

## Employee Survey Results 2025

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 71% of employees (up on last year's 66% and close to the 72% in 2023).** Survey standards suggest that results of 65% minimum can be considered accurate – so thank you – we can 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 from staff that we received have been included for you to see in blue.](#) 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 and has improved
- This is a safe place to work where you are listened to, valued and looked after as a staff group

In terms of areas to develop: (note: these have been seen in most years feedback)

- Consistency of boundaries within and between teams
- A focus on retention
- Better support for independence and transitions
- More focus on diet and healthy lifestyles

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.

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 49% of all responses came from care (down from 60% last year, partly a reduction in the % of each care team that responded, but also due to an increase in responses from other departments). It is to be expected that care responses are the highest component as this function has the greatest headcount in our organisation.
- Central roles were 19% of responses, almost all people responded
- 8% of responses from Therapy – all staff responded
- 24% of responses were from Education staff, a stronger response rate from Golfa as opposed to the Oaks
- All departments, sites and teams are represented
- We can also see that 50% of staff have more than 3 years’ service (up from 40% last year and 35% the year before). Those with 1-3 years’ service has decreased to 33% (down from 38% and back to the same level as 2023). Generally, we have increasing stability overall. There has been a drop in those more recent staff joining, 17% vs 25% last year – which is probably not how it ‘feels’ in some teams but perhaps indicated that 13 of that 17% are brand new colleagues.
- This changing ratio shows the stabilisation and strengthening retention and progression, but drilling into the data, care is where much of our turnover has been experienced, and more at Golfa than The Oaks. Education has also seen some turnover, statistically more visible in smaller teams

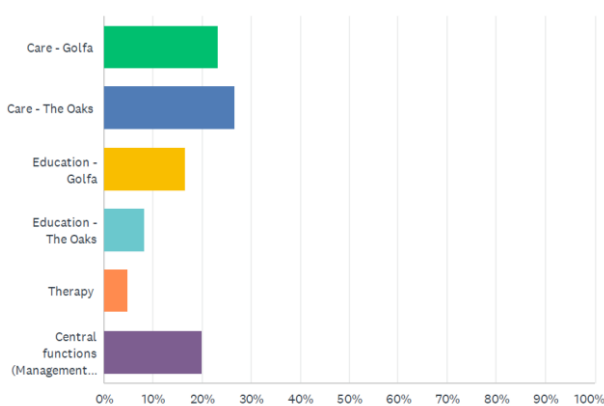


Figure 1 What department do you work in?

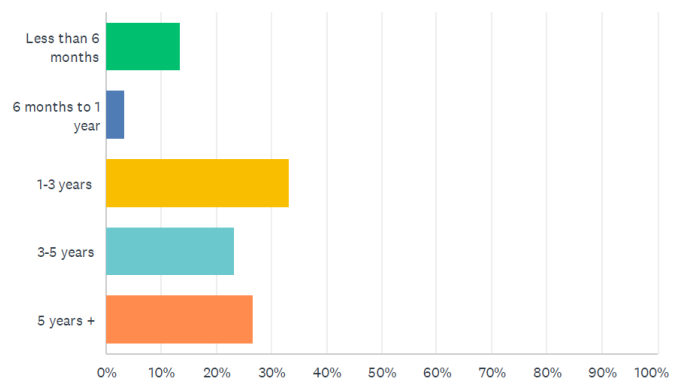


Figure 2 How long have you worked here?

**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.

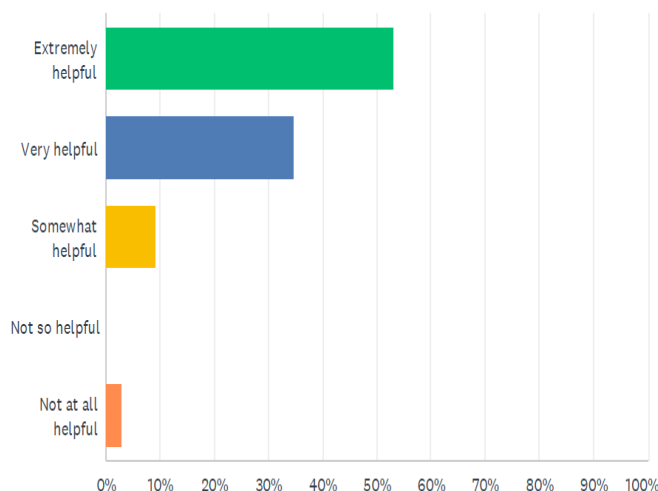
**Issues of Discrimination**

- A very high % over 96% of staff (the same as last 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.
- There were 2 staff who said they has observed racial discrimination. However, they didn't choose to add any additional commentary and so we don't have the context or if they felt this was addressed.
- If either of those staff have any unresolved issues relating to these observations, please bring these to your manager or HR

**Flexibility**

Overall it has been a busy year, but more settled generally than 2024. Recruitment and retention have strengthened overall, but most challenges have been in care, and at Golfa. Here the ability to be flexible is impacted, but staff have still been positive about the flexibility provided in the context of the challenges. We have seen a trend this year of some care staff joining but very quickly feeling the work is not for them for a variety of reasons. This is despite quite a focus on expectation management in the recruitment process.

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



- 88% of staff feel that we are very or extremely flexible (up significantly on 72% last year)
- 9% feel that we have been somewhat helpful (a decrease on last years 12%)
- Just 2 staff felt flexibility was not so helpful (down from 3 staff last year)

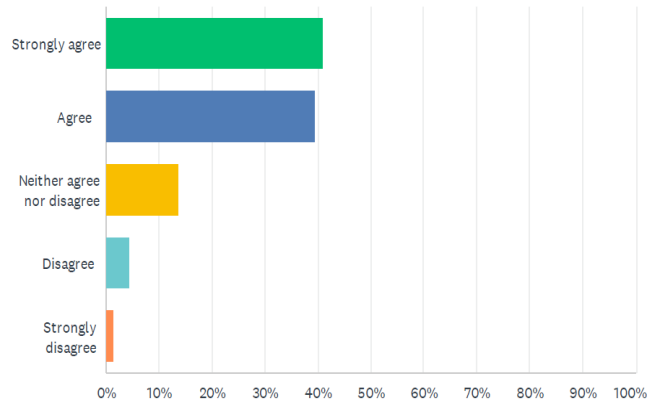
**Working Patterns**

80% (down on 86% last year) feel that working patterns are helpful.

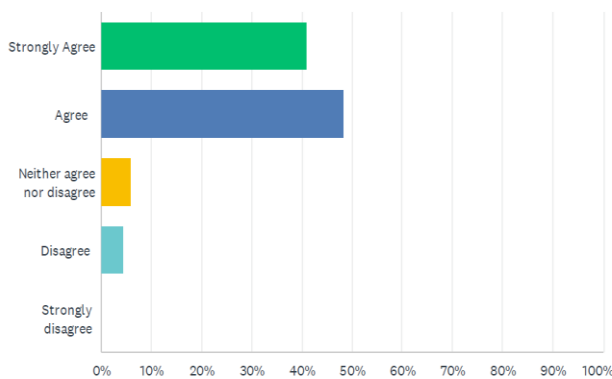
12% gave a neutral score, down on 17% last year.

3 people disagreed, with 1 strongly disagreeing (there were just 2 staff in disagreement last year)

Generally, this is still very strong performance, but a marginal weakening on last year



**Resources to do the job...**



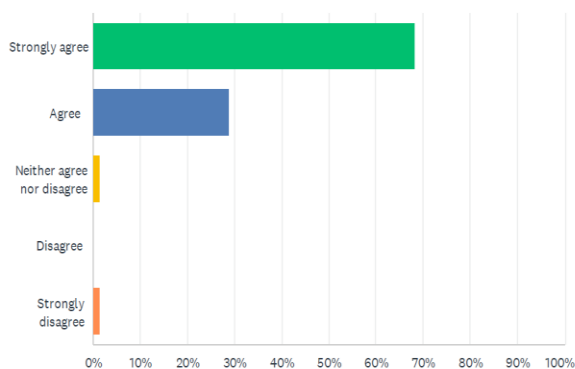
89% (down from 92% of respondents) felt that they had the resources to do their job – so still very high

4 people responded neutrally (up from 2 last year)

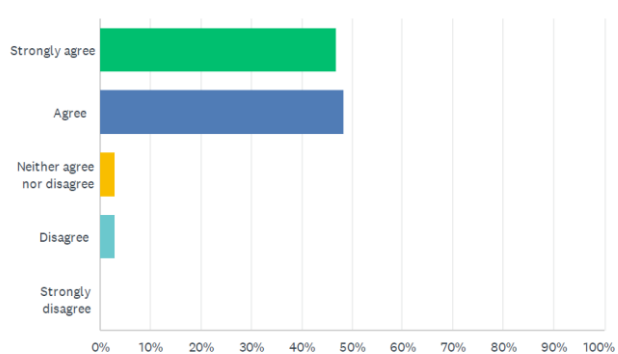
3 people responded to disagree with no one strongly disagreeing. This is the same as last year.

All 3 disagreements were from Golfa care where staffing has been most stretched for an extended period this year

**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 outstanding results – 97% of respondents clear on their task (up marginally from 96% last year) with 1 neutral response and 1 strongly disagree response. Then 96% (up from 92% last year) of staff feeling a sense of accomplishment - 2 staff giving both a neutral or negative score.

## 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.**

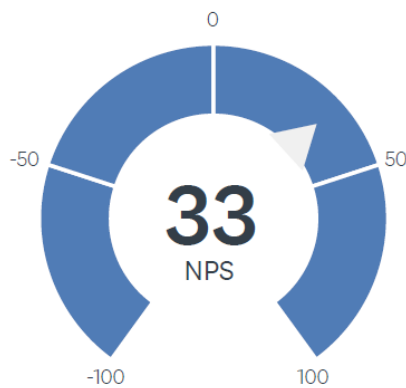
- *I am happy working for Amberleigh. I feel valued and I am proud of the work I do.*
- *I feel supported the majority the time by my manager and I am overall happy in my job*
- *Frustrating at times but lucky to have a very supporting manager and directors that help make me want to come to work every day*
- *I have enjoyed my overall experience*
- *The training is really good I feel I've learnt so much in my time here having never worked in care before*
- *I have only been with the company for a couple of weeks, but everything so far it has been a good experience.*
- *Positive within the team that I work in.*
- *I thoroughly enjoy working for Amberleigh and have done so since I started some years ago*
- *Fabulous place to work, although I feel there is an opportunity to follow on with 18-21 yr olds as the support drops off a cliff once our boys leave. **This is always something that we are trying to address and is a national issue for care leavers.***
- *feel valued working for Amberleigh*
- ***Support is good but lacks consistency. Communication can be irregular due to time constraints. Problems can be brushed over due to inconsistencies between house and school staff. Communication between staff could be supported more.***
- *Empower staff and values every idea and opinion.*
- *Great support when needed. Friendly atmosphere and job satisfaction*
- *I enjoy what I do and the challenges that I face! Each day is different and the focus is the same.*
- ***I have experienced some really positive and effective MDT working but I have also had experiences where it has been less positive and effective.***
- *I enjoy what I do, I feel supported and I think it's making a difference even in those moments you don't feel it is*
- *I love working here and the staff are fantastic. I feel that management have supported me with my family duties, such as allowing me a working from home morning to take them to the GP.*
- *I enjoy working at Amberleigh.*
- *It is fantastic but needs updating digitally **Agreed! Please see recent EoT feedback and there will be some elements on the 2026 business plan. We are making a start in this direction.***
- *I feel incredibly well supported and helped by my seniors and TL on shift. Any questions I have get answered quickly and concisely without ambiguity. It feels homely for the boys and professional for the staff. I'm honesty blown away with the level of professionalism I see within the staff teams. Everyone "chips in" and no one goes home early leaving another staff member doing all the paperwork. It truly is a team effort, and everyone supports this arrangement. Fantastic to see. **We really appreciate this expanded feedback, lovely to hear of this experience.***
- *A good company to work for*

- *I feel supported by my team*
- *Very welcoming group of staff always there to help if needed.*
- *I am a longstanding employee and have been happy in my role*
- *Amberleigh has supported me through numerous qualifications and enabled me to develop personally and professionally.*
- *There have been times where I have felt unsupported or inadequate.*
- *They will offer support if asked*
- *I really appreciate the opportunities the company gives people.*
- *Overall I think its a good place to work, I feel listened to by most of my peers.*
- *I have always rated the company as a great place to work having a holistic approach and the support the teams get are above expectations of other organisations*
- *Staff have been helpful in so many ways*
- *It is a meaningful job which I take seriously, and endeavour to make a difference to young people's lives.*
- *Working at Amberleigh care gives me a chance to have a home life and give 100% at work when I'm in*
- *I feel that consultation and general feelings judgement happens regularly and this impacts key decisions. I feel that the opinions of staff are important to the management and directorship*
- *It goes in waves.*
- *You are always supported and listened to at Amberleigh. I feel I have a better work life balance since starting here.*
- *Strong bond with all the staff, as we are all there for the right reasons*
- *I continue to feel happy in role. I feel my views and opinions matter and I have always felt heard.*
- *Amberleigh is extremely supportive with progression and development.*
- *Overall, I feel confident within my team and the day to day experiences are positive.*
- *Well run, Child centred, friendly yet professional environment.   strongly disagree*
- *Average overall, improvements in flexibility and employee benefits would make a big improvement*
- *good place to work*
- *I have completed over five years with Amberleigh totally enjoyed this time, it's a great company to work for. A good support network for all.*
- *I really enjoy working for this company and think it has fantastic values and beliefs. The work it does with the young people and the difference we make is incredible.*
- *My team at school are highly supportive and positive. This makes all the difference to the role.*
- *I think Amberleigh is great - they recognise staff strengths and develops these.*
- *Care team needs to work better with school*
- *Amberleigh provides continuous professional development*
- *I feel like this is very different place to work than it was a year ago in a positive way. Whilst things are tough at the moment, I am confident that in the long run we will achieve some great things. Its very helpful to see this comparison feedback on how you have experienced change over time.*

- *At the moment the place is difficult and hard on the emotions. There does not seem to be the support at the moment and the personal support. This colleague (who also scored negatively on a number of the questions, can please approach HR or line management in confidence for additional support.*
- *It would be useful to build positive relationships between care and teaching staff.*
- *This is the most positively impactful setting I have worked in across my career.*
- *I do love my job 😊*

## 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 further from last year.



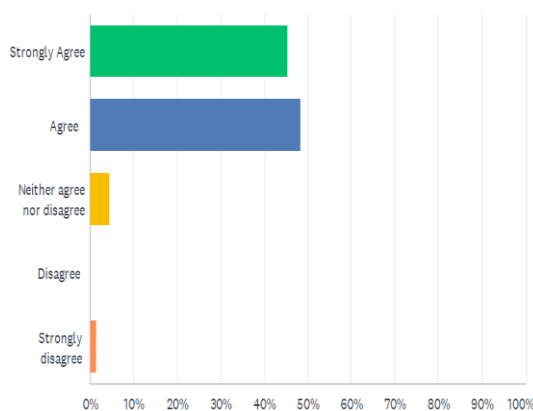
Our overall NPS has come down from 52 last year. This is mainly due to a change in the ratios of scores 7+

89% of responses were graded 7 or above (down from 93%) and 44% (down from 60%) strongly recommending us (rating 9 and 10)

7 colleagues scored us 6 or under this year – meaning that they are active detractors in their rating. This was 5 last year

It's interesting to see the way the ratios between the categories change each year, and reading them alongside the comments on working here overall (which are exceptionally positive), and perhaps balancing that with strengthening length of service – there are lots of interconnected parts in these results.

## Is This a Good Place to Work?



94% of staff agree/ strongly agree this is a good place to work (compared to last year's 96%)

4% gave neutral replies

1 person strongly disagreed and as noted above, we offer to meet with this person to help them re-engage (or proactively seek more suitable work)

## 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.

**Note:** *We potentially have a design issue here. This year, the next two questions (for these out of 5 stars ratings) had the order of the response options reversed to other questions. I.e. strongly disagree was the first option, as opposed to the last. We wonder if in haste, this may have led to some people selecting the wrong option as the results seems slightly out of step with the rest of the responses.*

**3.9**   
average rating



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

Our rating was 4.1 last year

Individually 79% (down from 86% last year) of you felt that you were making a difference, with 32% (30% last year) agreeing strongly.

11% Neutral replies (13% last year)

Where we had 1 disagreement last year, this is now 6 staff (approx. 10% of responses)

You can see that these more negative responses don't seem to correlate with the wider data or narrative feedback below:

- *I'm a new member of staff, so only just getting to know the boys.*
- *My role is finance based, hence my input to the boys is more of an indirect nature.*
- *I'm ultra positive and help them regulate using real life explanations*
- *try and be a good role model for the boys*
- *Boys achieving qualifications, Boys gaining work experience, One gaining paid employment*  
*Boys experiencing residential experiences*
- *My role doesn't involve working directly with the boys, but I think all roles make a difference to the positive experiences the boys have at Amberleigh*
- *I feel like just being present makes a difference*
- *I have had many powerful sessions with the boys in which I feel that genuine progression has been made following them. I feel that I am a safe person for boys to come and speak with regarding any concerns that they have.*
- *I don't work directly with the boys but the times I do see them, I try to offer them good advice and encourage them to make good choices.*
- *my role does not involve directly working with the boys*
- *Trying to introduce new and refreshing ideas and getting the boys to engage.*
- *I am teaching a core subject and also try to set good examples and be a good male role model.*
- *I feel that we as a team make more of a difference than me as an individual but I know that with some boys, my individual touch makes a big difference.*

- *I think as I build relationships with the boys their trust will grow and I'll be able to help their education*
- *Facilitating the operation of the service and playing a part in the outcomes for and with the boys is one of my proudest achievements*
- *Although I don't work closely with the boys, I feel we all have a part to play in making a positive difference in their lives*

When we look at this in relation to the organisation overall and are we making and impact, 87% agree or agree strongly (the overall rating was 4.4 last year).

**4.1**   
average rating

This is down on 95% last year, but we have 5 people who strongly disagreed (which we think is an error in scoring as noted above



*Amberleigh makes a difference to the lives of the boys*

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:

- *Making them feel valued and that they can go on to achieve.*
- *When we are consistent between all aspects of Amberleigh*
- *Provide a safe secure and mostly nurturing home*
- *Listen to them, allow them to be heard.*
- *Trying to make Amberleigh feel like a proper home and making them feel listened to*
- *Structure and guidance for everyday life*
- *Provide a supportive educational setting, helping the boys towards positive futures*
- *Provide them with a platform to have a stable life and flourish in the future.*
- *Allow them to be children with positive play and role modelling.*
- *yes, they get everything they need and they are well cared for*
- *Give them a voice and explain why we are doing things that we do to support them*
- *Provide experiences*
- *Caring, educating and supporting them, and treating all boys as individuals*
- *Keep them safe. As well as teach core life skills*
- *provide a safe environment*
- *promoting their independence and facilitating positive risk taking.*
- *Getting them into clubs and feeling safe*

- *Care. Boundaries and structure is important, but the care the boys receive is the most effective aspect of our company.*
- *Letting them have a say in their care.*
- *Encourage them to do better*
- *Educate them in their own potential*
- *giving the boys opportunities to explore themselves and develop emotionally*
- *Giving them the tools and support they need to thrive, grow and mature.*
- *Provide a safe, comfortable home and offer a wide range of opportunities*
- *Care and support them where possible*
- *keeping them active and allow them to do stuff they enjoy and a good amount of support*
- *Deal with their past traumas and equip them for the future*
- *Give them experiences they would usually get*
- *Gain trusting relationships*
- *Some experiences they encounter, such as holidays and themed days out.*
- *Provide them with opportunities that they would not get. Not just in the sense of activities but also qualifications and some life skills.*
- *Provide lots of activities*
- *The opportunities, education and experiences that the boys have available to them*
- *Provide them with a sense of been cared for.*
- *Listen to the boys and proactive in there care*
- *Letting them be heard or listened to*
- *Give them the opportunity to be the best they can be.*
- *Offering different types of activities for individual boys.*
- *Give them the care they deserve and need*
- *Offer non judgemental care. We are aware of their reason for placement, but this does not impact on the care we offer.*
- *Build strong relationships and show trust*
- *The boys are Cared for, they are listened to, they have fun opportunities.*
- *listening and giving them choices to help and support them, as well as giving them a safe environment to grow*
- *Work collectively as an MDT to support the boys.*
- *provide a nurturing and caring environment*
- *Genuinely care for them.*
- *Provide a safe space*
- *supporting them to explore previous trauma and start to process these feelings*
- *Provide them care and provide them experiences*
- *Care and understanding. Giving them new experiences.*
- *Treat them as individuals and recognise their unique strengths.*
- *providing a safe home to learn and grow*
- *support their education*
- *We provide opportunities (educational experiences) that they may not been able to experience elsewhere. Set realistic targets and expectations for each individual*

- *Keep on giving them our utmost efforts despite the challenging times we are facing.*
- *Giving them a chance to experience new things*
- *Give them time to adjust to a different way of life in all aspects of their lives. Give staff time and opportunity to get to the know the boys*
- *Give them a real voice and multiple relationships and opportunities.*
- *Care, spoil, consequence*
- *Care, Therapy, Education*

## **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. There are lots of these 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 where they illustrate the theme.

There was a repeated theme of staff consistency on boundaries (which is common every year), 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 and the sense of preparing them for 'reality'.

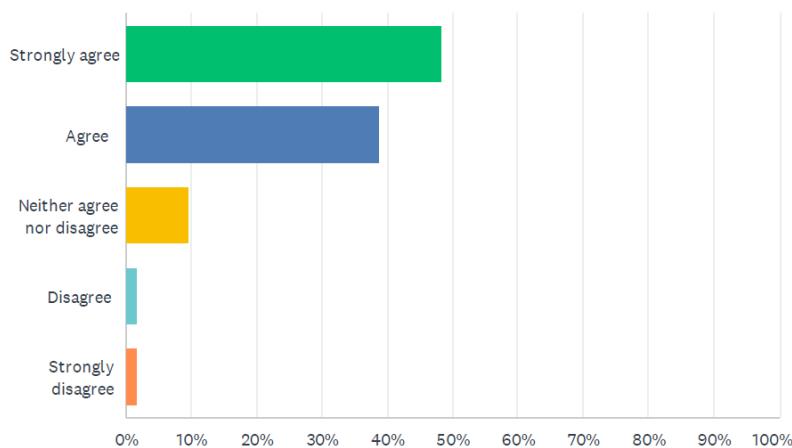
- *I think we do well.*
- *Be more consistent between all aspects of Amberleigh*
- *More outdoor ed and general outdoor activities*
- *I don't think anything could be better because I think it's already great*
- *There are always things we could do better. I do feel that myself and others try or hardest but sometimes this doesn't quite work. The boys can be rude and disrespectful, but I feel some staff show that the boys have upset them and this is wrong in my eyes*
- *Haven't seen anything yet.*
- *Work together across the teams, support each other more.*
- *Whilst we can always improve, the general support for the boys is excellent.*
- *Support them at the older ages when they transition into independence*
- *no feel they are well looked after*
- *Be consistent re rules and consequences across school and house.*
- *Providing more nurturing time with the boys in the day to day.*
- *Be great role models everyday*
- *Push more independence. Help when they leave*
- *promote more healthy eating and portion control*
- *Regularly asses whether we are meeting need and what we could do to improve this.*
- *More clubs and further opportunities outside of the home however this sits with us and something we're actively trying hard to do*
- *Consistency between education and the home. The boundaries often differ between the different settings and staff members within, which can lead to confusion for staff and boys.*
- *Help them to manage their money better.*
- *Boundaries across teams*
- *Provide more one-to-one opportunities on activities*

- *I think we sometimes can over support boys towards end of placements, by this i mean we continue to support the boys to meet their needs, but beyond us there is so much less support i feel the boys have been at times not as prepared as they could have been.*
- *Guiding Nant boys to healthier evening meals instead of allowing them to buy ultra processed foods for themselves like nuggets and chips. This is fine once in a while but some boys have far too much junk food.*
- *consistent approaches to managing boys' behaviours*
- *Listen to them more*
- *Can't think of anything.*
- *I am not involved enough with the decisions we make for the boy*
- *Make them accountable for the things they break*
- *Have more 1-2-1 experiences*
- *contain emotions/personal feelings, between staff members and departments. As I feel these can influence the boys considerably.*
- *Communicate, several members of staff have left and the boys have not been informed until after they have gone. This does not provide closure*
- *Treat them all equally*
- *Make sure the boys are getting consistent boundaries from all staff members.*
- *Provide more Therapy sessions*
- *The boys being accountable for there actions and understanding the seriousness of there actions at present with dynamics of the boys*
- *Treating them as individuals*
- *Providing them with opportunity*
- *Talking and listening to them more, and trying to understand them.*
- *A healthier life style*
- *Offer balance in nutrition and exercise*
- *Give more 1-1 support*
- *cant think of anything*
- *Need to teach them more about the value of money more and not assume it's a right for them to have, but maybe have to earn it more, and spending it more wisely*
- *I feel we could be more attentive, treat the boys and each other kinder.*
- *Independence*
- *Although this is difficult, I wish we could allow the boys to see the consequences of their actions if it was outside of this setting. e.g. criminal damage etc.*
- *More sense of the 'real world'*
- *continue to develop their independence*
- *Promote a healthy lifestyle*
- *Develop their independence*
- *Be more consistent in our approach.*
- *Further development with positive risk taking to ensure more boys are accessing the community*
- *The care team needs more cohesion and to work better together, keeping boundaries to help the boys feel safe, and thrive here*
- *Communication across all sectors therapy, care and education*
- *Being more consistent with boundaries across teams, though this will always be challenging.*

- *Staff being fair on the boys and support the boys in the way they need not being selective with who they care about as this is not part of the job*
- *regular timetable visiting subjects on a more regular/ spaced out basis*
- *More access to individual clubs and activities - especially in the second half of their time with us*
- *Be real, open and honest. The boys forget why they're here*
- *Staff retention, so the boys have consistency in their care*

**Communication, having a Voice and Raising Concerns.**

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



87% (down from 90% last year) agreed/agreed strongly that you get good information from the leadership on what is going on in the **COMPANY** overall.

‘Strongly agreed’ was up by several % points and ‘agreed’ decreased slightly on last year.

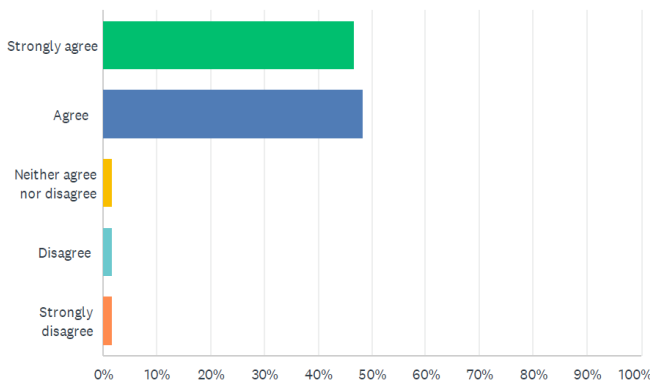
9% were neutral (7% last year) and there was 1 respondent for each of the disagree/strongly disagree options

There was a strong sense of improvement in the experience of Golfa staff in recent times as the management for the service begins to settle into role and new structure. There has also been a higher level of turnover, which again has settled in the final weeks of the year. People feel positive that the service there is moving forward.

Some of the feedback below is more relevant to team or department sections but we have included them here as this is where people chose to answer.

**Employee feedback on communication within the company generally**

- *I do receive lots of regular communication however the majority of this is via email. I have to use my own time to read the information as I do not have time in my working day.*
- *feel communication is good*
- *Newsletters very useful Updates shared as and when required*
- *The staff update is the best form of communication to the whole organisation*
- *We often get updates*
- *Kevin is very clear in communication regarding this.*
- *Staff updates, team meeting minutes etc.*
- *Updated daily on changes within the department*
- *We have monthly news letters*
- *We are kept informed by regular newsletters.*
- *excellent policies are in place. Regular top down updates.*
- *We have regular updates and team meeting, not sure if all is communicated on time.*
- *Things are mostly communicated well but sometimes things are missed and this can be detrimental to others.*
- *Amberleigh is a powerful and visible voice in our sector - we are very well connected to what's 'going on' in our landscape*
- *I receive regular feedback from my line manager and feel all staff are well communicated to, via the monthly staff update*



The agreement was stronger when thinking about communication in your **TEAM** at 95% (up from last year's 90% and 2024 85%) and the % that strongly agreed increased to almost 50% this year.

Neutral responses were down, but we did have 2 staff disagree or strongly disagree (down from 3 staff last year)

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

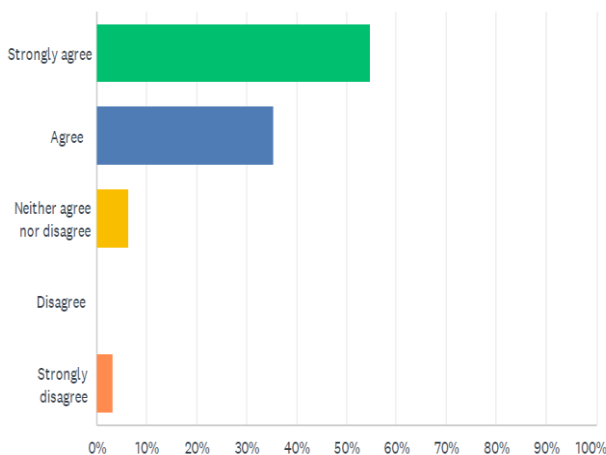
**Employee comments on communication at TEAM level**

- *I do receive regular and clear information from my line manager, mainly via email. However, the volume of emails can sometimes feel overwhelming, and the communication often feels more like a formality rather than a meaningful exchange. I would find brief, meetings more valuable and engaging.*
- *Feel we do. Feel it has slipped a bit as we used to receive information in meetings with feedbacks from board meetings etc, this hasn't happened for a while, felt this was good to do so everyone knew what all boys had achieved, where they are at (if they are unsupervised etc*

*etc) so all staff aware and on same page. Meeting minutes used to be emailed out, and impact risk assessment sent out about new boys via email (this hasn't happened). But overall it is great*

- *very clear from line manager*
- *Emails always highlight what is going on but more time to chat things through face to face would be beneficial*
- *Regular and clear communication from my line manager*
- *I would agree*
- *We are usually informed on what is occurring within our team.*
- *Communication is excellent*
- *I am kept up to date by regularly receiving emails, handovers and shift evaluations*
- *regular staff meetings, fixed administrative structure. Prompt to respond to requests for assistance.*
- *Team meeting and updates in my supervision.*
- *Mostly yes, sometimes no.*
- *This can be mixed from the management and misleading*
- *more time should be given to staff meetings re feeding back on how things are going for staff*
- *I have very close working with my colleagues*
- *Good two-way communication with my line manager*

## Having Ideas, Making Suggestions and Consultation



90% agree/strongly agree (95% last year) that they could have ideas and make suggestions and give feedback. But those who strongly agree has increased sharply.

The neutral score increased slightly, and we have 2 people disagreeing this year (just 1 last (year)

Overall, there were few comments to expand on experiences. There was no feedback from the person who responded negatively to this question.

## Employee comments on being listened to for ideas and feedback:

- *Yes, always encouraged to develop in my role*
- *I always feel listed to*
- *Always spaces to do this*
- *The EOT is regularly asking for ideas or feedback to improve the service.*

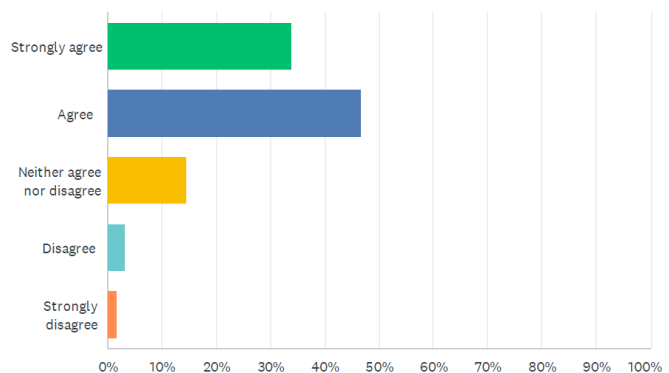
- *I use supervision*
- *I am actively encouraged to suggest new activities*
- *I always feel supported in the fact that any ideas are listened to and considered*
- *I feel encouraged to come up with the ideas but not always encouraged to implement them. There can be a lot of push back.*
- *It feels pointless as different shifts do not all do the same things*
- *This is one of our strengths*
- *I feel I can suggest new ideas and encouraged to give feedback.*

### Consultation

80% (down on 81% last year) of staff agreed or strongly agreed that they were consulted.

Neutral scores were consistent with last year

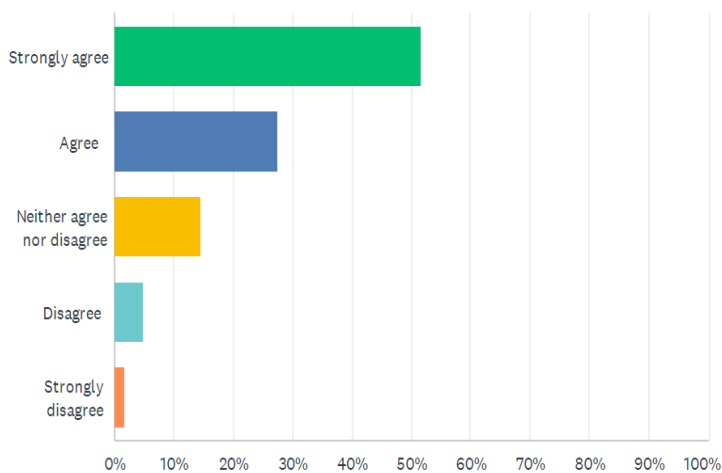
3 staff disagreed (2 last year)



### Employee comments on being consulted:

- *Sometimes but not always the case*
- *Sometimes not able to be involved due to the fast pace of care as behaviours dictate change*
- *Most of the time*
- *I would agree*
- *I am asked for my opinion on team matters, such as boy allocation etc.*
- *Supervisions*
- *The weekly staff meetings facilitate this.*
- *i am always asked rather than told*
- *We did have a meeting regards ownership.*
- *Depends. With some decisions we are consulted a lot and have discussions but some things are just done without consultation and we are expected to just accept it.*
- *sometimes things are changed at the last minute without feedback or explanation*
- *As above... the degree of involvement, communication, listening, surveys, meetings, invitations to take part are considerable. And we are now an EoT so that will only strengthen*

### Raising Concerns...



When asked to think about your confidence in raising concerns, pleasingly 79% of you agreed/ agreed strongly (down from 86% last year).

Neutral responses were marginally increased, and we had 3 colleagues disagree or disagree strongly.

### Employee comments on being confident in raising concerns:

- *yes, always feel I can talk to people*
- *Timescales for reflection and feedback can be too long due to time constraints*
- *Absolutely*
- *I often do that when I feel I want to speak about something*
- *I have received mixed responses when raising concerns, some of which have felt poorly handled and that things became worse for me.*
- *I've never felt so listened to in an organisation. Ever*
- *We as a care team are encouraged to be transparent*
- *I feel this if I went to certain management (i.e.. Shell, Katy or Nick).*
- *Line manager gives me confidence and makes us feel valued.*
- *I think so.*
- *When I have voiced my opinions, I feel I have been listened to well*
- *It is pointless you just have to get on and do your best This is the same colleague who has responded negatively to other questions and we would like to offer a sit down to help their re-engagement.*
- *There are so many very visible and effective methods as a TC and as an employer*
- *I can speak openly to my line manager if I am unhappy about something*

### General feedback on communication at Amberleigh Care

- *The communication between line managers and staff is good. I have worked for bigger organisations where the communication is poor or does not reach all staff.*
- *Communication is regular, which is good, but often relies too heavily on email. I'd value more brief meetings or conversations to make updates feel more personal and meaningful.*
- *Communication could be a lot better in particular care team. I understand some things have to happen at a fast pace but the communication is often left out*
- *Happy with how the company is overall*

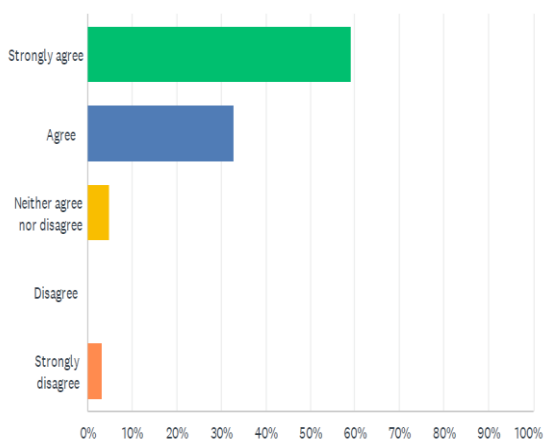
- *I feel the communication is fine most of the time. However, there has been times when we feel certain boys no more than the staff*
- *So far it has been a good experience, I have been made to feel very welcome.*
- *I feel the communication to staff is excellent, from the monthly staff update to ad hoc communications such as the transition to an EOT.*
- *Communication is good but not always inclusive, there are instances of whoever shouts loudest gets their personal preference of outcome.*
- *feel supported in my role*
- *More time should be given to build relationships between all staff. This would help support continuity of care*
- *MDT team at Golfa is a strength - communication has improved as a result*
- *I think communication is generally good*
- *I feel confident I'm listened to which empowers the role I have*
- *I feel it is good communication overall*
- *Communication between care, therapy and education could still improve. Often, I am unaware of circumstances that would directly impact on my work with the boys.*
- *Great communication all round.*
- *Overall communication is good. It can feel overwhelming at times to log in to your emails and see so many to be read though*
- *Digital recording*
- *The planning my TIs is great and communicate well throughout the shift. As bank staff I have a LOT of questions which are always welcomed and never dismissed or laughed at. I really appreciate the patience and help staff have shown me.*
- *overall my experience in this section is very positive*
- *Feel somewhat confident with my work*
- *Communication is good at Amberleigh*
- *I have no problems with what is communicated to me in my role and the company as a whole*
- *No comment*
- *Could be better*
- *Communication is really strong within our department, but feel sometimes it needs to improve between departments, to ensure we are fully aware of situations with the boys.*
- *I feel I am kept in the loop from line manager and above. I feel I am listened to and given the opportunity to respond.*
- *Communication has in my opinion slipped. Staff communicate with each other via their mobile phones rather than house phones. Personal phones are out too often in front of boys*
- *Sharing of information that might be relevant to best support the boys could be improved slightly, eg: community meetings etc.*
- *I think I have good communication from my peers and regular staff updates*
- *I feel that the lines of communication are effective*
- *None*
- *I think as a team we communicate well.*
- *The house manager is always keeping everyone in the loop.*
- *I feel that consultation with staff is key to decision making and a core value*
- *Communication could be better - even if we all had a group chat we could talk in on the days we are on shift (and can mute when we are not). I think this would be beneficial for incidents*

*(time stamps, communication to other staff), and sometimes new starters don't have everyone's contact details which could be a problem if they are in a situation they don't know how to handle and are on their own. I think communication from management could be better sometimes*

- *Communication is good. The number of emails daily can be a little overwhelming*
- *generally positive*
- *I feel communication overall is extremely positive.*
- *Line manager is extremely supportive.*
- *on the whole communication is great.*
- *I feel supported within my role*
- *Most times fine we get updates*
- *I have been really well supported with an issue that I had in work and I am truly grateful for that. I think the company would benefit from better communication across teams.*
- *I feel the MDT are working great and give clear communication*
- *no comments*
- *I am able to discuss my ideas with my line manager and team members also listen well to my ideas*
- *This has improved drastically over the past 12-18 months.*
- *As a whole team there is mis communication which affects the boys as staff are unsure and confused this then affects the boys*
- *communication between house and school could be facilitated more*
- *Management are more approachable now*
- *I feel communication is regular and clear*

## 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*

This was a section that showed a strengthening picture overall:

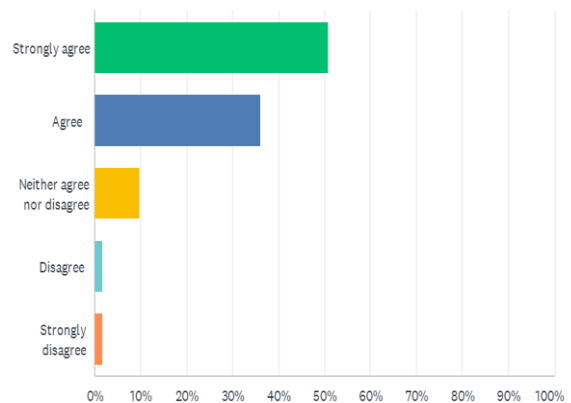
- 92% (same as last year) agreed or agreed strongly that your manager demonstrates leadership to you and to the boys. The 'strongly agree' has increased from 45-60%
- Neutral responses were decreased
- We had 2 negative responses.

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

87% (a decrease from 91% 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.

The Golfa Care team has been through a period of clear feedback, reflection and development recently which we know some staff have found challenging, but the majority of staff have welcomed.



*Supervision is a helpful place for support*

**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.

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. This is different from the group supervisions and dynamics.

- 96% of respondents were positive about this support – up from 94% last year
- 20 staff reported a needed to access clinical supervision over the last year and all found it valuable (up from 15 staff last year)
- 2 staff have not accessed the space but didn’t value it as an option – there was very limited feedback specific to this section but some suggestion that people are confused about which space we are talking about

**Staff comments on Clinical Supervision**

- *Not everyone wants to speak out in a crowd. This person is confusing group spaces with 1:1 clinical supervision.*
- *I feel that information is used against people after a clinical supervision so it is not a place you can talk openly. Again, we are unsure if this person is referring to 1:1 space*

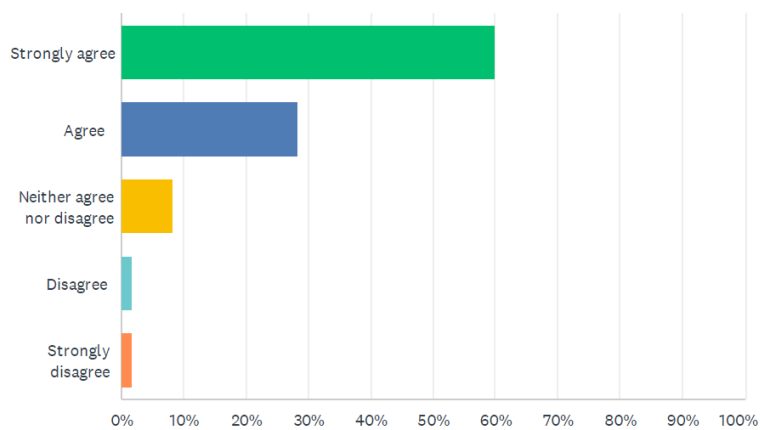
**Employee comments on their experiences of line management and support:**

- *The process of Supervision was new to me. But I find it a helpful space to discuss things. However, the in the team I am in I know I do not need to wait for supervisions if i need to discuss something with my Line Manager.*
- *I feel it's good, it's just often has to be rescheduled which can be frustrating*
- *I know I can always speak to my line manager about any problems and feel they would communicate back in the same way*
- *Happy with this*
- *Supervisions are helpful and a good place to say things you need to get off your chest*
- *As I am a new member of staff, I haven't had one yet, to be able to comment.*
- *Whilst I don't have formal supervision, I speak to my line manager on a regular basis I feel supported in my role.*
- *Supervision is a great way to unpack any difficulties*
- *always feel supported in my role*
- *Time constraints can cause problems for access to support*
- *Regular supervision is available and my line manager has an open door policy*
- *Line management, supervision and support are all good*
- *I feel there is a great support system that helps create a strong community within the staffing team. Supervision allows me to explore differences within myself and helps me work areas of my own development*
- *I feel we provide good management support overall, spaces to discuss things and reflect on own practice*
- *Overall, I appreciate the supervision meetings. However, I can find that my comments can be misconstrued or that concerns are not followed through at times. These thoughts have been raised to my line manager and there are positive signs of change.*
- *I think this is very helpful and good space to reflect and think about things*
- *I am happy with my line Manager in all aspects of my role*
- *Do well*
- *Supervision is helpful when we are given the space to do this, however feel it needs to be more consistent*
- *I feel this is a strong area within education*
- *I use supervisions to discuss any issues/worries I have about my role*
- *I feel my line manager is supportive and approachable.*
- *I speak daily with my line manager to discuss any issues if any.*
- *I feel well supported by my team and management.*
- *I always feel supported in my role from management to my line manager and care staff*
- *Supervision is a valuable tool both as a line manager and as someone who is supervised*
- *They listen and try and be flexible*
- *I always feel supported by my manager and the directors.*
- *high level of communication*
- *I feel I have a great level of supervision.*
- *I feel supported within my role*
- *I feel supported and listened to.*

- *I have used a clinical supervision multiple times and have found it really useful. It sounds quite ominous and foreboding but once you get past that it's a great tool.*
- *Extremely useful to engage in professional discussion with therapists and teachers.*
- *Line manager is always supportive*
- *I feel that the recent 'across the board' clinical supervisions were an excellent idea and hope that they will become a regular part of our working life.*
- *Currently I do not feel supported, there is no one that I can off load to after a difficult shift, everyone is just too busy, when you use the end of the shift to chat and debrief it is called gossip. So everything as to stay inside as you can not sure with your family. **This is the same colleague who has responded negatively to many questions. We can see clearly that this person is not happy, but also that their experiences are out of sync with the vast majority of staff. HR are available for a confidential discussion to help with their reengagement.***
- *sessions for staff to discuss problems would be useful*
- *This is always an area that requires ongoing maintenance and attention as it's a live and dynamic process and provides an essential function in a complex system with lots of moving parts. I think we do this very well overall*
- *This is a useful space*

## Training, Progression, Development and CPD

As with last year, we have seen a lot of internal progression and development in the last 12 months, and at the same time we also have a cohort of staff who are relatively new to us.



*There is a clear structure to progression.*

88% (up from 81% last year) of staff felt there was a good structure to progression, but the 'strongly agree' has risen from 40 – 60%

Neutral ratings were reduced this year, and we maintained just 2 colleagues who disagreed or disagreed strongly.

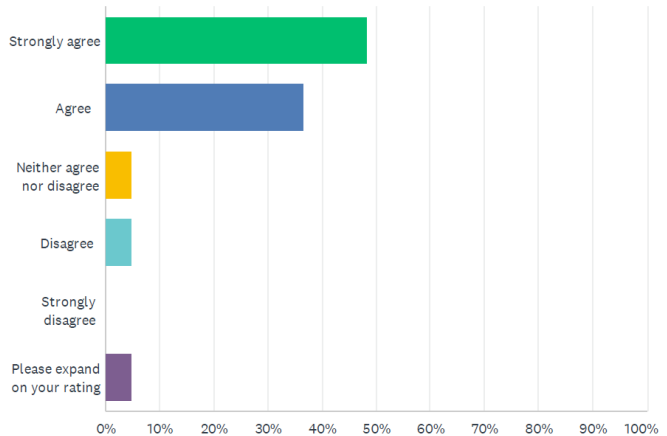
**Employee comments on progression and development opportunities:**

90% of staff agreed or agreed strongly that there were additional opportunities to go out on visits to other services, attend events etc.

5% were neutral, 5% disagreed.

We had 3 additional comments below:

- *No opportunities to go to events.*
- *Being given opportunities to attend training courses and seminars.*
- *Peer reviews*



*There are opportunities for visits and events*

**Employee feedback on Training:**

- *I have requested access to further training and always found this to be accepted and valued*
- *It's good. I like when Li gives training.*
- *Theres lots of opportunities to further develop / CPD Training.*
- *Sometimes short notice, but understand that it can be like that*
- *I have been able to access training that is relevant to my role and continue to attend events that support my development.*
- *Training opportunities are readily available*
- *It has been excellent, well thought out and delivered and most importantly, enjoyable.*
- *Training is less continual/lacking for specific central staff roles*
- *good training in place*
- *I attend training as required to update in all areas and to refresh.*
- *The training hub is one of the main platforms for training, but it is tedious and draining. It would be better if we had a platform that wasn't timed so we could do it at our own pace if we read quicker than it thinks we should. We accept the limitations of the platform (which is one of the sector leaders in this space). The timing issues was introduced by the platform following extensive sector feedback that many staff were racing through the slides to get to the end without engaging in the content, so the timer was built in. We use the online training where it is efficient, freeing up time and budget to focus on face to face, qualifications, events etc in other subject areas. It serves a purpose for us, but we appreciate it doesn't suit everyone.*
- *I have been offered a range of relevant and interesting opportunities.*
- *The additional training has been great in supporting my development*
- *I am strongly supported in this area!*
- *Training is regular*

- *Fantastic comprehension initial training to set teachers up to succeed*
- *Broad, varied in style, relevant and lots of it!*
- *I want to go to more conferences. They give me the confidence to do even better in my role*
- *The most recent training I have completed, was external and very good*

#### **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.

You can see (we have this most years) suggestions about ASD, Autism and Mental Health. All these areas are currently covered in training, and additionally we now have more case specific consultation and support from the clinical team, yet still some staff feel they need more confidence. Discussion in team meetings will help our understanding the specific context that some of the comments relate to. **Please take these issues to supervision and/or team meetings**

- *Training on specific needs of the boys - ADHD, ASD etc*
- *Better online compulsory courses*
- *Think you cover everything already*
- *I'm happy with all the training provided*
- *Not sure of any at the moment.*
- *AI*
- *Legislation*
- *no feel we get adequate training*
- *Defiance disorder techniques*
- *Additional learning needs AI*
- *Autism and ADHD seem to be being talked about lately*
- *First aid. And more practical training*
- *Play therapy*
- *It would be good to revisit ADHD. Li has provided some great insightful training around self harm as well as more niche behaviours boys have displayed which are very specific to our boys.*
- *I think neurodivergence training would be beneficial for staff due to the increase in neurodivergent boys joining us. It would be useful to understand what additional focus is required as autism, ASD training etc is already provided, and then we have the clinical team supporting staff understanding around the individual presentations of boys (which is more focussed than generic training).*
- *Better mental health support for the boys*
- *I think it would be good to train staff in certain areas so they are equipped to hold additional responsibilities.*
- *I think the company in general provides adequate training and keeps up with subjects that need to be addressed*
- *Autism*

- For all departments to have a greater understanding of boys individual needs e.g. Autism, ADHD, ODD
- Maybe relook at autism
- Trauma informed approach and nurturing approach for all staff in the community
- I think the staff would benefit from skunkworks providing training on how to use share point and one drive.
- SEND
- More refreshers for restraining holds. As sometimes long periods of time can pass without having to make a physical intervention.
- HSB and ACEs should be completed every year in my opinion
- I have no alternative method to offer. However, training hub is a tough way to learn.
- More self-harm and suicide, eating disorders would be good and maybe autism.
- Makaton training
- It's all important to be honest, so it's always good to revisit
- Living Learning experiences.
- Manager training for team leaders
- I would like to have some therapy training.
- I think it would be useful to have further training for those who have exceeding the inhouse training and QCF's available. *This is a live discussion for 2026*
- Amberleigh covers all aspects of training needs for their staff.
- There should be more training for becoming a keyworker. Just what you are expected to do and in what time frame. Support for key work sessions, personal plans, risk assessments. *We have been rolling out some of this work in team meetings and through QA support. More of this is planned for next year. Colleagues can also access mentoring from existing more experienced colleagues.*
- I would like to continue to expand my knowledge of supporting students with ALN.
- Continued face to face training with the clinical team - just as self-harm/triggers
- I think we could access some more training on mental health in young people.
- *First aid training would be helpful, especially with how often we are being required to clean up after self-harm. Essential first aid training is already mandatory. I think here this is more about practical application which would be relevant to individual boys or for specific periods. This is much better focussed at team level so it can respond to individual situations.*
- Attachment training so staff can understand why the boys can be so different but need to have fair care
- PDA Tourette's
- HR processes for supervisors (we have had several new colleagues) More trauma context training for staff, More about EoT. *All part of next year's business plan*
- Investigations and Disciplinary

## Final Feedback – Strengths and Areas for Development

This final section lists the comments and feedback that was given as what we do well, and suggestions for developing the service during 2026, 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

😊 This is really lovely to read:

- *Support for staff and boys.*
- *There is a strong focus on the wellbeing and progress of the young people. Staff support each other, and there's good training and guidance available.*
- *We are generally good at reacting to situations that are ever changing and dealing with them*
- *Everything*
- *Making the boys feel wanted giving them a say and a chance to be heard.*
- *Explaining everything well, making sure I've had everything I need for starting my role.*
- *Support for training*
- *There are a number of areas of strength, such as communication, on site management and strengthening of pay & benefits*
- *Providing positive experiences to our young people and helping them to gain some sort of recovery from their abuse*
- *good at developing staff and working with their strengths*
- *Training*
- *Making decisions which are in the best interest of the boys - Helping give the boys a voice during professional meetings*
- *Continuing to invest in the company, to ensure growth in the business and a great place for the boys to live and staff to work*
- *We're good at delivering overall care for our young people and keep them safe.*
- *induction for new staff*
- *We are good at acknowledging how we can further support our staff and use each other's strengths and experiences.*
- *Supporting the team, providing training which is bespoke*
- *We are good at working together for the benefit of the boys. There is a care for the boys that runs through the company, and this is great for them, as well as for all staff that work here. Training is also a positive aspect, as is communication from the directors.*
- *Communication, encouraging staff to develop in their roles, training opportunities and peer reviews, staff bonuses/recognition.*
- *We are great at caring about the boys in our care*
- *I feel we are good at developing staff and this has been seen at The Oaks over the last year or so with the amount of internal progression we have seen.*
- *Amazing support from shift leaders in answering questions. Whole company feels very professional and well organised. Staff really care about the boys and the genuineness of this*

*is beautiful to see. Ones in particular who have helped me so much at the Golfa are Katy B, Nick R, Rita and Hel.*

- *good rates of pay and additional benefits*
- *Teams supporting each other at difficult times*
- *Welcoming new staff and boys Being a strong community*
- *Listening to the employees.*
- *Helping us as individuals*
- *It is very 'open door.' Feel confident talking to my line manager at any point but also does not feel as hierarchical as many places, you feel as though you can approach all for a conversation.*
- *The opportunities and facilities we provide the young people with. The home itself.*
- *Supporting boys when struggling*
- *Opportunities available*
- *Amberleigh are good at providing a nice and safe environment where the residents feel a sense of security and protection.*
- *Communication, new opportunities, development of others*
- *Making sure the boys have good hygiene, have staff available most of the time if they need to chat, supporting the boys the best we can*
- *Being child focused*
- *Providing support and training to enable a safe working environment*
- *Keeping staff happy and supporting them when they are struggling due to the nature of the job*
- *We are good at listening and operating as a community. We are responsive to need and ready to adapt and change where needed*
- *I think a lot of the staff do genuinely care about the boys*
- *Providing opportunities to further develop skills*
- *Good communication in relation to how things are changing and moving forward*
- *Building on individual strengths of staff. Relationships. Communication. Everybody having a voice.*
- *internal progression (training and promotions)*
- *making staff feel valued, making me feel like I am doing something vocational rather than working.*
- *Stability of employment, growth in service*
- *expanding and site development*
- *Promoting chances training opportunities for staff and young people.*
- *Caring for the boys and giving them the best chance. Supporting staff with issues within the workplace regarding the boys.*
- *I feel this is a forward-thinking organisation*
- *My progression and development*
- *We are good at communicating information about new arrivals and giving feedback about individuals to put support or plans in place.*

- *I think that the organisation has always been good at listening to us, but over the last year it has become better at responding to us.*
- *Training and pay is good*
- *Ensuring that things are followed up quickly re any problems with the boys. Support from HR follow ups to ensure we are happy with the outcome of any grievances.*
- *Conversion to EoT Visibility 'out there' in our sector Some amazing transitions for boys*
- *We have a solid team. Conversations get had when they need to be had*
- *Providing a great place to work*

## 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.

The other common theme has been about retention, and this is something that has really improved in the final period of the year. There have been two main issues affecting us:

1. There is a national recruitment and retention issue in the sector with applicants applying for multiple roles, not committing and generally being more transient. This has affected both communities in degrees. This is despite very focussed preparations through the selection process
2. Golfa care has seen the most turnover, and this year has also been through a period of inconsistent management until we have appointed, and also a need to shift the culture – this process saw some staff move on rather than adapt with support, and we also had a period where the team dynamic was not where we wanted it to be, which in turn impacted on new colleagues joining (with some not staying). As you can see from other comments, the dynamic and sense of working together at Golfa has improved dramatically in recent months, and retention is improving as a result. This will be an ongoing focus and we are building a very effective team.

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'd like to see even more focus on working together across the wider Amberleigh community. Encouraging stronger links between teams and sites would help build a greater sense of unity and shared purpose*
- *We could be more proactive especially in long term planning*
- *Think it is a great company overall.*
- *I feel that everything that needs to be done is being done. The staff turn over is the one area because not get to like the staff and get close to them. Saying that I do think there are times when boys get to close and have an obsession with mainly the younger female staff.*
- *I haven't noticed anything at the moment.*

- **working as a team across the board.**
- *I would like to enhance the pay in a sector that is traditionally low paid, although this is constrained by outside forces such as government policy. Generally, we have some of the highest pay in the sector and have again announced an ahead of inflation pay rise for 2026. The other addition now has been EoT bonuses which further enhance the pay and benefits for staff. There is a wider national issue of where pay sits around looked after children and we are active in contributing positively to this debate and leading by example.*
- **A more empathic and compassionate approach to our more troubled boys without blurring boundaries.**
- *recruiting more staff*
- *Tracking incidences: Handover/self harm log/accident book all have to be cross referenced by hand. Could this data be more seamlessly collected/recorded?*
- **There is an inconsistency amongst teams regarding enforcing rules and boundaries** *Staff retention especially in care - Golfa*
- *We don't always seem to think things through thoroughly*
- **More of a buy in from staff (internally) I feel we could hold more meetings with staff. I feel this will strengthen people's views and clarity amongst staff. All working on the same "page" due to the clarity from the meetings.** *I feel the support from therapy has dropped significantly. Within meetings, holding supervisions and dynamics. We are developing and expanding the therapy resource for 2026*
- *MDT working and open communication (mainly The Oaks site) This is a deliberate area of focus for 2026. Necessary focus at Golfa has been to the detriment of The Oaks for periods this year.*
- **The communication between teams can sometimes be a bit poor, meaning key information does not transfer between care/ school/ therapy.**
- **We could be more supportive of each other as staff i feels somewhat that we forget that we are human too**
- **More nutritious evening meals would be nice to see. The boys eat great at lunch on school days but in the evening it's Often waffles, bacon and beans or oven pizza and chips or pasta bake. I personally I think it's fine twice a week but real home cooking should be done when possible. I understand this is costly, time consuming and comes with more cleaning afterwards.**
- *The turnover of staff numbers is concerning*
- *Communication*
- *Not judging us if we make a mistake*
- **Ensuring boundaries/communication between departments are the same.**
- *Look at the underlying cause of staff absence. We work with children with poor hygiene who spread germs like wildfire, but staff are punished for sickness. Staff retention, no consistency for the young people*
- **Staff should be more consistent in their approach to the boys**
- **Team building for the whole community**
- **Communication between staff could be better**

- Sometimes I feel Amberleigh is not the right placement for certain boys, which can unsettle the dynamics within the home.
- Get the boys out in the community more in terms of jobs, work experience, making friends etc
- We are poor at staff retention. This is an industry / sector issue. But we see a vast and rapid turnover of staff
- Communication, praise, validation, supporting staff (new or old)
- Managing boys who are aggressive towards staff and damaging property
- Provide staff dynamics for all departments and roles
- Again it would be around consequences, but I understand at this point i may not have the whole picture.
- Employee benefits, consistency/fairness, flexibility and forward thinking
- development in the home
- Communication Developing independence in the boys before they leave
- Communication between teachers and care staff could be better at times.
- keeping on top of smaller tasks
- I think we could do better at organising community events.
- It would be nice to have more rota cycles available to us but I appreciate the challenges involved in this.
- Positive communication with staff. Check ins with people not just expecting them to seek help as people do not want to bother others. We are unsure as to the context of this comment as there are numerous different types of support spaces for staff which are a built-in part of the model that they do not have to ask for. This may be more in a day to day/ between colleagues requests?
- Ensuring that staff time to get together to support each other with problems and find solutions is provided.
- Retention of staff (Golf care especially)

## Your final and other comments...

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

- Thanks for a supportive manager leadership team and directors
- no think the company does well
- No, I am happy here and love working with our boys. I appreciate the role I have and the work that I get to do here.
- Covered 😊 extremely happy with everything and I'm blown away by the level of support I've received. Everyone's so happy and friendly even on difficult shifts. Thank you to all staff especially seniors and management at the oaks. Also, the team teach training with Simon and Marrie was amazing. I walked out with a totally different perspective on how to interact with the boys . It reminded me that if love is at the centre of what we do then everything else

*falls into place. I absolutely LOVED those two training days and it helped me so much. Thank you*

- *Not enough qualified staff. Staff qualification levels and progress is something that is monitored at management level and we have seen a steady and consistent increase. This is also matched with significant levels of internal progression. If we have misunderstood the comment we will be happy to follow up*
- *I feel happy at Amberleigh.*
- *Additional employee benefits would be great - increased pension contribution, working from home, flexible hours, annual training budget for non-care staff, private healthcare, option to buy and sell annual leave days. We have undertaken Terms and Conditions consultations previous and explored many of these options. Managers have training budgets for all departments, and we have introduced greater flexibility around leave responding to previous feedback. We do not envisage any other significant changes for 2026.*
- *Not really just enjoy my job role and working with the staff and young people. Giving support but also receiving it.*
- *I would like to address the current maternity policy, looking into a fairer option. I would like to address working hours, again looking into a fairer option that suits a well looked after work-life balance. As above, we strengthened Maternity benefits last year and this is not due for further review at this time. We are unsure on the comment about hours and balance as earlier in this report you can see that this is something that the majority of staff feel is a strength. We will be happy to follow up with this individual employee to understand their concerns further.*
- *Not at this time - the advantage of being asked for feedback more often now!*
- *The company has been through a lot of changes in the last year, and a lot of comings and goings of boys and staff. I think we need to find out way as a team and clear rules for staff to follow. As inconsistency within the team does not help the boys.*
- *Ensure consistency across the whole of Amberleigh including rules for boys and staff. Maybe have staff meetings with the house and school together to voice concerns. Have time to complete Handover during the day and complete paperwork.*

### **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.**

We will take some of this feedback forward into the 2026 business plan which we will share in the coming days.

Thank you.



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