

Commercial in Confidence



INSPIRED TO ACHIEVE LIMITED



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1. Assessment Information

Assessment Type	INITIAL ASSESSMENT
Assessor's Decision	STANDARD MET
Assessor's Name	SUE HARDING
Visit Date	28/06/2017 – 29/06/2017
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2. Organisation – Background, Introduction and Overview

Inspired to Achieve Limited (referred to in this Report as i2a), was originally established in 2010 after Connexions ended, working with young people in schools at risk of disengagement. In 2011 the Company achieved social enterprise status, and in 2014 it became a subsidiary of Yarlinton House Group (referred to in this Report as YHG) and a limited company. A change of direction followed in 2016, along with a restructure. In line with external demand, the work with schools is being replaced by contracts to deliver employability and support services to adults of 18+. A new Head of i2a was appointed in August 2016, who now manages a team of 8 in a flatter structure, reporting to a small Board of i2a that includes members of the Board of YHG.

i2a's ultimate goal is 'seeing people achieve their potential and empowering them into training, work experience, volunteering and sustained employment', together with stated values of Dedication, Innovation, Passion and Collaboration. The Company has 4 main contracts currently, with YHG, National Careers Service through Prospects as Prime contractor, Taunton Deane Borough Council and the most recent, a Building Better Opportunities contract 'Positive People' funded through the Big Lottery and European Social Fund and subcontracted from PLUS as prime provider. Each contract has slightly different target outcomes, but all aim to support people either into employment, or with steps to move nearer to the employment market. The three overarching strategic objectives for 2017 – 2020 are 'to grow the business', 'to build a sustainable future' and 'to manage the business effectively'. These objectives are underpinned by key performance indicators in the operational plan that is approved by the Board, updated six-monthly and monitored for progress at each Board meeting.

The purpose of information, advice and guidance (IAG) as stated in the IAG policy, is 'to ensure that all our customers have access to high quality impartial IAG that provides details of all their options enabling them to make informed decisions, to achieve their full potential and succeed in life'. IAG is the focus of all i2a's delivery, supporting people towards employment through information and advice to enable them to understand all the options available, and help to overcome barriers on their journey often involving signposting and referral. The team of employment coaches and change coaches are all qualified in Advice and Guidance at Level 4, and deliver a flexible menu of IAG according to client needs and specified contract outcomes. For example, while the YHG and National Careers Service contracts focus more on helping people into employment, training or with YHG also volunteering or work experience, Positive People is aimed at supporting those with multiple barriers who need help to address those needs, before moving into seeking employment. i2a has been very successful in meeting client needs, and outcomes for the year to March 2017 were 238 people into employment, 29 into volunteering or work experience and 97 into training.

Partners and learners interviewed were very positive about their involvement with i2a and what they gained from the relationship. Partners particularly mentioned particularly i2a's responsiveness and performance, and for clients it was the individual and flexible service they had experienced with high levels of support. Comments included: Partners – *'the relationship works really well. i2a have a high success rate of engagement and breaking down barriers with clients'. 'i2a are the most on the ball of our sub-contractors. Know their ground well and very responsive'. 'It's good to work with them, a positive experience so far'*.

Clients: *'They've done so much work to help me, they've been brilliant'. 'X literally helped me to change my life'. 'Don't know what we would have done without X's support, it made a massive difference'. 'I had a 75% push to get back into work, the best job help I've had'. 'I probably wouldn't have got back into work without these guys – they helped bring me out of my depression'.*

3. Strengths

A number of strengths were identified during the assessment. These are detailed below. The numbers in brackets refer to the element and criteria of the **matrix** Standard.

- Open, transparent and consultative leadership in i2a has helped the Company to move forward in the last 10 months. Staff have been involved in setting and agreeing objectives and key performance indicators that then link through to staff appraisals. (1.2, 1.7, 4.6)
- The well qualified and experienced staff team deliver a flexible service to meet clients' needs, with good use of resources and signposting to support individual clients' journeys towards employment, and many examples of going above and beyond clients' expectations. (3.4, 3.5, 3.6)

4. Areas for Future Development

A number of areas for future development were identified during the assessment which may develop or enhance the service delivered. These are detailed below and for the organisation to consider as part of its ongoing continuous quality improvement actions. The numbers in brackets refer to the element and criteria of the **matrix** Standard. These will form the basis for discussion at the Continuous Improvement Checks (CIC) conducted twelve and twenty-four months from the date of this Assessment, along with any other notable developments. Some criteria have identified Strengths as well as aspects that have been noted as AfFD below.

- A clearer boundary between i2a and YHG should be developed to ensure more stand-alone evidence in terms of policies and procedures, and a consistent approach to i2a staff terms and conditions without any anomalies in the small team. (1.3, 2.1)
- A volunteer policy has been identified as needed, now that there are plans to engage volunteers to support group work, and a Prevent policy should be drawn up or added to the Safeguarding policy in line with external requirements. Some staff have undergone Prevent training with their particular contract, but this should be completed by all members of staff to ensure their understanding and awareness of this area. (1.3, 1.4, 2.3)
- A more unified approach to IAG as i2a's major selling point across all provision could be considered, linked to the stated purpose in the IAG policy and the achievement of both target outcomes and individual 'soft' outcomes, to demonstrate service impact. (1.5, 4.2)
- While feedback is gathered via surveys, i2a could consider different approaches to client feedback – for example focus groups to gather clients' views on the effectiveness of IAG, and evidence of distance travelled/difference made by the service, to inform analysis of 'soft' outcomes, and service impact. (1.7, 4.2, 4.3)
- Planning for resources going forward should be continued, to ensure continuity and consistency of delivery in the event of staff sickness or staff leaving, as i2a works on a very tight staff resource level. An improvement to resources would be a register of external agencies and training providers for signposting/referral with key contacts and areas covered, that could be added to by staff and located in one place on the shared drive. (2.1)
- Client information on IAG available could be reinforced by producing an IAG service charter that sets out what people can expect, and what is expected of them. In addition, a compliments and complaints procedure could be included as a separate card or included on the service leaflet to ensure all clients are clear of these procedures. (2.2, 3.1)
- i2a has made good use of the **matrix** self-assessment tool as part of its **matrix** journey with a resulting improvement plan. It is recommended that use of this improvement plan is maintained as part of the quality improvement cycle for IAG. (4.8)

- The effectiveness of partners in how they support clients referred, could be evaluated as part of a more formalised system, rather than the present ad hoc methods used, to ensure that partners worked with are adding value for i2a clients on their journey towards a positive outcome. (4.4)
- i2a does use social media, with Twitter and Facebook accounts and links from the website. The Company may wish to consider how to develop its use of social media further, for example to replace the YHG Chat platform that no longer exists, and to use social media as another channel to gain feedback from clients on key points – such as the impact of i2a’s support in moving them forward. (4.7)

The annual **matrix** Continuous Improvement Check will allow the organisation to demonstrate on an ongoing basis the developments they are continuing to make in order to support individuals <http://matrixstandard.com/continuous-improvement-checks/> . These may include the Areas for Future Development above.

Please note that annual Continuous Improvement Checks are mandatory and non-completion within the required timescale will impact on your organisation’s accreditation.

5. Methodology

The following methods were used to gather evidence against the **matrix** Standard during the assessment process.

A total of 26 people were interviewed during the 1.75 days on site, one day at the YHG office base in Yeovil and the other day at an outreach centre in Chard. The breakdown is given below.

8 members of staff were interviewed in a mix of one to one and small groups. Staff included the Head of Service, Employment Coaches, Change Coaches and Administrative support.

The Chair of the i2a Board was interviewed by telephone.

13 clients were interviewed – 6 in 2 groups, 3 one to one and 4 by telephone.

4 partners were interviewed by telephone, including funding and referral representatives.

The Company website was viewed prior to the Assessment. A range of information was reviewed during the onsite Assessment. This included the strategic and operational plans, monitoring reports, client assessment and feedback details, policies and procedures, marketing leaflets, case studies, quality observations and reports, staff induction and appraisal documentation. The matrix self-assessment tool and resulting improvement plan were also reviewed.

6. Detailed Findings

Organisation, Direction and Achievements

i2a has a three-year strategy for 2017 – 2020, that was launched in April this year after a WOTS (weaknesses, opportunities, threats, strengths) was carried out by the Head of i2a, and consultation at a Board away day informed the key strategic areas. An annual operational plan sets out the key performance indicators under each of the 3 strategic objectives. For example, under the strategic objective to build a sustainable future, one targeted action is to explore more funding opportunities through Social Impact Bonds, Building Better Opportunities and grants, while under the objective to grow the business one action is to develop and increase presence within key networks and partnerships. The operational plan includes timescales, lead responsibility and comments on activity and progress, and links to targets and objectives agreed with the staff team. All staff interviewed were familiar with the strategic objectives, and had been involved in agreeing them through a strategy away day, with performance targets then agreed and feeding into the annual appraisal system. Targets for the YHG contract for the current year include to get 480 residents engaged, 215 residents supported into employment and 68 residents into employment classed as hard to reach, as well as supporting residents into training and volunteering. Performance reports are compiled showing progress month by month for each contract, and each team were very clear of the contract targets they must achieve.

The Company is led by the Head of i2a who reports to the i2a Board, and is supported by a staff team of 8 in total. Since the Head started in August 2016, significant changes and improvements have been made to the structure and reporting processes, and the impact of these was commented on positively by people at all levels. One result has been reducing Board meetings down to 3 times a year due to their confidence in performance management. A quarterly staff meeting has now been changed to bi-monthly, to ensure more regular opportunities for update and discussion between teams, but there have also been support meetings for the new team, and less formal individual team meetings, as well as contact by phone and email. One person commented that *'we have the support of YHG behind us, with the Friday Flash weekly update and the Chief Executive's blog'*.

A robust performance management system includes monitoring of progress against targets, the production of reports for the Board, and monthly performance reports on each contract that are monitored by project leads, to identify progress made and where any additional input is required. The operational plan is updated with progress made, and the **matrix** self-assessment tool has been used to reflect on the quality of IAG provision, with a resulting improvement plan that includes progress milestones.

The purpose of IAG has already been stated in this Report, and IAG is at the heart of i2a's service across all provision. People are offered information and advice from the start, to help them identify their goals, barriers to achievement, and support to overcome them. As part of the service, people may be signposted or referred to other providers to help them on their journey, or supported to achieve step by step goals by the employment and change coaches at i2a. There is some referral across contracts, but with clear guidelines to avoid any possibility of double funding. One example, to the National Careers Service coaches for more help with CVs, or on suitable career or employment pathways, and people can also attend the drop-in employability sessions held in different locations.

Sessions are held weekly in community venues by i2a staff to enable people to access job search facilities and support for CVs, job applications and interviews. Some group sessions are planned by change coaches for those on the Positive People contract, to deliver on topics such as confidence building.

One to one advice and guidance is flexible to meet individuals' needs, and on the Positive People contract for example, support may include accompanying a client to appointments to help them in overcoming anxiety and to boost their confidence. Outcomes include the achievement of targets into employment, training, work experience and volunteering, and work has also been done on the impact of service provision and the achievement of individual 'soft' outcomes. i2a has performed well against target outcomes, achieving or in some cases exceeding, targets in the last year. For example, on the National Careers Service contract 101% of client satisfaction outcomes were achieved, and 105% of job and learning outcomes, while on the Positive People contract that started in March 2017, double the target number were engaged with in the first month. An annual client survey of support and advice showed that of the 179 people who responded 96% agreed that their knowledge on job search had improved and 98% agreed that they had been helped to create action plans and achieve their goals. Overall satisfaction with support and advice received was 99.4%.

Members of staff were very positive about how they are consulted with in agreeing plans and objectives, and how they can voice their ideas and views at team meetings, one to ones or informally, one example being on the colours on the new website. One person commented that *'we're definitely encouraged to input'*; while another said *'it's very inclusive, an open culture with nothing not discussed'*.

The views of clients on the new website were obtained through a focus group, and surveys are used to gain service feedback, together with any views on areas for improvement. A target for customer satisfaction is set on the National Careers Service and YHG programmes, and 100% positive feedback is aimed at. Last year, 99% was achieved. There is a complaints procedure, but although mentioned at the first meeting with a client, this is not publicised, and was identified as an area for further development. Any negative feedback is discussed at team meetings, with resulting action agreed, and a 'you said, we did' page with responses to points raised was available during the Assessment. Partner surveys are conducted annually, but these are to inform on satisfaction with i2a, rather than measuring the effectiveness of their service to clients, and this too has been identified as an area for further development in this Report.

i2a works within a controlled financial budget, and in the last year has reduced a projected deficit of £40k down to £11k through changes made. There are plans to grow i2a's provision, but services operate with a very tight staffing structure with little leeway if someone leaves or is off sick for an extended period. This is recognised by senior management, but is of some concern to members of staff, and has also been identified as an area for further development in this Report. Staff were very positive about resources provided for their role, with one person describing being provided with 'an office in a bag'. Resources include a laptop, mobile phone complete with a lone working app on it, and some staff with less office access also have scanners and printers. There is an internal 'J' drive for shared staff resources.

Many changes have taken place at i2a in the last 12 months, and things are now stabilising with the new team established and a more robust performance management structure in place. There is a strong commitment to continuous improvement and development, and a WOTS analysis was carried out prior to preparing the new 3-year strategy to inform the strategy going forward. There are plans to grow the business, and to raise the current ratio of external contracts at 51% against internal through YHG at 49%, to 70% and 30% respectively. Ongoing development includes the finalising of changes already being made, the work identified on the **matrix** improvement plan, and the achievement of measuring success targets by 2020 that include 750 people into employment, engagement with 2,500 people and achievement of 100% against all contract targets together with a 95% customer satisfaction rate.

Service Delivery

i2a has developed a marketing plan and is currently preparing a communications plan to promote their services more widely. The staff team has joined networks, including the South Somerset Chamber of Commerce and staff members attend meetings of community organisations such as Get Set, as well as those with Job Centre Plus to promote i2a's services. The website provides a range of accessible information for both stakeholders and clients, together with case studies of client successes. Leaflet drops are carried out to YHG tenants and posters are displayed in community venues. YHG include i2a information in their mail-outs, and members of staff also co-locate with other organisations in community venues, such as Citizens' Advice Bureau and with Cosmic who provide IT support at some drop-in employability sessions. Most clients come through referral from YHG, the Job Centre or other providers, but some come through word of mouth or from looking on the website.

i2a has a service leaflet that is used both to promote the services available, and as an information leaflet for clients. Posters are displayed at community venues, as is general information from different providers and service agencies. People are provided with weblinks and i2a's website includes details of services together with tips and downloads on areas such as CVs, interviews, volunteering and employers. A re-branding has recently taken place, and the website is maintained to ensure currency of information.

Clients are given initial information on contact, and a first stage assessment of their needs is established. An appointment is then made for them to see an appropriate member of delivery staff according to contract and geographical area. An initial contracting process is gone through with all clients to set the scene and ensure they know what they can 've complaints. A skills assessment that highlights needs and barriers as well as goals, is completed and this forms the basis of an action plan for each client. All those spoken to were clear of what i2a offered, and had been given a leaflet with service details for information, together with a copy of the action plan either emailed or in hard copy if preferred.

All members of staff have advice and guidance qualifications, and understood their impartial role when advising on options available. The focus on providing relevant options to meet the needs of individuals was well demonstrated. One client commented *'they've never once said you must do it, they give me options and never push anything on me'*.

Initial meetings with clients, whichever contract they are on, take a similar approach in establishing their situation, needs and goals and in action planning to help people achieve them. Different contracts have different target outcomes, and it is the Positive People contract to help those with multiple barriers, that offers the most flexible support. Clients interviewed described their experience with i2a, and how they had benefited from the support received. Many of them were YHG residents in different parts of South Somerset. Consistent across people's experience was that they felt listened to, and that the help received was targeted to their individual needs. All described how they felt empowered to make their own decisions from options presented and were very positive about the support received.

Comments from individuals told their own story. These included *'I did a National Careers Service skills check, have been helped to find voluntary work and X came with me for the meeting. I would never have got this without i2a, I can see light at the end of the tunnel – it's been a very positive step'. 'I did a course through Somerset Skills and Learning and my coach came with me on the first day – it has helped build my confidence and to deal with stress, it's been brilliant'. 'They told me how they could help, and they made it individual to me'*. Other experiences resulted in work experience, in gaining employment, and being signposted to training to help employability prospects, such as IT skills. All those interviewed described clearly the benefits they had gained from accessing i2a, ranging from increased confidence and motivation, to being able to go out for the first time and able to communicate with others.

Resources used to support clients include websites such as the National Careers Service website, job search sites and others relevant to individuals. Coaches provide people with CV and interview tips, either emailing them or providing hard copies according to needs. More personal resources include accompanying people to a volunteering contact, or to deal with a personal issue, and in one case to court. People are invited to attend the drop-in employability sessions held in different areas once a week, to enable them to use the laptops provided for their own job search, and to gain help with application forms and CVs at the same time, whether individually or in a group session.

Signposting and referral is a large part of i2a's delivery, supporting people to the most appropriate organisations for overcoming personal barriers such as debt advice or mental health issues, to training providers for training to improve employment prospects, and to contacts for volunteering or work experience. Delivery staff interviewed provided examples of such referrals, including to Cosmic for digital inclusion IT support, and for their incentive scheme for laptops, to Mind for emotional support and to Citizens' Advice Bureau for benefits and debt advice. One client had been referred to YHG for work experience, and is now on an apprenticeship with them.

The Company has been pro-active in utilising technology to support clients, including making laptops available for them to use at employability sessions and referring them to another provider for IT support and to take part in a laptop incentive scheme. Text is used to communicate with clients about appointments, and the website provides information in an easy to assimilate format. Some use is made of social media, with Twitter and Facebook accounts, and it has been recognised that this is an area that could be developed further for client information and feedback.

Staff Competency

Members of staff are all well qualified, highly skilled, and with relevant experience for their roles. Delivery staff have Level 4 advice and guidance qualifications, with the new employment coach working towards Level 4. The Yarlinton Academy has a list of training workshops for people to access, as well as providing e-learning for non-accredited training. It was described by staff as a very useful resource. Members of staff have all done health and safety and safeguarding training, with one person who recently completed a safeguarding training day describing how it included Prevent. Examples were given of training undertaken to meet needs, an example being one person doing a Level 2 course in mental health, and others who have done a Level 3 education and training course to upgrade their skills in running group sessions with clients.

The majority of staff interviewed were positive about the opportunities available for their own development, including the opportunity to undertake accredited training in areas such as education and development, mental health awareness, and speakers invited in to team meetings to widen knowledge of the team in specific areas. It is a small team that has recently gone through a re-structure, so there are limited opportunities for progression. However, some people have been made project leads, and one person is currently a trainee employment coach working up to that position. As i2a grows its provision, opportunities to develop wider skills may be part of lateral progression, such as those already developed in running group sessions in addition to one to ones.

A staff induction process is in place that incorporates the formal YHG induction, and a job specific one at i2a. Although an induction checklist is worked through, this is not signed on completion but does go back to the manager and to Yarlinton Academy. Mandatory training is part of the induction – including safeguarding, health and safety and equality and diversity. More recent members of staff described their induction, for one this included a lot of shadowing, peer observation and opportunity for reflection that resulted in them changing their approach with clients, taking things more slowly. They commented that the induction was *'really good'*.

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Staff interviewed talked of the support available from their manager and peers, and the more transparent and open culture that now prevails in i2a. There is a formal annual appraisal system and six-month review, as well as quarterly one to ones, with an option for a more frequent one to one if required. People were positive about the appraisal as a useful discussion on performance, to agree targets and key performance indicators and to identify their own targets for training and development. One person described how their review was helpful for coming into a new role and putting things in place, identifying what support they needed. They commented that *'Level 3 teaching was agreed as I found group work a struggle – so it works'*. Another person commented that *'it's good to have the opportunity to discuss what you've done and achieved'*. One member of staff described how they always ensure they set clear objectives so that it is easy to review progress at the mid-year review.

Quality Assurance and Infrastructure

i2a has a range of policies and procedures for its service provision, including an IAG policy, but the core policies of health and safety, equality and diversity and safeguarding are those of the wider YHG group. All policies include the version, the author and the next review date. They are stored on i2a's J drive for all staff to access, with core YHG policies stored on the YHG core drive. All staff interviewed were familiar with policies, including the lone worker policy. How equality and diversity is embraced in practice was well demonstrated through access to provision in a range of areas and venues across South Somerset, the wide range of clients with varying needs, and tailored support to enable people to progress into, or nearer to employment. The YHG contract for example has targets to support the hard to reach, those with mental health issues and long-term unemployed. A review of policies is planned, and aimed at bringing all under i2a's branding, for consistency. This has been included as an area for further development in this Report.

The YHG group keeps up with legislation in the core areas, and is now offering Prevent training to members of staff. Some i2a staff, those working on the National Careers Service contract have already undergone Prevent training, and an external observation noted how the advisor brought British Values into their session with a client. Although members of i2a staff are not members of the Careers Development Institute, the Company does subscribe to it and keeps abreast of new developments.

i2a is building its network with external organisations, both for funding and referral opportunities. Forums and meetings attended by The Head of i2a and members of staff include the Voluntary Sector Forum, Sedgemoor Employment and Skills Group quarterly, Vibe and South Somerset Advisors group. Staff also attend Job Centre Plus communications meetings and the YHG team meetings, to promote provision and to share practice. Relationship building has led to the most recent contract with PLUSS as prime provider for Positive People, and as already noted, contracts are also held with Taunton Deane Borough Council and with Prospects for the National Careers Service contract in addition to the contract with YHG. There is a named project lead for each contract.

Currently effectiveness of partnerships is monitored through contract review meetings with funding partners, and through client satisfaction, outcomes achieved and informal feedback for less formal relationships with referral and signposting contacts. A more formal survey to ascertain effectiveness of referral contacts has been identified as an area for further development, and is included in this Report. Partners spoken to described how i2a contribute to their own outcomes, and enable access to services in a wider geographical area. i2a supports YHG to deliver across a number of their 2020 pledges, including 'Brilliant Service', 'Support and enable the vulnerable' and 'Work to reduce the social and economic gaps in our communities', and a report produced by YHG demonstrated i2a's contribution in their community investment outturn for 2016/17. This report showed that in total for the year 221 residents were supported into employment, 463 into training and that £855,552 had been secured for i2a to deliver employment support over 3 years. Partner comments included '*i2a have always delivered in quality, hard outcomes and customer feedback*'; '*i2a refer people back to us for IT and we feed people through to them, the transfers between us work smoothly*'; '*We trust i2a to support our customers. They don't duplicate the work we're doing, i2a provide the added value and extra time*'; '*i2a are absolutely fantastic in responding, and they're very forward thinking. We use them as examples of good practice*'

The Head of i2a is also the Quality lead. More robust quality procedures have been introduced internally in the last year, with clear reporting systems. There is a formal annual observation process, as well as peer reviews with detailed records and feedback. Results feed into appraisal reviews. A schedule of audits and observations is carried out by funding providers. A skills action plan checklist has been produced to ensure that everything is covered during sessions with clients. Feedback from staff and clients, as well as results of audits and observations all inform areas for improvement, and contribute to plans for continuous improvement.

7. Conclusion

How i2a meets the **matrix** Standard was well evidenced during the Assessment, together with the Company's commitment to continuous improvement in service provision. Some areas identified for further development had already been identified through the **matrix** self-assessment process, and this is a robust system for continuous improvement. It is hoped that those areas identified for further development in this Report will support i2a's plans going forward. Progress will be monitored through the first annual Continuous Improvement Check in 2018.

NB: Continued accreditation is subject to annual Continuous Improvement Checks at twelve and twenty-four months following assessment and three-yearly on-site accreditation reviews. If checks/reviews are not undertaken in a timely way this will have an impact upon your organisation's accreditation.

8. The matrix Standard Evidence Grid

Element 1 Criteria		Met	Not Met	Strength	AfFD
1.1	The service has clearly defined measurable aims and objectives which link to any wider organisational strategic aims.	✓			
1.2	The service is provided with clear leadership and direction	✓		✓	
1.3	The organisation implements policies to promote equality and diversity, impartiality, confidentiality and professional integrity in all aspects of service delivery	✓			✓
1.4	The organisation complies with existing and new legislation which might impact upon the service	✓			✓
1.5	The organisation defines client outcomes and uses them as a measure of success for the service	✓			✓
1.6	The organisation promotes the service in ways which are accessible to all those eligible to use it	✓			
1.7	Clients and staff influence the design and development of the service	✓		✓	✓
1.8	The organisation establishes effective links with other appropriate partnerships and networks to enhance the service	✓			

Element 2 Criteria		Met	Not Met	Strength	AfFD
2.1	The organisation uses its resources effectively to deliver the service	✓			✓
2.2	Clients are provided with current, accurate and quality assured information which is inclusive	✓			
2.3	The organisation defines the skills, knowledge, competencies and qualifications, in line with current national recognised professional qualifications and frameworks, for individual staff roles, linked to the aims and objectives of the service	✓			✓
2.4	Staff are supported in undertaking continuous professional development and provided with opportunities for career progression	✓			
2.5	Effective induction processes are in place for all staff	✓			

Element 3 Criteria		Met	Not Met	Strength	AfFD
3.1	The service is defined so that clients are clear about what they might expect	✓			✓
3.2	The service is delivered effectively to meet its aims and objectives	✓			
3.3	The service provided is impartial and objective	✓			
3.4	Clients are given appropriate options to explore and understand that they are responsible for making their own decisions	✓		✓	
3.5	When exploring options, clients are provided with and supported to use appropriate resources including access to technology	✓		✓	
3.6	Clients benefit from signposting and referral to other appropriate agencies or organisations	✓		✓	

Element 4 - Criteria		Met	Not Met	Strength	AfFD
4.1	The organisation measures and evaluates the service against its stated aims and objectives and identifies improvements	✓			
4.2	The organisation monitors and evaluates client outcomes to support and improve service delivery	✓			✓
4.3	The organisation evaluates feedback on the service to build upon its strengths and addresses any areas for improvement	✓			✓
4.4	The organisation evaluates the effectiveness of its partnerships and networks to improve the service	✓			✓
4.5	The organisation defines quality assurance approaches which are used to improve the service	✓			
4.6	Staff performance, linked to their role within the aims and objectives of the service, are reviewed and evaluated to improve the service	✓		✓	
4.7	Effective use is made of technology to improve the service	✓			✓
4.8	The organisation continually reviews improvements to help inform the future aims and objectives of the service	✓			✓