Re:markable
OFFICIAL DELIVERY PARTNER SCOTLAND

INVESTORS IN PEOPLE®
We invest in people

Feedback

TURNING POINT SCOTLAND

Project number: IIP/19/4080
Specialists: Kate Carmichael and Willie MacColl
Date: 26th January 2021

Investors in People
157-197 Buckingham Palace Road,
London, SW1W 9SP
+44 (0) 300 303 3033

The Investors in People brand, trademarks, methodology, products and logo are owned by Investors in People and are protected by copyright and trademark law.

The Investors in People identity is strong, simple, powerful and instantly recognisable. It is therefore important that only organisations that are accredited as Investors in People can use our mark.

©2020 The contents of this report should be considered commercial in confidence.

You did it!

INVESTORS IN PEOPLE™
We invest in people Platinum

You're at the PLATINUM level of our We invest in people accreditation! This is a truly exceptional result, recognising a remarkable organisation. Congratulations!

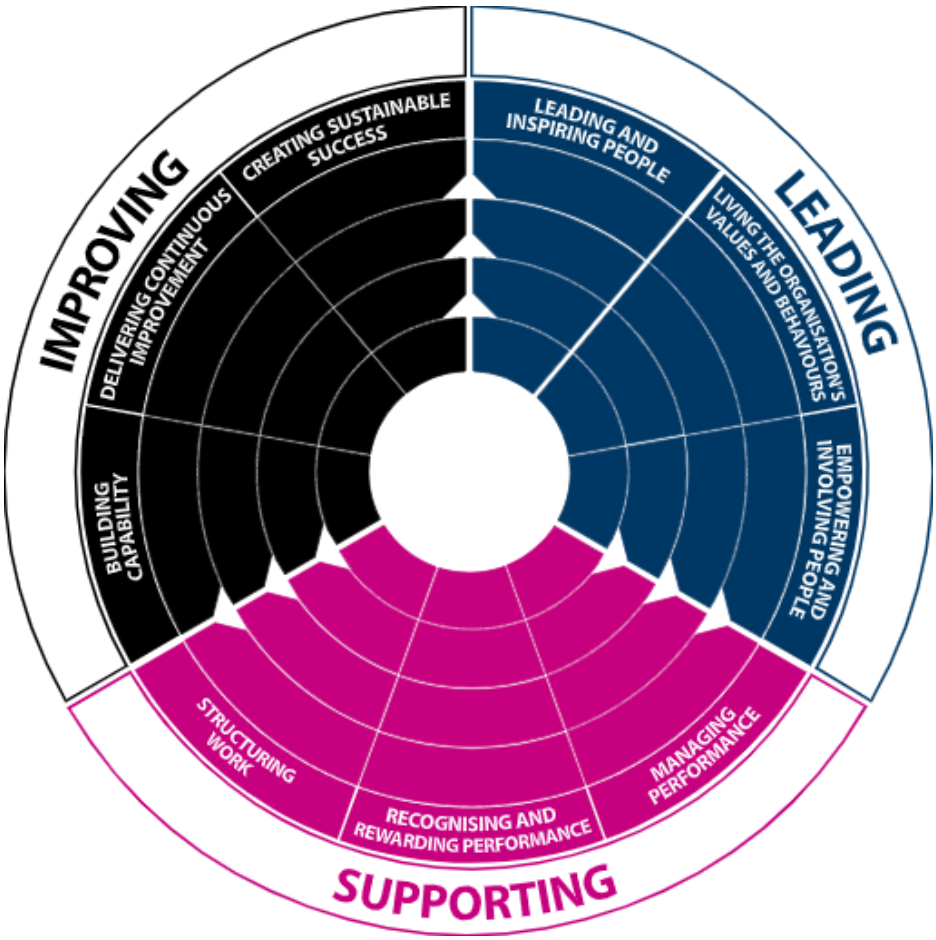
Detailed feedback and recommendations inside…

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date (backdated)	12-month review	24-month review	Accreditation expiry
15/12/20	15/12/21	15/12/22	15/12/23

At a glance



"We have a vision of a Scotland where everyone has a safe place to call home, a support network of positive relationships and the chance to full their time with meaningful and enjoyable activity."[1]

Turning Point Scotland [TPS] recently celebrated its twentieth anniversary. With just over 1,200 staff and 36 services across Scotland[2], TPS designs and delivers innovative and varied social care services. TPS staff work together and with external partners to make the mission something that is lived and the vision, stated above, closer to being a reality.

As we write this paper, we are still in the midst of a global pandemic, one which has shut down much of the world and brings language such as "unprecedented" and "new reality", "essential" and "key" workers and "social distancing." People who could work at home do. In the UK, 9.9M jobs have been furloughed across 1.2M employers as at the 15th November 2020.[3] The current, third phase of the furloughing scheme has been extended and will close at the end of March. With so much unknown and incredibly volatile, what happens next is subject to conflicting and emerging information. What we anticipate is that the true impact to countries, sectors, industries and organisations is yet to come and likely to bring yet more sweeping change[4].

Despite all that 2020/early 2021 has thrown at the world, TPS has continued to identify needs and

[1] https://www.turningpointscotland.com/work-with-us/our-vision-mission/
[2] 2019/2020 Annual Report
[3] https://www.statista.com/statistics/1116638/uk-number-of-people-on-furlough/
[4] https://www.weforum.org/agenda/2020/05/deglobalization-glovalization-coronavirus-covid19-international-pandemic

introduce new services like the IEP [mobile Injection Equipment Provision] delivered in partnership with NHS Greater Glasgow and Clyde and Housing First homeless services. The pandemic has had varying impact on day-to-day operations in TPS. Those that can work from home do. Some contact with service users and the various, critical partners can be done virtually. Where face-to-face interactions are called for, staff do their utmost to protect both clients and themselves by wearing PPE and adhering to evolving guidelines and restrictions. But, there's always the need to weigh up safety and welfare in the mix, to do what's best in the moment.

Communication was an immediate priority, with company-wide weekly meetings introduced in March 2020 using Zoom. Management and leadership teams catch up 1-2 times a week and cascade information quickly to front-line staff. Forums such as one for residential-type services are coming together to share information, ideas, and problem-solving. The People Matter Forum, with 12 reps from across the company, is another conversation tool in place, not only to capture issues but to increasingly solicit views and get staff input. People consistently say that the pandemic has torn down geographic boundaries and managers and leaders are even more accessible.

As Neil Richardson, OBE QPM and Chief Executive of TPS, explained, "[We've faced] a fairly dramatically-changed landscape since last year. We recognise this is a crisis, manage it, and recognised that this would change the world." He went on to talk about ensuring relevance and being in position to inform the discussion. "Social care doesn't sit still. We're at the heart of relevant discussions. My hope and expectation is that we stay current [and] at the cutting edge of whatever new world comes after covid."

Having achieved the Gold level accreditation in 2017, TPS set its sights on attaining a Platinum award. This award is extremely challenging to get, with only the top 1 - 5% of organisations meeting the requirements. And, you've only gone and achieved it!

What to be proud of

Where to begin?! Here are some of the highlights.

- There is a huge emphasis on communication. It's two-way. It's frequent. It creates transparency and trust. Leaders are trusted by staff across the organisation and are consistently viewed as role models.
- People are motivated by their managers and leaders as well as by the impact their work has for service users. TPS is seen as the organisation that does the work others can't or won't do. People achieve results beyond what others thought was possible.
- The new Step In, Step On, Step Up programme is one example of how the company focuses on future leadership capabilities.
- The values, shown on the prior page, are so lived by the organisation that they are no longer a conscious, separate consideration. Those values shape how people treat service users and colleagues alike. People hold each other to account and that's encouraged by the policies and practices in place.
- People feel empowered and they readily use their initiative to deliver to the mission and vision of TPS.
- Participation and collaboration are fundamental to working at TPS. Service forums, team meetings, working groups, the Joint Negotiating Committee (JNC), TPS Staff Connects meetings and of course the People Matter Forum are all regular and genuine opportunities for people to be involved in decision making and have a voice.
- That voice means that people can and do readily challenge the status quo. This is so engrained that when in the review, people would mention something they think could be improved, they'd go on to say that they've already raised the issue(s) and change is imminent.
- The values-based appraisal and its predecessor PDRP, are both well-defined, collaborative example of how to manage performance. People set stretching goals with their manager's assistance and input. There are team objectives and it's all service-user focused. Regular supervision meetings take place and these are augmented with informal ad hoc conversations.
- Consistently we heard of people managers who are approachable, focused on developing their people, and who always make time to listen and support.
- This is an organisation where people feel valued and that's supported by the staff retention rates, with 68% of employees having worked for TPS for 4 years or more. Recognition comes fast and furious – from colleagues, from service users, from managers and leaders and from partner organisations.
- Roles not only provide opportunities to develop the skills and capabilities needed to be successful, they also prepare people to progress in the company and in their careers. With such a focus on service users and innovation, it should come as no surprise that the roles evolve over time to meet the changing landscape.
- There are a wealth of policies and practices defined and in place. These make it easy and clear for all staff to consistently do the right thing and take quick and effective action. In many of our conversations we heard of regular process review sessions with the aim of making improvements and addressing inconsistencies.
- People work collaboratively within and outwith the company. They work within their teams. They join working groups, forums, external taskforces. They make multi-disciplinary teamworking a success.
- This is an organisation that is genuinely focused on building capability. People talk about the regular conversations they have with their line managers on development. However, an individual's ability to realise career ambitions can and does come at the expense of retaining talent in a team or even in the company. It's understood that you will retain

people best by setting them free. As a result, we were inundated with examples of people moving up and across the company.

- TPS is known as innovative and that reputation continues to be earned. Everyone we met showed the depth of their personal ownership and how they do that enthusiastically to improve the organisation. Each person could speak of innovations and ideas that are making a difference to service users and the sector. The volatility and uncertainty that the pandemic delivered and continues to deliver, has translated into local improvements and changed ways of working, again all with the service users in mind. The culture of empowerment means that ideas and innovation are the responsibility of all.
- The model of citizenship, the seat at the table for the Drugs Deaths Task Force, standalone outreach, digitalisation, the commissioned Insights work, the People Matter Forum are all fine examples of creating sustainable success. With continued environmental scanning, this is an organisation aware of and informing future challenges. This is a company where change – and taking risks, even having the occasional failure – are all integral to the culture.
- This is one of the best organisations we've had the pleasure to assess. As Willie put it, TPS is like an orchestra that's playing with perfect pitch.

What to work on

- There are a lot of employees who don't attend the company-wide meetings. And, when we look at the video Neil did in November, it's only had 309 views. Timings of meetings means that not everyone can be available. Likewise, we've heard some challenges to the IT systems and network means that videos can be difficult to download or watch.

- While people speak highly of the processes and practices in place for Performance Management, we heard less about measures and evidence used to assess that performance. There may be opportunities to talk about what sources to tap into that would give useful feedback on performance for individuals and teams. This might also bring greater clarity to the definition of meeting objectives versus exceeding them.

- In an increasingly complex world, we're more reliant on teams to work together and solve problems. It's possible you could do more to recognise and reward **team** high performance.

- With such a focus on building capability, you'll want to make it as easy as possible for people to see where they might go – UP, ACROSS and OUT. Likewise, what paths people can take to become technical specialists vs sector generalists vs future leaders? The Step In, Step On, Step Up will support this.

Congratulations on achieving the Platinum award!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving. As discussed, you're specifically seeking our recommendations on how to embed, extend and sustain. With that in mind, we're

making suggestions that will help to shape the next ten years and are a bit more revolutionary and cutting edge than we might ordinarily provide.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

LEADING

- **Communication.** We recommend that you continue with company-wide meetings as a regular element to how you work. Use break-out rooms for people to talk and engage with topics. Use real-time polling tools that level the playing field and give everyone a quick and ready voice. Record the sessions and make them available to all staff on demand along with a summary of key points covered. Get staff to define what topics they'd like to cover. Look at what would PULL people into the sessions rather than a PUSH.

- **Communication.** Use bite-sized videos to replace and augment emails to all staff. **These could come from key voices/people across the organisation and not just from leaders.** That's likely to prompt conversations with IT on what barriers exist to staff accessing and viewing multimedia easily from all devices – work computers, laptops and smart phones.

- **Communication.** Social media – we're not seeing much of a presence on social media and that feels like a missed opportunity. Along with defining its audience and purpose, you're likely to need to allocate resource to keep collecting content and managing a calendar of social media activity.

- **Developing Leadership Capability.** We know you have plans. Here are some of the thought-leaders/topics we're seeing emerging that are likely to be "cutting edge" and transformational: psychological safety – Amy Edmondson; Intent-Based Leadership – L. David Marquet; diversity of thinking/rebel ideas – Matthew Syed; Wilful Blindness – Margaret Heffernan; Dare to Lead – Brené Brown; Year of Living Brilliantly[5] and the coaching habit – Michael Bungay-Stanier; making experiences have extraordinary impact – Dan and Chip Heath.

- **Developing Leadership Capability.** This may go on in informal ways but as you develop your talent pipeline, introduce a degree of formality to an individual's development plans and find opportunities to expose them to alternative ways of working – those with (senior) leadership potential could be fed into another organisation's Board as a temporary member, or perhaps initiate and lead a task force.

- **Empowering People.** There is the potential to take empowerment and autonomy to a point where you're creating leaders at all levels, reserving very few decisions explicitly for leaders.[6] Kate would be happy to talk through what's available, either for you to do on your own or with Remarkable's assistance.

- **Empowering People.** Consider whether it suits the organisation to develop a seat on the Board for an employee representative.

[5] https://www.mbs.works/yearoflivingbrilliantlyoptin
[6] This relates to Intent-Based Leadership, L. David Marquet and Remarkable are the UK and Ireland partner.

SUPPORTING

- **Managing Performance.** The recently introduced ***Step In, Step On, Step Up*** development focuses on career paths and opportunities. As you move forward, the appraisal system may come more to the fore and therefore, we recommend that you take stock on and consider any actions in respect of the following:
  - ✓ Check the appraisal system is fully aligned to this newly introduced programme
  - ✓ People are aware of the great successes, but it will be important that the system helps the organisation identify and develop talent to sustain the business – in that regard, make sure the system continually distinguishes people's efforts and the high levels of performance that exist.
  - ✓ Ensure those with line management responsibility and indeed the wider workforce become familiar with ***Step In, Step On, Step Up*** and help managers develop a confidence in the different conversations they may need to have around performance and progression

- **Recognising and Rewarding High Performance.** People feel recognised and rewarded for their achievements in TPS. You could build on this by exploring how to align recognition and reward to specific individual motivators so that you're tailoring how you recognise people based on what is most important to them. This would require introducing the concept of motivators, sharing the names and definitions and making it easy for people to self-identify their top three. Kate would be happy to share what she delivered for another non-profit organisation.

- **Recognising and Rewarding High Performance.** Likewise, you may wish to introduce more team recognition and rewards with something formal and akin to the Wendy Spencer Award. Likewise, there would be benefit to having more case studies and highlighting exemplars at your staff conference to shine a light on good practice and celebrate. We're thinking of short montages that highlight what a team has achieved gives something that people can see, share and say "I was a part of that!" Likewise, you might want to share the stories of all short-listed candidates for the awards. All of the above instils a pride among colleagues in respect of what everyone is capable of achieving.

- **Designing Roles.** We've seen some organisations run sessions where they get staff to envision what the world will look like in 5-10 years and then translate that into implications for and ways to rethink the services and support the company currently provides. That could prove an interesting exercise to help anticipate and plan for the roles, skills and capabilities that are only just emerging.

- **Designing Roles.** The 5 R's of citizenship has real traction, so what about extending that framework to be used to define roles? Recognising there are very good inductions in place for upward and lateral role changes, it could also form a part of the conversations people have when moving into a new post to set out the scope of the job.

- **Enabling Collaborative Working.** You could encourage fluid creating and dissolving of front-line networks to share information and solve problems. This relates to the new term co-elevation[7]. Likewise, you could make even more space in forums, conferences, company-wide meetings and learning events for short, fun networking to take place. We're

[7] https://www.forbes.com/sites/kathycaprino/2020/05/22/co-elevation-how-to-achieve-positive-leadership-impact-without-pre-established-authority/?sh=65c731955f93 and http://ferrazzigreenlight.com/insights/one-word-will-reshape-entire-organization/

thinking of planned sessions with posed questions like: if you had to design a social enterprise, what would you create?

IMPROVING

- **Building Capability.** As you move forward, raise the profile of ***Step In, Step On, Step Up*** and also develop ways to illustrate how your people's careers have progressed as well as the paths they have followed, both within TPS and elsewhere. This could take the form of small pen pictures that are linked to the various career paths. While this will provide guidance for existing employees it can also stand to help attract potential employees.

- **Deploying the Right People at the Right Time.** This could be another opportunity to deploy multimedia content and the use of story-telling. As you build awareness of possible career paths that go up, across and even out of the organisation, you could attach stories from staff members who are living these paths and experiences, possibly linking it to the exam results day where people say "this is my career history" or" I started out as..." This could also take the form of small pen pictures that are linked to the various career paths. While this will provide guidance for existing employees it can also stand to help attract potential employees. This makes it real and could inspire people who hear the doubts, lack of certainty and self-confidence. It's also a good chance to share messages such as the preference for passion and authenticity over being the finished article.

- **Improving through Internal and External Sources.** You've invested time and energy in the Insights Reports and there are plans for further investigations. We'd recommend distilling this into a short digestible form that identifies the extent of positive change and deters people from reverting to old, less efficient ways. By way of example, we've seen another organisation start to codify at a company level the expectation that we will never work in the same ways as we did before the pandemic. It's then down to each function and team to create their own charter of how they'll work going forward. This takes on board all of the benefits that have come from the pandemic and a commitment to embed these new ways of working as standard practice.

- **Improving through Internal and External Sources.** While there were some exemplary behaviours related to us, a few staff suggested that they'd like to see Managers occasionally "on the floor" and visible to service users. We recommend you consider having a TPS Back to the Floor programme, where managers and leaders occasionally spend time at the coal face, seeing and experiencing what it's like for front-line staff. There are a number of benefits.[8]

- **Innovation.** You've used Crowdicity in the past but found it had some gaps. It would be good to have some tools in place that give ideas a platform, a consideration, a green light to pilot, a test and a review with learning. Innovation comes from diversity of thought and opportunities to fail, early and often. Perhaps you could introduce a dragon's den-style competition? Also, could you look at the HOPE project and consider how to replicate this? We understand that it was developed as a service, brought opportunities to engage and train service users and is now moving to become a social enterprise – the opportunities to share it, benefit from it and replicate this or similar projects are many. We think there'll be other examples as impactful as this did and how that could be replicated? Included in a dragon's den format could be funding, access to resource/leadership/time/outside mentoring for the winning ideas.

[8] https://www.peoplepuzzles.co.uk/news/five-benefits-of-walking-the-shop-floor/ and https://pubmed.ncbi.nlm.nih.gov/21375619/

- **Innovation.** Consider the value of running a mini conference, with elements from the normal programme, and/or award type events online as a way of replacing some of your set calendar pieces during the lockdown. It seems as a society, we will all remain in the current state of stasis for a few months more and conference type events for any of us may yet be a distance away. Such a move could be minimalist to make it simple to organise but aiming to engage in your normal way. This would allow you to share your thoughts on what the recovery phase might look like and at the same time showcase some of the great achievements made in the past year using brief inputs and perhaps linking in some awards. Some examples exist where organisations have done this very effectively.

- **Innovation.** Role titles. Does the title change how people view the role? For example, instead of HR Director, Ella's Kitchen calls the role Director of Keeping People Happy. Front line roles, what's the impact of calling someone a Practitioner vs something wholly focused on the people element for the service user? Success coach? Would this deliver better outcomes? Get people more enthused if they think they're more ninja-like than practitioner. We're saying some of this tongue in cheek [ninja], but this might prompt some good conversation.

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

WHO?
The meeting will include: Kate Carmichael, Kevin Staunton and other key sponsors tbd.

WHEN?
The feedback meeting is still to be scheduled and should ideally occur in early February 2021.

WHERE?
We'll meet virtually using MS Teams or Zoom.

WHAT?
Together, we'll…

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan,** which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- Work with us annually in a way that best supports your **action plan** and helps you hear from employees along the way.
- be **reassessed** no later than 15th December 2023

Don't forget to celebrate!

Let your people know how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Assessment results

Your results by indicator

At your last accreditation in 2017, you had a very strong GOLD level award. For Recognising and Rewarding High Performance and Structuring Work, you've improved by two maturity levels. This is a fantastic result!

INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED	HIGH PERFORMING
LEADING AND INSPIRING PEOPLE	Creating transparency and trust	✓	✓	✓	✓
	Motivating people to deliver the organisations objectives	✓	✓	✓	✓
	Developing leadership capability	✓	✓	✓	✓
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values	✓		✓	✓
	Adopting the values	✓	✓	✓	✓
	Living the values	✓	✓	✓	✓
EMPOWERING AND INVOLVING PEOPLE	Empowering people	✓	✓	✓	✓
	Participating and collaborating	✓	✓	✓	✓
	Making decisions	✓	✓	✓	✓
MANAGING PERFORMANCE	Setting objectives	✓	✓	✓	✓
	Encouraging high performance	✓	✓	✓	✓
	Measuring and assessing performance	✓	✓	✓	✓
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward	✓	✓	✓	✓
	Adopting a culture of recognition		✓	✓	✓
	Recognising and rewarding people	✓	✓	✓	✓
STRUCTURING WORK	Designing roles	✓	✓	✓	✓
	Creating autonomy in roles		✓	✓	✓
	Enabling collaborative working	✓	✓	✓	✓
BUILDING CAPABILITY	Understanding people's potential	✓	✓	✓	✓
	Supporting learning and development	✓	✓	✓	✓
	Deploying the right people at the right time	✓	✓	✓	✓
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources	✓	✓	✓	✓
	Creating a culture of continuous improvement	✓	✓	✓	✓
	Encouraging innovation	✓	✓	✓	✓
CREATING SUSTAINABLE SUCCESS	Focusing on the future	✓	✓	✓	✓
	Embracing change	✓	✓	✓	✓
	Understanding the external context	✓	✓	✓	✓

Your survey results by indicator

While we had originally planned to run the IIP survey, we listened when you said that this would be a huge ask of employees who continue to deliver during this crisis. At present, Scotland is operating at lockdown level, and so asking all staff to take 10 – 15 minutes from already stretched days wouldn't have been the right thing to do.

While we don't have survey results to share in this section of the report, what we can confirm is that we have met with 77[9] people across the organisation. With 1,213 people in TPS, this equates to a 6.3% sample, which exceeds the IIP recommendation of 4% in the absence of a survey.[10]

[9] This includes the 32 people that your prior IIP Specialist met in 2019.
[10] Investors in People 2nd Edition Assessment Handbook, p71.

What your people told us

Leading

LEADING AND INSPIRING PEOPLE

High Performing
Theme 1: ***Creating Transparency and Trust*** – Leaders are active role models, leading by example and trusted by people in the organisation (High Performing)
Theme 2: ***Motivating people to deliver the organisation's objectives*** – Leaders motivate and inspire people to achieve results above and beyond what is expected of them (High Performing)
Theme 3: ***Developing Leadership Capability*** – Future leadership capabilities are defined in line with the organisation's value and leaders meet these challenges (High Performing)

Words like "supportive," "transparency," and "respect" get used a lot here when staff members describe both local and senior leaders. There are lots of opportunities for two-way communication: daily, weekly, monthly and quarterly meetings; MS Teams channels; People Matter Forum; JNC; emails, surveys, working groups and the intranet all provide space and platforms for conversations to take place. When we observed company-wide sessions, we saw staff readily speaking up and sharing what they're thinking. This level of transparency between people and levels brings high levels of trust. We probed to see what it is that garners respect from staff, and heard how line managers and leaders are role models who, by living the values, respect and care for their people; show integrity in their words and actions; make opportunities for people to be included in conversations and decisions.

People are highly motivated to achieve great things for TPS and its service users. In the team meeting one of us observed, we watched as staff members shared what had been happening during the prior week and priorities for the next week. Each time anyone shared a success that a service user had experienced, there was a momentary pause, and it was obvious just how important victories small and large are to the team. The achievement of a service user is everyone's achievement.

People are hired into TPS not because they're the finished article or full experts in social care, but because they bring an authentic passion. That passion for delivering the overall mission is evident in our conversations at all levels of the organisation. One of our favourite questions was to ask people about the achievement you're most proud of both in the year prior to the pandemic and then during the pandemic. People spoke of individual

achievements, team triumphs and company impact:

- The increased use of tools and technology.
- New services and expanded services.
- Partnership working.
- The People Matter Forum.
- Drugs Deaths Task Force.
- Scottish and local government recognition.
- Connecting Scotland initiative.
- Innovative ways of delivering the services with a backdrop of changing covid guidelines and regulations.
- Taking care of each other with a focus on mental health and resilience

We were struck by the consistency in people management capability. Even in the best organisations, we often see variation: people managers who are more comfortable dealing with technical needs rather than supporting and delivering through people; people who are learning good practice through trial and error; they prioritise delivering work over taking care of and investing in your people.

In contrast we found at TPS, people are familiar with a line manager who'll listen, is approachable and accessible. One who is supportive and ready to provide encouragement and feedback. One who will put your growth and successes ahead of ring-fencing talent for themselves. We were delighted to hear line managers describe their roles and responsibilities as that of elevating their people, sharing information, trusting them and getting out of the way so that people can own and be accountable.

We put the cat amongst the pigeons by saying to people: if you were your manager for a day, what would you do differently? Setting aside the many who said they couldn't think of anything, we had two items crop up more than once:

- Spend more time on the front line and have be a presence with service users
- Give more trust and autonomy sooner (new managers, new/changing services)

At an organisational level, there is a focus on developing leadership capability. In addition to e-learning and training already in place, there's been a tendering process to bring in an external training provider. This is with an eye on what constitutes transformational leadership. A final item to note, referenced throughout this report, is the new programme recently launched called Step In, Step On, Step Up. That, along with secondments and acting

up opportunities mean that TPS is building capability including at the leadership level.

Some of the comments people made:

"From what I can see [our leaders] are trustworthy and good at their job. I trust them 100%."

"We all know there's a chain of command but we feel as if we could send Neil an email. Everyone is very approachable."

"People here are hardworking. No one shirks."

"The new Step In, Step On, Step Up programme is better at articulating what's needed for front-line staff. It's [supporting] readiness."

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

<u>High Performing</u>
Theme 1: ***Operating in Line with the Values*** – The organisation's values are at the heart of everything it does. They shape the way it operates at every level (High Performing)
Theme 2: ***Adopting the Values*** – People make decisions based on values rather than self-interest (High Performing)
Theme 3: ***Living the Values*** – People feel comfortable challenging behaviours that are not in line with the organisation's values and people are held to account (High Performing)

This is absolutely one of the strongest areas for TPS because the values are so lived that they are no longer overt or conscious activities. At all levels, from employee, manager, team and leader perspectives, the values are familiar and constant. The 1-page strategy document, shown on page 5, brings drivers, mission, vision and values together in a simple and effect manner. Those values – Respect, Compassion, Inclusion and Integrity – shape all relationships. They underpin how each staff member works with each other, with service users, with partners. It's embedded in the policies and practices. It's at the forefront of recruitment, selection, communication, engagement, decision-making, innovation, performance management, supervision, reward and recognition. And that doesn't even scratch the surface.

To give a sense of how they come into play, here are just a few examples:

- Recruitment is done based on attitudes and alignment to values. The knowledge and technical skills can all be developed, but the values are a deal-breaker.
- TPS is known as the service provider who can make a difference in the lives of people others have given up on.

- The Citizenship framework embodies the values and helps service users reframe how they label and see themselves. That helps them create a new identity, no longer only a recovering addict, but also a mum, an artist, a hairdresser. That brings rights, and a connection to one's community.

With little exception, people speak of being comfortable challenging behaviours and actions that on the surface look to conflict with the values at TPS. The culture means that speaking up and asking questions, sense-checking, is encouraged. A couple of people mentioned a policy that requests staff speak with each other directly on issues before escalating to a manager. There are (only) two things that can get in the way of people holding themselves and the system accountable, but not to be overlooked: self-confidence and worry over response (psychological safety).

A final point for this section is to note that, on an organisational level, the performance management tools ensure conversations focus on values and behaviours as well as on delivery. This means that managers have regular conversations with their staff members about how and when people live up to the values. There's a process to follow to address any need for improvement, and the frequency of supervision meetings should mean that issues are highlighted and addressed proactively.

Some of the comments people made:

"The values are very visible. I actively promote them. The values are incredible. Staff promote them with service users who get it as well."

"The values…they're in the heart of all of our services. Absolutely entwined."

"Our partners – they'll say we live the values. They are second to none and we're always getting complimented on our values."

"We challenge ourselves and others in a positive way."

EMPOWERING AND INVOLVING PEOPLE

<u>High Performing</u>
Theme 1: ***Empowering People*** – People use their initiative to lead and take ownership over delivering the organisation's objectives (High Performing)
Theme 2: ***Participating and Collaborating*** – Participation, collaboration and teamwork are at the heart of the organisation's approach to decision making (High Performing)
Theme 3: ***Making Decisions*** – People are empowered to challenge the status quo to improve the organisation's performance (High Performing)

Staff members by and large, talk about being trusted and actively encouraged to take

decisions. They feel supported – through ad hoc and formal conversations with their managers, peer support and team meetings – to talk through issues and hear from others. When we spoke with people, they often shared how they've used their initiative to deliver for the service or for a specific service user. When we observed a team meeting, we saw a consistently positive response from management when people talked through what they'd done and planned to do. Speaking with leaders in the organisation, we hear of a pride over the actions individual and teams took and continue to take to deliver the best service possible in such a volatile world: Staff members who've figured out how to make it work, who've found opportunities in the midst of lockdowns.

It was rare to hear of frustrations people were experiencing when it came to empowerment and control. The opportunities we spotted/people identified to us are:

- Helping all line managers make the transition from doing to delivering through others
- Bolstering the confidence of managers to take "safe" risks and allow people to make mistakes sometimes
- Encouraging managers to push authority down in the organisation.

Participation and Collaboration are core to how TPS works and aligns to the value of inclusion. People are consistently consulted on decisions and that participation is fundamental to decision-making at all levels. Again, we cite team meetings, peer groups, forums, company-wide meetings, break-out rooms, conferences, MS Teams channels, internal surveys, People Matter and JNC as examples of the many ways and means for participating and collaborating in TPS. The results are a diversity of views shared early and often; a sense of purpose and shared responsibility for the success of individual services.

We also consider decision-making in this indicator. Across the levels and teams, the people we spoke with shared that they feel trusted to make every day decisions. That freedom is supported by a number of things:

- Regular two-way communication at a company, service and team level to ensure information is shared and people have the necessary clarity to act.
- Policies which provide clear guidelines to support action and are accessible, well communicated and understood.
- Peer groups and forums where people can share their thinking
- The culture of inclusion, respect and voice means people can and do challenge the status quo. Early on in our conversations, it became apparent that nearly every

criticism and ideas for improvement had already been voiced and were being acted on. In other organisations, we can hear similar ideas are met with frustrations as there are no channels to resolve the problems. That's not the case in TPS.

Some of the comments people made:

"We want to encourage people to take risks - and errors are okay. That's all part of empowerment."

"We have a lot of choice and freedom to make decisions. It's not often you have to go and ask management unless you're really unsure of something."

"My manager can be a little bit controlling…Let people lead things a little more."

"Decisions are usually brought up in a meeting and so we get early view and an early voice."

"The People Matter Forum gives staff voices. We've invested in representation. We've done work on how to have people's voices heard."

Supporting

MANAGING PERFORMANCE

<u>High Performing</u>
Theme 1: ***Setting Objectives*** - People take the lead in setting stretching objectives that support the organisational goals and plans for change (High Performing)
Theme 2: ***Encouraging High Performance*** - People are expected and actively supported to strive for high performance (High Performing)
Theme 3: ***Measuring & Assessing Performance*** - Giving and seeking timely feedback on an informal basis, engaging in performance discussions and coaching are a core part of the day to day running of the organisation (High Performing)

The focus is around objectives as well as outcomes and in particular, how they are aligned. It also seeks to ensure that performance is measured and managed effectively, to drive continuous improvement at all levels of the organisation.

During the review we learned that TPS's successes and achievements come in many forms and as a result, there is a real confidence in your organisation and your people within the community at large. As an organisation, your collective performance has undoubtedly helped to cement and create new partnerships as well as sustain and attract funding streams. Underlying this is the grit and performance of every individual at every level.

The vision of TPS is to create a nation ***where everyone has a safe place to call home, a support network of positive relationships and the chance to fill their time with meaningful and enjoyable activity.*** Over the years, a range of services and support have been built which stretch across the organisation and today, these continues to evolve. It is important too to note that the circumstances of each service are, by necessity, diverse in the extreme given the range of users that they are there to help. These factors do not dissuade or hinder TPS or its people from wanting to deliver their best.

Whether one of the most established or one of the newest, each department or area has objectives and measures in place to support the organisational goals, and people described the energy and focus that ensues across the teams where people are both professional and productive. We found that all of the teams at TPS are committed to working and collaborating effectively to drive the greatest outcomes that they possibly can for the service users. On the front line, and indeed backstage, everyone recognises that every service user has individual needs, and the drive is for every one of your people to do their individual best at all times.

During the review, people continually and consistently explained that the ethos of TPS is that ***people matter*** and, in the discussions, people across the organisation ably and consistently described the vital role they each play, and how their individual and collective efforts count: There was a real recognition that everyone contributes toward the success of the business despite the many and varied challenges. When you pull back the curtains and look at the workforce and the diversity that sits within it, everyone we met was the consummate yet humble professional, focused on ***citizenship,*** and dedicated to the service user.

At an organisational level, TPS has well developed systems and processes that are nothing short of exemplary. They are highly sophisticated and work well in respect of how they support the front end of the business while at the same time they support the organisation's approach to good governance. People are constantly encouraged to think about their actions and behaviours and how that impacts on the service user and the business, now and in the future. Some excellent training videos are available through the intranet, and these together with the induction and follow-on training at different levels reinforce the importance of rounded feedback and wholesome conversations. People new to the sector are quickly assured and made to feel comfortable about this way of working and it is evident that all around the business, people feel able to challenge themselves and others in a very positive way.

From our desk review, we discovered an advanced appraisal system which captures an individual's performance and development, and we later confirmed how this is complemented by a parallel system of support and supervision, which focuses more on immediate needs; both are deeply embedded. In addition, there are a great deal of informal exchanges that encourage and motivate team members. Overall, people described the culture surrounding performance and consistently explained that it is very strong.

During the review discussions, people continually spoke of the support and encouragement they get from their leaders and their colleagues – what was particularly notable were the frequent and very positive comments from people about how their line managers engaged and supported them. The levels of communication and contact obviously span a wide spectrum however, without exception each person we spoke to expressed a very positive view about ***Support and Supervision*** system and the ***Annual Appraisal*** cycle. There were repeated comments made about the strength of the former, which everyone valued given the fact it focuses on their individual performance and any immediate needs or issues. Invariably people regarded the systems as a way of providing checks and balances. It was interesting to note that people did not describe or decry anything as process driven, instead there was overwhelming sense that the focus was primarily on them.

TPS has a very strong learning culture and it is clear that this is something that is encouraged from the top down: The buy-in from people is also evident and day to day, there is an all-round push within teams for people to continually build their knowledge and skills. The organisation supports those desires through a range of interventions and in addition to the experiences team members get through exposure to their caseloads, people also have ready access to internal and external training as well as formal and informal coaching. The overall impression is that everyone wants everyone to succeed.

Repeatedly, we heard comments around the way people are motivated by their leaders; to build knowledge and deploy their skills; to be problem solvers; to work with service users to find the best options; to build strong relationships and to collaborate with others. Also, the continual efforts to build people up to feel confident and to be resilient.

Some of the comments people made:

"Coming into Turning Point has helped me grow."

"My manager likes to take us out of our comfort zone but always supports us."

"When you go above and beyond, its noticed."

Notwithstanding the fact that each service or project or case comes with its own challenges, it is clear that you have been able to harness the energies of leaders and teams and individuals in a way that each continually complements the other: We found that leaders at all levels continually encourage people to do their best and while this approach is reciprocated, it was also clear that individuals on the ground are in an existential way, equally moved to do the best for each service user – they set themselves stretching objectives. In addition, people invariably linked their success to the encouragement and support that they receive from within each team. It was explained that this coaching approach was core to the way people work and that they are constantly alert to the challenges colleagues face, consistently working together to help and encourage each other.

It is only fair to say that each element described here would be deserving of comment on its own however, the recognition becomes all the more notable when you consider that each service user has their own history and challenges and the reality is that they are the real determinant of their own destination: They will each have varying views of how far they want to travel with your support and where relevant, the extent to which they want to commit to their recovery. Therefore, the resilience and fortitude of your people and the teams is paramount. The fact that you all work together to support organisation, teams and your people make your performance all the more worthy.

As a final comment, the levels of engagement and feedback people experience feeds directly into the next Indicator (Recognition and Reward): These aspects make people feel valued and appreciated.

RECOGNISING AND REWARDING PERFORMANCE

High Performing
Theme 1: ***Designing an Approach to Recognition & Reward*** - People are involved in designing the organisation's approach to recognising and rewarding people (High Performing)
Theme 2: ***Adopting a Culture of Recognition*** – There is a culture of appreciation where people feel valued and are recognised for their efforts and performance (High Performing)
Theme 3: ***Recognising & Rewarding People*** – High performing people and teams receive greater financial or non-financial recognition and rewards (High Performing)

There is a very rounded approach to recognition and reward at TPS. People very much enjoy working here and their satisfaction comes in many forms:

- People feel part of the team and valued in their role

- Managers and colleagues involve people in discussions and decisions
- People feel empowered and free to explore a variety of options if they feel it will deliver the right/best outcome
- People are encouraged to learn and grow
- People recognise that they will face challenges and disappointment but feel they are never judged
- The successes people enjoy come from the service user, but they enjoy recognition from colleagues, leaders and partners
- They recognise the organisation thrives on their success

At various levels and stages, people in the organisation have a say in how they are rewarded whether that is something formal or something lower key and informal. At one level, the organisation has an array of awards in place to recognise achievements. Of note is the Wendy Spencer award, named after a former role model employee and introduced when she retired in 2019.

Managers and leaders also make occasional gestures to all of the team which are invariably well received. During the discussions, people explained how buoyed they felt after getting a small token from the centre. That token, the year-end M&S voucher that all staff received, came as a welcome surprise and was a sign of gratitude to everyone, regardless of role played throughout the year that was 2020.

What's in place is regularly reviewed and people have opportunities to inform changes. During 2020, it's our understanding that one of the company-wide meetings was dedicated to exploring recognition. Likewise, and because salaries are low in these services, TPS ran a session on how to help make pay go further.

It is worth saying here that in the review people mentioned that wages/salary was the biggest factor in staff moving on. Monetary reward is not people's biggest consideration however, people do sometimes need reminded of the benefits and non-financial rewards. The more an organisation can home in on what motivates and retains employees, the greater the feel-good factor for individuals and the more sustainable the business can be. Money is clearly not everything and some companies issue an annual benefits statement capturing all aspects of reward. Also, consider how you can really spice things up. The boss's parking space wouldn't work here so consider alternatives that might be more fitting. One company operating in your sector developed a timeline that was put on the wall and adorned the whole office – it marked out the organisation's

history and it was amazing to see how many started to relate to the story and where they fitted in.

With regards to Recognition and Reward, Managers play their part too: Already they host local celebrations or give open plaudits for a good piece of work. They are, by all accounts, also very good at encouraging teams and individuals to develop their ideas. It should also not be underestimated how powerful the recognition of peers can be – every small thanks or well done goes a long way to make people feel valued. There was a pilot kicked off in February 2020 to encourage more people to say Thank you! Every leader across the organisation received two thank you cards to use to recognise great behaviours. This also encouraged leaders to reflect on what we're saying, how we're saying it and why we're saying it. That recognises how much more powerful it is to be explicit than to share general, unspecified thanks. Simple but extremely effective – cost = minimal!! Well done to the protagonists behind this!

While this deep culture of appreciation exists within TPS – there are other external elements that play a forceful role too. In many respects, it starts and ends with the service user; when people see them progress, however small the steps, there is a satisfaction among the teams that is difficult to replicate in other ways. The effect can, however, be long lasting, particularly if the achievement is picked up by partner agencies and greater still if that recognition percolates through to commissioners or regulatory bodies. For example, all services are registered with the care inspectorate and we heard that more that 90% of those services are hitting the top scores of 5's and 6's. The reputation in the sector is the TPS is outstanding.

Added to this is the fact that high performers are also recognised and rewarded in different ways, which in turn provides encouragement to colleagues. People might get commended in a meeting. They may get an email from a manager or leader. They may get positive feedback from colleagues. They might be offered secondments and similar opportunities to develop. They might be put forward as a representative for TPS. All of these aspects mean people are motivated to perform to their best.

Some of the comments people made:

"The job and organisation I came from was very different. What attracted me to Turning Point was the autonomy but also the recognition of the skills and experience you bring – that recognition comes from the support workers through to the top of the organisation."

"I feel needed. That gives you a real boost."

"People ask, 'Are you really okay?'"

"I get a sense of satisfaction every day."

STRUCTURING WORK

High Performing
Theme 1: ***Designing Roles*** – Roles are designed in order to meet the changing needs of communities, market, organisational strategy and employees (High Performing)
Theme 2: ***Creating Autonomy in Roles*** – Policies and practices are regularly reviewed and improved to speed up decision-making and increase individual ownership (High Performing)
Theme 3: ***Enabling Collaborative Working*** – The organisation's structure encourages people to create formal and informal networks to maximise collaboration (High Performing)

There's ready evidence that roles are designed to not only give clear accountabilities, but also to give people opportunities to develop the skills and capabilities needed to progress. Individuals are able to use the 5 R's of citizenship to define their rights, roles, resources, relationships and responsibilities. This means that each role can be clearly defined, and individuals can take ready ownership for the work to be done. In support, time is allocated for critical administration and for learning and development activities. Examples of the impact this has are seen all over the organisation. Many of the people we've met have moved across and up in the organisation in a relatively short time because the right conversations are happening about potential and ambition and people are given opportunities on the basis of merit, not time served.

Roles are often created or adapted based on emerging needs such as setting up new services. In the last year, TPS introduced new service provisions in learning disabilities, mental health forensic services and addiction services. A new Glasgow Alcohol and Drug Residential Stabilisation service was established and partnership working brought the IEP and Housing First Homelessness services. We also heard of new roles being created with partners. For example, one of us heard of a staff member who's been seconded to the Scottish Ambulance Service in a role that's been funded by the Drugs Deaths Task Force to share knowledge and

reduce the stigma this can bring to the families. This evolution of roles is seen as crucial if TPS is to continue to innovate and take risks.

We also saw examples of reviews and changes being made based on employee feedback. A case in point comes from the BIG Conversation that took place in Spring 2019 to collect inputs and insights on how to ensure staff feel their views are acknowledged and recognised at the company level. The result was creation of the People Matter Forum, and a role profile was created for Forum representatives, who'd be given dedicated time to those duties.

Individuals talk about feeling high degrees of autonomy in their roles, with a few exceptions in newer services, where teams and managers are still feeling their way and establishing norms. TPS has many policies and procedures in place and during our conversations, we explored how they helped and whether they ever hindered doing the right things quickly. Resoundingly, people we've spoken with say that the policies help – no one felt at all hindered by the systems, indeed people regarded the processes in place as providing valuable safeguards. They are a ready reference, provide clear ways of working and ensure that the right things are done consistently.

There were a few occasions where people mentioned they didn't think the policies were perfect; there might be a potential contradiction between two policies, a grey area, or a delay between steps meant next communications were too far apart [sickness policy and return to work] but because TPS is an organisation where people feel real ownership and accountability, each critique was confirmed as already voiced and being acted upon. In one case, a manager talked about bringing a different policy into the team meetings each week to reflect and discuss.

Working collaboratively is fundamental if TPS is to best assist its service users. There are handoffs and decisions taken by multi-disciplinary teams. As one service ends, staff work to signpost next steps and opportunities to service users. It is recognised that there is an ongoing need to think about transitions, as TPS services conclude so that there's not a hole left in the service user's life. That gap needs to be filled, whether by family or other services. This wouldn't be possible without strong communication between families, agencies and TPS.

Employees spoke of working with others in their team and getting specific opportunities to come together across the company to share ideas and thinking. They also mentioned the

added benefit that comes from attending training and learning events with people from across TPS. Not only do they make new connections, but they can also share ideas and solutions. We saw this in practice during our group sessions, where people working in different locations made promises across the table to colleagues to catch up after our IIP interview, to follow up on conversations to help each other and share what they were doing. There's appetite to do even more of this as the grassroots level.

For managers, there are forums and meetings that bring people together to discuss priorities, challenges and share good practices. For example, the quarterly service manager meetings include reps from the service functions. There's information sharing from Finance, HR and people talk about what they're doing locally. As several people explained, TPS's services are so different, it's good to learn from each other.

At an organisational level, there's an ongoing focus to create formal and informal networks so that collaboration is maximised. For example, there was an inaugural forum taking place during our week of interviews that brought residential type services together. At that session, leaders provided some initial clarity and then consciously stepped away to give participants a chance to think, talk and own what happens next. There's an appetite to do more, because people know that cross-pollination of ideas, thinking, and problem-solving has immense value for service users and for the sector.

Some of the comments people made:
"I have a lot of responsibility and freedom in the job."

"Everyday decisions are aided by the policies and practices. They are a source of ideas for steps you could take."

"The policies are a good reference…I'm confident I'm on the right track [as a result]. They are constantly being updated."

"It's easy to collaborate with people in TPS – they're more open. We're all singing the same song.'"

"People now use WhatsApp. It lets people come together, lets ideas generate and percolate."

"We do a lot of networking. We build up relationships. Social workers ask for us by name."

Improving

BUILDING CAPABILITY

High Performing
Theme 1: ***Understanding People's Potential*** – People take ownership of their own learning and development to effectively support the organisation's objectives (High Performing)
Theme 2: ***Supporting Learning & Development*** – Continuous Learning is part of the culture of the organisation (High Performing)
Theme 3: ***Deploying the Right People at the Right Time*** –Leaders continually look to the future to identify and plan the capabilities people will need to deliver success. (High Performing)

Within TPS, people's capabilities are actively managed and developed. Our review also found that individuals take responsibility and ownership of their personal development and also that learning comes in different forms, with a lot of on the job learning. Leaders and colleagues play their parts too, with ample helpings of coaching and encouragement in every team. Together, these aspects go a very long way to help people realise their full potential. During the review, we also discovered the recent advances that have been made to help sustain the business and plan for succession at various levels of the organisation, ensuring the organisation has the right people for the right roles at the right time.

From our desk review, we found clear links in the appraisal system to the success and sustainability of TPS. While many aspects of the reviews processes are outstanding, we found the novel ***Career Conversation Framework*** particularly appealing: We consider the approach exemplary in how it is set and the outcomes it strives for. Primarily, it focuses on an individual's development and this approach seems to be overwhelmingly complemented on the ground by people's insatiable appetite to grow through learning and their constant willingness to share experiences.

Repeatedly, across all the services we heard how teams and people constantly focus on the service user, consistently striving for the best outcomes for each one as different as every situation will be. From discussions, it was clear that the outstanding care and attention people offer is coupled with a desire to continually seek out best practice and new ways. In so doing, there is a passion within people to learn from any and every avenue they can find on offer. This enthusiasm is matched and indeed encouraged by leaders at all levels. Overwhelmingly, the ethos and culture within TPS is that if a development supports better outcomes for the service user, it is worth

doing.

It must also be noted at this point, that learning and development opportunities are not only accessed and transacted across and over a variety of channels in-house but also externally in collaboration with others: Each learning intervention is considered an investment by all parties and each experience evidently adds a great deal of value as learning is not only put into direct action but is invariably shared widely.

Some of the comments people made:

"New challenges come up every week: Our first question to staff is, 'What do you think?'"

"People are supported to make good decisions; It's okay to make a mistake."

"It's really accessible, to move around. We really encourage people to progress, asking people to think about where they want to go."

"Neil wants us to be the best organisations we can be."

From the material available and all the discussions from planning through to the review, it is very apparent that TPS has set its sights firmly on building its capability. Your progress now and your sustainability in the future, rests in everyone's success today: There is not only an acceptance but a deep appreciation that people's knowledge and understanding coupled with a real professionalism will what keeps TPS not only on track but in the progressive lane.

While the organisation uses succession planning to ensure critical roles are filled and that people can advance, elements of succession and career planning are, it must be said, still works in progress. Notwithstanding, we recognise that developments are at an advanced stage and we feel that with the continued momentum that exists you will quickly have a totally embedded and robust system in place.

During our initial stages of discovery, we were introduced to the new plans in now place to create career paths and a system which includes a branded programme called ***Step In, Step On, Step Up***. This has been well designed and will undoubtedly be welcome by people at all levels when it is fully launched. Notwithstanding the existing practices, the new system should dovetail well into the performance and appraisal systems and processes already in place but will undoubtedly add great value to the organisation as well as enhance the paths individuals can take. So far though, people's awareness is low and undoubtedly the current pandemic has impacted the

timeline and progress including its general launch.

Recognising the existing practices and the strides you continue to make, the new system will certainly bolster how you all engage: To date, people have felt able to fulfil their ambitions and develop careers and certainly, there are many role models to look to for guidance – these include people who have carved a lifetime career in care and social services but also many who have come in from other sectors who have opened eyes and opportunities for many lateral developments. As people everywhere become familiar with the career structure and pathways, their ambitions will inevitably develop and in the background, there is every reason to believe that line managers will continue to encourage their teams with added vigour.

The changes afoot will undoubtedly inspire and move existing employees; it should help them to more ably consider the vertical and lateral moves that are possible. It should also enhance your ability to offer a career structure and attract new people into the organisation and indeed, more widely into the care and social services profession. This is something that is particularly relevant where interest is currently low and competition in the labour market and in this sector is high. While the review helps assure the building blocks are in place, the last word should go to your people all of whom are buoyed by the developments made and are confident that the future ahead for TPS is a bright one.

As a final point, it is important to acknowledge the time and effort taken to bolster individual and team resilience and how that is achieved: During the discussions, people spoke about the daily challenges and pressures but only in the context of the support and encouragement that met them. Whether from their leaders or peers, people willingly acknowledged there are tough times and that not every story can be a success: Nonetheless, every bit of energy they have is directed to helping the service user and getting the best outcome possible at that time. Daily, teams willingly huddle round and offer encouragement to tackle a stubborn or difficult challenge as well as support for any colleagues needing help deal with any particular disappointment they feel, readying them for the next test they will inevitably face.

DELIVERING CONTINUOUS IMPROVEMENT

High Performing
Theme 1: ***Improving Through Internal and External Sources*** – People take responsibility for continuous improvement. They look to the world around them for new ideas and innovation then deliver change in line with this (High Performing)
Theme 2: ***Creating a Culture of Continuous Improvement*** – The organisation nurtures innovation and acts quickly in response to new ideas and opportunities (High Performing)
Theme 3: ***Encouraging Innovation*** – New ideas deliver positive outcomes for the organisation (High Performing)

This is viewed as one TPS's strongest areas within the Investors in People framework. Across the organisation, there is a sustained focus on continual development whether it's in respect of individuals, teams or the organisation as a whole – this is driven and supported by the reflective practices that everyone has adopted. Here, people take continuous improvement to an even higher level if you consider the focus is on providing the best possible outcome for each service user, something that should be considered all the more remarkable given the unique needs they all have.

At TPS, not only do people use internal and external sources to come up with new ideas but they constantly develop these alongside new approaches when people feel they can add value and make a greater difference. On a cautionary note, there is such a lot going on and so many innovations in the making, there is a slight risk of people (re)inventing their own wheels. While communications are strong, there is a chance that as people seek to do their absolute best, they could overlook what is in front of them in favour of what they can see in the distance. This would only become an issue if resources were wasted be those in the forms of time, money or focus.

Within the organisation, a continuum certainly exists and the research we carried out in advance as well as the review discussions unearthed many outstanding examples of where improvements have been made or are planned. Below we will try to highlight the depth of culture and the energy people invest to make the organisation outstanding in this area.

From the front line to the senior leadership team, where people see opportunity that is in keeping with your mission, they grab it. People take their permission from your high-level ambition and goals and as far as we could gauge, squeeze every ounce out of the empowerment they are given by their leaders.

TPS has won some significant tenders in recent years and this must be a reflection of the

investments made in your people and organisation. In the discussions, people constantly referred to the service user and how everyone sees it as their business to deliver the best outcomes for them. During the review, we were informed of numerous projects and interventions that people had developed in-house or adopted from others. On the latter point, people do look to the outside world, but it would only be reasonable to recognise that TPS is a leader in its field, and at times that might stretch to a global level. To echo, every intervention is intended to improve performance and importantly the outcomes for service users.

What was remarkable to hear first-hand was how aware people were in respect of the difference they can each make. In all of the conversations people showed their determination to deliver a top-class service whether they were in a front facing role or working behind the scenes in a support role. Across the organisation it was clear that people feel encouraged to try things if they feel it will make a difference – to a one, people explained that mistakes are where the learning begins. It was further explained that disappointments are shared at a team level and are quickly translated into a positive energy and a new sense of resolve. Here, no idea is considered too outlandish to warrant a discussion. People explained that leaders continually encourage people to solve issues and they continued by describing how they felt their views are valued, adding that they are regularly consulted on different aspects of the business, including where innovation and creativity may be required.

The consultation described above is an ever-present way of working – it's a cultural thing. Managers encourage their teams to be problem solvers and the reflective practice you have adopted normalises this approach. On a more formal footing, the successful ***People Matter Forum*** helps pull conversations together and drive improvements at an organisational level.

Importantly, people everywhere realise that the energy and creativity that sits within the organisation is powerful and also that it is in their hands to deliver positive outcomes for service users and TPS. Wherever they work, people feel their ideas and opinions for improving the way things are done are both welcome and valued. During the review, people continually described how colleagues work together to generate new ideas and we saw first-hand how passionate they

Some of the comments people made:

"Managers continually encourage us to come with a solution and ask what we are doing about an issue; and we sit down and discuss it and find the best way to fix it or make it better."

""Here, your voice matters. There is no bad idea. We're in this together. We're encouraged to run with things and people are so supportive."

are about the contributions they and their colleagues make across the different levels of the organisation.

It would be remiss of us in this section not to recognise how the organisation is growing and a particular area to highlight how bold and innovative some of these changes are in the area of Forensic Services. This is a particularly risky service to manage and deliver but the leaders have identified the many opportunities that this move can precipitate if successful and have shown a real willing to invest in it. In some respects, it is early days but every sign is that this will be of interest by those commissioning services and further expansion will follow.

In contrast to the organisational developments and investments, some very progressive steps are also driven directly from the services end of the business. One example which highlights the extent of people's efforts and ambition is the ***Hope*** project within ***Turning Point Scotland 218***. Here, people have introduced service users to various remedies and techniques which might help them in their personal lives. At the same time, they have been encouraged to develop their understanding and skills. This has been very effective, and plans are in place to develop this into a social enterprise. It is obvious that there are many opportunities to be squeezed out of this and other similar projects, here and elsewhere.

As a final point and to illustrate the extent to which continuous improvement cuts across the organisation, it is worth highlighting some of your achievements in the past year. Pre-pandemic, there are many examples of support improvements including those led by HR, Finance and IT. When the pandemic hit, the organisation put their crisis plans in action immediately and maintained a high level of engagement. No-one could have anticipated what the last year would hold however, from the outset people across the organisation were responsive and have continually shown how they can adapt to change. People cited many worthy and notable achievements that stretch from the services to the Boardroom. The work to develop your ***Insights*** has been exemplary. How you distil that and move forward will be significant. Our advice is to keep the focus sharp and not get too drawn on the detail or linger on small issues.

A simple comment made during the review but a point to remember:
"Staff are consulted a lot but there are untapped ideas out there."

In conclusion, it seems one of the few limitations in TPS is an individual's imagination – and if that is a hurdle, colleagues quickly engage and involve the wider team. Our overall assessment is that people take change in their stride and continually strive to deliver their best.

In the past, you have used the conference and your awards as effective platforms to engage people and to highlight changes. The pandemic has placed many face-to-face engagement pieces on hold including the conference. However, there are good reasons to suggest keeping the approach in place as we feel it would reinforce the achievements made despite the pandemic and shine a light on the good practices that continue. Throughout this period, the leadership team have held people's attention and have regular all staff meetings which are well attended and enjoyed by those present. The whole organisation has embraced using video conferencing and from our review it was clear people are comfortable with the virtual surroundings and not at all camera shy. The opportunity is to engage more than ever before through technology.

CREATING SUSTAINABLE SUCCESS

High Performing
Theme 1: ***Focusing on the Future*** – Leaders are aware of future challenges for the organisation and consciously develop their own capabilities, and partner with stakeholders to respond to these (High Performing)
Theme 2: ***Embracing Change*** – Change is viewed as 'business as usual', where mistakes are accepted and valued as an opportunity for learning and improvement (High Performing)
Theme 3: ***Understanding the External Context*** – The organisation has a positive impact on the communities and markets it serves (High Performing)

Our findings show that the organisation has a clear understanding of the landscape within which it operates and is not only responsive to the needs of the community but is innovative and creative in so doing. It has a firm focus on the future and the opportunities it can create. Engagement with stakeholders is high and, in many aspects, the organisation is a leader in its field – you are a valued partner at the highest levels and stakeholders value their relationship with you. This connection feeds directly to the front line and while the teams are focused on each individual's outcomes, they not only respect but do their part to bolster relationships with key partners.

It was clear to us that there is a great deal of transparency and trust within the organisation, which flows from the leadership team across the teams. Everyone in the organisation has a clear understanding of the external environment within which you operate and critically, people know the impact they each can have whether working at an operational level or in a more strategic role. Every person knows the organisation thrives on their individual successes and as a result, people take ownership and responsibility head on wherever they work, at whatever level. Within TPS, the people are professional, responsive and adaptive.

As frequently mentioned in this report, the challenges you all face are many but undeterred,

people consciously and dutifully develop their capabilities in response. If a compelling example were necessary the pandemic really highlights how adaptive people are within the organisation. The leadership team have been strong and that has given confidence to people on the ground and partners alike. Everyone we spoke to continually described how people learn together and constantly try to develop their services. Nonetheless, while there is a great pride in the organisation and your collective achievements among your people, there is nonetheless a great humbleness.

Throughout the pandemic leaders have maintained strong lines of communication and continually communicate priorities. The level of consultation is high and at every turn we found examples of where people have been involved in shaping services and planning for the future. During the discussions, people were resounding in their views that TPS is a great place to work and they continually displayed the strength of their commitment to the organisation and to the individual service users you work with.

It is clear people enjoy their job at TPS – despite the tough challenges people gain a real satisfaction from the work they do. People across the whole organisation work tirelessly every day to make a difference to the lives of service users. Here, success comes in many forms, but the most profound examples exist in your midst – many of those who you have helped now walk among you, sharing their lived experiences and helping others. That adds to the rich diversity you have and must be one of the most powerful testimonies any organisation could ever wish for and truly a mark of the impact you are having on the communities you serve.

It would also be appropriate to mention ***TPS Connects*** here – Included are people who are currently in your care or those who have moved on - to some this can be a lifeline. Events involve people around Scotland, and it can provide an avenue for them to make their voices heard in an informal and inclusive environment. Additionally, they are able to help you shape services and how you deliver them it is a growing movement and emphasises how the organisation is truly service led and places its destiny in the hands of service users.

Some of the comments people made:

"Everything we do is service-user led."

"If someone gives us justification to deliver a new service, I am very much for trying it and if it doesn't work, let's try again."

"We are growing every day – it's amazing!"

Annex 1

Here's a list of the desk-based review we undertook as part of this accreditation:

- 2019 Interim IIP Paper
- TPS Annual Report 2020
- Website review
- Intranet review – including internal comms, vacancies, elearning, People Matter Forum, Neil's blog, FAQs on covid-19, Health Welfare and Wellbeing and TPS Connects
- Engagement Periods and Confirmation policy
- Benefit Statement examples
- Big CONVERSATION initial report
- Career Path Wheel
- Final Engagement Report, Nov 4th 2019
- Internal Emails – Go on…Say Thank You! And Support and Development policy foreword
- Insights Framework Summaries by Service
- PDRP (Personal Development Review and Planning) form and guidance notes
- Strategic Outcomes List
- Strategy Document – A4 landscape version
- Support and Development Policy 2020
- TPS People Matter Forum
- Values-based Appraisals (Let's talk about your potential) forms and guidance notes

INVESTORS IN PEOPLE®

Get in touch:

Email us on ops@thisisremarkable.com
Call us on 0131 625 0155
Follow us on Twitter: @be_remarkable
www.thisisremarkable.com

INVESTORS IN PEOPLE®
MAKE WORK BETTER