Undertaken By: Alix Malcolm

On behalf of Remarkable (the home of Investors in People Scotland)

Project Reference Number: 18/0367

Date: March 2018

Feedback Report

Investors in Young People

Fair Deal

**Contents**

|  |  |  |
| --- | --- | --- |
|  |  | **Page Number** |
| **1** | **Introduction**   * Background * Context * Methodology | **3** |
| **2** | **Summary Findings** | **4** |
| **3** | **Outcome** | **6** |
| **4** | **Findings and Recommendations** | **7** |
| **5** | **Next Steps** | **16** |
|  | **Appendix 1: Level of Maturity Achieved** | **17** |
|  |  |  |

**Acknowledgments**

I would like to thank Ann Marie for her support in co-ordinating the assessment and for providing me with relevant documentation so that I had a clear understanding and a full picture of Fair Deal. I would also like to thank all the staff I met with for being so warm and welcoming and for actively taking part in the onsite process.

**1. Introduction**

Background

The Scottish Government partnered with people management specialists Investors in People Scotland to create a new accreditation framework: Investors in Young People. This framework seeks to reward and recognise employers who demonstrate excellence in recruiting and retaining young people, while encouraging others to begin working with young people. High performing organisations are always improving to keep ahead. The second generation IIYP framework allows for measurement, benchmarking and progressions towards higher levels of accreditation. Each level, from Developed to Advanced clearly describes how well the practices are embedded within an organisation.

**Stage 1 Developed:** The appropriate principles and practices are in place and communicated. Young People and Leaders know what is expected of them.

**Stage 2 Established:** Young People and Leaders are actively engaged in ensuring the appropriateness and consistency of the principles and practices.

**Stage 3 Advanced:** Young People and Leaders actively drive positive outcomes, taking ownership of the principles and practices.

Fair Deal are a social care organisation run as a social enterprise based in Castlemilk in Glasgow. The focus of your work is finding creative solutions to support for young people and adults with a learning disability or mental health issue, you also provide outreach services to older people to overcome the barriers which prevent them from being part of their local communities. Fair Deal believes that everyone is a citizen but that some people are prevented from enjoying all that this brings by the attitudes, prejudice and behaviour of others.

You work closely with local authorities and other partner organisations to ensure people with learning disabilities are afforded their full rights as citizens and supported to reach their full potential and contribute positively using their experience, gifts, talents, skills and abilities within their community and beyond.

This is your 1st assessment against the second generation Investors in Young People Framework and you have chosen to be assessed against the wider Advanced framework.

Methodology

I was onsite with you on 9th March 2018 when I met with the 12 staff that we had previously agreed were in the scope for this activity, and additionally had a telephone call with one of your Board members. My discussions concentrated on the extended framework in relation to how you attract, recruit, support, guide, develop and retain Young People.

At the end of my time with you I provided verbal feedback to Ann Marie and we agreed that my findings would also be presented to you in a written report to highlight your good practice and areas for development around the wider IIYP framework.

**2. Summary Findings**

My time with you was both interesting and enjoyable. I am delighted to say that the Young People that I met are great ambassadors who spoke about their experiences with you. The overall feedback I received was very encouraging and insightful which is further testimony of your commitment and desire to support Young People. I have summarised you key areas of good practice below along with some recommendations for you to reflect upon.

**Key areas of good practice;**

* You see it as your social responsibility to increase and improve employment opportunities across hard to reach groups within the communities that you work in. As such along with; The Catlemilk Youth Complex, Indigo Nursery and The Jeely Piece Club you have opened discussions about the importance of *recruiting locally and making it personal.*
* Your team leaders all share a clear understanding of the positive impact that Young People bring to the organisation and embody the person centred approach in everything that they do.
* You create a friendly, supportive environment for all who work at Fair Deal and adopt a person-centric approach when it comes both to the support of them as Young People and the people you provide services to.
* Young People receive feedback on a regular basis from the people they support and their families and from my discussions they described how they received both positive and constructive feedback and that this was always carried out in a supportive way either when required or through support and supervision.
* Over and above learning the skills and qualities of a good support worker Young People talked about developing other life skills such as; time management, patience, 1st aid, managing budgets and homes all of which help improve confidence levels.
* Young People all talked about the flexibility around shifts to accommodate their own personal circumstances.

**Recommendations;**

* In order to build on all of your good work to date in terms of your strategy for attracting, recruiting and developing Young People, I recommend that you capture of all your existing good practices into a more formal Young Person Strategy - be explicit about what you do and why you do it, what are the targets/success factors and impacts of having Young People in the organisation and what will be the measurable benefits.
* I would suggest you link more with the local schools and participate in school career talks to encourage Young People into the health and social care sector. There is an opportunity to get some more of your Young People involved in giving career talks or going along to career fairs to talk about their own experience.
* It may be beneficial to create some case study videos on the recruitment section of your website, focused on a Young Persons career with Fair Deal, this will help both with external marketing of what you do and recruitment. Ask your local college for a student who could help with this project i.e. someone who is studying film/media studies perhaps.
* Your Young People are not currently involved in your recruitment process and this is something I would suggest you could involve them in. Having some of your Young People participate in future interviews provides not just a development opportunity for them but can provide some support and reassurance to the Young Person you are interviewing.
* Consider giving Young People a formal buddy/mentor when they join so they have one contact they can go to with any questions, queries etc., it can be beneficial in having someone as a point of contact that is not their manager. This is a role that would be suited to Young People who has been with you a few years as it would provide them with a further development opportunity to be a mentor.
* Although your culture and ethos are very much shared by everyone I believe it would be beneficial to do a bit of work around making your values explicit and defining what they mean specifically to Fair Deal both externally to service users/funders/stakeholders and also internally for staff and volunteers. I have included a template framework in the main body of the report as an illustration.
* Appoint a Young Person onto the board to ensure inclusive representation as well as providing a fantastic development opportunity to a Young Person.
* Look at ways to celebrate the success of your Young People in particular – rather than waiting till the annual AGM you could organise some form of ‘graduation’ for Young People who complete qualifications.
* Put in place some structure around succession planning and talent management may help ensure transparency around career development for Young People who are ambitious and want to progress.
* Look at the impact of investing in Young People on your bottom line performance and/or outcome for the people you support.
* While Young People clearly have a voice, there is scope for them to be more actively involved in wider discussions about the Young People’s Strategy. The development of a Young People’s forum could be one way of addressing this.

**3. Outcome**

Having carried out this assessment in accordance with the guidelines provided by Investors in People Scotland, I am delighted that you have met the higher level requirements of the Investors in Young People Award at **Silver** level for which I offer you my deepest congratulations. Accreditation will remain in place until March 2021.

1. **Findings and Recommendations**

You were interested in getting feedback across the wider IIYP framework to allow you to identify any improvement areas and as such I have written the report around the framework indicators.

Strategy

Fair Deal along with many other care sector organisations has found it difficult in the current climate to recruit people into the sector. You have also been faced with increased demand for young support workers to match with the younger people you are now providing services too, particularly through your Community Connection work stream. As such you need to be identifying more innovative ways into employment which has led to you recent focus on actively employing Young People.

Your team leaders all share a clear understanding of the positive impact that Young People bring to the organisation and embody the person centred approach in everything that they do.

**Recommendation**

In order to build on all of your good work to date in terms of your strategy for attracting, recruiting and developing Young People, I recommend that you capture of all your existing good practices into a more formal Young Person Strategy - be explicit about what you do and why you do it, what are the targets/success factors and impacts of having Young People in the organisation and what will be the measurable benefits.

I would suggest you link more with the local schools and participate in school career talks to encourage Young People into the care sector. There is an opportunity to get some more of your Young People involved in giving career talks or going along to career fairs to talk about their own experience. I appreciate this may be daunting for some, but with your support it would be a fantastic experience for them and help with building their confidence. For those attending the career talks it can also be far more powerful hearing from a peer rather than an ‘adult’.

It may be beneficial to create some case study videos on the recruitment section of your website, focused on a Young Persons career with Fair Deal, this will help both with external marketing of what you do and recruitment. Ask your local college for a student who could help with this project i.e. someone who is studying film/media studies perhaps.

Attraction and Recruitment

You have three employment opportunities for support workers that Young People can consider;

1. Bank register – good for Young People who cannot commit to full time work i.e. family responsibilities or at College and/or University
2. Community Connections (low level support, often for people who are transitioning from child to young adult care) – provides a good opportunity for Young People who are new to the care sector, where they can be matched with an individual with similar interests as themselves.
3. Core Support (high level one to one personalised care) – more demanding so provides a good opportunity for Young People who have possibly had some experience within care sector.

Support worker vacancies are advertised via your own social media; Facebook and Twitter, local mail shots, Indeed and S1 jobs, internally and in some instances through the job centre. The Young people I spoke with have been attracted to the organisation primarily through word of mouth, by knowing someone who works already with Fair Deal.

I note that you did recently give a presentation at Castlemilk Youth Complex and from this successfully appointed one Young Person as a support worker, who has subsequently encouraged people she knows to apply for a position which has resulted in you employing another seven people from the local community.

You have started to look at other recruitment routes and have good relationships with the local community including; The Jeely Piece Club who along with yourself are two of the biggest employers in Castlemilk and probably across the South East of Glasgow. You both recruit locally and see it as your social responsibility to increase and improve employment opportunities across hard to reach groups within the communities that you work in. As such Fair Deal, The Catlemilk Youth Complex, Indigo Nursery and The Jeely Piece Club have opened discussions about the importance of *recruiting locally and making it personal*. You all face the challenge around time limited project funding meaning you do not always have the ability to offer permanent or full time roles so collectively are looking at initiatives that make employment more attractive and practical to local community members, such as sharing staff with other agencies, creating a competent pool of workers able to take shifts at short notice and joint training/endorsement. As part of this you are considering the following;

* Hosting local job Fayres
* Identify key partners (schools, colleges, Housing Associations etc.)
* Prepare a training programme concentrating on key requirements of each of the organisations / companies Identify local jobs and hours available
* Provide placements within each organisation
* Explore joint employment - some organisations only require staff in the afternoon and not at the weekend where others may require staff in the mornings, evenings and weekends
* Provide personal development opportunities to local people to develop skills in a range of areas increasing their employment prospects
* Develop a local employment / employability network

Although this is not exclusive to Young People you have identified key partners as; schools, colleges, MA providers and youth complexes which will particularly open up routes to employment for Young People. Although how this initiative will progress at the time of my visit is unknown it sounds like a fantastic opportunity with much potential and I wish you every success.

From my discussions with team leaders they are clear about what is important when interviewing Young People and recognise that Young People may not have direct experience and as such look for qualities such as; *teamwork, communication skills, problem solving, decision making and self-development.* Young People are put at ease and encouraged to talk about their self and are given plenty of time to think of answers.

**Recommendation**

To help you with your *recruiting locally and make it personal* initiative, I would suggest it may be worth speaking with the following (if you have not done so already):

* Skills Development Scotland who could help advise around other opportunities such as Foundation Apprentices (S5 and S6) and funding opportunities. <https://www.apprenticeships.scot/>
* Your local DYW (Developing Young Workforce) Group <https://www.dywglasgow.com/>
* Community Jobs Scotland <https://scvo.org.uk/jobs/community-jobs-scotland/information-for-employers>

Your Young People are not currently involved in your recruitment process and this is something I would suggest you could involve them in. Having some of your Young People participate in future interviews provides not just a development opportunity for them but can provide some support and reassurance to the Young Person you are interviewing.

Leading Young People

All of your team leaders are all registered managers with the SSSC and either have or are working towards both an SVQ 4 in Health and Social Care and SVQ 4 in Leadership and Management. Everyone I spoke with was clear about their role in supporting and developing the Young People they manage and talked about; keeping in close contact with Young People, working with them through their Personal Development Folders, providing them with feedback both positive and negative where required, ensuring they were clear about professional and internal standards and their role in being role models of Fair Deal both during and after work.

The Young People I spoke with all felt that their team leaders were supportive and described them as;

* *Approachable*
* *Understanding*
* *Supportive – check we are okay*
* *Good at keeping them well informed*
* *Organised*

You have recently implemented a duty manager role so Young People commented that there was always someone you could go to and either they would give you advise or their own team leader would call them straight back.

**Recommendation**

Appoint a Young Person onto the board to ensure inclusive representation as well as providing a fantastic development opportunity to a Young Person. Helping people develop the confidence to feel that can participate and contribute to a Board before joining could be useful so they can ‘try it out’ first. Offer Young People an opportunity to just go along and observe initially and the gradually bring them into discussions. Some training before hand around governance and the language and terminology used would be helpful in building understanding. You may attract a Young Person from the one of the other community organisations you are working with.

Transition to Work

Team leaders are well aware of the responsibility they have to ensure a successful transition to work, Young People all said that they have had an induction that covers; the history of Fair Deal, health and safety, performance and professional standards etc. The Young People I spoke with were clear about what is expected of them, e.g. being on time, use of Fair Deal mobile phones, behaviour out with work etc.

Young People described your culture and ethos as being open, approachable, respectful and being non judgemental. You create a friendly, supportive environment for all who work at Fair Deal and adopt a person-centric approach when it comes both to the support of them as Young People and the people you provide services to.

Over and above learning the skills and qualities of a good support worker Young People talked about developing other life skills such as; time management, patience, 1st aid, managing budgets and homes all of which help improve confidence levels.

Young People all talked about the flexibility around shifts to accommodate their own personal circumstances.

**Recommendation**

Although your culture and ethos are very much shared by everyone I believe it would be beneficial to do a bit of work around making your values explicit and defining what they mean specifically to Fair Deal both externally to service users/funders/stakeholders and also internally for staff. For example, creating an explicit framework as shown below. As you expand and grow your services and reach you want to ensure that your strong shared beliefs are not diluted down or misinterpreted. Having a more explicit framework will ensure people are making conscious decisions around the values and that there is no room for mis-interpretation of the values. Your values are your preferences and priorities and regardless of changes to strategy and business plans they should be timeless and enduring and as such you should seek to ensure they are never compromised and this requires ensuring absolute clarity around them.

Example value framework;

|  |  |  |  |
| --- | --- | --- | --- |
| **Value** | **This means I……** | **This means I do not….** | **My manager is there to…..** |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |
| 4 |  |  |  |

Ensure you look for opportunities to showcase excellent examples of the values and behaviours that are promoted across Fair Deal as part of your communications and all your success stories to promote the great work you do.

Support and Guidance

Young People receive feedback on a regular basis from the people they support and their families and from my discussions they described how they received both positive and constructive feedback and that this was always carried out in a supportive way either when required or through support and supervision. During probation Young People receive formal Support and Supervision every 4 weeks and after that it is quarterly. In addition Team Leaders have regular team meetings and use ‘What’s app’ to keep Young People informed.

Team leaders discussed that if Young People feel out of their depth at any point then they will be fully supported for example; put into group support so they have other support workers with them, extensions to shadow periods and where necessary they can be moved to a different support service.

You have an individual with a learning disability who joined Fair Deal as a Young Person a number of years ago, who has been given tremendous support over the years including;

* Debriefings after each HYG session on what’s gone well; what could have gone better; what we can do differently – helping him to think through his performance and the session in general.
* Help and support to work with money that he had previously found difficult, and learning to input into a basic excel spreadsheet which is used to track donation money received. He has also been able to input a simple formula when shown which he has said that he has really enjoyed.
* Development and delivery of presentations i.e. AGM, Help Yourself Grow Launch etc.
* Setting up a volunteering opportunity with LD tennis in Glasgow where the Young Person will be put through the level 1 tennis certificate later this year.
* In year 2 of Help Yourself Grow, you took on some volunteers from year 1 as Peer Supports at the cookery and gardening. As development for this Young Person, he is mentoring these “peer support”, providing coaching and support to them.

**Recommendation**

Consider giving Young People a formal buddy/mentor when they join so they have one contact they can go to with any questions, queries etc., it can be beneficial in having someone as a point of contact that is not their manager. This is a role that would be suited to Young People who has been with you a few years as it would provide them with a further development opportunity to be a mentor.

Developing Young People and Effective Learning and Development

You have a person-centric approach to the Young Peoples’ development. There is core/mandatory training provided including; 1st aid, administration of medicines, adult protection, introduction to learning disabilities and health and safety. Other formal training is provided depending on the service that the Young Person works in, for example; autism awareness, moving and handling, Calm, Fragile X and Epilepsy awareness. Learning logs are completed for all training to encourage Young People to reflect on what they have learned and how they will implement it.

A lots of development is experiential on the job and Young People who are new into the care sector will be given a month of shadow shifts as a minimum till they feel confident. Young People commented that they could request more shadow shifts if required.

Once people have successfully completed their probation period then there is an opportunity to undertake an SVQ level 3 in Health in Social Care.

All Young People have Personal Development Folders that they work through during support and supervision, this provides an opportunity for them to consider their own work practice against the health care and SSC standards and to undertake reflective accounts of how they have meet the person they are supporting outcomes.

I was given examples of how Young People had been encouraged to take on more responsibility to help with their development such as; taking on the lead role at residential trips, undertaking duty manager role and moving into core support.

**Recommendation**

You have a relatively flat structure and Young People believe that the jump between a support worker and a team leader is *“huge”,* although I do note that you have recently created a senior support worker role, as such I would suggest you consider how you can support career development for those who Young People who are ambitious and wish to make the transition from a support worker to a more senior position. Putting in place some structure around succession planning and talent management may help ensure transparency around career development.

Impact on Strategy

Recruiting and developing Young People has given you a more stable staffing compliment for the people that you support. Team leaders spoke of the energy, vibrancy and enthusiasm Young People bring to Fair Deal and commented specifically that;

* *Nothing is a bother to them*
* *They get good outcomes for the people we support*
* *Great at keeping us informed*
* *Young People provide Fair Deal with a core team of people*
* *Willingness to try something new and support people to have a better life*
* *Non judgemental*
* *ICT skills – SMART phones, SSSC system etc.*
* *What’s App group (sort things themselves which is great)*
* *They all uphold the values of Fair Deal*
* *The skills they bring that they can use with the people we support i.e. computers and gaming, which has added real value to one individual*

You celebrate the success of your Young People through your annual AGM where people will be presented with any certificates of achievements. Throughout the year success is acknowledged by Ann Marie in the monthly blog.

**Recommendations**

If you wished to embed further good practice across this indicator I would suggest the following:

* Look at ways to celebrate the success of your Young People in particular – rather than waiting till the annual AGM you could organise some form of ‘graduation’ for Young People who complete qualifications.
* Look at the impact of investing in Young People on your bottom line performance and/or outcome for the people you support.

Impact on Young People

From my discussion with Young People they all felt that in addition to learning the skills required to be a care worker their own confidence levels had grown, as they often have to do things that take them out of their own comfort zone. Participating in activities with the people they support has also helped them do things they might not have done before such as; drama, dance, swimming classes.

Some Young People have plans to go onto University to do qualifications in nursing and teaching but felt that it was the positive experience of working at Fair Deal that had given them the experience and confidence to progress.

I spoke with a number of Young People who have progressed within Fair Deal, some who started off on the bank register and have moved in full time support staff and someone who has had experience across a number of roles and as such are now able to undertake the duty manager role when cover is required.

Continuous Improvement

From my discussion Young People all felt that they were encouraged to contribute any ideas or suggestions that they had, examples they gave were around the day to day activities they provide to people they support but all felt that that team leaders were happy to consider and they would talk through the positive outcomes it would have.

You have just taken on a University student as an intern to support you one day a week and they are looking specifically at process improvements to support the implementation of your ISO standard.

When I asked Young People what they liked best about working with Fair Deal they said:

* *Very flexible with you and family friendly*
* *Enjoy being out and meeting new people*
* *Rewarding helping people day to day*
* *I like everyone I work with*
* *I love my job*
* *Every day is different*
* *Flexibility around shifts*
* *Enjoy meeting new people*
* *I enjoy being out in the community and going to different activities with the people I support*
* *I like my job as its given me a wider knowledge on disabilities*
* *I enjoy helping people we support live an active*
* *I find it rewarding when I see people look forward to their support and enjoying activities and enjoy seeing improvements in people i.e. confidence and communications*

**Recommendation**

While Young People clearly have a voice, there is scope for them to be more actively involved in wider discussions about the Young People’s Strategy and how this could be enhanced. The development of a Young People’s forum could be one way of addressing this.

1. **Next Steps**

We have agreed two dates to carry out some further work around your values; **11th April** (2pm – 4.30pm) session with team leaders and **16th April** (10.30 – 12.30) session with selection of support workers.

Following that activity he new 2nd Generation of IIYP does require formal activity on an annual basis, broadly, the options are:

* To split the assessment into three parts, with one third of the onsite activity each year.
* To use a light touch approach where I meet with you to discuss how the organisation is performing, how you are progressing with your young people and organisation development plans and some input as you see fit.
* To deliver something more tailored, which would be helpful to you.

Key dates are below and I would suggest that we catch up a few months before each date to discuss what will be of most benefit to you at that time.

|  |  |  |  |
| --- | --- | --- | --- |
| Accreditation | 12-Month Review | 24-Month Review | Accreditation Expiry |
| March 2018 | March 2019 | March 2020 | March 2021 |

**Alix Malcolm**

Specialist

Remarkable

T : 07738088729

E : alix.malcolm@gmail.com

cid:image005.png@01CEAE11.D3542FF0

**Appendix 1 – Level of Maturity Achieved**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Indicators | Themes | **Maturity Levels** | | |
| Understood | Embedded | Lived |
| **1. Strategy** | Rationale and Influence |  |  |  |
| Alignment to Organisational Strategy |  |  |  |
| **2. Attraction and Recruitment** | Attraction and Recruitment Strategy |  |  |  |
| Recruitment Process |  |  |  |
| Engagement with Youth emplyment organisations |  |  |  |
| Engagement with Education Organisations |  |  |  |
| **3. Developing Young People** | Learning and Development Strategy for Young People |  |  |  |
| Appropriate Resources are Available |  |  |  |
| **4. Leading Young People** | Defining Capability |  |  |  |
| BuildingCapability |  |  |  |
| 5. **Transition to work** | Introduction to Work |  |  |  |
| Introduction to Job |  |  |  |
| Introduction to Learning |  |  |  |
| **6. Support and Guidance** | Effective and Regular feedback |  |  |  |
| Role Modelling |  |  |  |
| Involvement and Participation |  |  |  |
| **7. Effective Learning and Development** | Developing Young People’s Careers |  |  |  |
| Managing Talent |  |  |  |
| Impact of Leanring & Development |  |  |  |
| **8. Impact on Organisation’s Strategy** | Impact of Performance |  |  |  |
| **9. Impact on Young People** | Sustained Employment |  |  |  |
| Progression |  |  |  |
| **10. Continuous Improvement** | Involving Young People |  |  |  |
| Actions for Improvement |  |  |  |