

Employee Survey Results 2023

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 72% of employees (up slightly on last year's 68%).** 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 take these forwards. **Some items include an organisational comment or response in green.**

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 both as an employer and as a service to work within
- You have a lot of training and support and via a variety of methods.
- 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)

- Consistency of boundaries within and between teams – this was especially vocalised at Golfa
- Some training subject suggestions (thank you)
- Better support for independence and especially transitions (we have had some tricky ones this year)
- More focus on diet and healthy lifestyles/ monitor screen time

As with every year, the feedback can be broad with often competing or contradictory views and experiences. Sometimes this is about a point in time and how an individual is feeling, sometimes its linked to wider issues that others feel but only one or two 'voice'. 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 if staff wish to seek this out. We also had a couple of

respondents who gave negative scores to some questions, but then their responses elsewhere or in text were somewhat contradictory. It seems very likely that in haste, incorrect responses were given to some questions where the choices were represented in a different order (we have noted that for the design next time!). We haven't adjusted the scoring to account for this – what you see is what was responded, but we flag this potential error which impacts on some of the answers. We will flag this in the report at relevant points.

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 50% of all responses came from care which is to be expected as this department has the greatest headcount in our organisation, central roles had the highest return rate (90%), followed by therapy and then Golfa care.
- All departments, sites and teams are represented.
- Approx. 60% of education staff responded, more from Golfa than Oaks school.
- We can also see that just over 35 % of staff have more than 3 years' service (down slightly from last year). Those with 1-3 years' service has decreased from 33% to just under 20% but there has been a big increase in those joining – almost 50% of staff joining us this year. The figures are somewhat skewed by changes in specific teams (e.g. Oaks education, which saw large turnover at the start of the year)
- This reflects the changing recruitment landscape – broadly our stability and retention has improved across 2023, it is more challenging at Golfa (care), 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 2024.

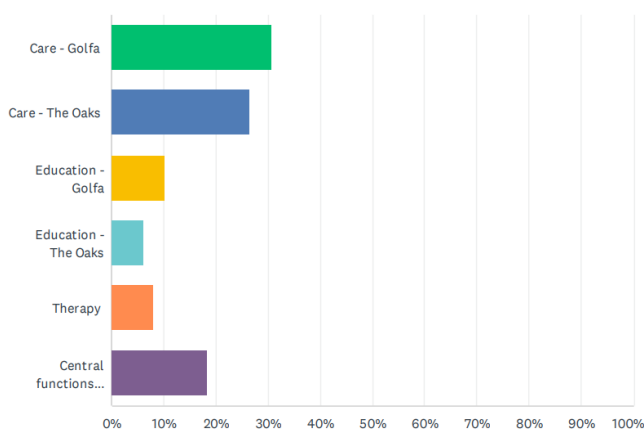


Figure 1 What department do you work in?

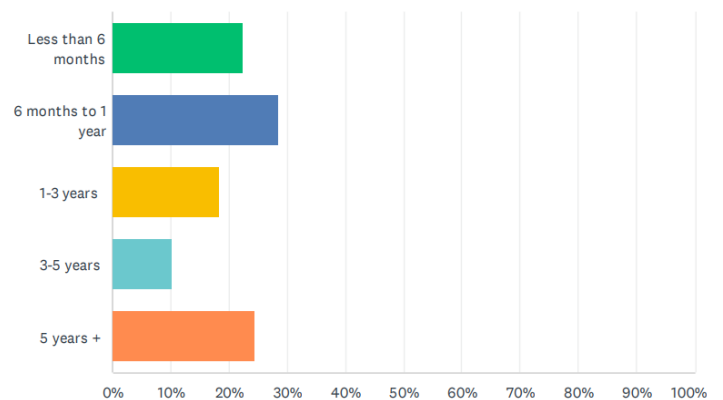


Figure 2 How long have you worked here?

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.

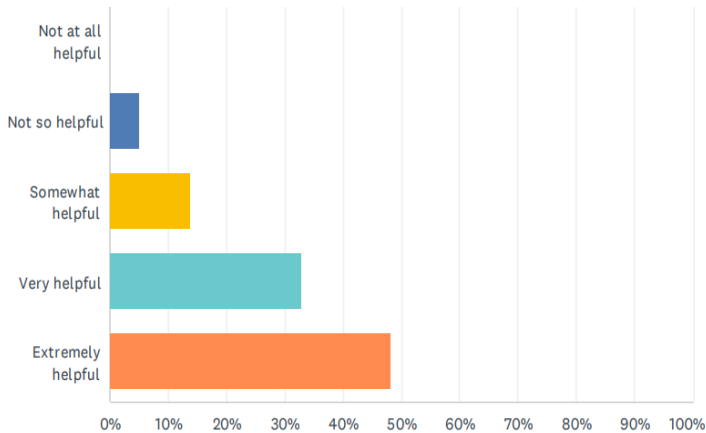
Issues of Discrimination

- As last year, over 90% of staff (92% this year) stated explicitly that they have seen no discrimination in the organisation. Overall, you report a safe place to work, and confidence that if you do speak out you are listened to.
- 2 people noted racial discrimination. One comment here related to silly behaviour by the boys around the German origins of a member of staff and that this was proactively dealt with at the time.
- 2 people noted gender discrimination. One person shared “Low level sexism persists. You do hear things “like a girl” is often used as an insult by staff and, therefore by boys. Other comments centre around moodiness = being on your period” Organisationally this is disappointing to hear, and we want to be explicit that this should and must be challenged when it is observed. Whilst the person sees this as ‘low level’ and we understand their positioning, it is a slippery slope if any form of discriminatory language pervades – especially in the context of our boys and their already skewed gender perceptions. Can all staff please redouble their efforts on this issue.
- 1 person noted sexual orientation discrimination. It was this one colleague who also reported racial and gender discrimination, but they did not elaborate on the detail or any action taken.
- In the free comments another colleague reported “I have witnessed bullying of the boys by staff. This has been reported.” It is concerning that a colleague saw behaviour that they experienced this way, but positive that they felt able to report it. This is why we must continue to use handovers, team meetings, dynamics and other support to help each other manage the (natural) strong feelings that this work can engender.

Flexibility

Overall it has been a busy year but more settled than 2022. There continue to be recruitment pressures (felt moreso at Golfa care) but again, more settled than last year. We have seen some long term sicknesses/ wider family complexities, investigations etc and as always, you won’t be aware due to confidentiality, of some of the support that individual staff have received.

In general the experiences of flexibility by the workforce has increased from last year:

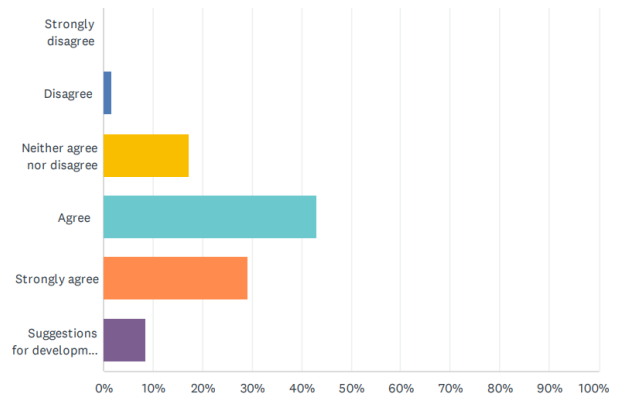


- 82% of staff feel that we are very or extremely flexible (up on 73% last year)
- 13% feel that we have been somewhat helpful (decrease on last years 19%)
- 3 staff felt flexibility was not so helpful (This was 2 people last year).

Salary, Terms and Conditions

This has been an area that has seen a real improvement in experiences, and the survey was issued BEFORE we have made further pay award announcements. Over the last few years, we have made several increases to salary scales and made other bonuses and financial gestures to staff.

You have told us that 82% feel the terms and conditions are favourable (hugely increased from 66% last year), a further 17% are neutral (up slightly from 14% last year)



Our terms and conditions are favourable

Only 1 colleague scored ‘disagree’ – last year this was a small but vocal minority of 6% with some ‘strongly disagreeing’.

Employee Comments:

We only had 5 comments in the section about suggestions as so all are listed here with a [response](#).

- *It would be better if pay was kept in line with the living wage amount. We are unsure what is meant by this remark, our pay scales have been ahead of the living wage amount for some time now, even before the most recent pay increases. We are happy to follow up with this individual if they want to come forwards..*
- *I do feel there is room for scope in terms of benefits such as holiday, sickness and pension benefits to be improved. i.e. there is little difference (2days) between a manger with 10 years service and care staff with 10 years service when if both started at the same time there is 5 days difference.*

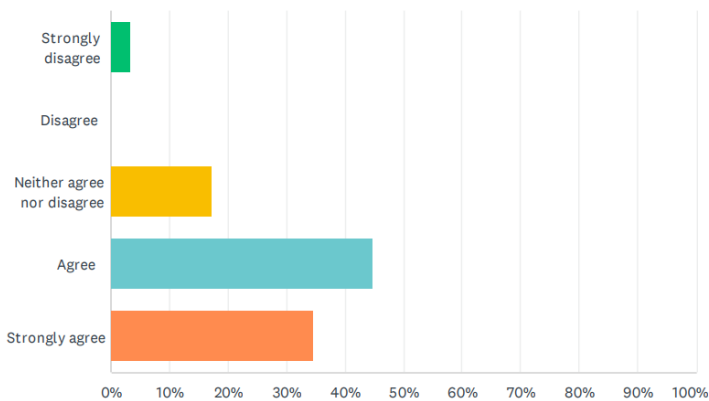
There will be an opportunity to be consulted on wider conditions in the new year. We do note a collapsing of two points here – differentiation by role and differentiation by length of service.

- *More information on pay increases after successful appraisals would be helpful as i have had 2 but still remain on band 1.*

This person gave their name and I have asked for this to be followed up. In general, the probationary review is a confirmation in post without salary increase. The annual appraisal is an opportunity for progression and review. This matter has been individually clarified.

- *I am unsure of the terms and conditions of similar roles. We would always encourage staff to have a wider awareness of where our organisation ‘sits’ in terms of practice, quality and staff engagement.*
- *The only area which I find is not great is the maternity pay offered at Amberleigh is statutory which is such a low amount. Many other companies (private & local authority) offer an enhanced company maternity scheme. I am not sure why Amberleigh do not consider this to support the hard work of staff whilst on maternity and to ensure staff return post mat leave. There will be an opportunity to consult with staff on a range of conditions early in the New Year. Our experience over the years is that most staff have returned from Mat Leave, sometimes with reduced contracts at their request to fit in with new family priorities. That said we appreciate that choosing to start a family is a significant decision with a range of consequences, not only financial. We will be happy to explore the views of staff more widely on this matter.*

Working Patterns



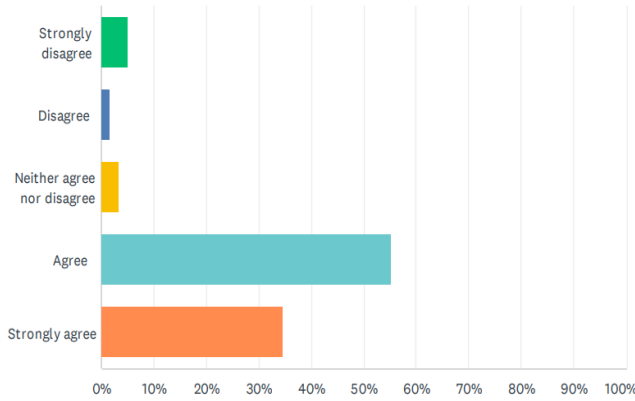
80% (up on 70% last year) feel that working patterns are helpful. Those that strongly agree has also increased.

17% gave a neutral score, down on last year.

Only 2 people disagreed but with no additional commentary. They both ‘strongly disagreed’ as opposed to 1 person who disagreed 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 and great to see a strengthening on last year.

Resources to do the job...



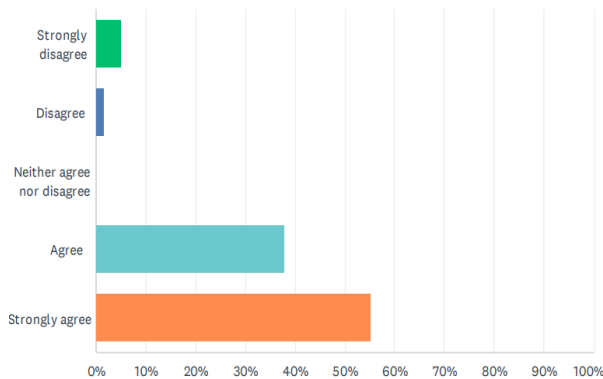
90% of respondents felt that they had the resources to do their job (up from 82% last year)

2 people responded neutrally.

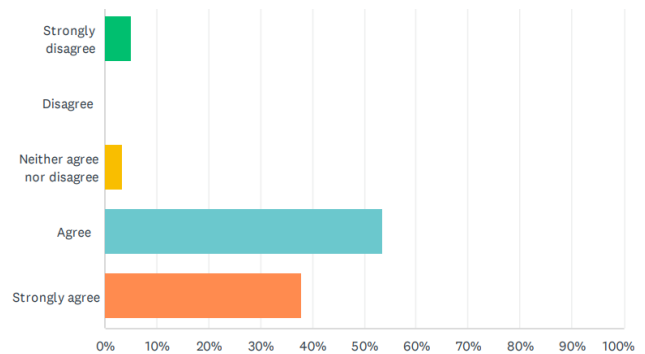
4 people responded to disagree/strongly disagree.

There were no specific comments to the question but in the general feedback, staff shortages at Golfa care were cited.

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 but a higher % strongly agreeing this year) with only 3 people answering negatively. Then 92% (up from 87% last year) of staff feeling a sense of accomplishment - just 3 staff again giving negative scores overall. (NOTE: these are two of the questions where we think possibly 2 respondents ticked the wrong box)

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.

- I enjoy my job at Amberleigh, though it is disheartening to hear staff talk about their colleagues in a negative way.

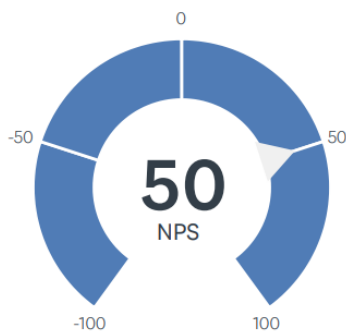
- *In general I enjoy my work at Amberleigh*
- *Best company i have worked for.*
- *it's not a normal job, sometimes you are not sure if you are doing the right things.*
- *lots of support from colleagues and management*
- *I feel supported and happy within my role at Amberleigh*
- *Amberleigh are an excellent company to work for*
- *I'm still new so my opinion about Amberleigh is still forming.*
- *I had never worked in the therapeutic and care sector previously but I am enjoying being part of a community*
- *I love working for the company and feel it has made a huge difference in my professional development but also me personally.*
- *Amberleigh helped me develop both personally and professionally. I have had an incredible amount of support along the way.*
- *Helpful and understanding*
- *I really enjoy my work*
- *Very well resourced and managed enterprise*
- *The company is extremely supportive and generous. They provide excellent training and opportunity to develop career with additional qualifications.*
- *Comparatively speaking we have an exceptional working environment. I feel supported and enjoy the work I have, as I can find meaning and serve others.*
- *Staff pull together well when challenged*
- *It's a brand new experience but its been such a pleasure to learn and work with people who are so dedicated to the same goal as I am - helping people*
- *I have significant experience base that I have offered to the company which I do not feel has been taken advantage of. For clarity, I am not seeking advancement or for personal gain, my circumstances do not demand this.*
- *Amberleigh gave me the opportunity to thrive in my career, I am equipped with resources and ongoing CPD opportunities. I am supported by my colleagues and management team to try out new strategies and opportunities for myself and for the young people*
- *I love working at Amberleigh. I love the people here, the hours (although the late is my favourite shift ever) and we're basically a family.*
- *I have enjoyed my time so far working at Amberleigh*
- *Very rewarding strongly agree*
- *I don't feel as though there is enough support for new starters. you have to ask questions to be supported with things that you don't know. But if you don't know them in the first place... how can you ask the right questions?*
- *I have found the management in my department fully supportive of training and qualifications I would like to work towards to further my practice. Also very understanding when needed in regards to personal circumstances.*
- *Its a very supportive team atmosphere, everyone supports each other*
- *Overall a positive place to work.*

- *I am quite new but so far I am enjoying the role. However there is a lot of assumed knowledge from some staff and it can be daunting to ask questions to these people. The company itself seems to really care and invest in the boys and the staff which is lovely*
- *More flexibility in working patterns & locations would be useful*
- *Within the school setting in particular, staff are really supportive of one another*
- *I have found it a generally positive and fun working environment. I have found option for progression helpful.*
- *I enjoyed working at Amberleigh to date, and there is a better work life balance than in my previous job*
- *Amberleigh is a great place to work, the people are respectful, kind, caring an aim to help you accomplish your goals and encourage further development*
- *Amberleigh feels in an extremely strong place currently overall. Over my years working for Amberleigh it is led by 'the best' now (Directors)*
- *I am enjoying working at Amberleigh.*
- *The education team are very supportive*
- *I am still in my probation period and feel very supported and happy in my job*
- *Happy within the work environment*
- *I enjoy my work and there is always encouragement to develop my skills*
- *I feel the company is evolving every year, achieving more, and growing as a whole*
- *Lovely environment to work in, great morale across the teams and working relationships are stronger than ever*
- *Feel appreciated by directors with praise, presents, bonuses and pay rises*
- *Since the day I joined Amberleigh I have thoroughly enjoyed it, great training, great leadership and great environment to work in.*
- *Amberleigh is a great employer in my opinion, I have felt very supported during my time here.*
- *The amount of training and support from my team leader and Steph has benefited me and made me more confident in my job role. The supervisions are extremely helpful. The boys are lovely kids and i enjoy working here*
- *When under staff there is not a good home/work balance. With the job you feel you have to pick up*
- *Would like progression in my role.*
- *I enjoy coming to work and every day is different*
- *it is a good place to work, but it is a very difficult job*
- *Highly reputable service based on strong values.*
- *In the time I have been with the company I have felt equally supported and utilised in the best ways. I am looking forward to expanding my roles and responsibility.*
- *Overall a positive place to work*
- *It is a good company and I enjoy working here*
- *It's been great, I've felt valued the only reason I put an 8 is because the nature of the home isn't for everyone*
- *Over all a good place to work.*

- *I enjoy my job*
- *I feel Amberleigh Care is a great place to work. Hard work and commitment are recognised and appreciated*

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 from last year.

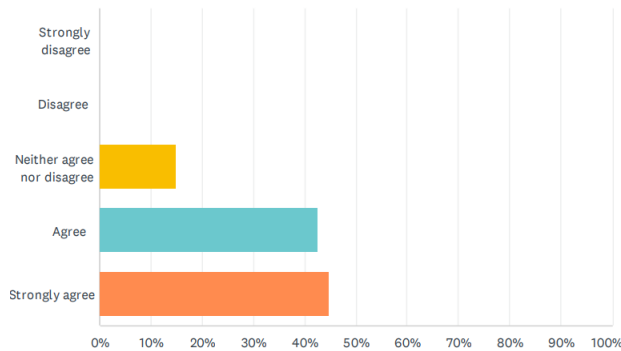


93% of responses were graded 7 or above – down slightly on last year’s 82%, but this year, the active detractors (scoring 6 or less) decreased to just 4 (it was 9 last year)

This is a very significant endorsement that you rate Amberleigh as a place to work. We have strengthened in both directions.

57% of respondents this year scored us 9 or 10.

Is This a Good Place to Work?



- a) 97% of staff agree/ strongly agree this is a good place to work (up from last years 87%)
- b) 3% gave neutral replies (down from 14% last year)
- c) Strongly agree % increased and there were no disagreements.
- d) These are an excellent set of results to see.

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.

4.2 
average rating



Individually 93% of you felt that you were making a difference (down slightly from 96% last year) – 30% agreed strongly, 63% agreed.

Neutral replies from 4 individuals and no disagreement. Here is a selection of the additional feedback:

I make a difference to the lives of the boys

- *I feel that most of the boys know that I care about their happiness and well-being.*
- *I support the boys in regulating their emotions and form positive relationships.*
- *I feel as though the house is very risk averse, not actually pushing or allowing the boys to do what they enjoy. I understand they all have personal risk's that need to be accounted for, but when you suggest an activity, the shift leaders often respond with a blank no they cant do that. Very unwilling to take positive risk.*
- *I am teaching the boys independent living skills which they can use when they leave Amberleigh*
- *I do try my hardest to help every boy be themselves and not be afraid to have a voice. On the other hand I have a job to do and I become the hated staff member in the house when I have to hold boundaries. We note the strong use of language by this individual. Boundaries and consistency are clearly a theme for team follow up, especially Golfa community.*
- *I do not work directly with the boys but feel I make a positive difference to their lives by the culture we create.*
- *strongly agree - we see the direct impact on the boys in their change in attitude and behaviours.*
-

When we look at this in relation to the organisation overall and are we making and impact, 95% agree or agree strongly. ((6% last year)

There was no disagreement at all and neutral responses made up the remaining 5%

4.5 
average rating



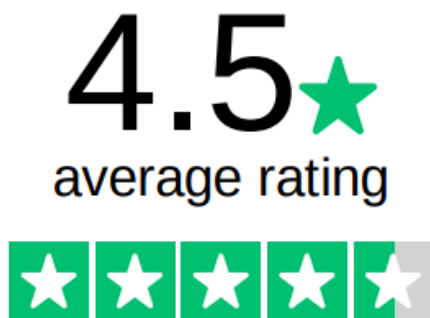
Amberleigh makes a difference to the lives of the boys

- *I think we provide opportunities they would not have elsewhere.*
- *Not sure the boys all realise it but i believe they are in the best place for them and they are prepared for life outside amberleigh to a degree i've never seen in other rehabilitation services.*
- *There are areas where I believe more could be done to foster positive change. Particularly the amount of exercise that the boys get.*
- *Time will tell if Amberleigh is making a difference to the lives of the boys. Response: Just to note that our contact with former residents both anecdotally and through research evidences our positive impact and this is consisetnt with the research on 'what works' for our client*

group. *I feel that some of the current boys need a stronger and more consistent approach to their unacceptable behaviour, and maybe more explanation as to what will be acceptable when they leave our care.*

- *I'd like to think we are, it's almost like a 2nd chance and some of the boys have plans for the future to better themselves*
- *I believe that the organisation makes a positive difference to the boys lives by having clear boundaries, challenging poor behaviour and acknowledging and praising good behaviour*

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



97% agreed or agreed strongly

Again, just 3% (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.

There are useful comments on where we could do more....and we asked explicitly for your feedback on strengths and areas to develop:

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

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

- *Not allow their past to influence how we treat them whilst they are in our care.*
- *Provide a safe and nurturing environment.*
- *Care for them and teach them independence and how to take responsibility.*
- *Give them second chances.*
- *Listening to them, giving them positive experiences*
- *Listen and try and support them as best we can.*
- *Listen*
- *take care of them and build relationships with them.*
- *Providing a real homely environment*
- *meet their individual needs across a broad range of needs.*
- *Get them into education.*
- *Give them lots of experiences they wouldn't get living at their own home.*
- *provide opportunities to reflect and improve their self-worth.*
- *Promote them to have a voice and feel valued.*
- *Use the good lives model to show them their potential despite having experienced negative experiences previously.*

- *Try to provide a structured caring environment for them to grow.*
- *Give them structure and a good place to heal and learn from their mistakes.*
- *We offer opportunities and the opportunity for care and safety.*
- *Provide positive relationships.*
- *Care, love, therapy*
- *School, care, activities, everything*
- *Care- we're always there and support their needs.*
- *Providing them a long-term placement that is hard to come by elsewhere in the country.*
- *Providing them with varied experiences.*
- *listen*
- *give them a voice and ensure they are heard.*
- *Care about them and do our best to support them when they need us the most.*
- *Provide a good environment for them.*
- *Give them a sense of family and support.*
- *Is support them to consider life as a whole, think of the positive aspects and build a well-rounded life that includes interests and hobbies to support them in becoming a more functional and accepted member of society.*
- *We give them a voice and help them to find their own identity alongside essential life skills.*
- *Giving them the chance to have a childhood.*
- *They have a 'voice' and are cared for extremely well by all staff in both communities.*
- *I think we are very much there for the boys. I think we work well as a team and the team leaders do a great job at delegating tasks. We are good at holding boundaries, well I know I am.*
- *Provide them with everything they need.*
- *I believe the education they receive is strong and the curriculum meets their needs.*
- *Caring for them*
- *Try to help them understand their issues in a nurturing way that is individual to each boy.*
- *support them to develop in all areas of their life.*
- *personalised and individual care*
- *Give them boundaries so they feel safe.*
- *Provide them with positive role modelling and focus on their strengths.*
- *Provide them with a sense of stability, direction in a non-judgemental environment.*
- *Listen to them.*
- *They get to experience so much.*
- *Be a role model.*
- *listen to them. Provide opportunities whether educational or new hobbies, clubs etc.*
- *Support them at all times through the good and the difficulties.*
- *Provide them with a highly sophisticated model of care and education that is delivered relationally - it's exactly what they need and it works.*
- *Show them love and give living examples of positive choices.*
- *Care, school, good structure*
- *Give them love.*

- Care.
- 100% the boys are heard, they have their meeting where they get to voice their opinion
- Providing a safe, clean, supportive and caring environment, where the boys feel they belong. Also giving the boys the opportunity to make special memories, such as day trips, holidays and DoFE experiences.

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. I haven't highlighted everything as there is a lot of overlap and repetition of themes, so examples are picked out but you see the commentary below.

There was a repeated theme of staff consistency on boundaries from Golfa colleagues, and a clear wish to see less console time and more activities/ better diets. From both communities, a theme of planning for more 1:1 time

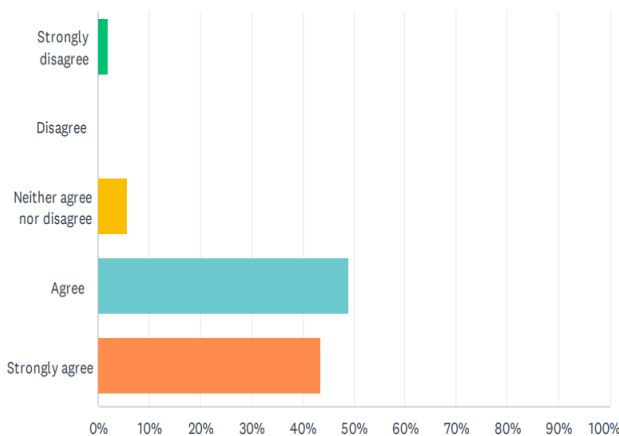
- Prepare them for when they leave here, in terms of their attitude to others. Boundaries of acceptable behaviour are sometimes inconsistent and not clearly defined, which might mean that some boys will be in for a shock when they leave here. I also feel that there is too much emphasis on gaming and themes of gratuitous violence, which does have an effect on the chemistry of developing minds...too much time is spent on consoles.
- As stated above, provide more opportunities for the boys to develop physically in terms of opportunities for exercise of various types. Their diet could also be improved upon.
- Get them to complete work experience more to give them an idea of how life would be like once they turn 18 and leave Amberleigh. May help them understand a bit better?
- more one on one time
- consistency with consequences and seeing them through.
- Try and motivate them to do more.
- MUGA at Golfa will improve onsite activities.
- establish boundaries that are consistent and agreed with all of the staff members.
- To maintain a realistic view of the surroundings they are in
- Give them more experiences, i.e. football matches, concerts etc whilst we do some of this it is costly so hard to do for all boys. It would be good to add an 'experience budget' we could link into the board reviews.
- I don't think there is anything particular we could do better.
- More 1:1 time with them, less console time.
- opportunities as they leave.
- Positive risk taking
- Provide them with opportunities for internships where age-appropriate.

- *Teach staff better ways to de-escalate at the start of their employment as some staff feel very un-prepared for challenging behaviours that occur.*
- *we tend to do things the minute we find they are essential so nothing at the moment.*
- *We offer a house, and we offer care. **We could be a better Home and a better Family.***
- *Be a bit stricter with certain things. Some truths to remind them why they are here.*
- *Nothing I can think of*
- *Take the time to truly listen to them and encourage them more through positive risk taking, stop over sheltering them when they don't need to be!!*
- *All departments keeping the same boundaries in respect to behaviours, for example swearing/play fighting and general respect towards adults is something we need to be role modelling as a team.*
- *consistency between staff when dealing with boys*
- *More consistency amongst care staff with behaviour and boundaries.*
- *All staff to be consistent with boundaries. When new staff are in, make sure they know what the boundaries are too so we can help support the staff and in turn the boys*
- ***Although we encourage hobbies and interests, I think we could do better at supporting them to attend clubs on their own rather than with other boys and encourage them into college/other educational facilities rather than only school, such as trade school etc***
- *Monitor their food intake better.*
- *Accomplish targets quicker.*
- *Understand them better, relax and allow time and space!!*
- *I think we could do with telling them some home truths sometimes because they forget why they're here. I understand we as staff get paid to not argue and not to sink down to their levels, but we are adults and staff and sometimes the boys forget that and it can be upsetting.*
- *Develop the consistency in behaviour management.*
- *More respectful*
- *More 1:1 time spent equally with each boy.*
- *I can't really think of anything I would improve at this time.*
- *Offer an package of support around family therapeutic intervention (particularly when they are likely to return to the family home/siblings). This would be a huge shift but there is a demand for it.*
- *Not confuse comments that are made naturally by teenage boys and label these comments as hsb because of their history.*
- *Prepare them for living independently once they reach 18 years of age.*
- ***Consider why a child may be acting out in the meetings more than berating behaviour. typically that can lead to escalation after school with particular kids***
- *Understanding that they are still boys and a lot of what they say and do is normal for their age.*
- *Have more physical things in place such as gym memberships for both boys and company to support boys in becoming more physically active with the health and hormone benefits of this.*

- *We can always refine and improve our day to day practice, reflection and involvement..... more external clubs and activities (Golf) would be good to see.*
- *Spend less time with a focus on shopping as an activity - helping with the meal shop etc is fair, but spending money just because you have it and it is something to do is not a positive activity*
- *From what I have seen so far, it is great.*
- *Push more for physical activities to help promote a healthy life style.*
- *More therapy time.*
- *Treat them more like boys as some staff are too strict.*

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!



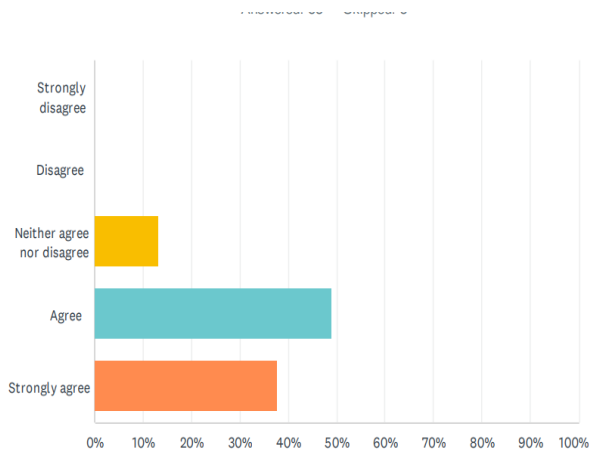
93% (up from 90%) agreed/agreed strongly that you get good information from the leadership on what is going on in the **COMPANY** overall.

2 individuals were neutral, and 1 person strongly disagreed. This may be an error on the reply – whilst they didn't give their name, the rest of their responses across the survey are overwhelmingly positive.

Employee feedback on communication within the company generally

- *Il try not to access my emails. If this is the primary source of communication then I will miss it. More emphasis on a staff bulletin board would benefit me more.*
- *I believe that this is true to some extent.*
- *My line manager communicates with his team on a daily basis.*
- *the monthly update emails are brilliant.*
- *Excellent communication from senior leadership.*
- *I feel as if I'm told everything I need to know.*
- *When it can be shared it often is.*
- *We get updates in the team meetings.*

- *Sometimes*
- *Written and verbal communication is very good.*



In relation to information on the wider **CARE, EDUCATION and THERAPEUTIC SECTORS** there was an improvement overall on last year:

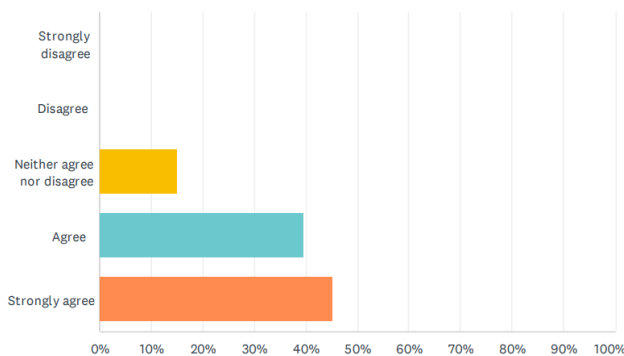
87% agreeing/agreeing strongly.

13% neutral with no disagreement.

(vs 77% and 19% respectively with 2 people disagreeing last year).

Employee comments on communication about our SECTORS

- *The email updates/ newsletter from Kevin gives me updates about Amberleigh.*
- *The information is shared - it is up to the individual to research more if they are interested in doing so.*
- *I haven't had this yet but that doesn't mean I won't get it.*
- *I think the leadership team completely understands what I need to know.*
- *We have regular updates.*
- *We are very influential across several networks.*
- *Managers and team leaders are always talking to us.*
- *Again sometimes I do sometimes I don't.*
- *MD is very good at sharing hot topics and sector news.*



The agreement was similar when thinking about communication in your **TEAM** at 85% (88% last year)

No disagreement at all this year and 15% neutral responses.

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

Employee comments on communication at TEAM level

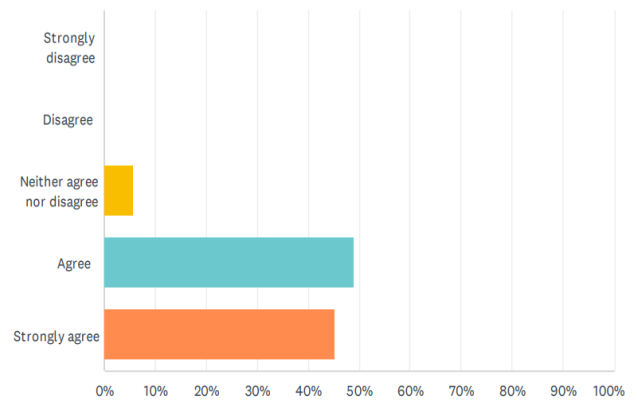
- *Working waking nights I have to deal with a variety of team/shift leaders and the information received does vary.*
- *Sometimes feels like my supervisor is left out of the loop on some things that it would be helpful to know.*
- *I do not attend staff meetings so will not receive this and the minutes on the bulletin board are often late in being provided.*
- *This can sometimes be good. However there are often periods where I struggle to hear back from my manager, this has impacted my ability to adapt to my new role as best as I could have done.*
- *Generally ok*
- *Not been here long enough for that yet*
- *Meeting*
- *Very clear communication*

Having Ideas, Making Suggestions and Consultation

This has strengthened from last year – 95% agree/strongly agree (79% last year) that they could have ideas and make suggestions and give feedback.

The neutral score makes up the final views – down from 17% last year and there is no disagreement which is great to see.

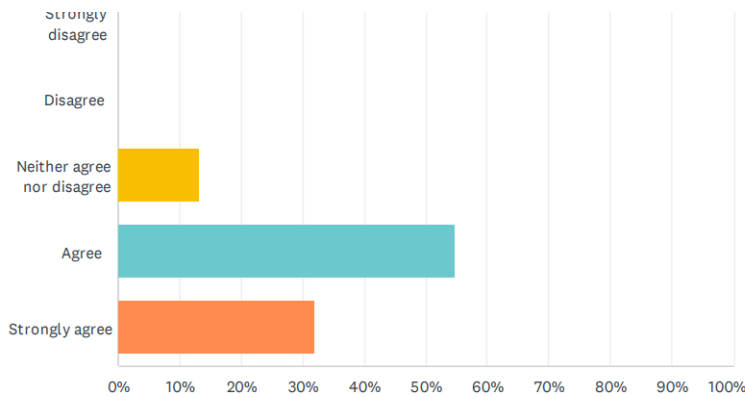
Overall, there were few comments and as you can see below, there is variety in peoples experiences:



Employee comments on being listened to for ideas and feedback:

- *Anthony has made it clear that he is receptive to new ideas.*
- *I don't feel my ideas are actioned or my experience given weight when I offer advice.*
- *During staff meetings we all get the chance to present new ideas and receive positive and constructive feedback.*
- *I don't think I ever have but I wouldn't be afraid to share my thoughts.*
- *I feel that my opinion is valued and taken on board.*
- *Only encouragement I have is to decide 2 activities for the day.*
- *I feel new ideas and feedback are always listened to.*

Consultation



87% (89% last year) of staff agreed or strongly agreed that they were consulted. The balance was more weighted to 'agree' this year.

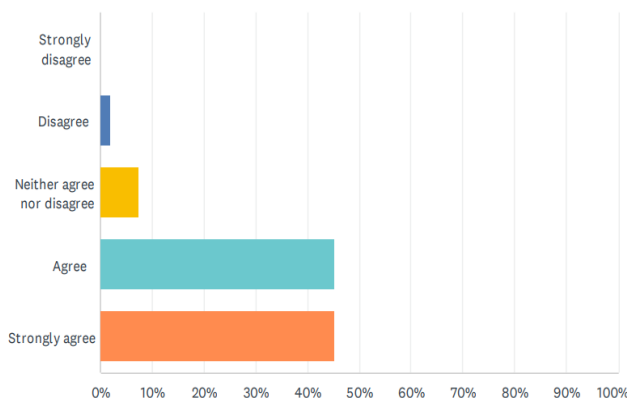
Neutral scores made up the remainder of replies, and there was no disagreement this year (1 last year)

There were only limited comments to expand on scores...

Employee comments on being consulted:

- *I am a bank worker and so do not fit into a team or meeting schedule so have not been consulted on anything.*
- *Within my department I feel we are open in regards to decisions that could affect one another work.*
- *I feel like my opinion is valued.*
- *Meeting would cover this.*

Raising Concerns...



When asked to think about your confidence in raising concerns, pleasingly 90% of you agreed/ agreed strongly (80% last year). The neutral response reduced.

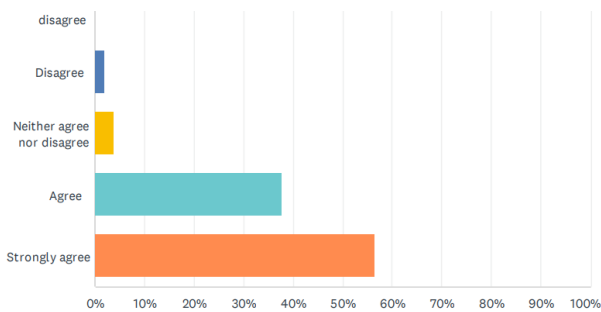
Only 1 colleague disagreed (a reduction from 2 people last year) and as always, we remain open to direct feedback through the correct channels.

Employee comments on being confident in raising concerns:

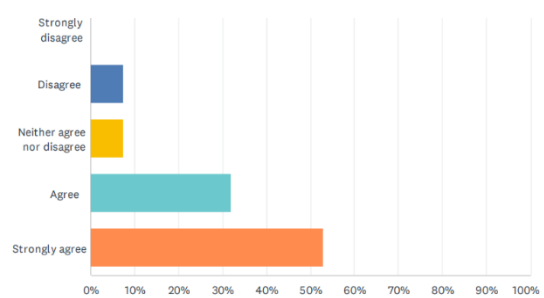
- *I feel that if it was a safeguarding or conduct concern then this would be taken seriously.*
- *I am confident to express my views.*
- *No problems in this area.*
- *Yes, to my TL.*
- *Not everyone takes feedback or advice well.*
- *This is a listening organisation - built into its practice model.*
- *I agree.*
- *Would be happy to raise a concern and feel confident it would be listened to and a response given.*

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 to the team



Manager Balances practice and management tasks

This was a section that showed a strengthening picture overall:

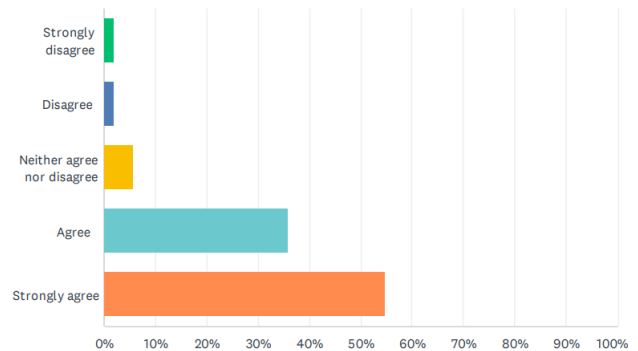
- 93% (2 people less than last year) agreed or agreed strongly that your manager demonstrates leadership to you and to the boys.
- 84% (the same as last year) felt that the balance between practice and management tasks was good.
- There were 4 staff who disagreed with the statements, the feedback was at the end of the section as opposed to for individual scores and there were only two critical comments provided:

I have often felt unsupported management are great, but some shift supervisors are not
Sometimes the monthly supervision I receive is not effective.

We then looked specifically at supervision and clinical supervision:

91% (a small increase from 89% last year) agreed or agreed strongly that Line Management was a helpful space for support and feedback.

2 people disagreed (one strongly) and these are both within Golfa Care team. We would encourage each of those to make contact with HR or their department manager so we can understand their experiences more fully.



Supervision is a helpful place for support

Employee comments on their experiences of line management and support:

- *I feel that when I have asked for clarification or support, it has been available...I have been grateful to certain members of staff for their advice*
- *Contact with my line managers is sometimes sporadic due to working nights. However, I do feel that they are accessible to me should I need them.*
- *All good, no issues.*
- *I feel supported.*
- *I feel fully supported.*
- *I feel very supported.*
- *I feel heard and supported thanks to supervision.*
- *Once again, I am happy with my line manager.*
- *I feel I can speak to my line manager about anything and receive full support.*
- *I am happy with all the support from my line manager.*
- *Supervision can be a very helpful tool in improving practice and exploring new ways of working.*
- *there is supervision and there are also lines of support available to us and it is made clear during supervision what other avenues we can get help and support from*
- *As bank who works more than full time hours across multiple teams, I feel I don't really fit into any team or system where I would be offered supervision or support if I needed it. I also receive no feedback over my performance. Bank workers should have access to supervision at a rate that matches the level of frequency of their work. We will be following this comment up – thank you.*
- *In our department we created a strong support network.*
- *Clinical supervision is what it should be.*
- *No issues. Feel I get good support.*
- *Supervision is always delivered on time.*

- *Support is visible daily, I am confident to ask for this if needed*
- *No additional feedback*
- *No formal supervision however door is always open.*
- *My line manager has answered all of the many questions I have had.*
- *I feel my line manager and manager are great supports.*
- *I would consider my line manager to be the most supportive, honest, helpful manager i have.*
- *The line management structure is robust and supportive.*
- *Management is supportive and supervisions are very beneficial.*
- *Supervision is always helpful.*
- *My TL is great. All the TLs are great. I have a lot of respect for them and I can ask them anything and they will help me.*
- *Supervision was new to me and I found it helpful and supportive.*
- *Not been here long enough to say or judge.*
- *I feel I have a good working relationship with my line manager.*
- *It is worth looking at the group supervision model - I do not think the current format works as there are too many people in a group to appropriately provide clinical supervision for. Smaller, regular groups would be a better fit.*
- *I am extremely happy with my supervisor.*
- *I think my supervisions are a valuable process in my role and the frequency of them is ideal.*
- *My team leader always looks after his team and ensures that we work together effectively.*
- *Everyone sharing responsibility for tasks.*
- *management support is excellent.*
- *There has been a lot of development work and focus on this - improvements generally, still some areas to pay attention to in specific teams.*
- *Often my line manager is directly busy with residents and unable to complete reporting tasks etc so evening handover runs over by at least 40 minutes. That said, my line manager is approachable and willing to share knowledge and experience without micro-managing.*
- *Supervision is great. It's helpful to see what I need to improve with or I'm doing well.*
- *The support is good.*
- *Supervision is a useful space if and when required.*

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.

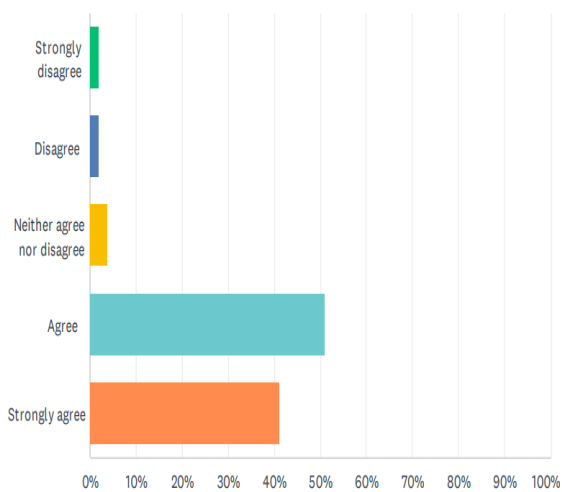
- 98% of respondents were positive about this support.
- 12 staff reported a needed to access clinical supervision over the last year and all found it valuable.
- Just one person stated that they did not value this as a support (although they had also not accessed it).

There were just two comments relating to clinical supervision:

- *I am bank staff and so do not have access to this.* Response: This is incorrect, clinical supervision is available to all staff either when they make a request through their supervisor or line manager, or perhaps if the organisation suggested it to them. We wonder if this person does not understand this responsive support mechanism and how it is triggered.
- I don't know what clinical supervision is.
- I am not sure what clinical supervision is, i have not heard of it.
- It's good it's available.

For staff information (and in the Training handbook) Clinical Supervision is a one-off support meeting that can be requested or suggested, outside the line management and team spaces, where individuals might process or make sense of any triggering events at work/ at home but impacting on work. It is not counselling/therapy (this might be something that is signposted as a result of the session). It is requested by staff through their line manager and delivered by a relevant person from the clinical team.

Training, Progression, Development and CPD



There is a clear structure to progression.

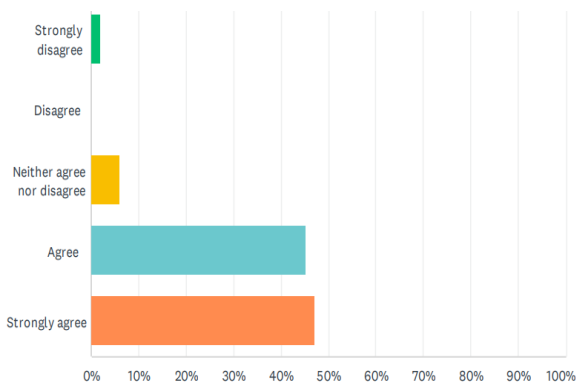
Overall, this is a strengthening area, and we are pleased to see this as a lot of work has gone into continuing individual development, progression, acting roles and broadening peoples experiences this year.

92% (up from 89% last year) of staff felt there was a good structure to progression.

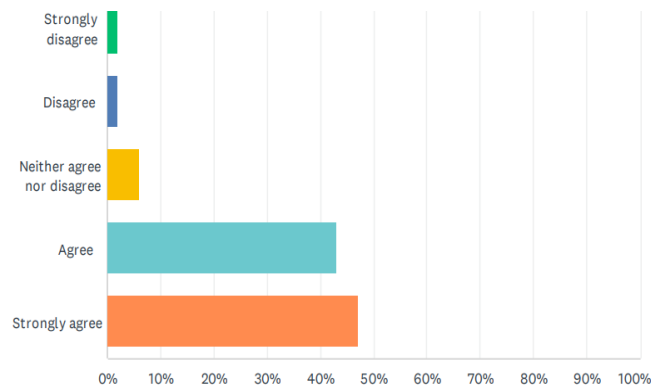
Neutral ratings were down this year, but we had 2 colleagues who disagreed/disagreed strongly. However, these could be error responses, both the comments each made at the end of the section were very positive.

Employee comments on progression and development opportunities:

- *I haven't had experience of this as yet.*
- *Not applicable to my general role.*
- *There is always opportunity to access events.*
- *Due to the demands of the job it can be difficult to go on visits / events.*
- *We do but staffing makes this very difficult at times.*



I have good access to training and support



I am developing knowledge and skills in my work

92% (a small decrease on last years 96%) 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 that strongly disagreed to both questions and a 3rd who disagreed – but again their text responses across this section were overwhelmingly positive and so these could be error scores.

88% (as last year) felt that you were gaining new knowledge and skills to help you improve in your job and help the boys.

Employee feedback on Training:

- *I would have preferred an outline of how a therapeutic community works, earlier on in my employment.*
- *Training has been interesting and given me a greater insight into the working of the company. I found the Welcome to Amberleigh session with Kevin interesting and informative.*
- *No issues.*
- *lots of on line courses*
- *any training given has been helpful.*
- *Overall the training that staff receive is good*
- *All of the trainings were very useful for my role.*
- *All of my training has been online and appropriate to my role.*
- *I feel the organisation puts a huge amount into this area and again is a huge area of strength.*
- *I find the training useful for my role.*
- *I enjoy taking on additional training.*
- *Training opportunities are excellent both internally and externally.*
- *More in person training would be good so that ideas could be voiced and feedback on them given*
- *besides the mandatory training we must undertake my line manager always lets us know when there is training that would help us individually as she knows us personally*
- *I have experienced that there is training and been informed of further opportunities.*

- *CPD opportunities are clear and if there is a CPD I would like to attend the management team are open to hear about this.*
- *There is not a day that goes by where I do not learn anything new, normally by other people i work with*
- *I have enjoyed my training and development. Good training is provided.*
- *I'm offered lots of training to help me develop.*
- *Better training and support should be given to new starters instead of just throwing them into the deep end. The induction training day was really helpful, but this should be done before starting, not 6 months after starting. I think this would help retain staff.*
- *Due to Amberleigh my career has progressed in ways I did not think it would through the opportunities provided.*
- *no additional feedback*
- *I am supported to source and access any CPD I feel would help me in my role.*
- *I have learned a lot in my short time here and still have many more things to learn and more training to attend.*
- *It would be useful to have individual CPD budgets or some clearer framework as to what is available to individuals who are not on the care team.*
- *I am able to go on training that enables me to grow and develop in my role.*
- *I have found TCTC training to provide a good insight into the way of therapeutic communities and also support me to consider other ways of working with the young people.*
- *I have been supported to access cpd to enable me to best support the students needs and deliver courses effectively*
- *Training is always on tap and if you find something you find training you feel would benefit your role, the company would encourage it.*
- *There are a lot of training courses and face 2 face courses that I can attend.*
- *It is helpful.*
- *I feel it has been sufficient and helpful.*
- *I am set additional training mostly every month by my team leader. I am set new tasks to develop my skills. This is great to see and is exactly how ongoing training allocation should be working. If you are not having extra training discussed at each supervision/regularly, then please flag this with your manager or HR.*
- *training and development is always available*
- *The nature of my role requires ongoing training.*
- *Loads of opportunities*
- *The opportunities are exceptionally high.*
- *Other than the mandatory training the only other training that I've have undertaken is First Aid.*
- *The training is really helpful as I'm often someone who second guesses myself so the constant learning eases that for me*
- *The paperwork training needs to be done in the first 3 months so you know how to do it from the off.*

- *the training is wide ranging, with face to face and also online training and lots of conference options.*
- *Rich, diverse and valuable*
- *The process of reading then applying policies is ongoing and a positive learning experience. The online training is excellent, too, and in-person training has been very valuable.*
- *Training is really good and interesting.*
- *Always doing training to help me improve and always learning.*
- *I believe training is suited to my job role.*
- *The Training Hub has a vast variety of online training courses available, they are easy to access and evidence with a certificate at the end of each course*

Employee suggestions about Training and Development:

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

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.

Most of these suggestions have come from care staff. We have discussed with managers, the idea of reducing some of the frequency of team meetings but to have a monthly team workshop training in the space created. This would allow each community (in advance) to have a training workshop on their priority areas but linked directly to their site and boys to make it more relevant and responsive. These would be delivered from the expertise already within the organisation across all teams, and not limited to Therapy staff. Autism, behaviour/communication and attachment would seem like very likely candidates for this approach as a starter...

- *I would like more knowledge on how the therapy is delivered.*
- *Within my role as overseeing Food Safety I feel that all staff would benefit from some site specific training on food management and safety. This could be coordinated and delivered internally by site, please discuss with relevant manager.*
- *More team teach practice.*
- *None*
- *More opportunities for staff to work across both sites and share good practice.*
- *TeamTeach*
- *I can't think of any areas outside of what we have completed during the year*
- *I think the training program is extremely robust, i think an area now to explore is training for specific activities such as mountain leaders etc, to give us another string to our bow.*
- *Attachment training*
- *Autism*
- *Medication.*
- *Autism spectrum disorder and how it affects challenging behaviour in our boys*
- *Behaviour management and a refresh on pedagogy*

- *Functions of Behaviour and understanding Behaviour as Communication in Young People with a history of Developmental Trauma.*
- *Mental Health for young people*
- *Nothing I can think of at this time. Everything seems covered so far.*
- *Induction*
- *Autism, Boundaries and reasons behind the importance of this, ODD, understanding one another's roles within the community.*
- *Autism awareness.*
- *Anything that staff have an interest in that will benefit the boys.*
- *Non-care related training and CPD*
- *I am going on WJEC marking training as well as Arts award training in the new few months*
- *I would like to see more activity based/face to face training for the care team. Ideally things that support both the staff and the boys hobbies to help build relationships and provide the young people with more opportunities. e.g mountain leader/kayaking/first aid/*
- *Toxic masculinity*
- *Autism, Anger management*
- *Reflective Practice training, Self Awareness, Living Learning Experience More Staff to experience peer reviews during next cycle*
- *I think I could do with improving in all areas of this role. It is a new to me and I'm always nervous to a certain extend. This could just be me as a person, but I do learn something new every day and I love watching the staff and picking things from them.*
- *Any training on behaviour a, ASD, ADHD, attachment.*
- *Can't think of any at this time apart from being shown more things regarding the job.*
- *I can't think of anything at the moment.*
- *Behaviour management*
- *Autism and ADHD*
- *Self-harm support de-escalation techniques*
- *Team teach could do with being done every 6 months as there is a lot to take in and you forget bits then when you need to use it, things can go wrong.*
- *More sexually harmful behaviour training to rolled out across the staff team.*
- *Mental health and impact Healthy life styles*
- *More TC training - internally to help staff understanding, but also getting out to see other practice*
- *Haven't experienced enough training to know what needs revisiting, yet*
- *Training to help try and change the mindset of boys on healthy eating and exercise*
- *Trauma*
- *The Training Hub has all the hot topic training for our sector*

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 2024, 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 see the majority of staff working very hard to ensure boys are kept safe and that they are cared for.*
- *Providing a caring environment for emotionally damaged boys.*
- *Communication, team work, care and resources for the boys.*
- *The care team pulling together.*
- *Staff support. knowledge in our field.*
- *Continued and steady growth*
- *Communication between team members*
- *The fact that our main aim is still to provide the boys with a great standard of care, education and therapy*
- *Investment into the service and staff.*
- *Getting boys into education and our behaviour management.*
- *Help and support from line managers*
- *Referrals - taking in to account current residents and existing dynamics.*
- *Managing lots of changes within the home*
- *therapeutic processes and working to bring the boys back to education and generally getting the boys to learn coping strategies with their emotions.*
- *I have seen the opportunities for experiences offered to the boys as a significant strength. If staff wish to offer an experience then this is looked favourably on and the company supports.*
- *We have given the boys positive learning experiences and formed positive relationships. We hold boundaries in place and show positive role modelling.*
- *I feel Amberleigh are really on everything. Whether it be small or big, nothing is missed.*
- *Caring, empathy, team player, provide good support.*
- *Confidence. Understanding and all around care role*
- *Development*
- *We are passionate about giving the boys the best experiences and future opportunities.*
- *Support for the boys.*
- *Leading provision in the sector.*
- *I have learned a lot and I think I work well within the team.*
- *Knowing what service we are and sticking with it*
- *Support and guidance, with a strong sense of community*

- *Providing a nurturing, wholesome and generally positive home for the boys in which there is often laughter. Supporting them to consider their strengths and helping them to build on these.*
- *Communication*
- *Progressing in trying to move faster to benefit the boys.*
- *Overall communication. Supporting managers to improve.*
- *Simon and Ange are fantastic. The teams work well together. I feel the right people are in the right teams and we know each others strengths. I feel we can all have our say. People are very understanding.*
- *Do what you can to support the boys.*
- *Caring for the boys, providing them with what they need and being there for them.*
- *Pulling together*
- *overall development of the home*
- *Individual approach to each boy is crucial to delivering our service.*
- *Linked working with care education and therapy at the oaks. Providing a homely environment. Relationships.*
- *A place which has a clear vision of education and positive outcomes*
- *Staff Management*
- *supportive environment immense knowledge on rehabilitation and therapeutic support*
- *My relationships with the boys*
- *Care given to boys.*
- *Nant has become more settled. resilience has grown within the team.*
- *Developing staff on development roles Employment of seniors*
- *Strengthening of TC culture at Oaks - very effective now , Continuing investment and management support at Golfa*
- *The positive attitude to the boys: from ensuring it is the right setting for them to helping them understand the nature of the therapeutic community.*
- *Caring, reliable, empathy, team work.*
- *Willing to help and listen. Willing to go out and do activities.*
- *Investment in the organisation at both sites*

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.**

- *I see and hear staff complain about inconsistencies in the management of destructive or aggressive behaviour regarding the boys. Some boys seem to be allowed to affect the happiness of others in the house...staff often complain that the consequences of this disruptive behaviour have a negative effect on quieter and more sensitive boys.*
- *As stated previously, my experience working with young people, especially boys, is that they need plenty of opportunities to exercise. I don't feel that this part of their development within the GLM is being developed enough. Consequences and sanctions for the boys' behaviour need to be visited, as a staff, so that all staff (and boys) are more aware of what is appropriate.*
- *Unsure.*
- *Team leader roles have come up. We could support staff more with outside of work commitments.*
- *Not a weakness but we do have some inexperience across teams*
- *I believe Amberleigh needs more care team members, so the work load can be spread more evenly and everyone has an opportunity to get enough rest.*
- *It is disappointing that at times we have a low staff retention.*
- *Currently I don't see much of a weakness, I think we need to continue to develop the staff team as some are relatively inexperienced but I feel if we keep a good level of staff retention we have the makings of an excellent team.*
- *Senior development days and development supervision with QA.*
- *New staff need more shadow shifts.*
- ***Positive risk taking***
- *Good overall opportunities. Working with people's strengths could be better incorporated*
- *every scenario that occurs involving the boys is usually discussed and future contingencies are put into place to avoid the same happening again in the future.*
- *I can see that there is a clear development pathway for staff.*
- ***A weakness has been at times a lack of team work across the three areas it would be great to see some more opportunities to work closer as a community.***
- *Many- lots of training to help me develop and improve*
- *More personalised care for the boys, I feel the house is too big some of the boys almost get lost in the background.*
- ***Departments need to understand further one another's roles through observations/department visits/discussions as I feel misunderstanding can cause divides***
- ***teams working the same way, consistently***

- Number of staff leaving the company.
- My confidence in my ability
- Some areas of flexibility
- Outside space for the boys to play sports, however that has been approved now :), when we had fewer cars I feel this also impacted on the boys feeling "trapped" if that makes sense, however more cars have been purchased. We would note that all staff are also able to use their own cars (with expenses) to supplement the available company vehicles at any point in time.
- I think the boys could do with more options such as activities and other educational options. I also feel sometimes there could be more opportunity for 1:1 time to be provided by allowing more people on shift, particularly at times where we know a YP may struggle. I would also like to see independence progress faster and be encouraged earlier.
- Opportunity for team building with the education and care staff.
- I have experienced huge encouragement and have achieved more than I'd thought possible.
- Perhaps time and understanding for each other.
- As mentioned in a previous answer, I think the boys need to be reminded why they are here sometimes. Not so much the HSB side but that they are in care and there are staff here who care. I care so much for the boys and I genuinely want the best for them but it appears they don't see that and they're quick to dislike me. It would be nice for the boys to be told that we as staff have a job to do. We can be fun but our ears and eyes are working and if we hear and see stuff it will be challenged and handed over.
- Communication between teams
- Have only been here just over a month.
- Opportunity for becoming qualified
- the home has developed by expanding the grounds, making good use of the grounds, developing and retention of staff teams
- Now we have expanded the therapy team, it would be good to see the support spread across both sites to help with the current demands.
- Consistency in care - some teams better than than others. Safeguarding children - sun burn, healthy eating, allowing vaping etc
- The opportunities for development are incredible, however the only weakness I see is staff retention, it may be worth, at point of interview, to give a very clear picture of the potential hours, the amount of administrative work and the testing circumstances the boys may put upon you while they get to know you.
- As far as I'm concerned I haven't seen any areas which are considered to be weaknesses.
- care staff should receive more training before beginning their role as I received induction training 6 months into the role. it would ensure less mistakes are made.
- Team organisation and staff teams not working together
- Treating the boys like boys more where possible
- We have very few options between the managers and the main body of staff - there is a gap, and will take a few years to fill unless we manage to recruit from outside of the organisation
- .

- More TC practice development - this is ongoing.
- I see opportunity to find new ways of approaching relationships with the boys to expand my skills beyond what was necessary for classroom control.
- The boys physical health. That's not completely our fault but I think if we get the boys healthier and fitter it will make a big change in to their life.
- Sometimes we can be inconsistent in our approach to reinforcing rules and regulations with staff e.g. the dog policy

Your final and other comments...

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

- I think that generally Amberleigh does an amazing job of caring for these children.
- I sometimes find the way that some staff talk about other staff to be disturbing and feel that the lack of unity among the staff is unsettling for the boys. It is disappointing to see this experience and this should be revisited in team meetings please.
- The best company I have worked for.
- I feel the company continues to have staff interests as a huge priority, with new significant financial benefits being given and current benefits increased during this year
- I enjoy working for Amberleigh and find that overall it is a positive place to work where the staff are a good team and always willing to support each other even if they have interpersonal conflicts it does not affect the care provided which is not always how it has worked in previous employments i have had
- its great to work for
- I can see that the values and ethos of the organisation align with mine and hope to be able to pursue development within the company in the future.
- It is a good company.
- I feel there could be more support for new starters who are also new to the sector.
- I feel proud to be a member of the organisation.
- I enjoy working at Amberleigh, I love the fact opportunities the young people are given
- I am going through something extremely difficult in my personal life and everyone there, including Simon, Ange and the teachers, have been lovely. I have felt that the support has been given to me. I feel safe.
- Can't think of any right now.
- Keeps on getting better.
- It's a fabulous place to work, when you see the positive changes within the boys, regardless of how small the increments, the sense of fulfilment is extremely rewarding.
- I think that Amberleigh is a great place to work and have no intention of leaving any time soon.
- It's one a of a kind and im glad to work here.
- sometimes it is hard to see the good work that is done.
- It's been great, loved every second.

- *Amberleigh Care is a great place to work.*

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 or are there any surprises (positive or negative)?
- 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 both building on strengths but also developing further.

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 2024 business plan which we will share in the coming days.

Thank you.



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