

Employee Survey Results 2022

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 68% of employees (up slightly on last year's 65%). 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 and any staff (or managers) can raise these as necessary. Please do raise issues

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 and the majority of sub-themes have strengthened
- 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.

In terms of areas to develop:

(note: these have been seen in most years feedback but they appear to be reducing in frequency of comments)

- Consistency of boundaries within and between teams
- Some training subject suggestions
- Better supporting independence and transitions
- More QCF progression

As last year, there were 1 or 2 anonymous employees who chose to act out 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. The feedback is there for you all to see.

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 within a team 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 almost 2/3rds of all responses came from care which is to be expected as this department has the greatest headcount in our organisation
- All departments, sites and teams are represented
- Less than 50% of education staff responded, more from Golfa than Oaks school
- 70% of central staff responded
- We can also see that almost 40% of staff have more than 3 years' service (down slightly from last year) but those with 1-3 years' service has increased to 33% with 23% within probationary periods.
- This reflects the changing recruitment landscape – broadly our stability and retention has improved across 2022, we have carried vacancies for periods, but there has been a noticeable shift in the labour market and we have seen a real influx of new staff over the last 6 months – we expect to see this trend continue across 2023
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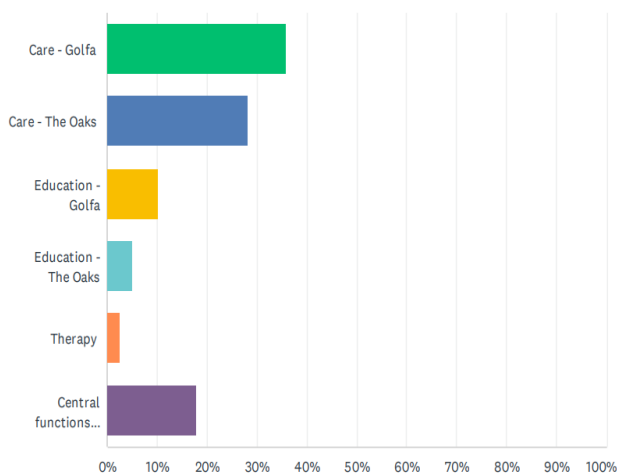


Figure 1 What department do you work in?

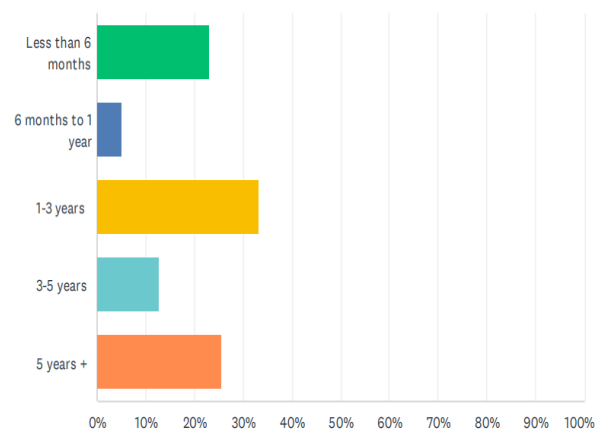


Figure 2 How long have you worked here?

Your experiences at work.

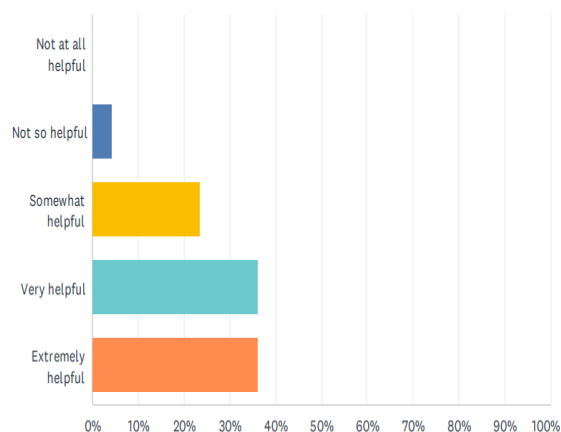
The following section gives an overview of how you experience work, are we flexible, does the work satisfy you, would you recommend us as a place to work. Here we have started to add some of your comments to bring the figures to life.

Issues of Discrimination

- Over 90% of staff stated explicitly that they have seen no discrimination in the organisation.
- 1 person noted racial discrimination but gave no detail
- 2 people noted sexual harassment, with one *commenting "Experienced some sexual harassment from a former employee as a collective. It was dealt with professionally and swiftly"*
- Another general comment made by another colleague: *"An extremely fair and open attitude to their genders and sexualities."*

Flexibility

Overall it has been one of our busiest years, the emerging from Covid restrictions, the staff shortages in some departments and growth in numbers of boys at The Oaks. We have seen some long term sicknesses and as always, you won't be aware due to confidentiality, of some of the support that individual staff have received.

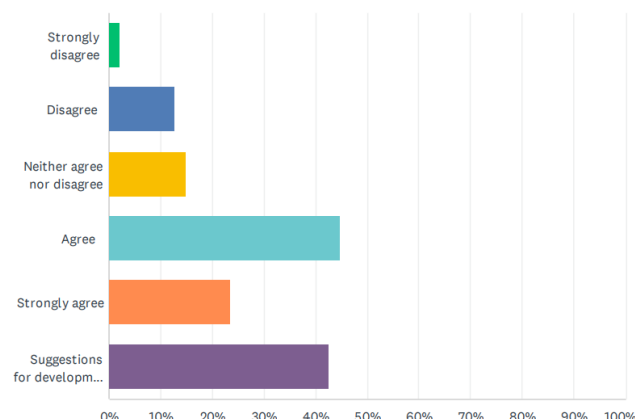


- 73% of staff feel that we are very or extremely flexible (down on 85% last year)
- 23% feel that we have been somewhat helpful (increase on last years 13%)
- 2 staff felt flexibility was not so helpful.

Salary, Terms and Conditions

Over the last few years, we have made several increases to salary scales and made other bonuses and financial gestures to staff. This has continued with the recent pay and announcements and cost of living support payments.

You have told us that 66% feel the terms and conditions are favourable (slightly down from 69% last year), a further 14% are neutral (down from 20% last year)



6 individuals/12% (same as last year) chose to score this question with 'disagree' and 1 colleague disagreed strongly.

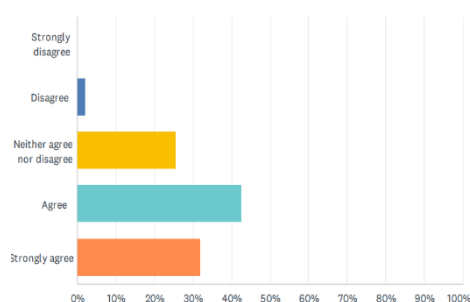
Employee Comments:

We wanted to share the range of views on terms and conditions that we received – there was other direct feedback from care staff as we met with them directly as part of the planning for the pay review. You will see that we acted on the desire for there to be an overtime rate in care and we also acted with increases to all salary rates/scales, changed sick pay and adjusted some other benefits as a direct result of feedback. You can see that the feedback is wide ranging, and some elements are not practical/feasible in our context. We have added a couple of response comments below:

- *My role in the setting gives myself a sense of accomplishment, especially when I see the boys progressing and achieving.*
- *Some of my friends and family work in care homes, their pay is not significantly higher but still is none the less.*
- *I don't really find Perkbox that useful. Not enough freebies or discount on items. Either have to pay postage or subscribe to things to get them.*
- *Small bonuses (£150?) for AWIF completion, passing probation, 1st year completion would help morale and encourage people to reach these goals*
- *I believe that we should have some overtime pay and the pay deserves to be more than a low rate*
- *The Pay is very good, however, I think not just for my sector, but all (care/education etc.) it may be even more helpful if the pay increased a little. This is due to the increasing costs of normal living conditions, I think it will just help a lot of people more.*
- *I feel that although employees are rewarded for introducing new staff to the company (who may not even stay that long), the rewards for length of service are poor in comparison.*
- *I am not aware of other companies T&C's*
- *Possibly vouchers or discount on child care such as nurseries etc..*

- Whilst the pay we get is good, especially when viewed in comparison with the rest of the sector, maybe sharing any future pay rises between normal pay, overtime and on-call would be an option.
- I think the company sick pay and policy could be reviewed; I do feel the number of paid sick days are low. I think the salary band for my role is low compared to similar roles. Potential to introduce performance related pay reviews linked to individual APR and company performance
- Salary needs an increase although better than some companies.
- Although I feel the salary is a competitive offer, the maternity leave is very poor as statutory for a private company, and I wish this was better in order to support people to have a fair amount of time off on maternity leave without being on such low income. Many schools offer a package of a few months at a much higher pay than we are entitled to at Amberleigh which is a disadvantage as an employee.
- Introduction of overtime pay - more discussion about on call pay being input to baseline pay
- Flexible working
- I think there should be an overtime higher rate of pay
- It would be helpful to have a certain number of flexible days for education staff to attend special events e.g children's Christmas play or sports day that can't be attended out of school time. Salary not as good as mainstream but good for care sector. Does provide problems with teacher retention and recruitment though. Workload is similar to mainstream alright we have less students because it's so individualised. Maybe more initiatives to keep teachers e.g. yearly bonus based on performance.
- I feel that when you are on senior development training and running shifts, pay should be enhanced, particularly when there is no other team leader or senior on shift alongside you.
Response: Staff who are in 'acting' or developmental roles are paid the higher rate while they undertake these duties.
- Continue to invest in salary scales Possible overtime rate for care
- I don't feel hard done by in terms of pay, but it would be nice to have the option of getting shares in the company Response: We are confused by this comment as the same anonymous respondent expressed a range of critical remarks to many questions and would not recommend the company to friends. We would encourage the respondent to seek a support meeting with HR as they are clearly dissatisfied with many aspects of their experience at work.

Working Patterns



Down on last year (80%), over 75% feel that working patterns are helpful.

25% gave a neutral score (double last year)

Only 1 person gave a negative rating (there were 4 last year)

Again, noting the real shortages in care (Golfa especially) and the impact this has on working patterns for others, these are positive results.

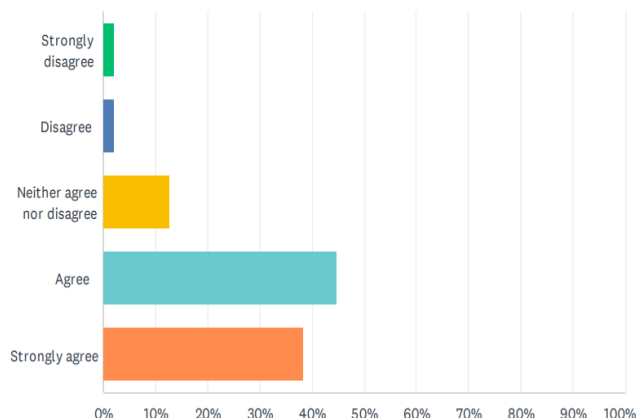
Resources to do the job...

82% of respondents felt that they had the resources to do their job (down slightly from 87% last year)

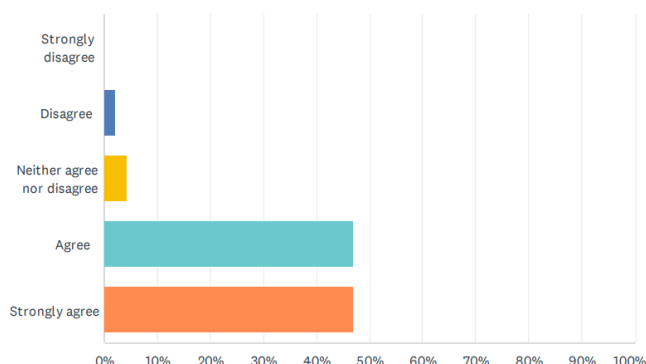
12% responded neutrally.

Only 2 staff responded with negative scores (same as last year)

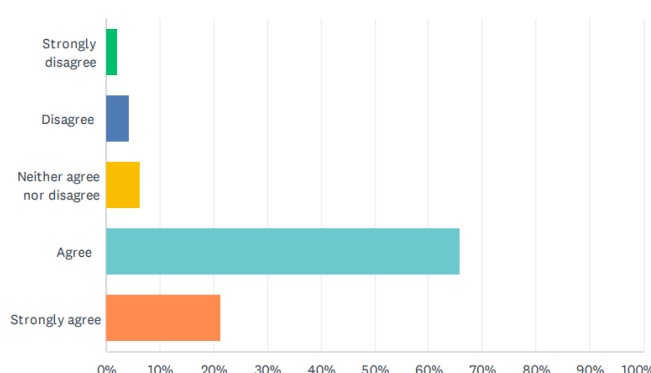
Staff shortages (Golfa care especially) was noted here



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 – 94% of respondents clear on their task (as last year) with only 1 person answering negatively. Then 87% of staff feeling a sense of accomplishment - just 3 staff giving negative scores overall.

Employee Comments on the Experience at Work Overall

These are all the comments that relates to these various elements and sub-questions represented above. Overall, you can see that these are very positive, there are some elements that could be addressed/aired in team meetings or supervision.

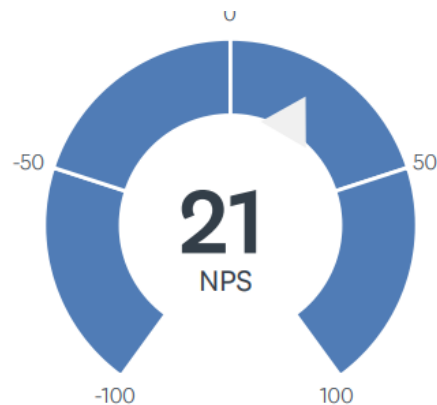
- *Sometimes management don't deal with certain issues and so they get brushed under the carpet*
- *Amberleigh Care has always been a great place to work.*
- *Overall Amberleigh is a great place to work. Staff and children are great.*

- *Being a new member of staff, I feel that I'm still finding my way at Amberleigh. There is good staff team most days and very helpful if I'm stuck with anything.*
- *I feel that new members of the care staff would really benefit from coming down to school more often, seeing what are roles include, observing lesson structures and content.*
- *very helpful and supportive place*
- *The staff environment can be quiet toxic and depressing at times but it is getting lot better with some of the newer staff that have joined*
- *Overall i enjoy working for Amberleigh staff shortages make the role stressful at times but the support i have received has helped manage that stress*
- *Good*
- *In my opinion, I think Amberleigh has great potential to be one of the best places to work locally. As important as the paperwork is, it is somewhat repetitive and can be a much quicker process. Again in my opinion, i believe the log book is not fit for purpose, not updated with sufficient information. It needs to be electronic where multiple people can access this from different locations. One person logging everything within the house, in every room is unrealistic without good staff communication which often doesn't happen.*
- *Staff and young people I work with are a pleasure to work with*
- *Great*
- *It is the boys who make my job rewarding. I love working with them and they are my absolute priority. I am frustrated by some management issues but am working to try to resolve these.*
- *Great company - flexible, committed to staff progression and supportive*
- *I feel very supported both in my immediate work environment with close colleagues, the management of my department and in the wider community and management. I feel that there is always someone who will be able to offer advice, guidance or support if needed.*
- *Amberleigh allowed me to develop in my professional practice, with support and guidance being accommodated.*
- *I think Amberleigh is a great company, one of the best I have worked for. The company listens to the staff and takes on board any feedback which is appreciated.*
- *I am lucky to work with a great team of people who are all supported by a fantastic head teacher and deputy head teacher. I am given the freedom to explore different ideas within my curriculum, and actively encouraged to make them happen.*
- *I feel Amberleigh Care is a good place to work, they have always been fair.*
- *It's a fabulous job*
- *I enjoy working there*
- *I enjoy working for amberleigh and would recommend the company.*
- *Good Team effort*
- *I am happy with the hours, my duties and my pay*
- *Overall I am very happy in my role*
- *I feel Amberleigh is a great place to work and continues to go from strength to strength.*
- *Friendly staff, excellent support from management*

- *I am grateful for the opportunities I am given but there is a large expectation for each person to bring their game and do all they can. However, this is not always possible and sometimes feel I am letting the side down. What also concerns me is the lack of commitment of some care staff. There is so much shift swapping it is unbelievable; mostly, it is the same people all the time! If you have outside commitments that conflict with your rota or position at Amberleigh, then your priorities are wrong in my opinion. The company is fair but when it is a weekly occurrence, then surely your commitment to the company is not as strong as it should be.*
- *I am happy in my role and feel proud to work for the company.*
- *Good place to work with the flexibility and help with things go wrong at home*
- *When first starting it feels like there is a lot of pressure to pick up overtime or say yes to shifts. This does decrease with time spent.*
- *Overall, I feel Amberleigh is a great place to work.*
- *Good experience, some additional benefits/flexibility would further improve*
- *Very positive overall experience to date*
- *it has been very difficult as we have been very short staffed which has so many knock on problems - the company has tried to change this, but this has taken a long time (i understand why, but it has had to continued to have a huge effect).*
- *It has been extremely welcoming from both staff and the boys*
- *Very rewarding.*
- *Amberleigh has been the highlight of my career. It feels like family. Has its rare few downs but mostly ups.*
- *Great organisation, children genuinely put first, clear focus on practice and staff support*
- *Not everyone's voice is heard equally or believed as quickly. If the 'higher ups' decide that they see something of themselves in someone, they can do no wrong, whilst those who don't fit the mould have to justify themselves at every turn.*
- *It's not a bad place to work*
- *Great staff, very helpful and always happy to help.*
- *Good T & C's and working environment*

Would you recommend Amberleigh as a workplace?

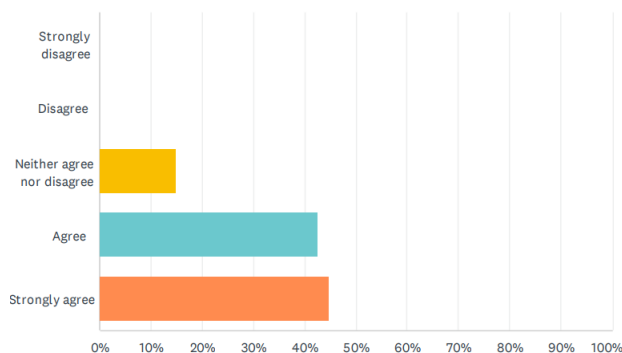
In the survey, you had a 1-10 scale to rate your answer. In the analysis, the software categorizes these into promoters (rating 9-10), passives (rating 7-8) and detractors (rating 6 and under) and then collates these into a weighted result overall – a Net Promoter Score. We have decreased significantly this year - 21 down from a score of 43 last year



81% of responses were graded 7 or above – down slightly on last year’s 87%, but this year, the active detractors has increased – 9 staff responded negatively (this is a 50% increase on last year).

In terms of the current recruitment issues in our sector, this remains positive news overall and of course this data was gathered before the improvements to T+Cs and other positive announcements at the end of 2022.

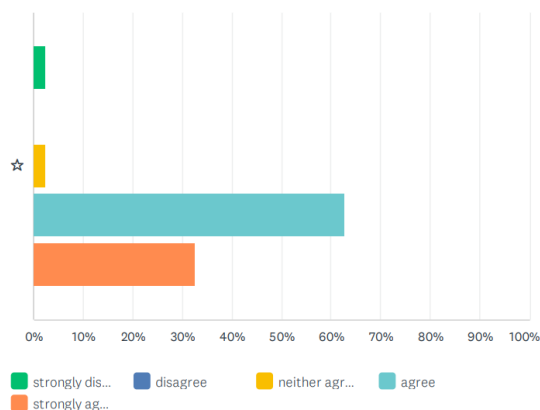
Is This a Good Place to Work?



- a) 86% of staff agree/ strongly agree this is a good place to work (down from last years 95%)
- b) 14% gave neutral replies (up from 5% last year) and there were no disagreements
- c) You can see that these responses seem at odds with the ‘recommendation’ promotor rating in the question above.

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.



Individually 96% of you felt that you were making a difference (up from 94%)

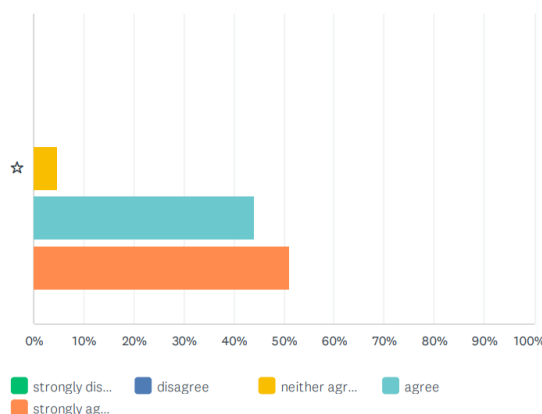
Neutral replies were 2% (down from 4%) and one person strongly disagreed although they may have selected the wrong answer in error as their comment was:

I feel caring and approachable, and the boys know where they stand with me.

I make a difference to the lives of the boys

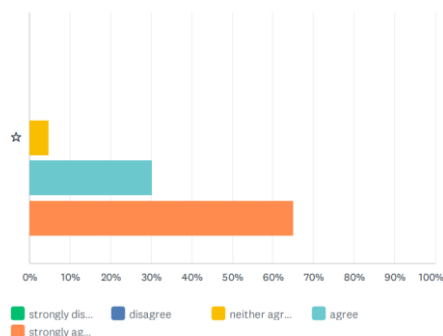
When we look at this in relation to the organisation overall and are we making an impact, 96% agree or agree strongly.

There was no disagreement at all and neutral responses made up the remaining 4%



Amberleigh makes a difference to the lives of the boys

Finally we asked about if you thought we/you were providing expert help and ensuring the boys' needs were being met.



96% agreed or agreed strongly

Again, just 4% (2 responses) responded neutrally.

The results to these last few sections demonstrate that you are confident in the work that we are doing as a service and can see the individual impact and contribution that you make

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

These are all the comments you made in response to this question:

- *Supporting them*
- *Provide them with a Sense of security and belonging.*
- *Promote inclusion and independence*
- *Providing them a safe place to regain themselves.*
- *providing a home/community where they feel they have people who will listen and will respond to their needs.*
- *support their individual needs, support the boys with their emotional and social development. Help them to have better communication skills and support them in understanding, acknowledging and managing their emotions*
- *Listen, and spot when they are struggling and teach staff how to translate negative behaviours shown.*
- *Care for them not only in a clinical/work way but staff actually care about the boys as individuals and their outcomes and futures*
- *Is showing we care and are there for them after their difficult transition into our care and throughout*
- *Care and support*
- *Ensuring they have qualifications when they leave.*
- *Empower them to have a voice and ambitions for future*
- *Drop everything to support a boy when they need it - for as long as it takes.*
- *We provide a place of mutual respect where positive relationships are being formed and all boys are influenced positively.*
- *Giving them multiple opportunities to put forward their thoughts and feelings and taking them into consideration (e.g. community/extended meetings, complaints/bard reviews/LAC's etc).*
- *show them a positive attitude and give life lessons*
- *We give them a voice...and we listen to them.*
- *Give them a sense of belonging.*
- *Show them a caring and encouraging environment*
- *Listen to their needs*
- *Work as a team but also individual needs are just as important*
- *Let them have their say*
- *let them find their own identity*
- *provide a therapeutic and homely environment*
- *Provide stability in an environment where they are cared for, feel valued and people are invested in their futures*

- *Giving to boys an opportunity to know what care really looks like, which in turn helps the boys achieve good outcomes.*
- *Give them nurture, time and space for them to process their thoughts and feelings during their time with us*
- *Giving them a voice!*
- *Provide stability*
- *Listen to the boys and put in lots of hard work to ensure their experiences are best tailored to suit their needs.*
- *Give them a voice and provide love, care and security as well as forming strong relationships*
- *Help provide them with life lessons so that they have the ability to go into independence and be self sustained - also life experiences such as the activities they go on and holidays taken at the home*
- *Ensuring the boys feel heard Building positive relationships Building on positive experiences for all boys*
- *Involve them in the decision making processes*
- *Listen to their thoughts and feelings*
- *i think a lot of the people in senior roles have been there for years and this provides stability and security. We hear the boys - and act up on this*
- *Help them enhance their strengths and encourage their growth*
- *Give them routine in their lives and keep them safe.*
- *Continue to show them love even when sometimes they are very challenging*
- *Promote and empower their voice*
- *Offer them a range of activities they wouldn't have otherwise*
- *Care*
- *Safeguarding, support, care and boundaries*

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

We are always looking to make improvements, and you gave a lot of suggestions on things we could consider. The vast majority of these are already within your gift/power to influence or implement through team discussion or would benefit from further discussion. These have been highlighted in yellow for managers to explore with you.

- *Make life more realistic instead of giving them everything they want*
- *Provide them with better sporting/fitness activities.*
- *Not consequence boys with media so often*
- *Again, being a new member of staff I feel things run smoothly most of the time. Always a good shift planning right at the beginning of the day sets the boys up for the day.*
- *keeping the same boundaries and expectations between departments - swearing, playfighting, communication between adults not just listening to the boys*
- *supporting with hobbies as sometime this can be tricky with staffing ratios*

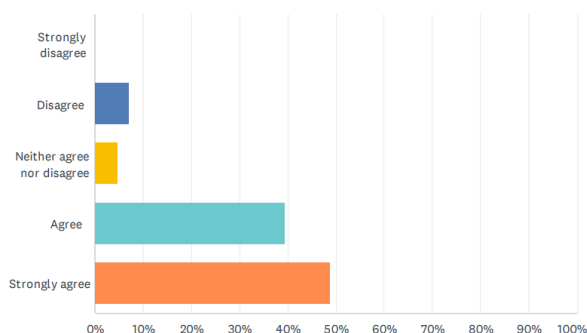
- Plan activities a week at a time rather than only telling the boys that day.
- Golf hall could do with an upgrade to make the common areas more homely and the boys bedrooms and ensuites more comfortable.
- Boundaries to be held more
- Maintaining boundaries
- questioning whether contact is always positive and safe for them.
- Independence skills
- work together more cohesively - to understand on another's role in the community and to know how we can affect change for the boys working as a wider team
- Reflect on certain topics/issues together as a team from all areas.
- Give them more of an insight into what life is like outside of Amberleigh e.g. offer them work experience opportunities so they can experience what it is like once they get a job and start earning.
- push them to get motivated for school more.
- A more consistent approach within the care team.
- Better activities.
- Maybe not shield them from normal social variants as much
- Understand why they don't want certain things
- Help with transitioning on from us
- More 1:1 time
- more 1:1
- nothing
- I have not witnessed a large part of the transition process from moving on from Amberleigh, but I feel this is an area we could improve on. I am aware that there are a number of external factors that impact this.
- I feel we need to get the boys involved in more clubs outside of the home
- Giving boys better life skills in order for them to flourish when they leave us
- Is change the attitude of some care staff. To a point it is irrelevant if they are going to offend again, we don't know if it will happen. But through believing it will, we could end up creating it. We must always look to our own attitudes and practices to help improve the boys' chances of a better future. It is all about never giving up; no matter what!
- Nothing to add
- Offer a wider range of therapeutic support to the young people by upskilling staff to help with interventions and specialist keywork sessions.
- Not swapping and changing link workers - although we cant help people leaving. Far better work gets done when the child has the same person over lots of different people
- Having consistency not only within staffing but how the staffing react with the boys (rules surrounding media and swearing etc.)
- At times 'slowing things down' and not reacting to situations that results in unnecessary consequences that are not always related or even staff thinking deeply about the reason for behaviour and working with that rather than the consequence I think us as a team need to be more aware of our own 'stuff/feelings' before we respond/react to situations. We need to

be thinking and keeping in mind that we are here for the boys as a paramount and doing a lot more 'reflecting' as a whole! :)

- *Staff stability*
- *Additional help with their transition from one area of the house to the other and what is expected for the future*
- *facilities onsite.*
- *Is not shelter them from normal*
- *Nothing*
- *Integrate them more with public clubs and making safe friends outside of the home*
- *Keep focussing on our adult practice and dynamics*
- *Have a little more 'critical rigour' in terms of believing what they say - we're almost encouraging them to be liars with how easily they are believed if they say something. They can ruin our lives in seconds and there's no comeback on them if they're lying, which they're fully aware of. We have to take what they say seriously, but it doesn't seem to be treated seriously if they make stuff up.*
- *Therapy*
- *Make sure they are treated as individuals*

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!



90% (up from 87%) felt that you got good information from the leadership on what is going on in the **COMPANY** overall

2 individuals disagreed

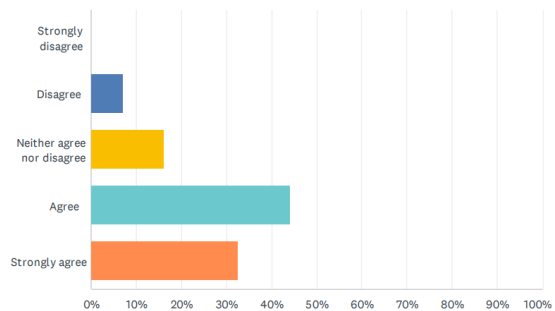
Employee feedback on communication within the company generally

- *I see my line manager on a daily basis.*
- *Communication within our department is excellent*
- *Monthly newsletter is great*
- *Regular meetings and monthly update letter*

- *I feel informed and up to date for the majority of the time*
- *I feel fully informed with what is happening within the company.*
- *Not all shift requests are communicated back via email. If a member of staff that has requested a shift change is off for however long, they have to wait until they get back into Amberleigh before they can check the physical rota.*
- *A lot of information is passed over at the last minute when it has been processed for a few weeks, eg new residents, new staff, and information about training days*
- *Communication is always a priority from directors*
- *I feel well informed of changes within Amberleigh*
- *There is a real commitment to telling people what's happening and involving people in decisions. Staff update is key to this*
- *If I had a pound for every time I've heard 'Anthony said', 'I spoke to Steph yesterday about it' or 'we talked about it in a meeting' and nothing has been passed on, I'd be rich enough to buy the company.*

In relation to information on the wider **CARE, EDUCATION and THERAPEUTIC SECTORS** there was a dip overall on last year: 77% agreeing/agreeing strongly and 16% neutral (vs 87% and 11% respectively last year).

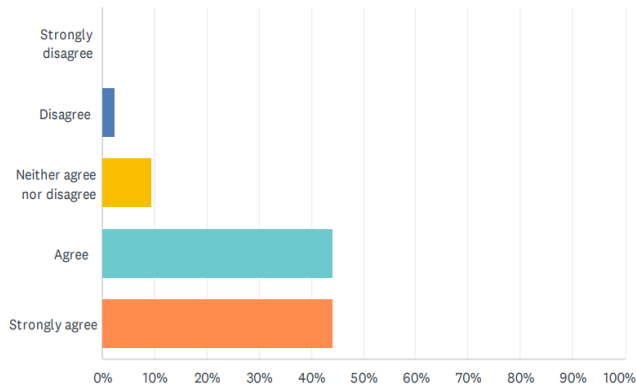
Some neutral scores and 2 people disagreed



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.

Employee comments on communication about our SECTORS

- *Monthly Updates.*
- *This is a regular discussion we have as a team, often emails are received regarding our practise and new research*
- *We receive regular feedback and communication about what is happening within other TCs.*
- *Sector/field of practice? Do you mean within Amberleigh or within the care sector in general? If it is within the care sector in general, then nothing at all unless it is from the Directors.*
- *I have never heard about talk of other houses or talk about the professionals related our residents*
- *There is regular communication about our sector, LAs, government policy, wider issues*



The agreement was similar when thinking about communication in your **TEAM** at 88%.
An increase on the 82% last year

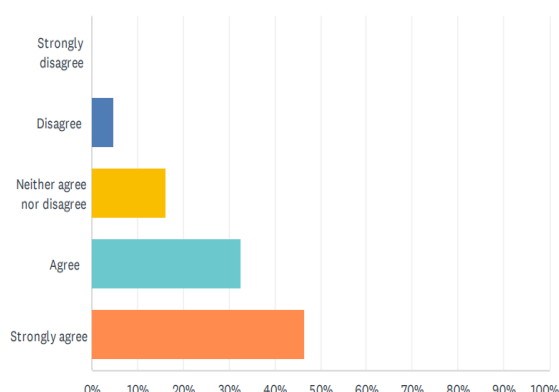
Only 1 person disagreed.

You can see that there are a range of experiences shared in the comments.

Employee comments on communication at TEAM level

- *This is consistent*
- *There is a very clear and open communication between my line manager and myself - and then through to the rest of the staff so we all feel informed.*
- *Excellent lines of communication.*
- *I have regular meetings with my line manager to discuss any Issues.*
- *I have received clear and consistent communication from my line manager*
- *Only on an as and when basis. Handovers, sigs, self harm reports... otherwise we usually get told when they are on shift and you are working with them. A number of us rarely, if ever work solely within our own teams.*
- *They pass on the information if and when they get it, this can often be at the same time as all staff though*
- *i have a lot of communication from most areas, though things with maintenance sometimes arent communicated well - far from all of the time.*
- *Sometimes i hear on the grapevine not knowing if hearsay is true or not*
- *There is very effective 2way sharing of information*

Having Ideas, Making Suggestions and Consultation



79% (down slightly on 83% last year) of respondents agreed or agreed strongly that they could have ideas and make suggestions and give feedback.

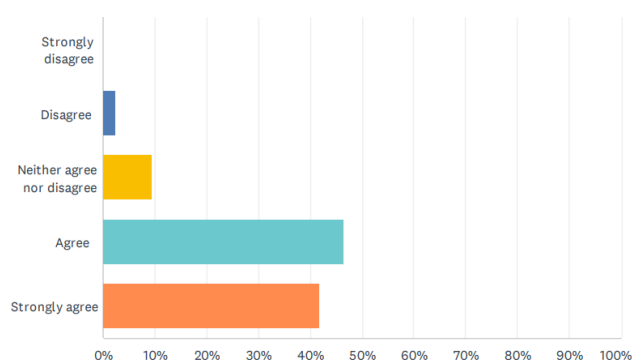
The neutral score was 17% (up from 7% last year), and 2 staff either disagreed. This was down from 6 staff last year.

Overall the comments were very positive and encouraging

Employee comments on being listened to for ideas and feedback:

- *I feel that my input is valued.*
- *Yes! This is really encouraged within the education department*
- *New ideas are not always well met.*
- *I am always consulted, I feel very valued and also feel that I am often given tasks that allow me to stretch myself and then to reflect in a safe way - on the efficacy of my work*
- *I have always been encouraged and supported with any ideas I have.*
- *I feel that my ideas are taken on board.*
- *Ideas positively received and proactively asked for.*
- *Usually only when a supervision is held. Otherwise, it is up to you to generate your own ideas. My ideas are nearly always based on previous performance, for example, Halloween 2022. I am working on ideas to improve for next year.*
- *When thinking of new activities for the boys it feels like it never goes past the conversation and onto paper, when talking about potential adaptation to rules, eg media, it can feel like a very long process that not all staff agree on*
- *Given questions on what my ideas are for me to think clearly what I can do in the future*
- *Far more so than anywhere else I have worked*

Consultation



89% (a big increase on last years 80%) of staff agreed or strongly agreed that they were consulted. Neutral scores remained broadly the same

Just 1 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.

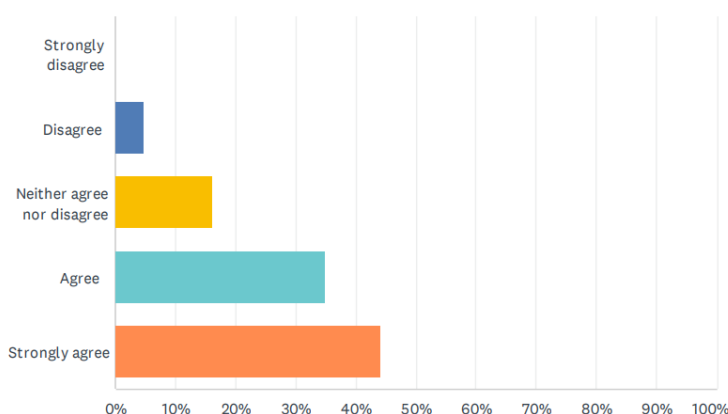
Employee comments on being consulted:

- *This can sometimes be hard as i work nights*
- *Teachers not given sufficient freedom in classroom environment.*
- *Weekly staff meetings.*
- *Usually within a supervision unless it is something that requires more immediate attention. But as a whole... definitely.*
- *I feel like team meetings and developmental supervisions are a good place for this*
- *This survey is an example - but even day to day we have the community meetings*

Raising Concerns...

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

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



Employee comments on being confident in raising concerns:

- *I feel confident that I could approach my line manager with any concerns that I might have.*
- *Definitely, without delay, the door is always open*
- *Response or feedback would reinforce that what I was unhappy about could/would not be changed.*
- *I have found that early discussions are always helpful and welcome - I also feel that most colleagues throughout the community show care for how I feel and will listen*
- *I feel confident that I could speak to my line manager or a member of the senior management team if there was an issue I needed support with.*
- *Absolutely*
- *I believe that if I were to encounter an issue I would be listened to and supported*
- *More so with Management and Directors; although listened to, I feel Team Leaders often feel under pressure, so I learn to approach when things are less busy.*
- *I feel I can talk to my line manager however due to staff protection responsibilities some of this information can be passed on to managers and sometimes this happens without it being*

spoken about and that makes me feel like not all of my information is private. Response: This respondent should raise this with their manager as we have a 'need to know' approach in relation to confidentiality. This applies to staff and boys and we are unsure if this remark relates to an experience that is beyond the scope of the policy.

- *Not sure at this present time*
- *At times people don't want to hear.*
- *There are so many spaces to do this in as well - meeting, dynamics, supervision or just reaching out*

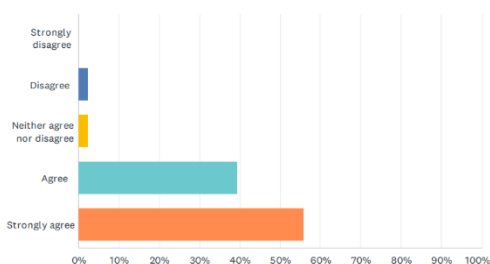
In essence, you are telling us that this is a listening organisation which is what we aspire to be and is consistent with our model of practice...and as we might expect, there can be breakdowns in communication sometimes which cause frustration. Comments in yellow below can be followed up by managers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

- *Communication with my line manager is very good.*
- *Communication is good at Amberleigh*
- *I think the meetings we have weekly allows us to communicate together. The meetings I have been involved in feels a little negative at times. Would be nice to hear positive outcomes towards the staff team*
- *Communication within my department is excellent, I feel confident to approach my line managers regarding issues or worries. At times i feel communication between departments needs to be improved - for example any issues between boys at lunch, appointments, if boys are struggling at the start of the day Also not all information is recorded on handovers - this can be difficult to manage/respond too if brought up between boys the next day*
- *generally there is good communication, and I am aware of updated information*
- *I think communication is good throughout Amberleigh as a whole*
- *Monthly staff updates are helpful and informative.*
- *Overall good communication*
- *I would like to be fully trusted in that I want the very best for the boys. Sometimes, I feel under valued and, no matter what or how much I do, I am always getting something wrong. As if I could do better. My teaching methods may be questioned when I feel I am adapting to the boys. Sometimes this happens in front of the students.*
- *Line manager is very accommodating, supportive and promotes my personal development*
- *I find that information is clear to understand and I trust that if I am supposed to know something - I will be told.*
- *no further comments/feedback.*
- *I think everyone communicates effectively.*
- *There is clear and open communication between senior management and staff. Communication between the house and school is not as good as it should be. we should all be fully informed if something is likely to have an impact on a young persons day in school.*
- *Amberleigh has many meetings and opportunities to discuss any issues or changes that may be happening within the company.*
- *I'm happy with the lines of communication*

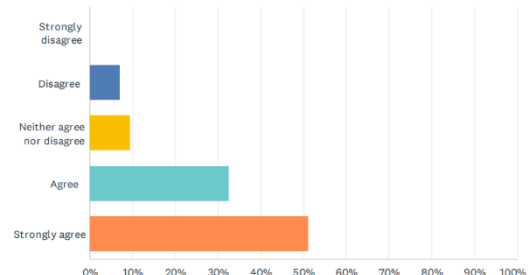
- We have regular meetings to discuss any issues
- I feel the management's at the oaks is very good and best I have experienced in my work experiences
- Overall good communication
- I have regular supervisions and weekly meetings. The management team are always there to answer any questions I may have.
- As a whole I think that communication is clear
- I feel this is a very strong area for Amberleigh
- Feel involved as part of a large team to improve working relationships
- Would be nice to receive responses to email requests with regard to shift changes. Some senior staff are better than others.
- Communication as a company is good, however sometimes valuable pieces of information is not passed down from management to myself or it is assumed I already know it.
- As mentioned previously there is always room from improvement. Although it does get better each year
- Overall I feel like Amberleigh is a god place to work, but needs improvement with interstaff communication and feedback
- Overall, I feel that communication is to a high standard.
- Regular staff updates are useful
- Regular supervision sessions have helped
- communication is generally excellent.
- I like how everything is communicated
- Communication has improved greatly
- I think communication is very good at Amberleigh
- This is very effective and a strength
- I get communicated with once a month in supervision, when I'm told about all my failings. It's not a discussion though, as anything I say is dismissed as 'making excuses'
- My line manager communicates with me really well

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

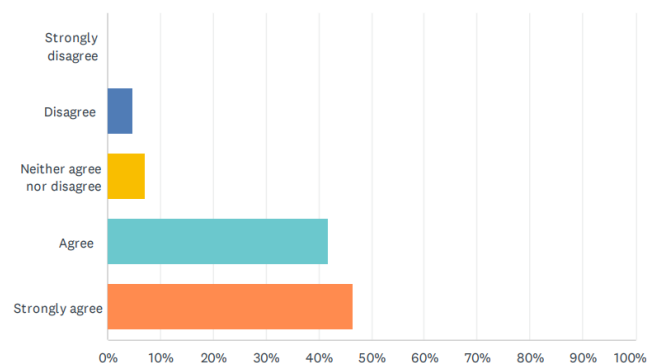
This was a section that showed a strengthening picture overall

- 96% (a big increase up from 87%) agreed or agreed strongly that your manager demonstrates leadership to you and to the boys.
- 84% (up from 74%) felt that the balance between practice and management tasks was good.
8%
- Negative scores were reduced in both questions

We then looked specifically at supervision and clinical supervision:

89% (a good increase from 79% last year) agreed or agreed strongly that Line Management was a helpful space for support and feedback. Neutral responses were increased

2 people disagreed (no one strongly) and so this is a strengthening on last year which is great to see



Supervision is a helpful place for support

Employee comments on their experiences of line management and support:

- *I believe that supervisions are an essential practice within the team.*
- *Good and regular supervisions*
- *I feel I am supported if I was to need anything*
- *Support from line management is consistent*
- *This is regular, informative and protected*
- *I agree supervisions are good but the supervisions are not kept private enough from other seniors or team leaders. As they have been known to look at staff member files who are not on their team.*
- *My supervisor can push themselves to do too much and this effects their wellbeing and all areas of both work and home life recently this has improved and I hope it continues.*
- *Management is often frenetic and rigid.*
- *Feel I am listened to and heard*
- *There feels like an open channel of communication at the moment and this has made working here much more satisfying and a more settled experience*
- *I feel fully supported by my line manager.*
- *Supervisions play a vital role within the care teams.*
- *I am happy with the support I get*
- *It's good to have supervision it helps with the negative and positive side of work*

- **Supervision missed**

- *I can speak to my line manager at any time, there is a lot of support.*
- *I have a huge amount of respect and admiration for Richard. He is passionate about ensuring the boys at Amberleigh are supported and given the best educational experience. Richard is a leader who understands people, how to lead, motivate and manage fairly. He strikes the perfect balance between leading and managing. I have felt completely supported by Richard since starting my role, I have been given the freedom to work independently, make changes and drive improvements.*
- *I feel my supervision is supportive and this is an area I have identified for the Oaks to focus on over the next 6 months as part of my Reg 45 report*
- *Supervisions give me feedback on what has gone well as what has not gone well and gives feedback to enhance work practices*
- *I feel I have excellent support from my manager.*
- *Good management overall*
- *Very positive*
- *I have regular often daily communication with my line manager which is very supportive.*
- *Being relatively new, there are still aspects of the job I have yet to experience*
- *I feel listened to and supported*
- *I am happy with the communication I share with management. I feel that I am truly valued and listened to*
- ***This is variable across the organisation but is identified as such and there has been ongoing training this year to develop supervision practice - this needs to continue***
- ***Always criticising rather than praising***
- *Supervision is a good use of time, alongside regular communication*

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.

- 80% of respondents were positive about this support.
- 11 staff reported a need to access clinical supervision over the last year and of those 9 found it valuable.
- 3 staff responded that they didn't recognise the value in this support mechanism being available and we wonder if they understand its purpose (as it's an uncommon support mechanism)

There were just two comments relating to clinical supervision:

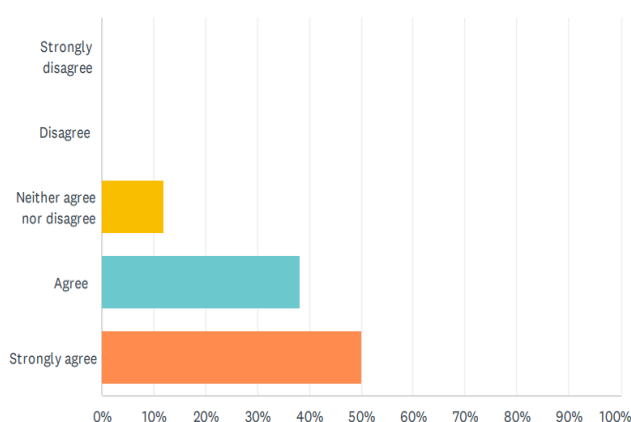
- *Clinical supervision should be given to all staff as standard on a regular basis, not something you have to beg for*
- *Response: A similar point was raised in last year's survey. Clinical supervision is something there as an optional support when people need it as we are all individuals, it is not intended (nor should it be) a 'standard' provision. General responses to the work and support needs are discussed in line management supervision. There should be no 'begging' for clinical*

supervision, and we were concerned to see this language expressed, **it is available to all staff on request** and responded to promptly where this is appropriate or signposting to other settings if clinical supervision is not the right space.

- *Clinical supervision has benefited my role and helped me remain at the oaks and understand things more*

Training, Progression, Development and CPD

Overall, this is a strengthening area, and we are pleased to see this as a lot of work has gone into individual development, progression, acting roles and broadening peoples experiences this year.



89% (up from 87% last year) of staff felt there was a good structure to progression.

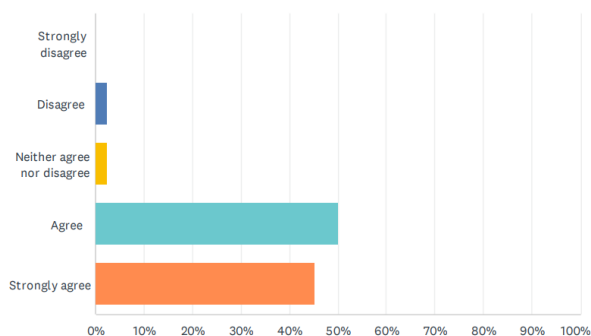
There were no negative ratings this year which is great to see and useful to see the general comments below

There is a clear structure to progression

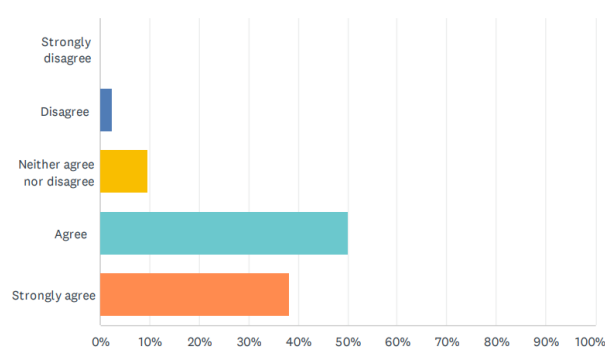
Employee comments on progression and development opportunities:

- *CPD is excellent within the company, always strives for us to allow to progress and deliver the best practise to our boys*
- *Covid has effected the training received in the start of my role but this is slowly getting back on track and face to face training is being increased*
- *I feel very well supported and I am aware of how much money is invested in improving my skill*
- *I am actively encouraged to complete any training relevant to my role.*
- *I agree that there are training opportunities for me to explore and to help in my current role. I do struggle to see career progression in the role I currently undertake.*
- *Doesn't need explaining, just that we have the Social Care Wales Induction in our first 6 months and then the QCF after that. Plus the online modules.*
- *Its there, but there is a big gap between who many people are qualified and how many people arent*
- *information about in house training- the training hub, and being put through qualification*
- *there are opportunities within the company - we need to be careful we don't promote people into positions they won't succeed in*
- *So many options to develop- experience, projects, training, events, visits*

- *There are chances to act up, when it suits the company, but at the same time training only happens when it suits as well.*



I have good access to training and support



I am developing knowledge and skills in my work

96% (a good increase up from 87%) of staff agree or agree strongly that you have good access to a range of training, development and CPD opportunities. There was only 1 negative rating

88% (up from 82% 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 reduced and again just 1 negative score

Employee feedback on Training:

- *All training that I have undertaken are mandatory and online.*
- *Training is always ongoing and I am constantly learning new things*
- *Training has allowed me to feel safe in asking new things if I'm unsure of.*
- *Training at Amberleigh has always been excellent. My CPD opportunities have enabled my to develop professionally and deliver the best up to date practise to our boys*
- *Training is always well presented and informative*
- *I believe the first week induction and the training hub courses need a rethink. I don't believe they really teach much. Especially if someone who have never worked in care was to start at Amberleigh*
- *Training is now starting to become more common face to face as we come out of C19. This is improving the learning experience for myself*
- *I am teaching subjects that are new to me. At every point, I have done courses and team meetings to improve my knowledge and to learn how to teach these subjects. The training as regards working in a therapeutic school has been exceptionally valuable and rewarding.*
- *Great training opportunities*
- *I am very grateful that I have had a large amount of CPD support this year.*
- *There is a good range of both online and face to face training.*
- *I'm sure that if I requested any additional training outside of mandatory training it would be granted if we had the time to do it.*

- *I am new so I am still developing into my role*
- *A lot of training on certain things but could do with more or other things*
- *Plenty of written training, more on the job learning by being around experienced staff at start*
- *There is plenty of time to complete training courses, I also have the chance to pick my own relevant training coursed on line.*
- *It is a positive that training is led by you as an individual, there are mandatory courses to complete but there are opportunities to attend courses specific to your role.*
- *Again. i feel this is a strong area for Amberleigh, though i don't always feel people appreciate the training provided.*
- *I have taken part I various training courses both on and off site as well as training via teams. This has refreshed my knowledge and given fresh ideas to put into my practice*
- *Although I believe in study and training to help further my positive work practices, I do find it difficult to undertake official training. Maybe it is because I do so much of this through sourcing and studying in my own time. That being said, the opportunities to learn are 100% positive.*
- *Amberleigh have enabled me to complete further specialist training which I would have been unable to attend without their support. This is an invaluable experience I am grateful for.*
- *Always lots of training which gives lots of different ideas and chance for feedback*
- *Good and engaging, easily applicable to the daily function of the house*
- *I am currently studying to become a group work practitioner with the IGA. This course is extremely relevant to my role in all areas of working with the staff, boys and developing myself. During the last year I have experienced working with lots of external professionals through conferences, research projects, TCAP, C of C, TCTC, NOTA, peer review process, external therapy working group.*
- *Training opportunities available*
- *Not quite sure on this section!*
- *the face to face training is generally very good, the online training is a tick box exercise*
- *Lots of opportunities to develop within the company*
- *Passing my QCF level 4 is my biggest educational achievement. I am able to use my new found knowledge to educate others within work and outside of work. It has truly changed my life*
- *It's been very broad- from maintaining mandatory with online, through core skills trained by experts onto external visits and events*
- *I don't feel that my development has been taken seriously for the last 2 years and others who have been with the company for a similar time have progressed further than me. I don't see how I can progress at this point.*
- *A wide variety of training is available via The Training Hub and face to face*

Employee suggestions about Training and Development:

We asked you for your ideas and suggestions on how training and development could be strengthened even further... Note: some of these training areas are already planned for the 2023 Training Calendar which is being issued imminently.

Some suggestions require further exploration in teams as they may be specific to particular children or sub-teams, or they could be addressed through practitioner workshops in staff meetings.

- *I think we need expand on meds training as not all members of staff are confident in this.*
- *Practical first aid training*
- *I have really enjoyed the training regarding the paper work. Feel it have given me more confidence to allow me to this correctly.*
- *Looking more at specific effects of trauma, for example Pathological Demand Avoidance*
- *attachment styles for newer staff Autism training for those who have not had the opportunity to complete this*
- *Positive behaviour support Effective communication - for both staff to staff and staff to boys communication.*
- *Line management training for team leaders*
- *I am interested in training more in storytelling and nurture*
- *Nurture*
- *Makaton training - even though this isn't something specific for the boys we look after, I think it is a great skill to learn in general.*
- *special educational need support*
- *ASD training is needed. There are still staff who do not understand the needs of some young people. In order for those young people to make the same progress as their peers, we need to be sensitive to individual needs.*
- *I do not feel we should explore any more training as Amberleigh provides so much.*
- *Self-harm Paper work Computer skills Understanding learning difficulties*
- *External autism training Qcf for all staff level 3 & 5*
- *Autism training would be beneficial.*
- *Unsure, however I think if delegates from Education and the House attended more courses together it would help build relationships, trust and give a greater understanding of the challenges each area face and how each area helps, or hinders each other*
- *I feel there has been some really positive moves with training for new staff as well as developmental seniors, i feel this would be good to make this part of practice across both sites.*
- *More visits to other TC's*
- *<https://jonnymatthew.com/what-i-do/training/> Jonny Matthew has worked with troubled children and teenagers for over 30 years.*
- *Self Harm.*
- *more staff on peer reviews - this is such a good learning experience*

- *Getting more staff qualified quicker - appears a much longer process than when i did my level 3 and 5*
- *Living Learning experiences for all staff More reflection on staff's own feelings and behaviours*
- *Taking control*
- *self harm. behaviour management in certain areas*
- *Special needs awareness Effectiveness of key worker sessions linked to therapy especially where boys aren't receiving 1:1 therapy.*
- *I'd like to see more education on gangs and knife crime as it is becoming more common and a huge fascination to many boys. It's an area which makes me afraid for their future*
- *More TC training - there's been a lot of new staff ... they need to see other TCs and other childrens homes*
- *Self harm. It's not just about cutting, but that seems to be all we focus on.*
- *Therapeutic skills*
- *Report writing*

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 2023, or to capture any other comments that didn't 'fit' easily in the earlier section in this report. Some of these have been incorporated into our overall Service Development plan which we will issue in the coming days.

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

You provided a really broad list of strengths and things you have seen improve across the last year...

- *I have seen that there been more investment into the facilities.*
- *Support for the boys*
- *How well a team can pull together if things have not gone to plan.*
- *team development, staff retention, grounds have expanded and developed. Interior has been developed*
- *The grounds around Golfa have improved.*
- *We have managed infection outbreaks and pulled together as a team to ensure that the care provided has not faltered towards the boys. Lots of new staff bringing new and different strengths to the team which has overall been positive.*
- *I think providing the range of activities we do is a huge strength*
- *Caring for the boys*
- *Individual care of each and every boy. Keywork sessions. Relationships between care team and education.*
- *The physical developments outside*
- *A settled school team has made a vast difference to progress and attainment*
- *In my team I see the ongoing growth of support within our team.*
- *More improvements to the home - it looks amazing - more homely.*

- *not been here long enough*
- *There is a strong school team led by a headteacher who has a clear vision for the future of the school. It is not just a vision, but is actually being developed.*
- *Your strengths are training me and the care you give to the boys*
- *I don't think I have been here long enough to answer this question*
- *Good team effort*
- *We have opened another house, there has been extensive recruitment and more boys have joined the community.*
- *greater facilities for the boys*
- *Clear passion for doing what is right for the boys.*
- *I my time at Amberleigh i feel the organisation has developed in every way and all for the better.*
- *Staff feeling more valued Enhanced training to develop practice Retention of staff Staff given chance to become seniors*
- *Our strength is that we have such a facility to offer the boys. If we look at Amberleigh correctly, the boys are our strength.*
- *school attendance is much better and boys commitment to their learning keyworkers completing their keywork sessions with more detail and consideration to the intervention planning*
- *Giving the boys a voice and control Building relationships and giving them experiences*
- *developing the outside area for more enrichment for the residents*
- *Our strengths are that everyone has a voice and is part of how Amberleigh runs. We have become even more recognised in the wider community for our specialist work*
- *Work on facilities for boys*
- *Flexibility*
- *we have started to gain traction with recruitment.*
- *Developing the internal and external environment. Improved choice in educational subjects- more vocational. Improved communication. Feeling appreciated through bonuses, increased pay and nights out. More experienced staff.*
- *People working closely as a team. More positive outcomes, great management motivation*
- *Commitment to the children during a busy year, Leadership of the service Well planned moves of boys for us to grow Commitment to practice*
- *Lots of improvements in both homes, standards are really high.*

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.**

- *There needs to be more visibility from the Therapy at the Oaks.*
- *I feel that the education team could be more supportive towards the boys if there struggling rather than pass it back into the care staff team*
- *development of the home, Development within training. Weakness: employing more staff as seems to be a lack of interest*
- *Lots of qcf and movement to developmental seniors.*
- *Lots of development both internal with CPD and external with QCF peer review etc.*
Weaknesses may include the lack of communication between everyone when but comes to QCF observations and workload. If staff could be supernumerary for these it would be beneficial to the process as the observations take quite some time and they can disrupt the daily plan if the fact they will be taking place has not been communicated or they take longer than allocated.
- *Progression Training (QCF) is a really good way to help all staff develop*
- *Career progression*
- *I continue to question whether overnight contact is always beneficial to our boys who have this opportunity.*
- *Line management accountability*
- *There are gaps in hand-over information that can affect how boys are behaving - and how staff can adequately help them.*
- *The communication and relationship between care and education.*
- *I think the on call system can be a bit of a difficulty.*
- *I feel that some members of the care team are trying to be "mates" with the boys and are not holding consistent boundaries. This creates a feeling of disorganized chaos which is not healthy for anybody.*
- *Clear boundaries for the boys taken up by everyone*
- *There are opportunities for development for those that want to go further.*
- *Recruitment is a challenge Transition for the boys moving on Retention of staff*
- *i feel the organisation highlights its areas of development and makes efforts to improve upon these.*
- *Preparing boys when their placement is finishing. All too often boys leave without the basis life skills for everyday life*
- *The biggest weakness I see is that we do not all sing from the same hymn sheet. Not all staff are on board with a nurturing approach to the boys. Some staff truly do care about the boys, in such a lovely, caring way, others, hate the thought of giving settling time and see it as a way for the boys to control our time and have their own way. The boys are an eruption of emotion and hormones; look what they've been through! We need to be giving not criticising.*
- *Topics for development are often discussed with management but then take a long time to get the ball rolling, this can have a negative impact on the boys if we are waiting for things to change to support their needs. (E.g. need for specialist intervention worker is essential)*
- *Due to the long process of completing QCF 3 and some people has left before finishing we now have a big gap where we need more qualified and experienced staff*

- *In the future being put through qualification courses*
- *Staff are able to be involved in more external events (this has been difficult due to staffing) - there is lots of opportunity out there now and it would be great for 2023 to encourage staff to see more of the external professional world.*
- *Facilities for staff*
- *Remembering all policies*
- *there have been developments with nant Golfa which has been great - this will be ongoing. i think the management training with Gordon has been a real eye opener - which hopefully will lead to more understanding and change for the positive. staff completing huge hours - which has many knock on effects - not all bad. using agency staff - we have been forced to do this - but the calibre of these has been dire.*
- *Staff retention.*
- *Additional training available.*
- *Recruiting is obviously tough but also an opportunity to focus on the skills and style of dynamic we want to create*
- *The organisation doesn't understand what self harm really is and don't seem to want to listen to those who have insight into it. Team leaders/shift coordinators aren't appreciated by the company and their hard work isn't recognised. It's no wonder you're struggling to find people to do the job at Golfa.*
- *Therapy time is very minimal*
- *Interview training*

Your final and other comments...

We gave a very open section at the end of the survey for any final thoughts, comments or reflections...

- *Since starting I have felt comfortable to ask for more support if I need it, it can be a lot to get your head around. Having no experience working with sexualised behaviour children before I feel reassured by my Team leader, management all the time.*
- *As a whole i feel happy and supported at Amberleigh the management at all levels are approachable and willing to listen and always try to give the best care for the boys*
- *I am truly proud and honoured to work for the organisation. It is the best job I have ever had.*
- *I feel that progress is always a priority*
- *It's a good organisation from top to the bottom and in all areas Thank you for everything including the pay changes etc to help with cost of living and the sector we are in it's much appreciated*
- *Feels like a big family, supportive to each other through good and bad times, enjoy coming to work each day*
- *I feel we are developing all the time and changing for the best!*
- *overall it is a good organisation - the issues within can mostly be solved*
- *Overall a great place to work and proud of what we do.*
- *A great supportive organisation which I am happy to be a part of*

- *A specialist service that really does the work, focussed on practice, supportive of staff, promoting the boys interests always*
- *Our intentions are good, but we've lost our way a bit this year. We need time to build our strength not the number of boys.*
- *A great place to work, with great objectives and outcomes for the boys*

What happens next?

Firstly, you need some time to digest and absorb the detail.... And here are a few prompting questions to assist in reflection:

- 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

If anyone has any particular or specific questions that we can answer, then please raise these with us. As always, you see Directors round and about the place and you can also email us directly - we always remain open to hearing your views and experiences.

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 2023 business plan

Thank you.



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