



INVESTORS
IN PEOPLE

Scotland

Feedback Report

Investors in People

Glasgow Association for Mental Health

Undertaken By: Raymond Boland
On behalf of Investors in People Scotland

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1. Introduction

Background

Glasgow Association for Mental Health (GAMH) is an independent charity based in Glasgow. The Association promotes the mental health and wellbeing of people and their communities within Greater Glasgow (and now extended to cover Scotland). The Association offers support to people recovering from mental health to help them live the life they want to live and also offers support to carers and young carers of people who are in recovery. The GAMH recognises the negative impact that inequality, stigma and discrimination has on people's recovery and works in partnership with other agencies to create the best possible opportunities to support recovery and to overcome barriers to inclusion.

The vision of the GAMH is working towards the time when ALL of Scotland's people will have full and equal citizenship rights regardless of their mental health status. The Partnership is a values driven organisation with all work activities underpinned by five core values.

The Association has faced challenging times over the last few years due to cutbacks in subsidies and the introduction of service user Self Directed Support. There has been a change in the management structure as a result of the retirement of the highly respected Chief Executive Officer now replaced by a Director. However, the Director and other members of the senior team worked in harmony with the CEO and continue to display the same passion and commitment to the success of the Association and have maintained the same levels of trust and respect from staff and volunteers.

The Glasgow Association for Mental Health uses the Investors in People Framework to review and where possible improve its strategies for the recruitment, development and retention of people within the organisation. It has retained recognition since February 2001 and in 2014 was successfully assessed against the IIP Health and Wellbeing Good Practice Award in place at that time. Since then the Investors in People Standards have been reviewed and refreshed and this is the first assessment against the Investors in People 6th Generation Structure and the up to date Health & Wellbeing Award.

Context

Preparation for this joint assessment commenced with a context meeting held on 21st December 2016 with Jacqueline Croft, Director and Laura Middell, Central Resources Manager when we discussed the arrangements for the joint assessment visit. Following the meeting a formal plan was prepared and forwarded to the GAMH. The plan outlined the arrangements for the IIP Online Assessment and the on-site interviews along with the assessment objectives. The agreed objectives are:

- Maintain successful management and change through challenging times.
- To recruit, develop and retain an efficient and effective workforce committed to the achievement of the GAMH vision, values, aims and objectives.
- To share the vision and values and to be recognised internally and externally as an organisation built on solid values and behaviours.
- To continually monitor and seek to improve strategies for the health and wellbeing of staff volunteers and service users.

While the report findings are structured under the IIP Indicators they cover the objectives you wish to address. The main findings in relation to the Health and Wellbeing Award are included in this report following Investors in People 6th Generation Standard findings.

Methodology

Prior to the on-site activities we conducted the IIP Online Assessment when staff and volunteers had the opportunity to participate. There was a return rate of 56% and the outcomes were taken into consideration during the on-site interviews. A total of 136 people were considered to be in scope for the interviews and 23 people were selected being 17% of those in scope. I selected the sample to make sure there was a suitable representation from across the three sites and to include a representation from all services. I included a Board of Trustees representative, the Trade Union representative and Volunteers. The breakdown included male and female staff, full and part-time staff, volunteers, job titles and levels of responsibility and length of service.

The Interviews were conducted over the period Tuesday 28th February to Thursday 2nd March 2017 with initial feedback provided at the end of the discussions. All interviews were conducted one-to-one and were held in a private room to ensure confidentiality.

In preparing for the assessment I referred to my previous assessment plan and reports, viewed the GAMH web-site, and the Annual Reports. I received various documents including the Mental Health and Wellbeing Policy and the Dignity at Work Policy and also referred to the Scottish Social Services Council (SSSC) Code of Practice for Social Services Workers and Care Inspectorate Inspection Reports. On site in addition to the interviews I observed the general office environment.

Figure 1: Illustration of activity undertaken



- Context meeting conducted and plan provided prior to assessment activity
- IIP Online Assessment prior to on-site visit conducted with satisfactory response rate



- One to one interviews conducted in a private room
- Open discussion and semi structured interview questions used
- Interviews lasted an average of 60 minutes with slight variations based on business need and allowing time to review notes.



- General observation of the workplace during the on-site activity



- Reviewed policies, procedures and external standards to be met
- Discussions performance measures including absence rates, service user rates and other in-house and mandatory requirements such as health and safety performance.

2. Summary Findings

People have a genuine belief that the GAMH is a great place to work as a result of the open, approachable and supportive leadership and management style you have developed combined with the caring approach through a commitment to support the health and wellbeing of people. In addition to the positive outcomes in relation to leadership and management expressed during my discussions with people they were reinforced through the high ratings in the IIP online assessment in relation to leading and inspiring people.

You have developed and implemented a clear mission, vision and five values with a range of behavioural standards to be addressed by all in the Association. The values are focused on health and wellbeing and are understood by all with people commenting on the importance of them and aware of the importance of their contributions to them. The belief in them is such that they achieved the highest ratings in the IIP online assessment. The behaviours are defined in the Participation Ethos and, while linking into the values, I suggest there is an opportunity to review them and more clearly link them to the values and review the performance of managers and staff in relation to them at their appraisal discussions.

I found people to have a clear understanding of the mission, vision, aims and objectives of the Association and in particular in the delivery of services within their projects including financial advice, befriending, supporting older people with mental health problems and supporting carers and young carers up to the age of twenty-one.

You demonstrated that plans are developed taking into account the views of staff, service users, the Scottish Government, Glasgow City Council, partner organisations and regulatory bodies including the Scottish Social Services Council (SSSC) and Care Inspectorate. Key performance measures are developed through discussions with key stakeholders and, where appropriate, through service level agreements. While people have a clear understanding of immediate priorities, their team or project objectives and those they have committed to individually there is an opportunity to more visibly promote the longer term vision, aims and objectives. While there is a high level of satisfaction with the levels of communication and engagement my discussions indicated there may be some variations in the timing of team meetings.

Your commitment to the health and wellbeing of staff and volunteers is demonstrated through the policies you have in place including the Mental Health and Wellbeing and Dignity at Work Policies.

Empowering and involving people takes place through staff focus groups, team meetings, appraisal discussions and supervision discussions and I found people are satisfied with the level of communication and their involvement. You make sure people have access to the levels of support that enable them to make decisions and this takes place through support from line and senior management and the availability of relevant policies and procedures. Performance is managed through people having personal objectives agreed at appraisal discussions and through the reviewing of personal performance at regular supervision discussions. People are represented on the Joint Negotiating Committee and are involved in the reviews of their team performance at team meetings.

While the Association has financial restrictions you have committed to the Scottish Living Wage and this is valued by people. You also offer the benefits of supportive management, health and wellbeing practices, occupational health services, confidential counselling and opportunities to develop knowledge and skills in line with personal aspirations.

You are fully committed to providing learning and development opportunities to support people in developing their skills and knowledge, to support their physical and mental health and wellbeing and to ensure all meet legal requirements relating to their areas of work. People made consistent references to the activities you provide to support psychological health and wellbeing including mindfulness taster sessions, the full mindfulness programme.

You continue to encourage and involve people in a wide range of learning and development activities ranging from formal qualifications to less formal programmes and including e-learning programmes. You accommodate people's preferred learning styles and far as possible and, in addition to the classroom activities other learning solutions include coaching, supporting, shadowing, knowledge sharing and external visits and seminars. You may wish to consider reporting on development activities undertaken by senior management to maintain knowledge and skills to meet future challenges when reporting on activities undertaken within the Association; Consider a more formal review of the impact of learning on individual, team / service and Association performance; introduce a talent management strategy to support high performing people in developing their knowledge and skills for possible future advancement and in relation to succession plans.

There is a very consistent view that the Association is committed to equality and diversity and this is demonstrated through the diversity of the workforce who bring a wide range of knowledge, skills and experience to effectively support the achievement of the GAMH ambition.

You measure the impact of the investment in people through a wide range of activities internal and external. Internal measures include performance against Association and team aims and objectives and service level agreements, number of people supported under each project, learning and development outcomes and meeting of individual objectives and resultant impact and through staff surveys. External measures include Scottish Government targets, Glasgow City Council service level agreements, compliance with the SSSC Code of Practice and Care Inspectorate inspection reports.

There is an ongoing focus in continuous improvement with people through the focus groups, team meetings and the individual appraisal objectives, staff supervisions discussions and through the formal Joint Negotiating Committee. As previously stated the leadership and management style and levels of engagement have resulted in staff having a high level of motivation and a passion for contributing to the ongoing success of GAMH.

Senior management demonstrate a clear understanding of the stakeholders as stated above and actively engage people in future planning although there may be an opportunity to engage people more in the long term planning for the Association.

I have found throughout this assessment that people have remained motivated and passionate about the success of the GAMH throughout the recent challenges on the Association and this results from the high levels of communication and engagement with the open leadership and management style.

3. Outcome

Having carried out this assessment in accordance with the guidelines provided by Investors in People Scotland, I am satisfied that you fully meet the requirements of the Investors in People Standard. Additionally It is with great pleasure that I can confirm that you have achieved the higher level of SILVER status. I congratulate you on this significant achievement especially following the recent challenges the Association has faced.

It is also with pleasure that I can confirm that you meet all Indicators and themes of the Health and Wellbeing Award and, as a result, you have achieved recognition.

The full details of the Indicators and Themes met are provided at Appendix 1.

4. Findings and Recommendations

Indicator 1: Leading and Inspiring People

You have a genuine commitment to the health and wellbeing of your staff and volunteers and this is clearly demonstrated throughout the Association where people recognise and value your commitment to their physical and psychological wellbeing. Senior managers and managers are considered to have an open, approachable, supportive and caring leadership and management style. My findings in relation to this matched the high scoring outcomes of the IIP online survey.

The Glasgow Association for Mental Health Is committed to the Scottish Social Services Council (SSSC) Code of Practice for Social Services Workers and, in compliance, leaders and managers are required to have the capability to support people in meeting their learning and development needs including an effective induction for new people; conducting effective workplace assessments, supporting people in carrying out their work where required and to conduct regular supervision discussions with people to support, develop and improve through reflective practice. Additional capabilities required by the GAMH are to conduct appraisal discussions, hold effective team meetings and to manage team and individual performance effectively.

While there has been a change in leadership from the top, the current team were part of the previous leadership and management team and continue to share the same vision, passion and direction as they did serving under the Chief Executive Officer. As a result people continue to have the same level of trust and respect for the senior management team and line managers. People were consistent in their views that the Board of Trustees, leadership team and line managers are role models in relation to the values, for teamwork and in sharing information. There are consistent views that the management style is one that is open, supportive and caring.

Your passion for successful and effective delivery of services to meet the unique needs of service users is demonstrated from the Board of Trustees and senior management to all in the Association. You have a Board with a good mix of professional skills and life experiences to effectively contribute to the success of the Association with the opportunity for members to mentor the senior team if required.

I found people to have a clear understanding of the mission, vision, aims and objectives of the Association and in particular in the delivery of services within their projects including financial advice, befriending, supporting older people with mental health problems and supporting carers and young carers up to the age of twenty-one.

The Online Assessment and my discussions with people indicated there could be a greater understanding of how the Association develops great leaders. This could be enhanced through having a talent management strategy with people with demonstrated high potential having the opportunity to develop leadership knowledge and skills in preparation for possible advancement and, for the Association, to develop a pool of potential successors.

“Senior managers are passionate, committed and approachable” - “the senior team are a bit removed apart from the operations meeting” - “senior management are available, approachable and supportive” - “line managers are supportive and there if you need them”.

Indicator 2: Living the organisation's values and behaviours

You are a values driven organisation with five core values that underpin the mission and vision of the Association. They are People First; Experts by Experience; Equality and Social Justice; Significant Others and Participation, Partnership and Collaboration. Underlying the values are behaviours that come under the heading of the Participation Ethos and relate to having a welcoming approach to all involved in the services, respecting each other and each other's differences, making sure that language does not upset or offend, building trust, respecting each other's rights and confidentiality and sharing responsibility to encourage each other to take part in and use opportunities to create a positive experience for all participants.

In discussions people referred to dignity and respect recognising that all have different strengths, social justice and the importance of equality, diversity and social inclusion. I found consistent views that the values are embedded from recruitment and throughout all business activities. This is reinforced in the online assessment outcomes.

People referred to the values being embedded into policies and procedures, to them focused on at the Annual General Meeting, staff forums, team meetings and to recruitment and selection activities being structured to assess how candidates would demonstrate behaviours aligned to them. The code of conduct links to the values.

Staff strongly believe in the importance of the values and the online survey and my discussions with people highlighted they are considered to be a key strength of the Association with people passionate about them and demonstrating how they contribute to them. 100% of participants in the online survey stated they believe in the values and that their day-to-day behaviour reflects them. 98% believe leaders act in line with the values.

"The values come from the Declaration of Human Rights and the behaviours are more about attitude, we are encouraged to think of the service user as a family member" - "We have a raft of policies and procedures that support conduct and practices" - "training is delivered around the values" - "during the induction staff reflect on the vision and values and how they should be demonstrated" - "they are referred to at staff meetings and forums"- "we are strong n dignity and respect" - "the values are reviewed by the JNC and through staff satisfaction survey" - "at recruitment we talked about the values, the values are the reason I am here".

While you clearly demonstrate the values and behaviours are well embedded you may wish to consider reviewing the behaviours to more visibly align them to the values and to review performance in relation to them at appraisal and supervision discussions.

Indicator 3: Empowering and involving people

Levels of empowerment and decision making are detailed in job descriptions, person specifications for recruitment and within policies that define the levels of responsibility for senior management, managers and staff and I noted people are involved in decision making together as teams, individually and, where appropriate, through representatives. Representatives of the Board, senior management and the trade union, including the UNISON Regional Organiser, serve on a Joint Negotiating Committee and I was informed this is now more of a partnership approach. People are consulted in their natural teams, for example, when reviewing Association policies as well as making decisions on team plans and performance. Focus groups engage people in the development of plans and individual levels of empowerment to make decisions takes place through annual appraisal and regular supervision

discussions. Additionally people have less formal discussions that enable them to make decisions to improve performance.

“People are very supportive and willing to share information” - “codes of practice, policies and procedures keep us focused on what we do” “we are a small team and regularly discuss ideas with each other”.

Indicator 4: Managing performance

You have ensured people know what is expected of them through having clear job descriptions that outline key responsibilities and decision making levels appropriate to their roles. Additionally all have appraisal objectives agreed at annual appraisal discussions with regular reviews of individual performance taking place through supervision discussions. People are also engaged in team and Association reviews of performance through team meetings and staff forums. I noted people are involved in reviews of codes of policies and practice with an example being the development of a Mental Health and Wellbeing Policy. I noted that underperformance is addressed at supervision discussions where solutions are agreed and coaching provided as required.

While there is overall agreement and satisfaction with the actions taking place there is an opportunity to consider more formal reviews of individual performance in relation to the values and behaviours.

Indicator 5: Recognising and rewarding high performance

The Association is restricted with regard to financial reward but senior management have committed to paying the Scottish Living Wage and this is understood and appreciated by staff. The Board, senior management and managers all recognise and show their appreciation for the achievements and high standards of performance across the Association and people confirmed this takes place. There are benefits available that people are aware of and understand. People have the opportunity to gain formal qualifications and to develop knowledge and skills. There is a supportive and caring approach to leading and managing people with occupational health support, a confidential counselling service and a range of policies and procedures that fully support the health and wellbeing of people. Additionally you provide staff with the opportunity to undertake complimentary therapies such as the mindfulness programme to support their mental health and wellbeing.

People confirmed their contributions are recognised individually and collectively through team meetings, during appraisal and supervision discussions and at the Annual General Meeting with recognition of project performance recognised in the Annual Report.

“We have counselling services, access to formal qualifications and can move around different projects” - “we have recognition at regular team meetings and look at qualification available” - “we get thanks from service users and at the Annual General Meeting”.

There were some uncertainties about higher performing people receiving higher levels of reward and recognition and this was reflected in the online assessment outcomes where, while still at a healthy rate of 67% of respondents feeling this to be the case, it was the lowest scoring across the range of questions. One area where this could be achieved would be to develop the skills and knowledge for people with the demonstrated capability, passion and commitment to the values for them to be considered for future advancement as, and when, opportunities arise. I suggest this could be done through a talent management strategy and when considering succession plans to ensure the Association has a suitably prepared pool of successors to ensure the long term capability of the organisation.

Indicator 6: Structuring work

You have structured the Association to effectively deliver projects that meet the needs of service users within the communities served. You have three service centres within Greater Glasgow that take the services to the people. Staff have job descriptions that clearly define key responsibilities, levels of decision making and boundaries within the roles. You also have person specifications used within the recruitment and selection activities to give candidates a clear understanding of the skills, knowledge and experience required for the job. As a result people have a clear understanding of their levels of their responsibilities and levels of decision making within them.

You have created an environment where people mix well within their teams and have a high level of trust that promotes openness of communication. You have also promoted effective team working and collaboration through the staff forums and in people working together in learning and development programmes. I noted that the Joint Negotiating Committee with the representation of Board, management and trade union has maintained an effective team relationship with all working in harmony to the best interests of the GAMH, its people and service users.

Your engagement with people through their teams in introducing or reviewing policies and practices has the benefits of keeping people aware of the policies and taking greater ownership of them. The overall benefit is that people know how they support them in making decisions within their levels of responsibility.

“Group work is fundamental to what we do and what people are looking for” - “we have participation and collaboration (a value) through team meetings and through meetings with social housing officers”.

Indicator 7: Building capability

You have a well-structured approach to the recruitment and selection of new people with an attempt to attract a diverse group of applicants. Several people referred to you seeking applications from the Black and Ethnic Minority and LGBT groups. References were made to you including services users on the interview panels and managers and staff members referred to people being tested in relation to the values and behaviours. People who had been involved in the recruitment and selection process, whether successful or unsuccessful, were able to confirm the activity was conducted fairly, timeously and with valuable feedback provided.

There is a very well-structured approach to induction with your Preparation for Practice programme. I noted the programme takes the learners through three in depth units. They are Understanding Your Organisation and Workplace; Social Service Practice: and Develop Knowledge and Skills Relevant to Your Specific Service. Each unit has a workbook that takes the learners through the vision, values, aims and objectives of the Association, its policies and procedures, external bodies and their impact on the Association.

You continue to have a strong commitment to learning and development and I noted from your report that over the past year you delivered 19 qualifications and 32 training courses with more than 248 participants not taking into account the informal activities such as coaching, shadowing and knowledge sharing. The programmes delivered include mandatory programmes and examples include:

- (Adults) SCQF Level 7
 - Social Care Supervision SCQF Level 7
 -
 -
 -
 -
 - mentors
 -
- The SVQ Level 3 - Health & Social Care
 - Personal Development Award Health &
 - Safe Talk - Suicide Awareness
 - Child Protection
 - Lone Working
 - Scottish Social Services Codes of Practice
 - Training for GAMH staff acting as
 - Iroc and recording outcomes

Learning and development is at the heart of the Association and you have a range of activities designed to meet the needs of people and as far as possible take into account their preferred learning style. I was advised you have in-house programmes that can also be provided to external organisations, there are mandatory programmes such as health and safety compliance, you have a range of e-learning activities and there are less formal development activities including coaching (through supervisions), shadowing, knowledge sharing, attendance at external events and conferences.

While you have an excellent approach to the recruitment, learning and development of your people I suggest the following development opportunities will support your ongoing commitment to continuous improvement:

- There is an opportunity for senior management to demonstrate how their own development needs are addressed to maintain the levels of capability to meet ongoing challenges facing the Association.
- You may wish to consider formally monitoring the implementation and impact of learning on individual, team and Association following the completion of activities.
- A clear focus on resource planning in line with succession plans will make sure you have a pool of potential successors to safeguard the sustainability of the GAMH.

“People feedback on what they get from training and performance is observed throughout the training” - “training is structured around the values, for example, equalities training” - “I applied for a post and was given good feedback after the interview

Indicator 8: Delivering continuous improvement

You evaluate the investment in people through a wide range of internal and external sources including:

- Board and senior managers project and plan reviews
- Service user feedback
- Receiving feedback from staff surveys and the Investors in People assessments on the impact of people strategies,
- Reviewing performance against funder service level agreements.
- Reviewing performance in relation to the SSSC Code of Practice for Social Service Workers.
- Monitoring Care Inspectorate findings and taking relevant actions.

As a result of the levels of autonomy you trust people to be empowered in seeking to continually improve their performance within their teams, across teams, with service users and across the community. I received examples of people working with Glasgow City Council, Social Housing, and other external bodies to review and where possible improve services delivered.

The wide range of activities and sources used to measure and evaluate the impact of the internal strategies and services delivered ensure the services are 'fit for purpose'.

Absence management, compliance with regulations including the Scottish Social Services (SSSC) Core of Conduct, Care Inspectorate reports, Investors in People, Investors in Young People and IIP Health & Wellbeing assessment outcomes all provide valuable information to support the ongoing actions to support continuous improvement.

Indicator 9: Creating sustainable success

You explained how key stakeholders to your business plans include, in addition to the Board, staff, volunteers and service users who drive the plans, The Scottish Government, Glasgow City Council, Greater Glasgow and Clyde NHS, The Care Inspectorate, Scottish Social Services Council and The Big Lottery. Additionally partners with other external organisations such as Citizens Advice, Money Matters and Social Housing partner in providing help and support to help people live the life they want to live

Staff forums, additional staff meetings as required, team meetings, appraisal discussions and supervision discussions with back-up documentation keep all people involved on their contributions to the ambition of the GAMH and the levels of communication and engagement are significant contributors to the commitment and passion that all have for the work they do and, particular, in contributing along with the leadership and management style, to the consistent views that GAMH is a great place to work.

You have a diverse workforce that at least matches the make-up of the community and through the diverse range of talents, skills and knowledge that people have, and share, enables the Association to deliver the range of high quality support services that are offered.

I noted through discussions that, in addition to the services you provide that supports users and the community. You provide have links with schools, colleges and universities and provide valuable support in raising greater awareness of mental health issues and the levels of support that can be provided as well as offering work placements and experience in working in a support environment.

While people are involved in forward planning and the development and review of plans there is an opportunity to engage all in the preparation of long term planning through communication of the longer term vision, aims and strategic objectives of the overall Association.

"This is a nice place to work, the people are nice and managers keep you informed"

Summary of Recommendations

You clearly have the embedded the values into all business activities and also have the defined behaviours. I suggest there us an opportunity to link the behaviours more formally to the values and review performance in relation to them within the appraisal discussions.

The Online Assessment and my discussions with people indicated there could be a greater understanding of how the Association develops great leaders. This could be enhanced by promoting opportunities for people to develop leadership knowledge and skills in preparation for possible advancement and, for the Association, to develop a pool of potential successors.

While there is overall agreement and satisfaction with the actions taking place there is an opportunity to consider more formal reviews of performance in relation to the values and behaviours. This would ensure a clear understanding

There were some uncertainties with regard to higher performing people receiving higher levels of reward and I suggest that this could be addressed through developing the skills and knowledge of people with the capabilities, passion and demonstrated commitment to the values in preparation for future advancement and linked to succession plans

Consider a talent management strategy in line with succession plans and that provides consistent high performers with the opportunity to develop new skills and knowledge in preparation for possible advancement.

While you have an excellent approach to the recruitment, learning and development of your people I suggest the following development opportunities will support your ongoing commitment to continuous improvement:

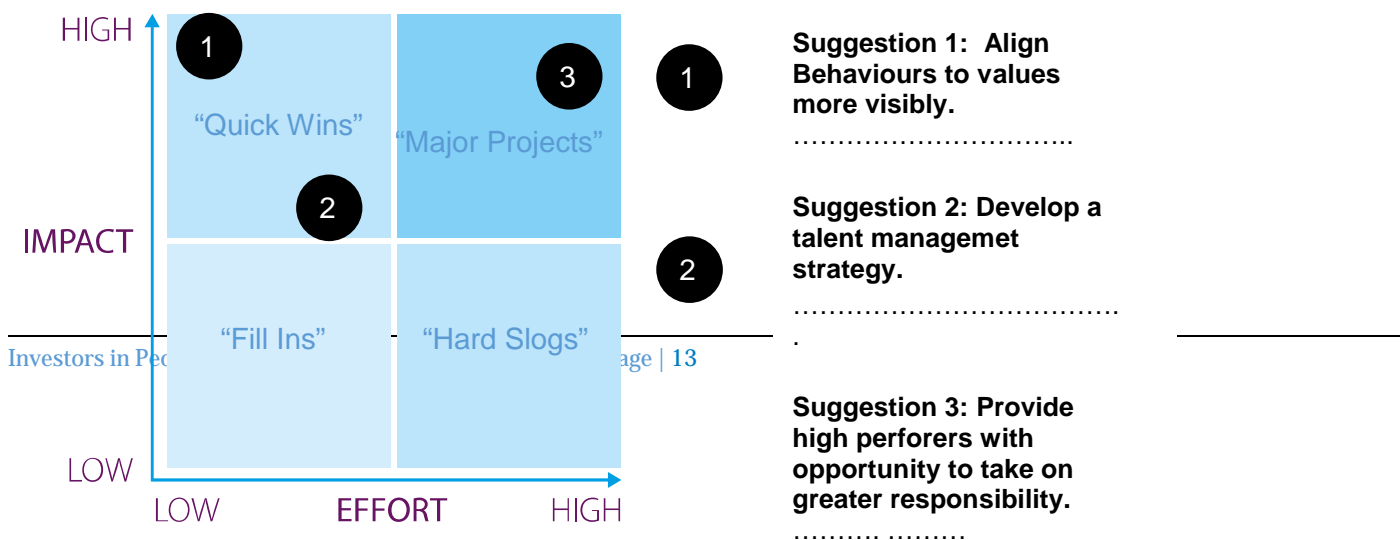
- There is an opportunity for senior management to demonstrate how their own development needs are addressed to maintain the levels of capability to meet ongoing challenges facing the Association.
- You may wish to consider formally monitoring the implementation and impact of learning on individual, team and Association following the completion of activities.
- A clear focus on resource planning in line with succession plans will make sure you have a pool of potential successors to safeguard the sustainability of the GAMH.

Please also refer to the Health and Wellbeing recommendations on page 19

5. Next Steps

When you have received this report I will contact you to arrange a further meeting and to develop a strategy and plan for continuing to move forward using the Investors in People 6th Generation Framework and the IIP Health and Wellbeing Award. We will also discuss the most suitable option for moving forward taking into consideration the requirement for an annual interaction.

An effective way to prioritise actions is to consider the IMPACT to the business verses the EFFORT required to achieve. We can discuss this further when we meet for our continuous improvement discussion next month but in order to start your thinking and planning I have started to use this technique in the example below. I hope this is a help to you:



The new 6th Generation of IIP requires formal activity on an annual basis and future diary dates are:

Accreditation	12-Month Review	24-Month Review	Accreditation Expiry
02/03/17	02/03/18	02/03/19	02/03/10

I look forward to my further meeting with you and, in the meantime, I wish to express my thanks to all involved in the assessments for making it an enjoyable experience. I again congratulate you on your successful outcome.

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Investors in People Scotland is a not for profit organisation owned by Scottish Enterprise and Highlands & Islands Enterprise. Since 1991 Investors in People has set the standard for better people management and is an internationally recognised standard held by 14,000 organisations across the world. The standard defines what is required to lead, manage and support people in order to demonstrate sustainable results.

We strive to deliver value from this assessment but if you are unhappy with any aspect of the service you have received please feedback the details in the questionnaire you will be invited to complete. Alternatively please contact the Investors in People Scotland Quality Manager who will deal with your complaint. His email address is alan.gebbie@iipscotland.co.uk.

6 IIP Health & Wellbeing Award

INTRODUCTION

GAMH wishes to ensure that all employees are able to work in a supportive, professional and caring environment, where they are valued and respected and free from bullying and harassment. GAMH expects all staff to apply the core values of dignity and respect to all aspects of their work practice.

There are four Indicators to the IIP Health & Wellbeing Award with the first three covered in the first three Indicators of the Investors in People 6th Generation Framework (covered separately in this joint feedback report) They are:

- Leading and Inspiring People (Indicator 1 of the IIP 6th Generation Framework)
- Living the organisation's values and behaviours (Indicator 2 of the IIP 6th Generation Framework)
- Empowering and Involving People (Indicator 3 of the IIP 6th Generation Framework)

The fourth Indicator of the Health and Wellbeing Award focuses on three key themes that are addressed in this report. They are:

- Physical Wellbeing.
- Psychological Wellbeing.
- Social Wellbeing

Glasgow Association for Mental Health is fully committed to the health and wellbeing of staff and volunteers as well as for the services provided to service users. To this end the Association was successfully assessed against the previous IIP Health & Wellbeing Good Practice Award on 21st May 2014 and this parallel assessment with the Investors in People 6th Generation Framework and the current IIP Health and Wellbeing Framework has been requested to:

- Confirm good practices in place with regard to the health and wellbeing of people.
- Identify potential development areas in relation to the health and wellbeing of people.
- Develop a forward looking action plan with a focus on Physical, Psychological and Social Wellbeing.

You demonstrate a clear commitment to the mental and physical health and wellbeing of staff and volunteers. You have in place a clear Mental Health and Wellbeing Policy that was developed through consultation with staff in their teams and that applies to all in the Association. People are signposted to the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 with policies and procedures that clearly define responsibilities of the Association and people and ensure mental and physical needs of people are met.

Commitment to Physical Wellbeing

- Conduct individual risk assessments based on health needs
- Provide staff with support if they are experiencing physical or mental health problems
- Ensure managers provide support for employees during periods of sickness / absence and to support individuals during their return to work.
- Monitor and evaluate all procedures to ensure they are flexible enough to meet the needs of individuals and of the organisation.

While the services of the Association are structured around mental health and wellbeing it is also fully committed to supporting the physical wellbeing of people and providing the levels of support required. I noted through observation of documentation and discussions with managers, staff and volunteers that risk assessments are conducted and take into account physical as well mental health and the policies in place that ensure compliance with legislation that covers physical health in the workplace. A range of learning and development activities are provided to staff and make sure they have the knowledge and skills to take care of their health and wellbeing and occupational health professionals are available to provide help and support as required.

My discussions with people highlighted there is a clear understanding of the levels of support available including management support, occupational health support where required, a confidential counselling service, flexible work arrangements, time-off if required, home visits to offer support and phased return to work. Managers encourage people to undertake relevant health and wellbeing programmes to support them, for example, moving and handling, home working and complementary therapies such as massage. Additionally, people referred to being encouraged by managers to participate physical activities along with service users, for example walking groups or gardening to support their general health and, at the same time, promote social wellbeing.

I found throughout my discussions that people feel well supported and have a high level of respect for senior management and managers who have created an open, supportive and caring workplace.

“There is always an opportunity to say or explain when something is wrong” - “we are encouraged to take part in a walking group” - “there is discounted gym membership ” - “people are supported through home visits and a phased return to work”.

Psychological Health & Wellbeing Commitments

- Providing information about and increasing staff member’s knowledge of the causes of poor mental health.
- To raise awareness of mental ill-health, including stress, its causes and associated factors.
- To promote the sources of support available within the GAMH that reduce the risk of stress and promote wellbeing.
- To promote the mental wellbeing of staff by educating them in techniques for coping with pressure.
- Encourage everyone to recognise the importance of effectively promoting the values and using support available to prevent development of the symptoms of poor mental health.

As with the physical risks to health and wellbeing people feel well supported in having their psychological wellbeing needs addressed. Your commitment to support is demonstrated through the communication and actions taken in line with your Mental Health and Wellbeing Policy and other policies and procedures including the Dignity at Work Policy. You have a well-structured Risk Assessment of Stress at Work procedure with responsibilities of managers and staff clearly defined. It is recognised that stress can be a contributing factor to other illness and you take relevant action to minimise the risk of stress occurring whether due to work or personal causes.

In my discussions with people references were made to the levels of support that people receive including direct manager support, the confidential counselling service, the availability of the occupational health service, phased return to work, home visits to support and reassure people and the provision of relevant learning programmes related to the cause of the stress and ongoing monitoring of the work situation through the supervision and other less formal discussions. You make available alternative programmes to help and support the mental health and wellbeing needs of people and examples referred to by people were the Mindfulness programme, a Loss and Grief programme, massage and yoga. I also noted through discussions that people have a willingness to help and support each other and the levels of trust are such that people feel they can discuss issues without fear of repercussion.

“Removing the stigma of mental health goes back to our values” - “I was supported through a very difficult time without embarrassment, concern was there” - “if uptight we are supported you do not feel stress here, we are treated nice” - “we work as a team, you need good communication” - “most of our team have been on mindfulness and we do gel as a team”.

Social Wellbeing Commitments

- Promote a culture of communication and engagement through the range of all staff and team meetings and involvement in staff forums.
- Participate in in-house group activities such as mindfulness and you to promote positive mental health and the development of social relationships.
- Encourage external social activities and join with service users in social activities including walking groups, gardening and art.

You have developed a management and leadership style that is open, supportive and caring and people feel this is a contributing factor to their psychological wellbeing. Your communication and engagement strategy with people engaged in teamwork within their work teams and through staff forums promote social relationships at work. Your Dignity at Work and Participation Ethos further promote and set standards for social wellbeing at work.

My discussions with people highlighted they are encouraged to, and take part in, social activities along with services users and examples referred to being walking groups, gardening and art sessions. People referred to informal social activities as Christmas and on other occasions, for example, when people retire or leave. Learning and development activities such as the Mindfulness programme also bring people socially as well as having a clear purpose.

“We have a Christmas get-together and go out for a drink with people who are leaving” - “there was more done in the past” - “we have regular group and party events”

GOOD PRACTICES NOTED

- There are very strong and positive relationship between all involved in the Association including the Board, management, staff, volunteers and service users promoting the health and wellbeing of people.
- People were consistent in their views that the Association has a caring and supportive culture.
- You have a clearly defined Mental Health and Wellbeing Policy that has been developed through staff consultation and that signposts people to other relevant policies.
- People have been trained on Mental Health First Aid and are qualified to help and support colleagues and service users if required.
- You have a phased return to work policy for people returning to work after long term illness.
- Preparation for Practice is a very well-structured induction programme that provides people with an in-depth understanding of the Association, its vision, values, aims, objectives, policies and procedures.

HEALTH AND WELLBEING POTENTIAL DEVELOPMENT AREAS

The following suggestions are made to support GAMH in further developing and improving where

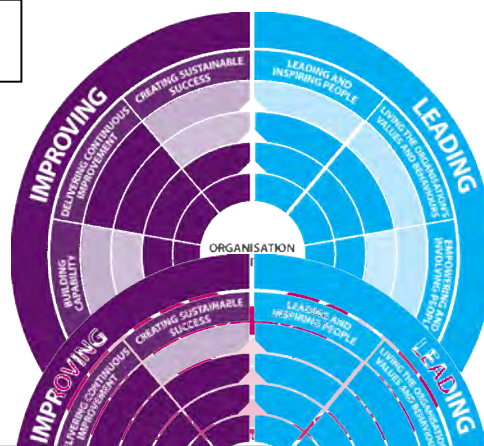
- You may wish to consider the introduction of a small group comprised of management and staff representatives to conduct quarterly (or at other agreed intervals) reviews of health and wellbeing and to recommend any changes required or that would further support the Association, staff and volunteers.
- Introduce a health and wellbeing strategy paper that details the actions in place to support the physical, psychological and social wellbeing of people and to further raise awareness of the importance of all three categories
- While there are opportunities for people to come together for team meetings and in supporting service users in participating in social activities there may be an opportunity to organise staff and volunteer

activities that allow them to get to know each other out of the workplace. It may be beneficial to seek the views of staff and volunteers on what they feel would be suitable opportunities to enhance social wellbeing.

- There may be an opportunity to more formally promote health and wellbeing activities that support physical as well as mental health.
- There is an opportunity review and the actions taken to support physical wellbeing - "we are not quite there yet"

Appendix 1: Heatmap for IIP 6th Generation Framework – As Is and To Be

As Is Heatmaps

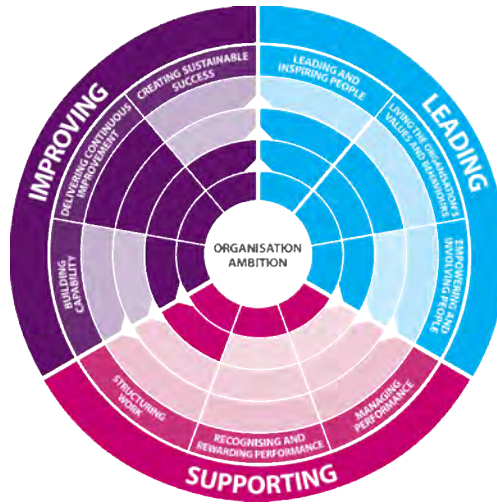


Investors in People Report

	Not met	Developed	Established	Advanced	High Performing
Leading and inspiring people	Not met	Developed	Established	Advanced	High Performing
Living the organisation's values and behaviours	Not met	Developed	Established	Advanced	High Performing
Empowering and involving people	Not met	Developed	Established	Advanced	High Performing
Managing performance	Not met	Developed	Established	Advanced	High Performing
Recognising and rewarding high performance	Not met	Developed	Established	Advanced	High Performing
Structuring work	Not met	Developed	Established	Advanced	High Performing

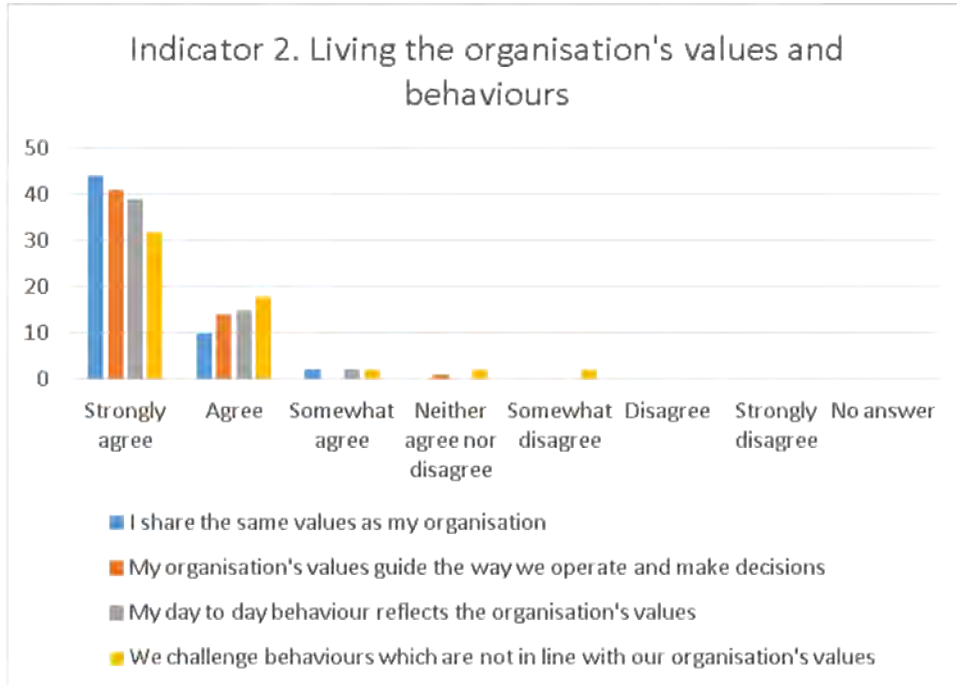
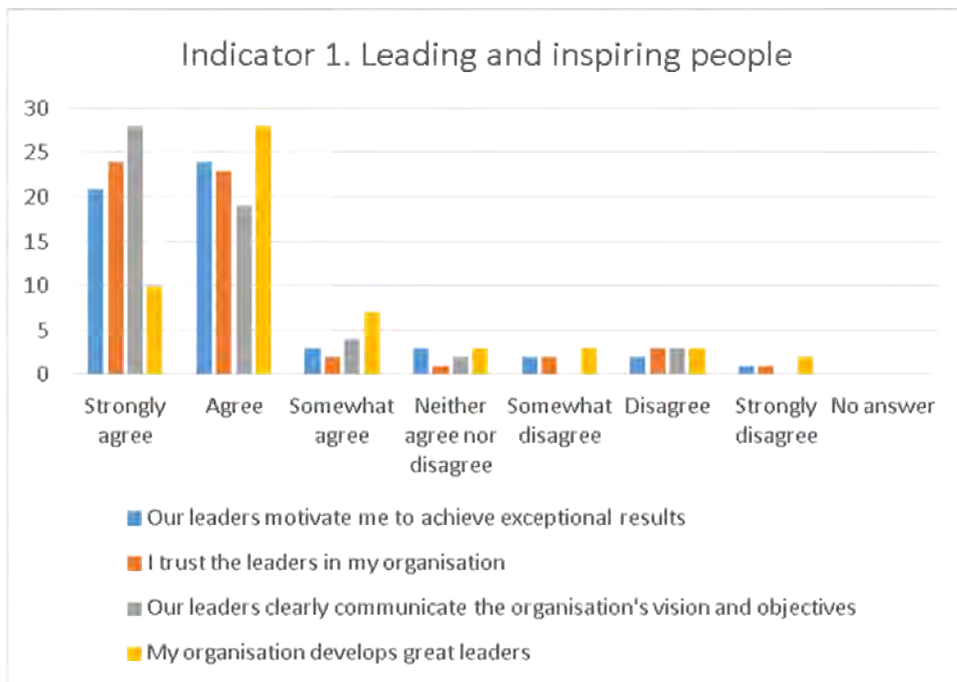
To Be Heatmaps

Final results
Heatmaps

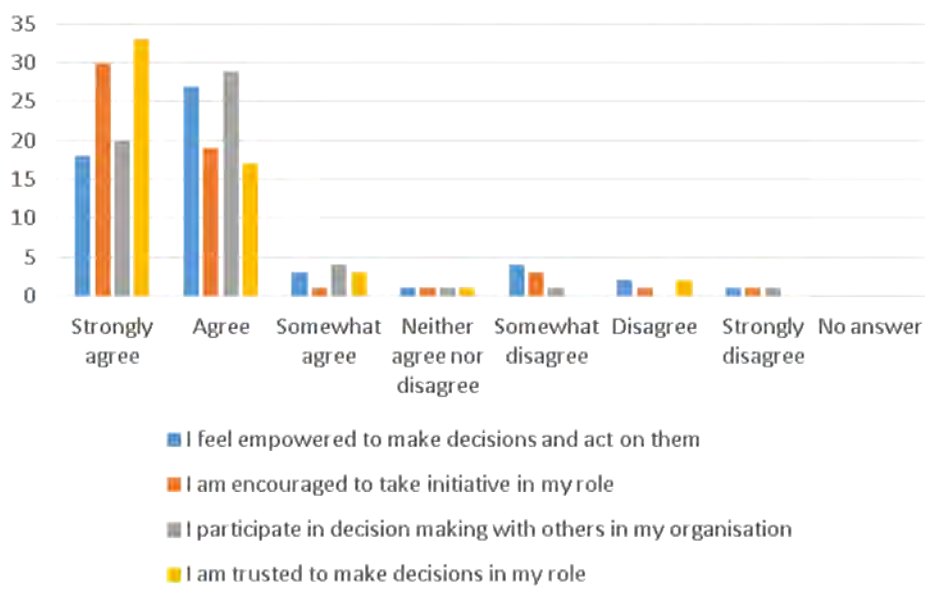


	Not met	Developed	Established	Advanced	High Performing
Leading and inspiring people	Creating transparency and trust				
	Motivating people to deliver the organisations objectives				
	Developing leadership capability				
	Leading and Inspiring People				
Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
	Living the Organisations Values and Behaviours				
Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
	Empowering and Involving People				
Managing performance	Setting objectives				
	Encouraging High Performance				
	Measuring and assessing performance				
	Managing Performance				
Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
	Recognising and Rewarding High				

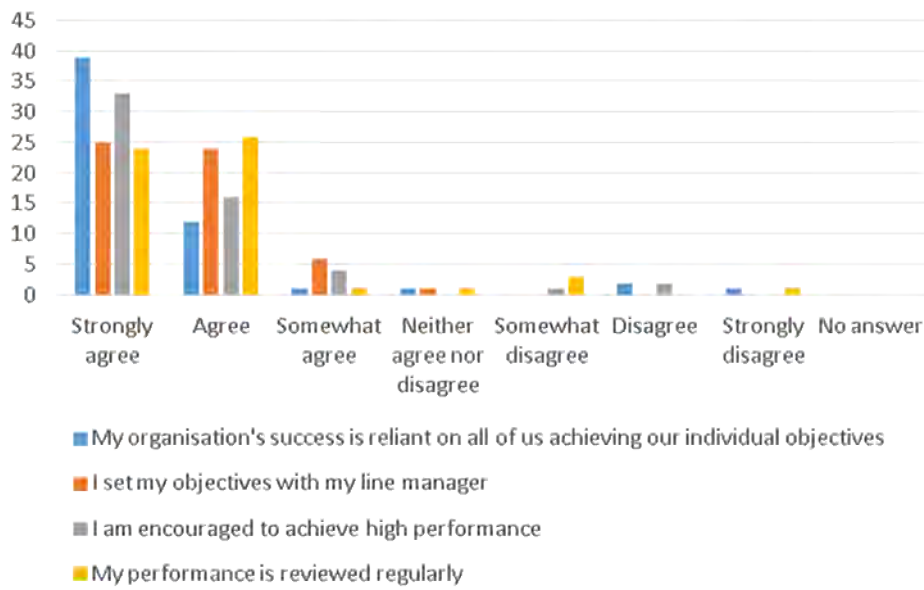
Appendix 2: IIP 6th Generation Survey Data



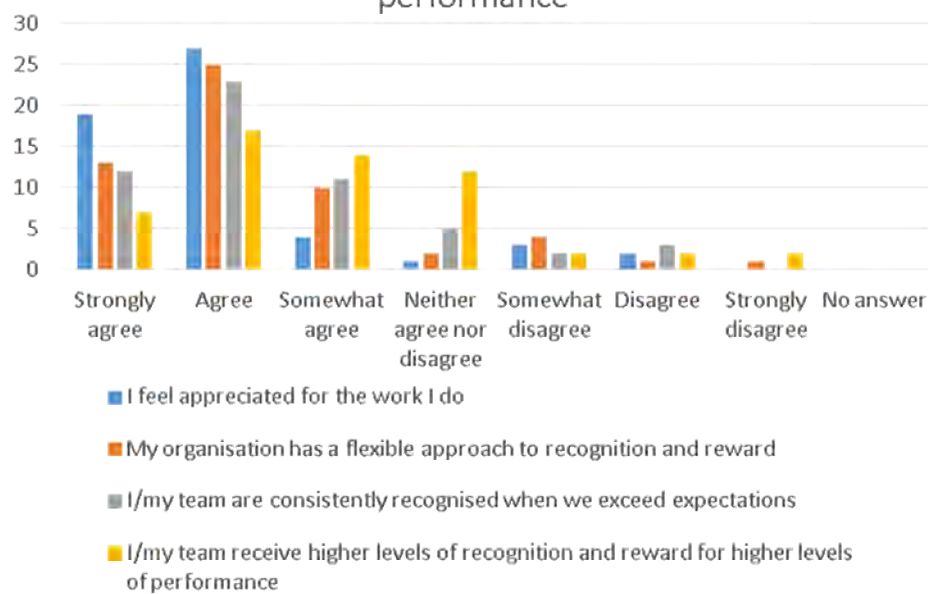
Indicator 3. Empowering and involving people



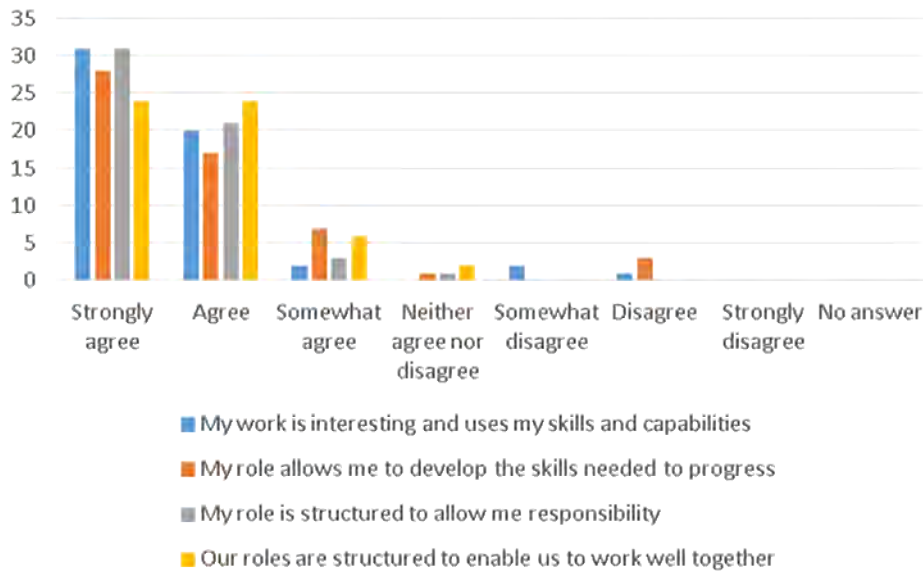
Indicator 4. Managing performance



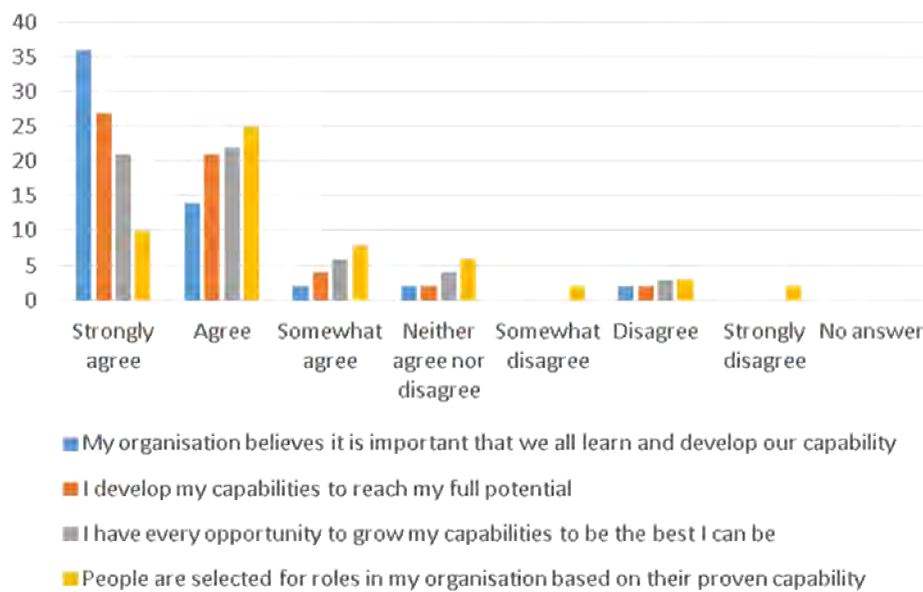
Indicator 5. Recognising and rewarding high performance



Indicator 6. Structuring work



Indicator 7. Building capability



Indicator 8. Delivering continuous improvement



Indicator 9. Creating sustainable success



Control questions

