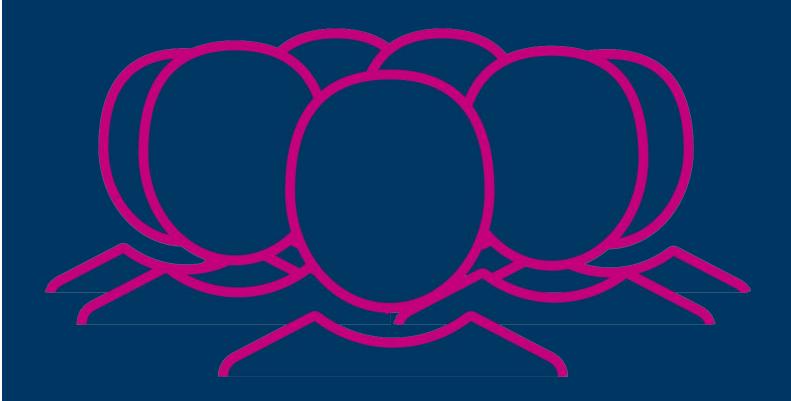# INVESTORS IN PEOPLE®
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Feedback

GAMH

Project number: IIP/21/5372
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Feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
June 2023 (Backdated to April 2023)	**March** 2024	**March** 2025	**2nd March** 2026

*Please note that these are indicative dates and can be discussed as and when appropriate.

Once we have had an opportunity to discuss we can agree the actions over the next period of time.

At a glance

What's your key ambition?

Glasgow Association for Mental Health (GAMH) is an independent charity based in Glasgow and promotes the mental health and wellbeing of people and their communities within Greater Glasgow and beyond.

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 the values and associated behaviours.

How do you currently support your people?

The approach to staff and service users is very much that of a preventative nature.

You have clearly demonstrated strong performance in how you strategically and operationally function within the third sector and with the full support, commitment and hearts of your people.

As you move into the next phase of GAMHs direction, I am confident you will do so with the full backing of your people, clients and community.

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 remains clear to me that People have a clear and consistent understanding of the vision, aims and objectives of GAMH

What are your people goals?

For completeness and to give the context the organisation has had an exceptionally difficult time over the pandemic, and has weathered this well through the continued focus of looking after and developing your people over the longer term.

Looking to the future some of the areas that have been mentioned as key areas for development are:

- Building Capability
- Delivering Continuous Improvement
- Creating Sustainable Success

People within GAMH operate with a sense of pride and a deep level of understanding that any small act of kindness, innovation, support has a profound and life changing effect on those you support.

Your Service Users are the drive and innovation that fuels the passion within your people.

Unlike other organisations who rely only on positive role models within leadership, you not only have managers who have progressed to positions of leadership who are inspiring, but have shared stories of success of Service Users lives being changed for the positive

It is clear that GAMH is a values-led organisation who puts the service user at the heart of all you do.

Your people are not afraid of having challenging conversations or difficult discussions which means that you have a trusting organisation where people can go the extra mile for service users and their team colleagues.

What to be proud of

I was impressed with what I saw in all of the people that I spoke with and the clear enjoyment that they have working in the organisation, there were some high-level comments that I wanted to share at this point that are, of course, discussed later in this report and I use them to set the scene now.

- Your people say that you look after them very well, they are Proud to work here and that it is very rewarding work, they feel supported. If anything over lockdown and Covid they feel even more supported than normal and you ask them what they would want!

- Your people love the independence and autonomy that they get and that they are rewarded for doing a good job and developing strong relationships with the people they support.

- You have a strong reputation for learning and development and have created a structure where knowledge is willingly shared, all for the benefit of the individuals that you support.

- There is high intrinsic worth to people in what they do.

- Many of the employees have been with the organisation a long time, have often come from similar backgrounds and place considerable pride in and loyalty to the organisation.

- Your line managers are very supportive and often the time they spend on the non-work discussions is as important as the time they spend on work, the continual time focused on giving feedback and helping wherever possible is appreciated by everyone, there is great supervision for people and support.

- There are lots of opportunities for development and internal promotion for those that want it.

- There is a great deal of collaboration and people spoke about communication being clear on what is happening and what has been achieved.

- There are lots of opportunities for people to contribute and to innovate.

- Your flexible working practices are seen as very supportive in many cases and people appreciate the trust placed in them to deliver as they see fit including managing their own rotas.

- Your ambition is strong and focused and people are obviously connected to the aims of the organisation.

- You have made significant inroads on pay with standardisation, good conditions and flexibility with one off payments where possible to recognise the commitment shown by people and have supportive relationships with your Union.

- From a user perspective people openly spoke about the positivity that they feel by developing service users to be independent.

Our recommendations

I have focused on a few items here, rather than trying to cover everything, in our feedback discussion we can cover in more detail and decide what is achievable before the Final review.

- Continue to work on the communication with everyone as and when it is possible, people spoke about being in the loop and getting good updates, continue to drive these, associated working groups and collaborative meetings as and when they become easier.

  - Doing so will make sure that the improvements that have been made recently on understanding the strategy continue to grow and there is absolute clarity on what is important now and into the future.

- I discussed with people the elements of the 'intangible' benefits that they get by virtue of the benefits that they receive and the way in which they are managed and this does seem to be very good.

  - I do think that you have now made some inroads into explaining and showing what the total package of benefits that there is available for people in the organisation and they seem to appreciate this.
  - I see a lot of talent within the people that I spoke with, although not all of it is clear in articulating what they want beyond level and this could be a lost opportunity, perhaps some sessions with people on what they want to see could be helpful, which leads neatly into:

- Whilst every role seems well structured, I did not come across many people who had clear definition of what they wanted to do in the future, this I think is compounded by people who love the practitioner role not wanting to lose sight of it by doing a different role.

  - There is a potential opportunity to define career paths and celebrate those that have moved through the organisation. This in turn will encourage people to make even more in-roads into developing formal and informal networks and help the organisation make better and quicker decisions.

  - I genuinely believe that implementing some succession planning and linking it to development plans, grounded in people's aspirations would be a great thing to consider doing here.

  - Overlaying this with a solid succession process would be a sensible thing to do and give people the opportunity for two-way discussion on where their careers could go – for example whilst your leadership team is great now, you could be even better prepared if a couple of turns of succession and the moves associated with these were articulated - we can discuss in more detail.

- All new ideas and innovative thoughts are considered valuable and people have the ability to contribute wherever they see fit, the ultimate goal is always improving for the future.

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What's next?

When you've had a chance to read this report, we'll explain your results in our feedback meeting.

WHO?
The meeting will include myself and whoever you wish to attend, we can discuss.

WHEN?
The feedback meeting is scheduled for tbd

WHERE?
tbd

WHAT?
Together, we'll...
- discuss your result and our recommendations in detail.
- brainstorm how to turn our recommendations into tangible activities.
- develop an action plan, which we'll be able to review at your final assessment.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the requirements of your award.
- meet us 12 and 24 months down the line. We won't be assessing you again, but it'll give us the chance to chat through your progress against your action plan.
- be reassessed no more than three years on from this assessment.

What your people told us

Leading

LEADING AND INSPIRING PEOPLE

The leaders here are seen to be good, they really give people the opportunity to grow and develop and there was consistent input from people that they were trusted in their roles to deliver as they saw fit.

There are targets but they are worked to rather than being driven to achieve them – the business grows consistently and does so by people doing the right things not by being strictly managed.

Interesting here is that the leaders/managers are viewed positively at all levels from CEO down rather than there being pockets of excellence.

Open and honest management support means that people also feel confident in asking each other for help and support whenever they need it.

Leaders seem to be very focused about delivering for the organisation and its customers and motivating their team members to achieve as much as they can in their careers.

People have the confidence in the capabilities of their leaders.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

Decisions made reflect the values of the organisation in an unwavering manner, people will not compromise to simply make for an easier life.

People spoke about the values and putting their service users at the centre of the discussions which I do think that you do well, teams appear to hold each other to account to deliver exceptional service and the continued drive to employee people with similar values does to be playing out very well as they clearly want to provide the best experience possible for their service users.

Open feedback is given to everyone either internally or externally as to the future direction of travel, internal resources are managed well and considerately.

With this strength of leadership people can focus on doing the right thing and behave with the values at the forefront of their decisions.

Where an employee doesn't feel comfortable about anything, they feel completely comfortable having a discussion with their manager about why and what they would like to see, and this feedback is acted on so people see the worth in speaking out when necessary.

EMPOWERING AND INVOLVING PEOPLE

It is clear to me that the thoughtfulness and commitment to inducting people well means that people are empowered to do as they think necessary to deliver to their service users effectively.

People know that their contribution is valued and there are regular opportunities for people to be praised for delivering work to a service user.

People go the extra mile for the organisation as they know it and its leaders will and have done the same for them.

People often commented that they did not find their job difficult which is great, one of the most significant factors in this being that there are good processes to support them, operating guidelines and procedures and the ability to get support when they need it that will solve the issue not make it more complex.

This is an area where more of the same is the order of the day. Keep promoting people who have grown through jobs and can relate to the challenges that colleagues face, place some focus on rewarding people who go the extra mile to help colleagues – some of this is done already but could be built on.

I do appreciate that this remains difficult in an organisation where the ability to keep the pace with the salaries that others pay for similar roles is difficult and there are some instances now where people may vote with their feet and seek a role elsewhere, I will cover this in more detail later.

Development is available for those that want it and as a result of this it fosters an environment where people can take the lead and do what they think is necessary to do their roles.

Supporting

MANAGING PERFORMANCE

There is consistent management of people, managers enjoy spending time with them to understand what is important to them and speaking openly and constructively with them.

People often move from entry level roles to more complex in a gradual manner and are well supported in the transition by their managers.

Feedback is active across the organisation and forms a core part of the approach in getting the best out of people, this is given both on a regular informal basis and also as part of the more structured regular meetings.

Line managers are consistent in their approach to the management of their people, they strive to achieve a fair and balanced method in driving the performance of their people, spending time with them to understand what is important to them and speaking openly and constructively with them including 'supervision' which is common in this sector and of great value to people, they can access more too if they wish.

This often results in supportive mentoring discussions also taking place outwith the normal managerial lines and these are viewed as an extremely supportive part of the fabric of the organisation, helping people to achieve more.

This level of personal reflection seems to have increased since I last spoke with people and they are more very focused on regular discussions on performance.

RECOGNISING AND REWARDING HIGH PERFORMANCE

Pay is considered competitive for the sector and roles that are performed and people go the extra mile often without being asked, the organisation is well known for paying more than their competitors, although that gap now seems to be closing quite quickly and I know this is something of great concern to you although you do seem to be managing at the moment it is likely to continue to cause issues to you.

Leaders do review how they can best recognise and reward their people.

There is often an opportunity to celebrate success and people genuinely talked about being thanked on a regular basis for what they were doing, the behaviours are so important due to the linkage to the values and doing stuff that emphasises these is seen to be so important.

This appreciation is clear and people do feel valued and recognised for their inputs.

We have covered this before and I know that you have made in-roads on your overall package and emphasising the benefits that you give, and people are very receptive to this, unfortunately the pressure and cost of living will take a toll undoubtably either with people potentially leaving or feeling it is necessary to take an additional part time role with another organisation which may impact on the flexibility that they have for yourselves.

I strongly recommend that we discuss the employee benefits landscape.

People spoke very positively, similar to some of my previous comments about the regular feedback that they regularly received and/or saw others receive.

STRUCTURING WORK

Policies and practices are very structured and people know exactly what they have to do in many situations, there is always the ability to discuss with other people how to undertake anything – the environment is very supportive and people have the ability to suggest improvements on a continual basis and influence how policies are changed for the future.

Formal and informal networks flow through the organisation and people are encouraged to problem solve for themselves and consult others whenever they need to, this networking is also evident across the external bodies that people engage with, people from the organisation are seen to be positive contributors to external bodies too.

Everyone in a senior position has 'grown up' in the sector and has significant practical experience, people know the skills and capabilities that they need to get promoted if they want to be.

People have autonomy to do as they think necessary, the organisation is organised to help and enable people to get done what they think is necessary to drive results for them and their team.

This is pretty well considered and managed and there are only a couple of suggestions, do note however the strength in this particular area could be used to supplement work in other areas and I have drawn some linkages in the next section.

Additionally, with the defined procedures that are regularly updated it is relatively easy to for people to understand their roles regardless of where they are, people deliver in a very collaborative and supportive structure, during Covid people spoke about the organisation still maintaining a good service for its service users wherever possible and it really is a testament to the structuring of roles and the organisational strategy in place for employees to deliver the organisational objectives.

Improving

BUILDING CAPABILITY

From the points that I have already raised in this report there are/is a structured and supportive method(s) of developing people, you are good at this and there is flexibility.

People openly spoke about the peer-to-peer support networks that they have and there is a lot of emphasis placed on building team capability and competence with their managers actively seeking opportunities for their people.

Induction is comprehensive and really helps people to do their jobs well. People confirmed that there is sufficient learning and development in their roles to be able to deliver and perform, opportunities for additional training are high.

Diversity is respected, everyone I spoke with believed that the best people were promoted. People are supported, even people who have do tough jobs, need support every so often and there is always someone there for them.

Learning and development is supported and opportunities are provided for everyone so that they can reach their potential, including SVQs and other. The emphasis is on self-directed learning and people take ownership for their own learning and development.

Whilst there are loads of positives that we have discussed, it would be sensible to review how you undertake talent management, I see a lot of this taking place in some of the discussions that I have had but it does seem to be driven by the line managers championing or selecting people for larger roles, and I am not sure there are sufficient promoted roles to keep everyone for the future?

DELIVERING CONTINUOUS IMPROVEMENT

This is well-done people look into the external environment and the management benchmark with colleagues in similar providers as to the best way and the best new ways of approaching their roles and those of their team members.

All new ideas and innovative thoughts are considered valuable and people have the ability to contribute wherever they see fit, the ultimate goal is always improving for the future.

People are given great support in this organisation, in some of what I have focused on earlier in Indicator 4 there is a number of illustrations of the trust that is placed in people and the support that they receive to take risks, everything is seen as a learning opportunity and people are able to do what they need to do and always feel supported.

This continues to be well-done ; leaders look to the outside world to bring good practice in and to influence outwardly, people are passionate about what they do and all new ideas and innovative thoughts are considered.

It is absolutely clear to me that there is within the culture of the organisation there is a view that people are hired to a standard which means that whatever role they take and if they choose to progress, they will be a good fit culturally with what is expected of them, this is a great quality to have and brings with it trust of your employees.

CREATING SUSTAINABLE SUCCESS

People talk openly about the fun that they derive from working with yourselves, the genuinely want the organisation to continue to be successful and see it as a great place to work.

This results in teams of people who want this success to continue, not just from a personal perspective but from a service user perspective to continue to have developing opportunities for themselves and their peers now and in the future.

People know how they can be promoted and work towards this, although not everyone wants to and prefer being part of a self-managed team.

The enthusiasm of people does stand out and they are regularly looking to get involved in new opportunities.

You provide good quality and secure jobs for a very diverse set of people who all appreciate the importance of this and you hire people based on their merits – please keep the focus on doing this, it is refreshing to see.

The enthusiasm of people does stand out and they are regularly looking to get involved in new projects and/or teams.

In more normal times I know that you are involved in lots of other charitable activities and I can see that your people are looking forward to re-engaging with other associated organisations when they can.

Benchmark

YOUR BENCHMARK

• **796**

AVERAGE IIP BENCHMARK *

• **727**

AVERAGE INDUSTRY BENCHMARK

• 748

Showing results for Social Work Activities incl. charities

* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

With this now being the final assessment I can reflect on this again with more evidence, relative to peers and with all of the interviews that have taken place – (around 18% of population) it is a clear that the message is consistent that despite significant challenges GAMH compares with the IIP benchmark well.

On the next page there are the high-level indicators that were in the recent survey and these again back up the findings and recommendations made within this report.

Maturity Grid

Leading and inspiring people

	Not met	Developed	Established	Advanced	High Performing
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

	Not met	Developed	Established	Advanced	High Performing
Operating in line with the values					
Adopting the values					
Living the values					
Living the Organisations Values and Behaviours					

Empowering and involving people

	Not met	Developed	Established	Advanced	High Performing
Empowering people					
Participating and collaborating					
Making decisions					
Empowering and Involving People					

Managing performance

	Not met	Developed	Established	Advanced	High Performing
Setting objectives					
Encouraging High Performance					
Measuring and assessing performance					
Managing Performance					

Recognising and rewarding high performance

	Not met	Developed	Established	Advanced	High Performing
Designing an approach to recognition and reward					
Adopting a culture of recognition					
Recognising and rewarding people					
Recognising and Rewarding High Performance					

Structuring work

	Not met	Developed	Established	Advanced	High Performing
Designing roles					
Creating autonomy in roles					
Enabling collaborative working					
Structuring Work					

Building capacity

	Not met	Developed	Established	Advanced	High Performing
Understanding people's potential					
Supporting learning and development					
Deploying the right people at the right time					
Building Capability					

Delivering continuous improvement

	Not met	Developed	Established	Advanced	High Performing
Improving through internal and external sources					
Creating a culture of continuous improvements					
Encouraging innovation					
Delivering Continuous Improvement					

Creating sustainable success

	Not met	Developed	Established	Advanced	High Performing
Focusing on the future					
Embracing change					
Understanding the external context					
Creating Sustainable Success					

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Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 Leading and inspiring people	44.8%	31.5%	10.1%	3.6%	4.0%	4.0%	2.0%	5.9	+0.3
INDICATOR 2 Living the organisation's values and behaviours	68.1%	23.5%	2.9%	3.9%	0.6%	0.6%	0.3%	6.5	+0.6
INDICATOR 3 Empowering and involving people	51.6%	33.1%	5.2%	2.4%	4.0%	2.0%	1.6%	6.1	+0.3
INDICATOR 4 Managing performance	61.3%	23.8%	6.9%	2.0%	1.6%	2.4%	2.0%	6.3	+0.5
INDICATOR 5 Recognising and rewarding high performance	51.2%	25.4%	6.5%	5.6%	5.6%	3.2%	2.4%	5.9	+0.8
INDICATOR 6 Structuring work	66.1%	23.8%	5.6%	2.0%	0.8%	0.8%	0.8%	6.5	+0.6
INDICATOR 7 Building capability	60.0%	24.8%	9.0%	3.2%	1.3%	1.0%	0.6%	6.3	+0.8
INDICATOR 8 Delivering continuous improvement	46.8%	31.0%	9.3%	6.9%	2.8%	1.2%	2.0%	6	+0.3
INDICATOR 9 Creating sustainable success	59.3%	22.2%	7.7%	6.0%	1.2%	1.2%	2.4%	6.2	+0.4

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