

Love my life

FitzRoy's outcomes focussed model of support

FitzRoy's outcomes-focused model of support, Love My Life, is a person-centred framework helping us realise our vision of a world in which people are not defined by a disability. It ensures everyone we support can set their own goals, see their progress, and live the life they choose.

This is an organisation-wide approach and has helped us embed a culture of high-quality, active support and delivery throughout FitzRoy. Our framework is based on the European Foundation of Quality Management (EFQM) Excellence Model, validated by international research and has a four-step process:



1	Defining the outcomes that matter	OUTCOMES
2	Setting up our ways of working to meet these	APPROACH
3	Managing delivery of our defined approaches	DELIVERY
4	Checking we are getting the approaches right and achieving the outcomes that matter	REVIEW

All of these feed a continuous learning loop which constitutes our quality assurance system.

We offer a wide variety of support; Residential Care; Supported Living; Support at Home, Community Support Services, and Day opportunities. Through our expertise we also provide specific supported living for people with autism and challenging behaviour. We have a separate function called FitzRoy Housing Management so that we can provide tenancies to people separately from support agreements.

FitzRoy's unique approach is rooted in our 'Values First' position statement.

No service designed, commissioned or delivered that does not see the person, is not creative in approach or brave in its ambition for people we support.

This principle applies in any setting from complex residential provision, to day opportunities and support at home services.

If our values are not congruent with proposed delivery, we will not develop it.

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Outcomes

By using information from a range of perspectives, we align our staff and systems to achieve the outcomes that matter. We look at:

1. Outcomes for those we support and their families
2. Outcomes which mean we retain high quality, engaged staff
3. Outcomes for the communities we are part of
4. Outcomes which ensure we are a sustainable organisation

1. Outcomes for the people we support and their families

The people we support set their goals, and we use these goals to help them plan how they want to live their life. We have a range of outcomes-focussed monitoring tools that help us listen, and use communication that reflects each person's preference. These include learning logs, person-centred reviews and 1:1's, which benchmark progress and support people to enjoy increased levels of self-determination, and, quite often, reduced dependency.

Love my life – outcomes planning tool

FitzRoy's Love My Life outcomes tool has been created by the people we support, and is built around the five life-outcomes that matter most to them.

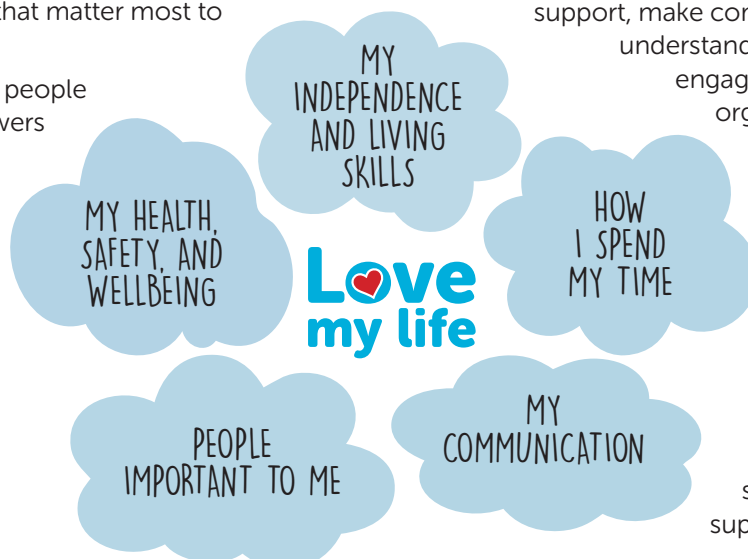
This tool is used by the people we support and empowers them to work towards their goals, review their own progress, and celebrate their successes. It has a positive impact on everyday things like going out, making friends, budgeting, shopping, cooking a meal or making food, and maintaining their

home. It also helps them focus on bigger goals such as learning new skills, finding work, becoming a volunteer, and moving home.

Working with families and circles of support

FitzRoy was started by families, and remains committed to understanding the challenges they face when looking for the best support for their relative. We work in partnership, building a strong relationship that can last a lifetime. This not only helps us get to know each person, their background, their culture, and preferences, it ensures we adapt and change the support as each person grows and develops. Through co-production we provide ways for families to be involved in support, make comments and suggestions, understand our philosophy and engage with the wider FitzRoy organisation.

We work with families to identify skills and opportunities, agree roles and boundaries for all concerned, and maintain confidential and transparent communication. We also measure satisfaction in an annual survey of those we support and their families.



Results show:

- 95% of the people we support said they are supported to do things which are important to them.
- 98% of professionals say they are confident about the support people get from all our staff.
- 93% of families said their relative gets the support they need to make decisions and choices about their life.

Feedback

We continuously gather feedback to improve our work and embed a culture of excellence across the organisation. This ensures complaints, comments, suggestions and compliments are incorporated into plans, and people's concerns are addressed and lessons learnt. We have three annual surveys; for those we support; their friends or relatives; and the professionals we engage with.

Wellbeing is gauged daily at every contact point by our support workers, and recorded in support plans. This feedback helps us regularly capture an individuals' quality of life, and ensure outcomes-focussed support planning.

We also hold residents' meetings in all our supported living and residential services.

The people we support drive the agenda, and provide an open and constructive forum through which everyone can express their views, concerns and feedback.

2. Outcomes which mean we retain high quality, engaged staff

People are at the heart of FitzRoy, and staff form the backbone of our success. Through our award-winning training scheme, we give staff the opportunity to gain expertise in learning disabilities, autism, Asperger's, dementia, sensory impairment, mental health, epilepsy and behaviours that challenge. We run an annual staff engagement survey, listening to our staff, adapting our strategy, and encouraging everyone to have a say. Recent results show that 95% of colleagues feel trusted to do their job.

We take a values-based approach to recruitment and involve those we support throughout the process. Prior to advertising a role, we work with the people we support and their families to identify the characteristics most important to them in a support worker.

Continuity of care is as important to us, as it is to the people we support and their families. We achieve this through a focus on the quality of care delivered, and a reduced staff vacancy rate, which in turn reduces our reliance on agency staff.

We aim to make staff operational as soon as possible, and we address the challenges this presents when staff have not worked in a care environment before. To help them achieve this in a reasonable time, we have a comprehensive induction training programme, with some modules completed before their first day on rota.

For those who have prior experience in the care sector, we ask for proof of training they have already received together with in-date certificates for any of the training that has a time limited validity. A programme of training for the new employee is then established with dates of when they are expected to complete the training. It is mandatory that all elements of their training are completed within 12 weeks of their start date.

We monitor compliance with routine training and refresher courses and record management observations of practice.

3. Outcomes for our partners, regulators, communities, and commissioners

Our sector is regulated by various bodies including the Care Quality Commissions (CQC), the Health and Safety Executive (HSE), and the Information Commissioners Office (ICO). We make sure that line of sight around management information, occurrence reporting and achieving organisational key performance indicators (KPIs) is accessible, clear and rigorous.

Our CQC performance is good at 88%, above the CQC benchmark, however we are committed to delivering excellent care, and continuously look at how we can improve on this. Investing in building better relationships with the many people and groups who have a stake in FitzRoy is critical and helps us understand the needs of everyone. We do this through conversations and campaigns that engage people, and raise funds. We work with people who want to make a difference to those living with disabilities, and fundraising for things that the people we support need to achieve their goals; assistive technology, fully accessible kitchens, sensory rooms and more.

We work with people who want to make a difference to those living with disabilities.

We build community capacity by supporting other charities and community groups, and where possible we aim to provide joint services with community and special interest groups.

We run a grass-roots organisation providing a vital service helping people with learning disabilities stay safe when finding friends and looking for love. As

a fully fundraised project, Love4Life, has helped us reach people with mild learning disabilities who are vulnerable but often fall through the cracks in care provision.

FitzRoy is committed to lifelong learning, and we run supported volunteer schemes and have an ASDAN accredited centre. This has helped many into paid and voluntary work. At our learning hubs, in partnership with local professionals and companies, we train people in life skills such as cooking, ICT, budgeting and finance, literacy and numeracy, communication skills, as well as social and sporting activities. We encourage and train volunteers to work in our services as they bring unique skills and opportunities to the people we support.

We support local job markets and provide 1200 people with work, recruiting around 200 people a year, and we work with around 40 housing providers to provide housing solutions to vulnerable adults.

4. Outcomes to ensure we are sustainable as an organisation

FitzRoy continues to achieve significant growth, both in income and geographic reach every year. This, along with a focus on being as effective as possible whilst ensuring delivery of quality care, is reflected in consistently strong financial performance.

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By successfully reducing our management charge, we remain highly competitive whilst ensuring

we retain the expertise necessary to run a growing organisation. The overall service user vacancy rate remains low at 3% across the organisation, with most locations full.

However, there are specific locations and specialised services where we continue to work closely with the local authorities to understand how best to ensure vacant beds are matching the needs of the individuals awaiting placement and to understand the correct levels of demand in the area.

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Approach

To achieve the outcomes we know matter to those we support we actively promote self-advocacy, and empower people to make and express choices about the support that they need. This includes:

1. **Engagement and involvement through co-production**
2. **Policy framework and control**
3. **Person-centred practice**
4. **Communication tools and technology**

1. Engagement and involvement through coproduction

Outcomes are best achieved through support that maximises independence through wellbeing, health promotion, personal development and building strong social networks. This facilitates new opportunities and lifestyle choices that are not solely rooted in services but truly connected to the local community. FitzRoy does this through creative support planning designed and co-produced during meetings and reviews with individuals, their families and other stakeholders to ensure the right amount of support.

FitzRoy's approach to co-production centres on a close and responsive partnership with the people we support, their circles of support, care managers and others involved in their lives. We ensure families have access to our local managers to discuss their relative's support where appropriate, and give feedback on issues important to them. We use a range of communication tools bespoke to individual needs, including MAP, PATH and tools specific to individual communication passports.

FitzRoy Forums

We encourage everyone we support to meet with us to plan and discuss their service and give feedback on what could be better. We run a national service user group called Nationwide which is attended by senior managers and board members. The national group

is well attended, and gives the people we support a powerful voice in the governance of FitzRoy.

Recruitment Troop

Choosing the right staff plays a crucial role in developing self-advocacy. Because of this, we train and support people to be part of the recruitment process. Through our Recruitment Troop training, people are empowered to get involved at all stages; from advertising to application and interview.

2. Policy framework and control

Our ways of working are captured in policy and guidance documents which form the basis of staff induction and training. We ensure our policies remain up to date by undertaking regular reviews and making specific improvements identified by our learning loops and feedback.

3. Person-centred practice

Our core values guide our practice, in particular, 'We see the person'. We work using an Active Support model to enable the people we support to gain life skills, become more independent and achieve their goals. Everyone has a person-centred support plan to achieve the outcomes they've identified as important to them to live a full life and this is regularly reviewed. Progression notes are recorded to ensure activities support people's goals.

Our multidisciplinary approach means that safeguarding is effectively shared across a range of teams involved in the support of one individual. These teams commonly include: Nursing teams, Social workers, Occupational Therapists, Physiotherapists, Dieticians, Dentists, Psychologists, GPs, Independent Mental Capacity Advocacy (IMCA).

Positive risk management

Our positive approach to risk management is an important way to help individuals become confident and independent. Through awareness and training, we help each person we support understand things such as road safety awareness, fire safety, handling money and communicating with others outside of the home. We use a structured approach which:

- Identifies the benefits of connecting with the local community and developing independence. This considers any associated risks plus the impact on wellbeing of achieving new goals.
- Encourages individuals to build and maintain connections with their families, friends, peers, and create new opportunities to be a part of wider society.
- Delivers a graduated support programme at a pace determined by the individual, starting with intensive assistance, and moving to increased independence.
- Trains and supports individuals to understand their rights, be knowledgeable about forms of abuse, and ensure that their personal safety is paramount.
- Utilises assistive technology to enable independence to be achieved safely and effectively.

Positive behaviour support

FitzRoy invests in positive behaviour training so staff understand why people develop challenging behaviour. Every member of our team is confident reducing and de-escalating behaviours, and recording information. Staff follow Behaviour Support Plans, helping them calm outbursts and spot signs of behavioural change that indicate someone is becoming agitated. In addition, we use PROACT-SCIPr-UK® (Positive Range of Options to Avoid Crisis and use Therapy and Strategies for Crisis Intervention and Prevention). This holistic methodology and toolkit, accredited by BILD, is an invaluable tool when supporting individuals presenting challenging behaviour, appropriately.

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4. Communication tools and Assistive Technology

Communication Passports

Everyone is unique in how they express themselves. To ensure we truly understand each person, we use Communication Passports to understand each person's preferred methods of communication.

This person-centred technique helps people express themselves through various methods: Makaton, BSL, Braille, touch, and pictures. It helps build trust and we invest time in conversations that cement strong relationships so people feel comfortable discussing their history, and what is important to them.

Everyone is unique in how they express themselves.

Assistive Technology

Technology can liberate people through increased choice, control, and independence.

Whether it is a device to help someone speak, a responsive on call system, an iPad, or a button to open your own bedroom door, using assistive technology is essential to helping people achieve their goals. It brings:

- More dignity and privacy
- More choice and control
- Increased independence and sometimes a reduction in support
- Improved communication
- Increased safety and security
- Opportunity and empowerment

At the service level, we undertake a 7-point assistive technology assessment, covering; mobile technology; communication aids; telecare; telehealth; ICT; prompting and environmental controls. We work with service users, families, carers and professionals to agree best individual (personal tech) solutions and environmental technologies (service wide) including these in our service design days for the physical disability units as set out in our Implementation Plan.

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Delivery

Our Quality Assurance Framework enables all FitzRoy staff to deliver outcomes-focussed, person-centred support. Our senior Quality Managers audit and benchmark all our services, and share best practice. Their findings identify the enablers and the critical factors that lead to successful results. This includes:

1. **Training and creating learning environments**
2. **Management accountability and performance management**
3. **Toolkits**
4. **Engaging staff**

1. Training and creating learning environments

Care Certificate plus

Our training and induction exceeds the requirements of the Care Certificate; a framework which provides clear evidence to the people we support and their wider circles of care that our support workers have been trained and developed to a specific set of standards. It demonstrates that our staff have been assessed for the skills, knowledge and behaviours to ensure that they provide compassionate and high-quality care and support. All support staff are trained in person-centred thinking tools and support planning techniques. We offer specific training in autism, positive behavioural support, diabetes, epilepsy and so on, as required.

Management Training

All new managers receive training from experts at Central Support to ensure they understand our processes, policies and responsibilities regarding employment law, performance management, health and safety in services and fire management. This is supported by regular updates when changes to policy, procedure or legal responsibilities occur.

Deputy managers attend workshops leading to the ILM 3 team-leading qualification to give them the

building blocks needed to be managers. Service managers are supported to attain the Level 5 Diploma in Leadership in Health and Social Care (Adult Services) within their first 2 years of service.

Creating a learning environment

Best practice groups and guidance

Managers join peer groups with colleagues who run similar services across the country. These groups give managers a chance to explore best practice, work through case studies, review anonymised incidents to share learning, get updates on changes to national guidance and policy, and raise practice issues which come up frequently in their day-to-day work. The groups enable guidance to be produced for recurring issues and feed into policy updates as required.

Team meetings, 1:1's, giving feedback

All managers attend regular regional meetings and all service managers hold team meetings to bring staff together to ensure consistency of practice and peer support, ensuring all staff stay informed about what is happening in the wider organisation and feel connected to FitzRoy's values.

We train managers to conduct 1:1s and provide constructive feedback. We encourage managers to hold 1:1s at least 6 times a year with every staff member and concentrate on what employees have

done well as well as what needs improving. It is also an important tool for talking about the needs of the people we support and making sure we are working to the agreed person-centred plans. Employees are encouraged to give feedback to their managers through team meetings and 1:1s.

Team Brief - staff newsletter

Each month all staff receive a copy of our internal newsletter team brief, which contains an update on progress against our strategy, a spotlight on functions including quality, health and safety, training, ICT and marketing, as well as sections on the voice of our families and the people we support.

Learning from occurrences

All occurrences (accidents, incidents and near misses) are reported in an agreed format and timeframe. Occurrences receive a number of levels of review to first ensure the situation is well managed and then to check that organisational learning is shared. Every occurrence is reviewed locally by the service manager, and escalated where appropriate to the regional manager, quality manager and health and safety manager for immediate management checks. All occurrences are reviewed monthly by the full operational and quality team – led by the Director of Operations. Actions are reviewed within line management and Quality Reviews.

Where a trend or risk is increasing or shortfalls are recognised, Service Reviews are organised by the Operations Team (quality, H&S manager and regional managers) to investigate and provide additional resources and support where needed. Any 'lessons learnt' or updates in policies and procedures are promoted out to the services via email, Team Briefs and Regional Management team meetings. Organisational trends are analysed and reported to the Quality Committee which sits at board level, alongside a full range of wider quality data.

Observations

New staff are observed in service by their manager to ensure their competence against Care Certificate standards before they pass probation and receive their Care Certificate in 6 key areas. Support staff including managers are observed and assessed in service annually for medication administration, moving people and information governance. Observation in service provides the opportunity for managers to ensure their team members' work in practice is at the high standard we expect and to give feedback on improvement points going forward.

Expert leads

Our team of highly qualified experts at Central Support, ensure all staff have the tools and equipment necessary to deliver expert support. Our values-driven leadership means all the teams at FitzRoy commit to our mission, and take part in the outcomes focussed model of support. The range of expertise we offer

includes; housing and property services, training, health & safety, IT, marketing and fundraising, finance, HR, and quality managers.

2. Management accountability and performance

We know that good services are well-led locally and supported by managers with access to good quality systems and management information. We are clear on what good progressive person-centred support looks like. Managers lead practice by example, delivering visible leadership in services, especially important in dispersed supported living services. They challenge practice where necessary ensuring engagement with everyone is proactive, personalised, progressive and sensitive to the needs of each person. Our regular support reviews actively seek the views from circles of support to ensure we are co-producing the best service possible for the people we work for.

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Structure to management meetings

All managers meet in regional teams to benchmark best practice, review performance and find solutions for common issues. Regional meetings all work to a common agenda so we know consistency is embedded across the organisation.

3. Toolkits

Person-centred planning tools We use a range of tools every day to support people to reach their Love my life goals. These include:

- **Good day/bad day** – a simple pictorial way to reflect on what is important to someone and what it will take for them to have more good days.
- **What's working/not working** – a way to record what is and isn't working to inform action plans.
- **Relationship circle** - a person-centred thinking tool that identifies who is important to a person or family, and how these relationships can help to support the person.
- **The doughnut** – a pictorial way to identify the roles and responsibilities of people providing support.
- **Sorting important to/for** - Helps each person to identify ways to balance being happy and content with being healthy and safe.
- **Presence to contribution** – a tool that provides a structure for individuals to think about the activities that they do and identify opportunities to make new connections and contribute to the local community.
- **Decision making agreement** – a simple tool that

enables individuals to understand the important decisions in their life, how they are involved, who makes the final decision and how they can take more control over their life.

- **Matching support** – a practical way to identify what support a person needs/wants, what skills are required to support them, and highlight shared interests.

Health Action Plans

We believe the best outcomes come when people are in control of their health, with information they understand. We have signed up to the Health Charter by Public Health England, and ensure the people

We work with people to identify ways they can balance being happy and content with being healthy and safe.

we support agree a Health Action Plan in line with their goals. Using a technique called 'sorting important' we work with people to identify ways they can balance being happy and content with being healthy and safe. This

includes supporting and encouraging individuals to make healthy choices in relation to:

- Diet
- Hygiene
- Physical activity and exercise
- An active and social lifestyle

We support people to access primary care and when complex health needs are identified, we engage and support people in group meetings and ensure they can invite their circles of support, family and friends and the community learning disability team. We work with professionals in health and the local authority to bring together a care plan and communication plan to ensure that they receive a joined-up approach from all those involved.

We work in close partnership with occupational health and specialist local providers to ensure access to technology that helps people engage with activities in and out of the home, safely. Such as:

- Medication aides
- Pressure sensors
- Alarms and emergency response buttons
- GPS devices
- One-button mobile phones
- One-touch hot water dispensers
- Talking microwaves

4. Engaging staff

Values driven, competent and engaged staff are the biggest asset we have, and help to guarantee our continued success. We prioritise rewarding our staff, and consistently pay above the national minimum wage. In addition to pay, all staff benefit from our reward and recognition scheme which includes pension contributions, bike to work, life insurance, childcare vouchers, flexible working, a 24-hour free confidential employee assistance programme, and enhanced maternity and paternity pay.

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Celebrating the success of our staff, and shouting about how they transform lives and go the extra mile each and every day is something that we love to do.

Every week we share a 'transforming lives' piece with everyone who works for FitzRoy; a story which articulates the brilliance of our staff and the impact they make every day. We publish blogs written by our staff on our website and social media which helps to recognise their talent and achievements, along with those of the people we support. Representatives from across the organisation sit on FitzRoy's staff forum, which meets regularly to consult and advise on issues which affect our workforce.

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Review

We are committed to continually improving and we have a number of systems for checking progress against our outcomes and refining our approaches. Changes to our approaches are reflected in our policy and training reviews. This includes:

1. **Managing and checking**
2. **Internal quality review**
3. **Staff management and appraisal system**
4. **Business planning and benchmarking**
5. **External review**

1. Managing and Checking

Management Action – Singles Action Plans

Each FitzRoy service has a single action plan which collates all areas for improvement whether these are raised by CQC, a family member, a house meeting, our quality team or quality advisors. This gives a single point of reference. These action plans are the focus of performance management and enable resources to be allocated from across the organisation.

Person-centred reviews

In addition, each person we support has regular reviews of their support plan, looking at how they can achieve their goals on an ongoing basis. It helps us assess how we will exceed the expectations of the people we support, our regulators and funders.

2. Internal quality review

We employ two dedicated managers, with long experience in practice, as Quality Managers; alongside a qualified Health and Safety Manager, and Quality Advisors (drawn from amongst those we support). The full quality team work to a schedule of reviews based on a risk rated system. Clear systems are in place for actions required to be added to single action plans in services and monitored through line management.

Quality Manager reviews

Working to a comprehensively researched template the Quality Managers undertake regular full-service reviews. These assess evidence of compliance with: FitzRoy values and policy; compliance with regulatory standards and legal frameworks; the quality of our approaches, for example as captured in support planning documents, progression notes and outcome reviews; the quality of the environment and feedback from the people we support.

In addition, the Quality Managers undertake specific work on any issues which arise as themes, for example in-depth medication reviews. These reviews inform shared learning across the organisation.

Health and Safety reviews

All services hold a Health and Safety review meeting quarterly against a standard agenda and feedback the results centrally. Our NEBOSH qualified Health and Safety Manager conducts regular health and safety reviews of documented management procedures ensuring every service receives a full health and safety focussed site visit at least every 3 years. In addition, a themed site review is carried out every month – this may be triggered due to an Occurrence, a concern, a professional visit (CQC/Fire Authority/LA). Themed visits are recorded in a site visit report and copies submitted to the Service Manager and the Regional Manager to add to the Single Action Plan.

Quality Advisors

We appoint the people we support as Quality Advisors to audit FitzRoy services. This team are fully trained to undertake the role and provide a valuable end-user perspective on the quality of our services.

Safeguarding

We have an explicit safeguarding culture and these values are lived at every level of the organisation. Our safeguarding mission is "every person we support can live their life free from abuse, exploitation, and fear of aggression and violence." All safeguarding referrals are escalated through FitzRoy's safeguarding reporting structure. The Regional Manager is notified either through the occurrence reporting system or directly by phone. Our safeguarding policies and procedures, which all staff are trained in, include a strong emphasis on whistleblowing, and health and safety.

Quality Committee and risk governance

Trends in any of the quality data recorded (e.g. occurrences, safeguarding reports, training compliance, quality review findings etc.) are analysed and reported to the quality committee. The quality committee is a board level committee attended by two trustees and senior quality managers. The committee scrutinises the data, and seeks assurance that organisational learning is taking place. The committee own the relevant aspects of the corporate risk register relating to service delivery and review the risks, risk controls and further actions regularly.

3. Staff management and appraisal systems

Staff appraisal

Our appraisal process is designed to assess how an individual's behaviour reflects our values. This is not just what an individual has done, but importantly, how they went about it. We have created a behavioural framework which underpins our values and forms the basis for discussions about the positive behaviours they have demonstrated and those that should have been avoided. This leads to a discussion about the behaviours they need to demonstrate more of (or avoid) over the next year. Behaviours are assessed in all aspects of their role and interactions. As part of the process the manager may seek feedback from the people we support, family members, other departments and observations from the management team.

Both the manager and employee assess the support and development required to help the staff member achieve their goals or meet what's expected of them. This may be support and coaching through regular one to ones, or attending available training to develop a skill set. Each employee is asked what they need from their manager to perform their role to the best of their ability. This allows management teams to adapt their styles and approaches to get the best

from their teams. It also prompts support workers to reflect how, as individuals, they can support and encourage new and existing team members by sharing best practice, being welcoming and approachable, and so on.

Calibre analysis

We conduct calibre analysis of all managerial staff annually, this enables us to assess managers' outcomes and behaviours and facilitate a dialogue amongst our leadership team and allows open debate across a cross-functional team to provide more accurate assessment than one person's opinion. The process facilitates a shared sense of ownership for FitzRoy's talent pool and is an effective way to identify the development needs of individuals who may need more support to be effective, or could do more to stretch themselves. It also encourages honest debate and discussion between a manager and their line manager, and provides a framework for succession planning.

4. Business planning and benchmarking

Business planning

Each year FitzRoy as a whole, and each service we manage, plan ahead for the things we need to achieve in the next year (and 3 years). This enables us to prioritise and make sure we plan resources to achieve them. Business planning is fed by all the feedback and learning we undertake throughout the year and in services it is closely related to the single action plans.

Key Performance Indicators and Benchmarking

We use key performance information to measure the efficacy of every service. Linked to the outcomes described in our outcomes framework we ensure that we collate, review and learn from performance measures every month. We benchmark all services against each other and also against external data; for example, we check our staff vacancy rate against the sector norm and our CQC ratings against published CQC reports. Managers are asked to provide an explanation of reasons why they are 'outliers' in any performance data and support is put in place to improve performance where necessary.

External review

Responding to external scrutiny. Any report received from an external body is reported to the Director of Operations for information and appropriate dissemination to the most relevant supporting team. All reports are scrutinised to ensure any observations recorded are fair and prioritised into actions, where applicable, and lessons learnt are promoted to relevant services.