

Commercial in Confidence



matrix Assessment Report

For

**PURE INNOVATIONS LTD.
- DAY SERVICES & SUPPORTED EMPLOYMENT**

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On behalf of EMQC LTD

Assessment Dates: 8th – 11th December 2008

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1. Executive Summary

Having carried out the Assessment in accordance with the guidelines provided, Pure Innovations Ltd. has demonstrated that it meets the **matrix quality standard for information advice and guidance services**. Accreditation to the **matrix Standard** is granted for the external services provided by Pure Innovations Ltd. – Day Services & Supported Employment

This Assessment Report covers the services provided by Pure Innovations Ltd. – Day Services & Supported Employment and includes a brief description of the organisation, the Assessment methodology and an overview of how Pure Innovations Ltd. – Day Services & Supported Employment demonstrated that it met the **matrix Standard**.

2. Introduction

Based in Stockport, Cheshire, Pure Innovations Ltd. – Day Services & Supported Employment (Pure Innovations) is a Registered Charity and a Company Limited by Guarantee and originally existed as Employment Services sitting within the Stockport Metropolitan Borough Council (SMBC) and was formed in 1996. In 2005 the service was contracted out of SMBC and in its present form, Pure Innovations is an autonomous entity. Under TUPE arrangements, Pure Innovations continues to operate with the well-established, former personnel complement, which reports in to a Board of Directors through a CEO, senior management team and is supported by delivery and administrative staff, volunteers and specialists numbering 150, across the various strands of the service. The service is currently engaged with nearly 200 Day Care service users across all contracted areas and similarly with service users on DWP WORKSTEP programmes.

Aiming to reach those furthest away from the jobs market, Pure Innovations provides bespoke services to those with learning, physical and sensory disabilities on a referral basis and since the breakaway from SMBC, has sought new business on a national basis, delivering a proven, strong brand to other local authorities. Pure Innovations currently has contracts in the Greater Manchester area and has recently embarked on contracted delivery to the Barking & Dagenham authority, with other contracts pending.

Pure Innovations operates in two key areas;

Day Services.

➤ Offering;

- Diverse Day Care facilities to service users.
- Training and development opportunities, appropriate to individual ability.
- Work experiences in controlled environments (*Work Link*).

Employment Services (Supported Employment);

➤ Offering;

- Work preparation activities, for people who have often, never had experience of the work environment
- Opportunities for service users to gain valuable work experience, leading to permanent job placements with national and local employers.
- Ongoing support in employment, to ensure that retention and progression is maintained.

The two core services are supplemented and enhanced with the diversification of the PURE brand into Pure Radio, Pure Cafes and arrangements with SMBC and local partners to provide a wealth of opportunity for day service users to engage in voluntary and 'paid-hours' activities to gain experience, build skills and instil confidence in people who, in most cases, have, to date, received little or no support in improving and enhancing their lifestyles. Typically, under the Day Services banner, service users have the chance to be placed in cafe workplaces, engage in outdoor, Park Ranger activities, get involved in administrative tasks and to importantly, gain valuable recognition in public-facing situations. For those engaged via the Supported Employment programme, real-time work experiences are established by a dedicated team, with guidance and follow-up support in place throughout, to ensure that paid work becomes sustainable in the long-term. The DWP's WORKSTEP programme also encourages the inclusion of BEM's, ex-offenders, lone parents, those recovering from addiction, young people, people with mental ill health and those who have sensory and physical disabilities.

Pure Innovations retains its original ethos of moving service users out of traditional Day Care, institutional environments, to engage and integrate into local communities and adopts the principles Training & Systematic Instruction (TSI) to methodically progress people in work experiences.

Funding for the varied agenda at Pure Innovations is primarily from SMBC via Social Services and the PCT and also from the DWP via the WORKSTEP programme, however, Pure Innovations have in the past, successfully delivered LSC and ESF projects and seeks to explore similar funding arrangements in the future.

Pure Innovations report that they have grown the service significantly since gaining autonomy, has expanded its geographical range and further, as already evident, aims to grow its service provision on a national basis. Recognition under the banner of the **matrix** Standard is seen by Pure Innovations, as a tool to provide a framework for continuous quality improvement for its service users, a demonstration of good practice to external stakeholders, a prestige award for its staff and a stepping stone to future business opportunities.

Pure Innovations, proudly boasts 'Outstanding' grading, awarded by **Ofsted** in 2007 for the services delivered under the WORKSTEP programme and the success of the service overall, is indicated by the fact that the organisation constantly works at

optimum capacity, with partners stating that they wished there was more provision of such high-quality service available to them.

The mission of Pure Innovations states that;

'Pure Innovations Limited will develop a varied range of high quality placement and training services to combat social exclusion and enhance the diversity of our community'.

3. Methodology

The Registered **matrix** Assessor used a range of methods to gather evidence against the **matrix** Standard;

One to one interviews (22; Senior managers, service users, staff, partners)

Telephone interviews (1; Manager – Barking & Dagenham)

Informal group interviews (12; Staff {10}, service users {16}, parents/carers {3})

Observation (Premises, outreach and employer settings {7}, ICT systems, website, training facilities, training delivery, Pure Radio)

Document review (Policies, procedures, business planning, strategies, meeting minutes, evaluations, internal communications, data)

Feedback (Evaluations, complaints, compliments, comments, reports, newsletters, publicised comment)

4. Strengths

During the Assessment four strengths were identified. These are outlined below. The numbers and letters in brackets refer to the relevant elements and criteria in the **matrix** Standard.

- In evaluating service user's needs, Pure Innovations are exhaustive and comprehensive in establishing the best possible solutions for each individual and work extensively to ensure that planned outcomes are achieved in agreement with all parties, through clear demarcations and information exchange at the outset of engagement with the service. (2).
- Information resources disseminated to service users are constantly quality-checked, to confirm that people are in receipt of current, valid and appropriate information throughout their learning journey (3).
- The support mechanisms in place for service users are extensive and exemplary in variety and content, whereby people can expect to receive personal levels of support that are, without question, unsurpassed. Pure Innovations, further extends this level of support to those who have moved on

into sustainable employment and embraces advice and guidance to employers, where difficulties have arisen (4).

- Staff competencies and their dedication to projects and individual needs, goes beyond expected levels and rightly, places Pure Innovations as a valued and respected provider of services to a most needy group, who would otherwise marginalised in society (6).

5. Areas for Continuous Improvement

The Assessor identified four areas where further development may improve the quality of service. The numbers and letters in brackets refer to the relevant elements and criteria in the **matrix** Standard.

- Pure Innovations may wish to consider, in website development, improved accessibility for those sensory impairments (1c).
- The organisation should update and standardise the promotion of Equality of Opportunity, to better reflect current legislation and to raise awareness amongst staff of the National IAG Board Principles (5e & f).
- Pure Innovations may derive a wider range of feedback on the service with the opportunity for service users and parents/carers to feedback via the website (7b).
- The achievements in improving the service to all stakeholders, is largely, unreported externally. Pure Innovations could achieve greater publicity and recognition, leading to increased, meaningful feedback, by the use of a “You said – We did” approach (8b).

6. Detailed Findings against the matrix Standard

The following information is a summary of the findings against each element and should be read in conjunction with the previous sections.

1.

People are made aware of the service and how to engage with it

Pure Innovations has clear identification of its client groups through its original philosophy of engaging with service users who are excluded in society through their learning, physical and sensory disabilities and to those marginalised by previous anti-social activity and/or personal experiences.

In virtually all cases, service users are referred to Pure Innovations, by long-standing partnership arrangements with external agencies and stakeholders. These arrangements are usually under contractual profiles and Pure Innovations are regularly, actively involved in engaging with specific, marginalised client groups.

The organisation has developed a range of promotional literature to inform people of its activities and whilst general publicity is restricted, under contractual compliance,

Pure Innovations are proactive in publicising its services through word of mouth, awareness raising and attendance at local events, to raise its profile.

A new suite of promotional documentation has been created, with a new corporate identity and is reproduced on the Pure Innovations website, along with full details of service provision and contact details of the key players in the service.

Pure Radio offers extensive, ongoing awareness of the PURE brand and links with SMBC departments and Stockport County FC add to a focussed marketing strategy in presenting a strong public-facing front. Attractive, PURE liveried vehicles can be seen regularly in and around the town and service users engaged on Work Link projects, wear smart uniforms, clearly identifying the linkage to the PURE brand.

The nature of the Pure Innovations services clearly demands an obvious, high-level approach to Equality of Opportunity and is therefore implicit in every aspect of the service.

2.

People's use of the service is defined and understood

At initial enquiry stage of involvement with Pure Innovations, staff meet with potential service users to discuss their requirements and to outline the services available to them. People are met at their own homes, at Pure Innovations premises, or at convenient local meeting points, essentially in environments comfortable for them and invariably, with parents and/or carers and key workers present, to ensure the agreement, full understanding and commitment of all parties involved.

Beyond the excellent promotional materials produced by Pure Innovations, each section of the service has bespoke literature for its area of specialism and will explain the types of support and development available to service users who wish to engage with the service.

Hard-copy promotional materials, DVD's and the Pure Innovations website offer excellent information on its services and, commonly used, individual files are created to record and accentuate the individual needs of each service user. Pure Innovations are exhaustive in this approach and seek to ascertain every aspect of service users current and potential needs from the outset of engagement, this being effectively demonstrated in the attention to detail of risk assessments and perceived capabilities of each and everyone referred to the service.

People are given time to consider the merits of using the service and those who decide to engage with Pure Innovations are made aware of its processes via a comprehensive Induction Pack which is printed in both a direct textual format and also in an enhanced visual-impact format, for ease of understanding and is replicated on DVD. This documentation forms the basis for engagement and is designed to afford service users a complete understanding of the realistic expectations of both parties. Information is comprehensive and unambiguous, imparting essential contact details and access points, staff information, Health & Safety awareness, confidentiality, equality, diversity, complaints issues and feedback opportunities.

In conjunction with parents and/or carers and key workers, where agreement to become service users is taken up, people are taken through an assessment to establish their levels of ability and importantly, to explore the goals and aspirations of

each person, individually. The initial process may take several weeks to complete and is considered to be a key procedure to record service user's current position, suitability and ability, from which staff are able to develop action planning for the immediate and long-term future of the service user.

Following on from the initial process, staff, ensure that all service user dealings are subject to and recorded in a five-stage Quality Assurance system, designed to act as a checklist of essential actions, effectively evolving into a Personal Development Plan (PDP) and which becomes a meticulous, monitoring tool, assiduously charting the progress and 'distance travelled' of each service user.

"The PDP is a very important tool, enabling us to keep up-to-date with service user's progress. It can months to work out the best options for each individual and therefore, it is essential that we have a robust system for monitoring and recording developments, in order that we act upon the right information" (Staff member).

The processes employed were seen to be used to great effect, particularly in compiling meaningful information for potential employer or project managers, in understand individual needs and also to provided service users with an essential guide to their preparation for work activities – even down to a set pre-work routine, which could be presented in a visually enhance format.

The Assessor was informed that; at any point during the process, where identified as a better option, signposting or referral can be invoked, appropriate to changing needs.

3.

People are provided with access to information and support in using it

Each service area visited by the Assessor carried healthy levels of supporting information for service user perusal, as appropriate to ability and this information was seen to be, in all cases, current, inclusive, relevant and eminently fit for purpose. Information displayed and used in each area reflected the individual nature of the initiatives available locally and evidence of partner and network involvement was clearly displayed at suitable contact points.

Staff at Pure Innovations, are instrumental in the sourcing and maintenance of information materials through external activities in attracting the participation of associated agencies, specialist support organisations and employers, ensuring that the latest information is always to hand.

For most service users, the activities required for their personal development, are new experiences for them and familiarisation with information resources often requires timely and patient, intervention and support. The Assessor observed many situations where staff displayed these qualities and were seen to be most supportive in enabling service users to retrieve and manipulate information to meet their requirements, where levels of understanding were sufficient. Separately the involvement of parents and/or carers was an essential requirement for the successful engagement of many service users and importantly, in interviews with these groups, the level of dissemination was received with high-praise.

“I was given a great deal of information on how the service worked and was able to input my own thoughts on how to best proceed with my daughter’s progression. The results have been far beyond my expectations” (Parent).

“Staff sat and talked to me – to find out what I wanted for my daughter. They fully explained what was possible, it was very much a two-way exchange and although apprehensive, I felt fully aware of what could be expected in the future”. (Parent)

“Everything was fully explained from the start, I couldn’t have asked for more” (Carer).

In understanding the individual and specialist needs of its client groups Pure Innovations adopts a range of methods to facilitate service user ability to interpret information, offering information in alternative formats, larger print, visual enhancement and translated versions, many of which are accessed, not only in hard-copy, but via alternative formats and DVD’s, appropriate to needs. The transmission of information is further enhanced by the realisation that some clients have consistent difficulty in understanding and retaining information and this is alleviated by the dedication of staff in maintaining close presence and contact with service users, to offer personalised levels of support in understanding information transfer.

In workplace situations, staff accompany service users to initial work experience placements and stay with them throughout the activity to ensure that they are fully supported throughout the experience and the Assessor was made aware; that this support continues, as required, when service users have moved into sustainable positions. Staff demonstrated how, the regular use of photographic visual aids to break down routine tasks for service users to follow, until competency was achieved and of remaining alongside service users during shifts of work, whether it be in retail operations, catering service areas, or in many of the other work situations arranged by Pure Innovations.

Separately, an excellent newsletter is produced for service users, parents/carers and partners ‘Pure News’ to inform on the latest activities and developments of the organisation and the successes of current service users.

4.

People are supported in exploring options and making choices

People engaging with the services of Pure Innovations are offered detailed information on the services offered and central to the effectiveness of this process, is the use of the initial IAG session which fully explores the current position of the potential service user and investigates, fully, their goals and aspirations prior to any action being taken. Unrealistic aims can be identified and discussed and/or where required, alternatives, through signposting and referral can be instigated. Pure Innovations acknowledges that they do not have solutions for everyone’s problems and use well established networks and partnerships, in each area of activity, to offer the best possible solutions for people.

A prominent feature of the service offered, is that people are able to make their own choices and strong, individual support mechanisms are used to allow them to meet realistic aims and objectives. Mindful of its client group, Pure Innovations allows for lengthy considerations to be made and final decisions will often be in agreement with

not only the service user, but with parents and/or carers too. Where documentation is used to offer information about progression routes, alternative formats are frequently used to enhance understanding and in most cases, taster sessions are arranged before service users are expected to agree and proceed with action plans.

From the initial IAG intervention, there will typically and in accordance with ability and aspiration, be an initial assessment to establish a baseline point, from which the PDP is generated and once embarked upon training or work experience, service users are regularly monitored, observed and reported on, to establish that progress and distance travelled is fully recorded. Each individual is generally assigned to a key staff member and it is for that member of staff to ensure that service users receive all the necessary support to achieve their goals, using the internal and external resources available.

In interviews with service users, the Assessor received the following comments at the various locations visited;

“After a bad career start, Pure Innovations have helped me to get back on track. My confidence is restored, I have regular employment and they have provided ongoing support in helping with my benefits claims” (Ex-service user WORKSTEP).

“My Employment Officer established a support programme with very clear parameters and made it known that the process would be a two-way involvement. She took the initiative and liaised with the right people to get me back into work. She was so supportive – a shining light” (Ex-service user WORKSTEP).

“I really love coming here, I have learned different new things and working in the cafe has given me pride” (Service user Work Link).

“When I come here I am given all the support I need from a very capable carer who helps me with everything and everyone is so friendly to me. My confidence and self-esteem has soared, I love coming to work” (A ‘paid-hours’ staff member on Radio Pure, who is blind and has gained his first employment opportunity at 57!).

“Employment Services got me this job over 10years ago. They still come and see me and it is nice to know that they are always there if I need them” (Ex-service user).

For many service users, embarking on routes to employment poses problems with the potential loss of benefits. To address this issue, through an impartial seconded service, service users, in conjunction with parents and/or carers, have access to confidential, professional consultation, to establish realism through ‘Better Off’ calculations.

5.

Service delivery is planned and maintained

From the early beginnings of SMBC Employment Services the aim of the service was to move people away from restrictive, traditional Day Care activities and to create a more proactive environment for service users. In-keeping with this original philosophy, Pure Innovations has not only achieved this aim in the Stockport area, but has effectively taken the philosophy into the areas of Greater Manchester and

Barking & Dagenham and is currently at final bidding stage for other areas of the country. Integral to the growth of the service, has been the adherence to the principles of TSI and a strong belief in full Supported Employment. The two main areas of activity for Pure Innovations, in Day Care and Employment Services, together with complimentary projects running alongside, offers effective links for all service users to make progression, irrespective of ability and this remains the prime focus of the service.

The Assessor was able to meet with senior personnel and board members, who displayed a determination, through the inspiration of leadership, to provide services that, were not just meeting expectations, but to provide services that offered diverse experience, added value and unquestionably, advancement for its client groups.

*“Pure Innovations runs some of the most forward thinking day care in the UK”
(Extract from the Business Plan 2008 – 2009).*

Largely bound by funding stakeholders, the performance of Pure Innovations is emphatically targeted, constantly under scrutiny and the Assessor was able to establish in documentary reviews and in interviews with staff that the results achieved by Pure Innovations, invariably exceeded profile – results which have been instrumental in the successful tendering for contracts outside the Stockport area.

From the annual Business Plan 2008 - 2009, the Assessor was able to review the organisational aims and objectives, following on from which, each area of activity has separate, specific targets of achievement set, whereby, performance is monitored and recorded via project grids, which feed into steering grids and are supported by individual project worksheets. This system allows for constant review of each specific project and effectively, cannot be ignored until completion and sign-off has been achieved.

Extracts from the Business plan 2008 – 2009 indicates some of the key performance indicators;

- Ongoing quality improvement.
- Workforce planning and developmental activities.
- Team working.
- Health & Safety.
- Growth of existing services.
- Expansion of services to other authorities.
- Wider market penetration.
- The maintenance and improvement of existing performance levels.

Document reviews and explanations from staff, demonstrated that internal communications were robust and comprehensive, with briefings and meetings held at each operational level, across all aspects of the service and staff in particular were keen to express that they felt ‘a part of the service’ and that their input was encouraged and respected by leaders.

Pure Innovations continues to operate from its former premises, adjacent to SMBC facilities and observation of the two floor block, indicated a well-maintained environment, eminently fit for purpose and offering easy access for all service users, many of whom are transported on a daily basis, from their homes to the main centre

and on to various activity venues, as required. The service demonstrated a high-level of compliance with regards to Health & Safety and personnel have modern ICT systems in place with a growing accent on improved systems and software to enhance the storage and sharing of information.

A key strength in the success of Pure Innovations rests firmly with the ceaseless work in adopting and maintaining effective, working partnerships and networking arrangements to facilitate the progression of its service users. Without such effective arrangements, Pure Innovations recognises that it would not be able to fulfil the aspirations of its service users and the organisation remains astutely aware of this fact at all times. The Assessor spoke to partners from a variety of sources, all of whom were eager to present their views, attesting to the excellence of their working arrangements with Pure Innovations. The following comments were recorded;

“Pure Innovations do not ‘cherry pick’, they work with services users rejected by other agencies - some of the results they have achieved have amazed me. They are a provider with a difference, a top performer who we think the world of and their staff are fantastic” (JCP DEA).

“Pure Innovations are brilliant; they have such a lot to offer for both employees placed with us and also from a management perspective. One staff member from Pure Innovations spent two weeks working full shifts in our food preparation area until 10:00pm each night, before introducing a new employee to us. This enabled her to support the employee fully into the job and did not impinge on our valuable resources” (Employer – leisure sector).

“Pure Innovations has made a real difference. They are always open and transparent and we now have open book arrangements with them in a healthy working relationship” (Senior Manager – Parks and Recreation SMBC).

“Pure Innovations approached us and started with just litter-picking, now they tend to garden areas and even come during school holidays. The carers are wonderful, we really enjoy having the service users here at the school, they have made a real niche for themselves and the children love it” (Head of local Primary School).

During a visit to a local church, to observe a Work Link project in the church grounds, it was intended for the Assessor to meet the Reverend. Having been detained elsewhere, he took the trouble to write directly to Pure Innovations, to express his appreciation of their involvement and to convey how happy he was with the arrangements made and was highly complementary of the initiative of taken by Pure Innovations.

The Assessor perceived that beyond the expectancy of a good working relationship, those partners interviewed were inspired by the diligence and personal approach of staff in always seeking the best possible solutions for partners and service users alike. A deeper appreciation was also spoken of, in the commitment of Pure Innovations to contribute resources to projects, new initiatives and mutual development objectives. Healthy, regular communication was frequently quoted as being the cornerstone of such positive working relationships.

6.

Staff competence and support they are given are sufficient to deliver the service

Recently employed staff, were able to indicate that they had received comprehensive inductions upon their commencement with the service and through intensive training, mentoring and shadowing activities, felt that their transition from newcomer to becoming job conversant, operational and empowered had been well-managed and designed to instil confidence from an early stage. Beyond inductions, staff explained that through supervisions, every six to eight weeks and annual appraisals, with half-yearly reviews, progression and development was a constant factor, consistently applied by Pure Innovations. Training is broad-based and planned, to include refreshers, as applicable and developmental training appropriate to job roles.

Staff, spoke of the opportunity for informal discussion outside of the formal processes and were complimentary of the open-door approach, which allowed for freedom of expression and opinion. Training opportunities were regularly available to staff and those interviewed were able to indicate that they were regularly in receipt of updates and refreshers on legislative and operational requirements, whilst according to job roles, ample opportunities were available for specific training and developmental activities.

During interviews with staff, they were complimentary of the support they received from leaders, supervisors and colleagues and were grateful for the team working philosophy that allowed them to freely, consult colleagues on issues outside of their own expertise or boundaries, ensuring resolution of problems and the consistent pursuit, as a team, of individual and organisational objectives.

The competences of staff was noted to be exceptional, where, not only were all staff qualified in their areas of specialism, but displayed an affinity with the needs of service users and had single-minded attitudes to meeting those needs, whatever the hurdles. Passionate and dedicated, staff often spoke of going out their way, when needs dictated and not confining themselves to 9 – 5 routines, always being prepared to meet with employers and partners on-site or with parents and/or carers out-of-hours, particularly to ensure that service users were not sidelined once on placement or in sustainable employment.

The Assessor was impressed with the focus of staff on improving the lives of services users, with the assistance parents and/or carers, through understanding and exploring, previously unconsidered activities. This was clearly achieved through the 'strength in depth' of expertise that was evident at Pure Innovations, by a long-standing staff complement of key-players, who had grown with the organisation, in most cases, from junior positions.

With the growth and expansion of Pure Innovations, information exchange has been enhanced by the introduction of a Staff Newsletter, welcomed by staff and seen as a positive move in keeping everyone informed of developments and appointments across a growing service. Furthermore, staff, are updated on organisational progress through a Corporate Brief, which offers essential information on current, internal and external, strategic and operational activity.

7.

Feedback on the quality of the service is obtained

Service users of Pure Innovations are offered detailed information on its complaints procedures at introductory stage to the service. A comprehensive and well produced document is offered and available to everyone engaging in the service and the procedure is also brought to the attention of appropriate parties, accordingly. All

documents at Pure Innovations are available in a variety of formats including, large print, with visual enhancements, on audio tape and/or CD/DVD, or can be translated, upon request, into other languages. The complaints/feedback document clearly outlines the processes involved, who will handle matters, the appeals procedures and the timescales involved.

Partially, through contractual obligation, but more through a desire to improve services, Pure Innovations are proactive in obtaining formal feedback from service users and parent/carers which is recorded within the PDP system.

Beyond formal procedures, staff work closely with service users and parent/carers and routinely, obtain informal feedback, which may often allow for immediate, minor, remedial actions, as required. Mindful of its client group, this informal interaction is perceived to be an important aspect of service, where frequently, people may be found to be lacking in confidence as result of long-term inactivity through their disabilities and/or medical conditions and because of their immersion into new experiences, small setbacks or concerns could seriously hamper individual progress. All staff are well-versed in regularly soliciting the opinion of service users, individually and in group sessions, in order to facilitate satisfaction and to inform Pure Innovations of individual and collective impressions of the organisation and its performance. The nature of Work Link activities and close interaction, through training and supervisory needs, allows staff to maintain constant feedback from service users, either verbally or by observation of performance

“I recognised that a service user was uncomfortable in the food preparation area and after a chat with him, realised that he would prefer to work in an outdoor setting. We have attended to this and he is much happier” (Senior staff member).

Staff interviewed, unanimously agreed that the transparent and open culture of Pure Innovations, allowed for the free exchange of information and opinion with leaders and that they were heard and listened to with genuine interest and where appropriate, timely action would be taken as necessary.

“Irrespective of roles, we work as a team at Pure Innovations and you can be sure of support from senior staff and colleagues at all times, there is always someone you can speak to” (Staff member).

Staff also alluded to the support offered via a third party organisation, allowing them to confidentially, seek IAG on personal matters, a service which was reported to be excellent by those having accessed it.

Pure Innovations is regularly inspected by **Ofsted** and the most recent report indicates outstanding provision, whilst the audits of funding stakeholders, ensures that the organisation is monitored for performance and diligence. In interviews with partners, strong opinion was offered in respect of the quality and performance of Pure Innovations, whereby the organisation was considered to be exemplars in the services it provided and consistently delivered 'best practice' in meeting the needs of those furthest away from the workplace. Feedback gathered from all areas of activity are fed into a SAR and in review of this document, Pure Innovations were perceived to be exhaustive in addressing even the smallest area for development and that

continuous quality improvement (CQI) was more a 'way of life', rather than an 'optional extra'.

8.

Continuous quality improvement is ensured through monitoring, evaluation and action

The Assessor was aware of a constantly developing organisation and instrumental in this, CQI was perceived to be fully embedded, with service users, parents and carers, staff and leaders contributing in equal measure.

Key aspects of delivery are driven by funding stipulations, yet the appreciation of human capital is fully recognised as being integral in being able to deliver such expectations. Staff are trained, developed and effectively supported, to deliver strong performance, resources are maintained and improved regularly and vital in all of this, is the recognition that to achieve desired outcomes for service users, the provision of ongoing IAG is a most important component.

The Assessor reviewed, extensively, quality processes, documentation and meeting minutes relating to ongoing improvement initiatives and was able to discern that the organisation, at all levels, was continuously reviewing performance. Responsibilities and positive actions were seen to be cascaded down from leaders, to ensure that implementation was effective and responsive to the needs of service users and the aims and objectives of the service.

Significant quality improvements to the service, attributed to feedback from stakeholders and performance monitoring were identified as follows;

- Pure Innovations has successfully transformed itself from a supported department within SMBC into a stand-alone organisation, with an excellent track record, credibility and a positive, commercial focus.
- Through enduring partnership arrangements the organisation has expanded its range of provision, to create new areas of opportunity for its service users, particularly in grounds maintenance, customer services, administration work, catering and radio, all of which can now offer taster sessions.
- Pure Innovations has extended its engagement with local partners and employers, to offer a wider spread of volunteering and sustainable job opportunities for those referred to the service.
- The service has grown with the gaining of new contracts in other areas of the country.
- Quality systems have been developed to ensure the consistency of quality processes throughout all areas of delivery.
- Internal documentation has been improved to provide better information to service users and parents/carers, in a wider range of formats.
- Greater focus has been placed on the progression of service users, using 'distance travelled' measurements.
- The introduction of a dedicated HR function has seen a culture change, which has raised confidence and created improved management expertise through specific training and development of senior personnel.

- ICT systems have been upgraded to offer better management reporting, an improved database, centralised information resources and the ability to run the payroll internally.
- Improved marketing of the range of service offered by the PURE brand and a new corporate identity.
- The secondment of a benefits specialist, has added a new dimension to the range of support mechanisms available to service users and their families, resulting in the recovery of unclaimed benefits amounting to £70k.

Pure Innovations presented itself as a professional, caring organisation, which through the expertise and dedication of a committed staff complement, delivers an essential service to the communities in which it works - without compromise.

In adopting the **matrix** Standard, Pure Innovations have been able to meet the aims of the Assessment process, inasmuch that; it showed clear demonstration of its ability to use the Standard as a tool to provide a framework for continuous quality improvement for its service users, to demonstrate good practice to external stakeholders, to deliver a prestige award in recognition of staff endeavours and to act as a stepping stone to future business opportunities.