

LESSONS LEARNED FROM THE EVALUATION AND NEXT STEPS....

Integrating business and employee development is effective and should continue under a refined model



Businesses can make operational savings which can be invested in staff development, but the relationship between business development and employee progression must be more clearly defined

Funding must be flexible and responsive



Support must include human resource interventions to ensure employee progression is individually tailored, but aligned to the company business plan



Access to financial management support for all staff is key

For staff development, a clearly defined menu of training/trainers aligned to attainment of SVQs is required



Stronger data collection methods to show impact are required

Stakeholders are developing action plans alongside models for retail and hospitality



WHAT PILOT PARTICIPANTS SAID...



"The staff are enthusiastic. Now the morale's high... they're actually eager for this place to progress. They're now fundraising...they speak to families, they come in on their days off to take the residents away. They're just happy to be at work."



"Participating in the IWP pilot has been a very positive experience, and to be shortlisted for a Fair Work Award is a testament to the collective achievements of our staff."



"I learned how to manage the bills... there are certain things we need to pay to survive like rent, tax, electricity ...pay these before you pay any other bill."



"It's helped us both from the point of view of marketing the business, with customers coming to us but it's also helped us with people actually contacting us and saying, "I'm interested in a job as a carer," or "as a cleaner...so from the recruitment point of view it's helped as well'."

IN WORK PROGRESSION IN THE CARE SECTOR PILOT



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"IWP has made a huge difference and we wouldn't be where we are today without it. My team benefited from a range of training which developed their skills. They now have greater knowledge and also more confidence to make changes within the home – so everyone benefits."



"If it continued it would be fantastic. It would make a difference to the care staff ongoing because your staff are changing, and patient needs are always changing as well."



"Creating chances for our employees to learn new skills and take on new challenges has led to many positive outcomes, such as increased pay opportunities and greater levels of staff fulfilment, which is reflected in staff retention."



"I've maybe got a wee bit more responsibility given to me by my seniors because they know that I'm quite confident in my role."

"We're delighted that the hard work and achievements of our employees has been recognised in this way."

IN WORK PROGRESSION IN THE CARE SECTOR PILOT

- An employer led pilot testing the integration of business development with employee progression
- Grounded in enabling staff to improve their skills and qualifications and move out of poverty
- Funded by Glasgow City Council and the Department for Work and Pensions and evaluated by the Learning and Work Institute
- An example of inclusive growth in operation



THE MODEL

A Business Advisor conducted a business diagnostic and facilitated access to business consultancy support and training for staff



EMPLOYEE OUTCOMES

Over **1400** training places undertaken by **573** staff



Improved financial wellbeing

Improved confidence, knowledge and skills



Evidence of progressions



Increased responsibility



Financial capability sessions increased awareness of how to improve money management

BUSINESS OUTCOMES

20 care homes engaged

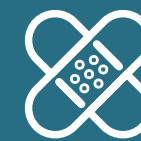


Over **200** business development interventions accessed, including community benefits for small to medium enterprises



Increase in turnover and productivity

Care Inspectorate ratings improved



Staff sickness rates down



Gross profits up



Net profits improved

Savings made on energy costs and agency staff costs



Improved recruitment and retention



Heightened profile and referrals



Three businesses shortlisted for the **Glasgow Business Award for Fair Work 2018** and one winner



TIMELINE

