y) I think it's a fantastically run business with knowledgeable caring management.
- z) The organisation values the boys - both their strengths and difficulties - which I really respect. It puts the pupils at the heart of the learning, and the boys at the heart of the care. This attitude creates in the boys, an openness and tolerance for one another which is admirable.
- aa) nothing other than already stated
- bb) Good place to work, great staff, feel welcome when coming into work everyday.
- cc) I'm grateful for the year i have had at Amberleigh. I feel i was fully supported in returning to work after maternity leave
- dd) i think it is has been a very difficult year with COVID 19 but on the whole the boys and staff have been marvellous.
- ee) Enjoy working here and feel that the boys are very lucky to be given this opportunity to improve their lives. I feel that the organisation is always improving and expanding which is exciting.
- ff) would there be the possibility of staff being able to become shareholders in some way? I think this would encourage staff to commit to the company for longer. the company spends a lot of time and money training up staff who then leave and take their knowledge elsewhere when they could retain staff for longer and build a more experienced team that will give us more chance of helping our boys
- gg) Overall I feel valued and I feel that the company recognises that I do a good job.
- hh) Its great to be part of a service that is growing despite Covid, that has looked after people and even given pay rises.
- ii) Great place to work

### **What happens next?**

Firstly, you need some time to digest and absorb the detail....

- Is it what you were expecting? Do your views fit with the majority experience?
- If not, why might this be and in what ways do they differ?
- What discussions arise in your thinking or team discussions where we see completely opposite feedback responses to a question?

There are bound to be strong 'responses' to some of the content that you disagree with, or you feel is unfair – it's always useful to reflect on why you get a strong reaction – these are the perfect discussions for staff dynamics.

Please try to remember that:

1. All behaviour is communication, so even as adults, some people might use the survey as an opportunity to act out feelings they are not managing in other more appropriate ways and spaces – this is a natural process in groups, but often they can express something that is there in the unconscious for others.
2. We don't get everything right all the time – how could we!? It's important to think about how we learn together
3. These are all useful questions to reflect on individually, in supervision and in your teams – some will be more relevant for a team meeting, others for dynamics and we will ask Managers to follow up.

If anyone has any particular or specific questions that we can answer, then please raise these with us.

As always, you see me round and about the place (as with all the employed directors) and we always remain open to hearing your views.

Thank you all for taking the time to share your thoughts, experiences and views, we really appreciate it, and it is reassuring that overall and overwhelmingly we seem to be doing OK in your eyes (whilst remembering you can't please all the people all the time!). We will take some of this feedback forward into the 2022 business plan

Thank you.



Kevin Gallagher  
Managing Director  
On behalf of the Board, Amberleigh Care