

Inverclyde Community Development Trust Review

31 May 2016

1. Context

Inverclyde Community Development Trust (the Trust) is a company limited by guarantee who have been providing a wide range of services and support in Inverclyde since 1987. Their mission statement is to *'Create jobs. Remove barriers. Provide services'*. The Trust contributes to the overall economic development of Inverclyde by providing or creating jobs for people from disadvantaged groups and areas. They also run the Volunteer Centre Inverclyde as part of Scottish Government Third Sector Interface. Their core areas of work are: employability, enterprise, care volunteering and heritage.

The Trust's aims are:

- To contribute to the overall economic development of Inverclyde by providing or creating jobs for people from disadvantaged groups and areas.
- To provide a framework for local people to enhance their existing skills and enter a learning pathway which increases their potential for economic activity and/or the improvement of their quality of life.
- To remove obstacles to individuals and groups accessing training and employment.
- To provide a range of services within the community and to other community groups.

The Trust owns and operates a number of premises and community hubs throughout the area, with central bases in Greenock and Port Glasgow. 7½ John Wood Street provides a Port Glasgow hub for social, cultural and economic regeneration activity, while Port Glasgow Business and Training Centre is the focal point for vocational training programmes and social enterprise development. The Dutch Gable House, the oldest building in Greenock, is a hub for culture, learning and enterprise activity.

While the employability programmes and community hubs are the lynchpin services of the organisation, they also develop and run a range of community projects which allow local volunteers and school pupils to get involved in their community.

The Trust is a member of the Development Trust Association Scotland (DTAS), and their Chief Executive sits on the DTAS board.

2. How has the Trust impacted on the lives of people it works with?

The Trust is having a positive and sustained impact on the lives of those that they work with. Their profile is high with partners and the wider community and they have a strong reputation for 'getting things done'. They have a 'grow your own' approach to the way they identify individual and community needs and respond to these. This is recognised and valued by local people. This approach is leading to a positive identity and sense of belonging amongst Trust staff, learners and the wider community. As a result local people report high levels of satisfaction with the services they receive.

The Trust provides all five stages of the Inverclyde Employability Skills Pipeline with input from partners at key stages. Using a person-centred approach local people now can articulate their skills, knowledge and aspirations and are benefiting from high quality employment support. This includes, initial engagement and assessment, literacies support, training, paid and un-paid work placements and in-work support. The long term unemployed are well supported by the Trust's outreach staff. However, this provision could be further extended. Local people are gaining valuable skills for learning, life and work. They are gaining accreditation and progressing to positive destinations, including sustained employment.

Learners with low self-confidence engaged in stage one of the Employability Pipeline are now more confident and progressing to sector specific training or volunteering. They are gaining employability skills, engaging more with their families, are more active and better able to focus on academic studies. Adult learners engaged in the IT Support group are building their skills and becoming more confident in their use of IT. Learners are completing online job applications and helping to develop training materials to support online job applications. Those engaged in the Working Matters programme gain confidence and self-esteem from completing a seven week confidence and resilience course. They also achieve a level 3 Employability Award.

The Trust's services contribute to life-changing impacts for learners, particularly around health and well-being and tackling social isolation. Learners are confident to progress from one to one support to group work situations, work placements or employment. Young women from Afghanistan are gaining skills and confidence from targeted English language classes delivered by Community Learning and Development (CLD). Some are progressing to other Trust provision. They are now better able to access health services, support their children in school and some family members are gaining employment. Participants on the *Skills for Social Care* course are engaged, valued and more caring in their families and wider community. The *Women's Initiative for Socialising, Health, Education and Skills (Wishes)* group also delivered by partners are now more confident and are seeing benefits to their health and wellbeing. Those participating in the history groups are learning new skills, are becoming more confident and have improved their ability to deal with challenging situations in their lives including bereavement and loneliness.

The Trust has a well-established support and training programme for volunteers. They are building skills, confidence and capacity. Volunteers are nurtured and supported well to deliver programmes to groups of older adults with a view that these groups become self-sustaining. Some progress to becoming volunteer befrienders. 162 clients were supported by the volunteer group last year, including 101 with long term conditions. 167 older people at risk of social isolation have been supported by the *Chit Chat* programme. The Befriending Service is developing independent living skills for vulnerable individuals and providing respite for families. The *Gie's Peace* Group, is helping to address sectarianism. 20 young people at St Columba's High School gained Saltire Awards and demonstrated changes in attitude as a result of their involvement. Sectarian crime in Inverclyde has recently fallen by 27%.

The Trust works well with a range of local schools across Inverclyde. They deliver Award Scheme Development and Accreditation Network (ASDAN) and PX2 courses in local secondary and additional support needs schools. This is helping young people improve their literacy and numeracy, communication and inter-personal skills and achieve positive destinations. Young people's achievements are being recognised and celebrated by the Trust, for example through presentation of PX2 certificates. Young trainees on the Trust's *Enterprise and Offsite programmes* are gaining vital skills, experience and are developing a strong work ethic. Almost all are progressing to paid employment or further training. Trainees would benefit from more opportunities to record and accredit all aspects of their learning experience.

Nine adults with learning disabilities are also gaining vocational experience through three hour per week work placements at Port Glasgow Business Centre. One trainee has recently secured full time mainstream employment. This area could be extended through further use of existing links with local employers to offer more opportunities for adult trainees with learning disabilities.

The Trust's bespoke Management Information System (MIS), *Hanlon* is used by all staff and a few partners. This is providing up to date information on learner progress and evidence of partnership working. This could be extended to wider partners to demonstrate progress and collective impact.

3. How has the Trust impacted on the local economy?

The Trust manages its financial, human and physical resources well. They own and operate a number of premises and community hubs throughout the area. These are worth approximately £900,000. This is a significant investment in the local community. The premises at 7½ John Wood Street provide a Port Glasgow hub for social, cultural and economic regeneration activity, whilst Port Glasgow Business and Training Centre is a focal point for vocational training programmes and social enterprise development. Maximum use is made of these buildings, including sub-letting space to other organisations, which generates an income. Co-location of partners also improves partnership working and increases opportunities for co-delivery of programmes and activities. The Trust is an approved Scottish Qualifications Authority (SQA), Centre and as such is externally monitored by the SQA, the Care Inspectorate and Inverclyde Council for Care Services.

Trust Board members plan for change well. Staff are flexible and adaptable according to the needs of the organisation. They work well with partners in response to changes in funding and national priorities. This includes delivery of contracts and European Social Fund requirements. This flexibility contributes to the personal and professional development of Trust staff and growth of the organisation enabling good access to services by learners.

The Trust has a good record of supporting people into employment through training and development. A major strength of the Trust is its ability to employ local people, currently around 96% of the workforce. They respond effectively to a shifting labour market and adapt to changes in local employment trends. Their development of social enterprises and ownership of assets is also providing an income, local employment, training, skills development and placement opportunities. Further social enterprise development and ownership of assets will continue to reduce reliance on public sector funding.

The Trust gained *Investors in People* status in 2013 and *Investors in Young People* in 2016. This is demonstrated throughout the Trust's approach to delivering services, supporting staff in their person-centred approach. There is a sustained culture of developing and promoting staff from within. Staff have a real loyalty and sense of belonging and many have worked for the Trust for a number of years. Trust staff are motivated, confident and feel valued by managers. Support, supervision and development days inform training needs and improvements, which are

acted upon. Examples include, SQA qualifications in business and administration, Assessor and Verifier Awards, Safe Talk and training to support those with visual impairment. However, the Trust would further benefit from a more systematic approach to the training and development for staff to continue to meet future needs.

The Trust works closely with Inverclyde Council's Economic Development Department and are a key partner of Inverclyde Employer Plus, a sub group of Inverclyde Alliance. As a result, the Trust is a key source of support for local employers responding to issues such as large-scale redundancy. Clients are returning to the Trust during periods of unemployment for further advice and support. The Trust has been successful in working with Inverclyde Council to negotiate community clauses within major external contracts. With a track record of providing job ready candidates, the Trust are exceeding the percentage per contract.

The Trust regularly host employer events and recruitment campaigns to attract new employers to work in partnership with. As a result, in 2015 the Employer Engagement Team worked with 141 new employers, which exceeded their targets. This is increasing the number of paid or non-paid employment and placement opportunities. This is helping match clients with the right skills and qualifications to job opportunities and leading to high numbers gaining employment. During 2015, over a third of the 1,509 registered with the Trust secured employment, including apprenticeships and almost two thirds gained qualifications.

The Trust along with other partners support local employers in recruiting for apprenticeships. For example, Ferguson shipbuilders appointed six apprentices in 2010 and plan to appoint a further ten this year. Currently, they employ 15 adult apprentices and plan to recruit up to 150 apprentices over the next five years. A few local people are gaining new skills through the Comet project that restored a local historical landmark. This ensured employment for 12 people for a year where they were learning new skills. Some progressed to further employment.

The Trust's partnership with *Enable*, supports work training placements for adults with learning disabilities. The funding resource for this provision is worth over £400k in 2015-16. The Trust's *Enterprise and Offsite* programmes are also making significant impacts on the local economy, through local spending of approximately £90k per year. The Trust also supports local community centres through the provision of support to Future Job trainees. The Trust is proactive and responds well in preparing local people for and to sustain employment. Learners are supported to overcome barriers resulting in sustained progression for many. Access to budgeting and debt management services from *Financial Fitness* supports individuals to improve their financial situation and credit history. This supports people to make informed choices about their employment options.

The care aspect of the Employability Pipeline is adapted to give participants the most relevant experience and outcomes e.g. pre-care training, which includes bereavement, through to a SVQ level 2 as well as SVQ assessors feedback to employers and vice versa. The engagement of local social care providers in the Trust's care course has given local employers confidence in the quality of the training. This has resulted in one local care provider recruiting all seven participants from the December 2015 cohort.

Staff from the *Heritage Jobs Fund* are confident, valued and are building skills to enable them to move on to future employment. The Trust works collaboratively with the *Inverclyde Tourist Group*, a voluntary organisation offering walking tours and social history to groups of tourists from cruise ships. This is helping to bring wealth into the local community, for example through trade in local shops. A Heritage Trail is now in place to help boost interest in local history of the area. There are plans to also include a bar code system that can be used with smart phones and translated into different languages.

There is a strong culture of volunteering that is an integral part of the Employability Pipeline. The Trust Volunteering Team is increasing the number of volunteers and organisations. This is having a positive impact on the local community. They are influencing national and international practice through working with the *Department of Work and Pensions (DWP)* and *Volunteer Glasgow* to develop guidance on the impact of benefits changes for volunteers. 388 young people have registered for *Saltire Awards* since September 2015.

The Trust's Enterprise partnerships with Inverclyde Council and *Riverclyde Housing Association* supports 150 18-29 year olds through Offsite training work placements. This *Future Jobs Fund* initiative is having a very positive impact on the local economy. Young trainees at the Port Glasgow Business Centre are building their skills and confidence in work settings. Local young people are engaged and achieving through their involvement with the Trust.

The Trust makes good use of effective tools and techniques for monitoring and evaluation to improve impact. This includes a systematic analysis of evidence from performance data, feedback from learners and partners and from the Chief Executive's one to one discussions with staff.

4. How has the Trust improved outcomes through partnership working?

The Trust has strong partnerships with public, private and third sector organisations. These are delivering positive outcomes for local people and the wider community. The Board of Directors utilise external consultants and research to underpin its work and inform decision making. This includes a current review looking at succession planning and future structures for the Board and its membership in advance of the retirement of the Chair of the Board and the Chief Executive. The Trust would further benefit from the involvement of partners and community representatives in this process.

The day to day running of the Trust is devolved to the Chief Executive. This role is carried out in consultation with the senior management team to good effect. Staff are empowered to lead in their specific areas of responsibility. The Trust has a strong culture of developing and building people's confidence through strong and active leadership. This is led by the Chief Executive who actively seeks out and shares learning from working and with other Development Trusts. Staff from the Trust are well connected. The Chief Executive is a member of the *Regeneration and Employability sub group* of the Single Outcome Agreement. The Trust responds well to local and national priorities such as social isolation and loneliness, employability, mental health and depopulation in the Inverclyde area.

The Trust support strategic and local partnerships to improve life chances. Some have Service Level Agreements or contractual arrangements in place. These include Inverclyde Council, West College Scotland, Financial Fitness, Skills Development Scotland and the DWP. Opportunities for secondments within the Trust from Job Centre Plus and the Health Improvement Team are leading to improved outcomes for participants. A few secondees have increased confidence, greater awareness of project management and improved career management skills.

Clear roles, responsibilities and targets amongst partners, regular reporting and shared use of the Trust's MIS is enabling learner progress to track and identify where improvements are required. The sharing of accommodation with key partners, such as *Cruise Bereavement Scotland* is enhancing the Trust's provision. Partnership through the Practitioners' Forum ensures local partners are up to date with current provision and practice. Revisiting staff representation from key organisations and identifying areas of mutual benefit across practitioners and professions would enhance partnerships and learner impacts.

The Trust actively reduce barriers to inequality including covering costs associated with Protecting Vulnerable Groups (PVG) checks. The Trust works with Health Improvement professionals to address inequality and promote healthy working lives. Their knowledge and commitment to reducing inequality is helping local people access jobs and address health issues. Aftercare Services supporting people into employment is viewed by partners as a key strength of the Trust.

The partnership with Inverclyde Council's CLD staff is enabling learners to access and progress through literacies support. The development of literacies is increasing communication skills and confidence, resulting in further uptake of wider learning and employment opportunities. Local people are developing their IT skills and confidence, particularly around online job seeking and a few are progressing onto other learning. The partnership with CLD and the *Community Health Care Partnership* has resulted in a weekly English class to support the integration of families newly arrived from Afghanistan.

The Trust has strong, well embedded partnerships with schools in the Inverclyde area. Clear outcomes are agreed in advance and reviewed regularly. The Trust employs a consultant to work with Inverclyde Academy in the delivery of an Oral History project. Young people are learning interview skills and how to ask questions. As part of *Developing the Young Workforce*, the Inverclyde Engineering Plus Partnership has developed a bespoke foundation apprenticeship programme for 15 young people in S5 from six Inverclyde secondary schools. The programme aims to develop seamless transition between school, college and the labour market. Key partners are the Trust, West College Scotland, Skills Development Scotland, schools and employers. Young people are working towards Performing Engineering Operations Level 1.

The Trust has a range of very active and mature partnerships. *Evergreen Home Support Services* benefit from good quality support and training from the Trust. This is addressing barriers to accessing training and development. Evergreen now offer employment to twenty people. The partnership with Job Centre Plus staff is resulting in some longer term unemployed claimants engaging with the Trust's Employability programme.

The review of Inverclyde Community Development Trust found the following key strengths.

- Committed staff, management and Board of Directors delivering quality provision.
- Strong and effective partnership working delivering shared outcomes, leading to improved life chances for all ages.
- Social responsibility and a 'grow your own approach'.
- The Trust's substantial contribution to the local economy.
- A responsive, outward facing and adaptable organisation with a track record of delivering outcomes for local people.
- Strong self-evaluation leading to improvement.

We discussed with partners how they might continue to improve their work. This is what we agreed with them.

- Strengthen the Trust's Board and structures, taking account of long term aspirations and planning for change.

5. What happens at the end of the review?

We are satisfied with the overall quality of provision. We are confident that Inverclyde Community Development Trust and partners can build on and take forward the key recommendations of this report. We will make no further evaluative visits in connection with this review.

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