

EXECUTIVE SUMMARY

The key findings of the assessment indicated that West Anglia Crossroads has met the evidence requirements of the current version of the National Investors in People Standard. The summary below represents the assessment findings within the context of identified strengths and suggestions for further development:

Key strengths and areas of good practice

Indicator 1	The existence and people's understanding of the company's aims and objectives.
Indicator 2	The way learning and development activities are planned to help achieve the company's aims and objectives.
Indicator 3	The way the company encourages people to contribute their ideas to improve performance and ensures everyone receives the development and support they need.
Indicator 4	People's understanding of the capabilities required by managers to lead, manage and develop people effectively.
Indicator 5	Managers' effectiveness in supporting the development of people.
Indicator 6	The way the company recognises and values people's contribution.
Indicator 7	The way the company encourages people to take ownership and responsibility for decision making.
Indicator 8	The effectiveness of learning and development.
Indicator 9	People's understanding of the impact that learning and development has on performance.
Indicator 10	Making continual improvements in the organisation's approach to developing people.

Strengths

- When the organisation was beginning to develop a long term plan, a series of meetings were held to give staff the opportunity to consider the future priorities and direction for the organisation. Managers of services provided by West Anglia Crossroads (WAC) hold regular team meetings to involve their staff in the development of their service area.
- The CEO is perceived as a positive force in the development of the organisation. Interview evidence indicates a high level of trust in her leadership.
- The CEO recognises the contribution that competent staff can make to the success of the business. Working closely with the Operations Manager, they identify development priorities that will help the organisation to progress each of its service areas.
- In a relatively short time, several Crossroad organisations have combined, the most recent being 'Fenland'. It is a tribute to the planning and communication processes led by the CEO that the amalgamations have resulted in a positive and motivated organisation with a knowledgeable and supportive group of Trustees.
- The recent restructure gave the organisation an opportunity to review role and workload. A new role of Operations Manager has been developed with the aim of giving consistency to the provision of services across the area.

- Induction for new starts received positive feedback, no one felt dropped in at the deep end.
- The Crossroads organisation uses an internal quality system 'CROQUET'. At the last assessment, West Anglia Crossroads scored a '3'; they also received a 'Good' classification from their last CSCI inspection.
- People gave examples of how their role had developed and grown in response to the needs of the larger organisation.
- There is very good feedback regarding the high level of support given to all categories of staff. The majority of those interviewed confirmed that they received regular supervision and access to their line manager. All felt valued.

Suggested development areas and opportunities to improve

Not applicable

- In common with all new organisations, there is a great deal to do to clarify roles, identify priorities, build the disparate parts into a cohesive new organisation. The Assessor has no recommendations to make that will make the process any more effective than the current management team have planned.
- The current organisation is relatively new. It will benefit from considering how it will plan management development to meet the future needs of the organisation.
- Evidence indicates that mentoring and coaching is used by the organisation. It may wish to consider offering targeted people the opportunity to be trained in one or both of these areas.
- The organisation may wish to revisit indicator 9.3 to further strengthen the link to 'strategies to improve'.
- The organisation may wish to consider using the 'Profile' framework as part of its internal review.

Feedback against client objectives

The organisation wanted to be satisfied that it continued to meet the National Standard for Investors in People. It also wanted feedback on potential development areas.

Other comments or findings not related to the Standard

All those interviewed were committed to the success of West Anglia Crossroads. Staff recognise the commitment of the management team. There were many examples of good communication practices.