



Assessment Report

Young Gamblers Education Trust (YGAM)

Accreditation number: SOU-17-01807
Accreditation valid from: 18/12/2017– 18/12/2020
Assessment conducted by: Vincent Dolan



Investors in People
157–159 Buckingham Palace Road
London
SW1W 9SP

+44 (0)300 303 3033

The Investors in People (IIP) brand, trademarks, methodology and assets are owned by Investors in People Community Interest Company (registered in England and Wales with company registration number 10420361). The IIP Standard and associated products are delivered by Investors in People Community Interest Company.

©2017. The contents of this report, the IIP name, designs, mark and logo are protected by copyright and international trademark law. This report should be considered commercial in confidence. Investors in People Community Interest Company is recognised as the data controller in the context of all data relating to IIP.

Contents

Acknowledgements	3
Assessment Summary	4
Assessment Outcome	6
Context	6
Assessment Approach	7
Summary of Assessment Findings	8
Outcome against the 27 Framework Themes.....	15
Recommendations and Next Steps	16

Acknowledgements

The Assessor would like to thank the Trustees, the CEO, management and staff of Young Gamblers Education Trust, known as YGAM, for their commitment and support prior to and during this Investors in People (IIP) assessment. This level of engagement is key to the accreditation process and is necessary if the organisation is to continue to continuously improve and adopt the recommendations included in this report as the organisation grows.

The Assessor would also like to thank the organisation for providing a room for the on-site interviews and for the very warm welcome received and the hospitality provided.

Special thanks go to the CEO for listening and for taking on board the initial feedback, for his enthusiasm regarding IIP, his input to the planning process, his communication with the Assessor relating to organising the interviews, and for providing additional information in the run-up to the on-site interviews and after the assessment.

Most importantly, the Assessor would like to thank everyone who took part in the interviews, particularly the founders, for their willingness and their enthusiasm regarding the process and the noteworthy loyalty they have shown towards YGAM. The feedback contained in this report could not have been gathered without their honest and open participation.

Assessment Summary

Organisations that meet the world-recognised IIP Standard reflect the very best in people management practices. Underpinning the Standard is the IIP Framework. Based on twenty-five years of leading practice, the latest research and workplace trends, the IIP Framework is organised around nine key indicators of high performance, each with three underpinning themes.

YGAM was assessed for accreditation against the IIP 'Developed' level in December 2017. The assessment process consisted of initial discussions relating to the organisation's objectives, the production of an assessment plan, and interviews conducted with all members of staff chosen from across the organisation. In addition, the Assessor met with the founders, who are Trustees, and with volunteers. As part of the assessment, the following documentation was reviewed:

- CDM work plan
- Annual appraisal scheme
- Updates to all staff by email
- UoS and UEL progress update to Caesars
- Organisational structure
- Peer Education Strategy

In line with the evidence presented in this report, the decision has been made that the organisation satisfies all the requirements at the Developed level in the IIP Framework and, therefore, accreditation has been awarded.

Supported by a reasonably flat structure, professional in nature, and service oriented, with a clear focus on delivering niche services within a very new but relevant area, the organisation was found to have a culture which promotes innovative practice, high levels of teamwork and autonomy, and a willingness to engage staff in the planning and development of the organisation. Commitment to the values and what the organisation stands for is rated very highly by all members of staff, and by the Assessor, with positive comments also having been made in the annual review by many stakeholders.

YGAM is emerging as a successful start-up, non-for-profit organisation, building on the strong reputation of its founders, who bring their own personal experiences to the organisation, and who are also familiar with IIP, with the CEO having led other organisations through IIP accreditation.

There is a commitment and desire to ensure that the growth stage of this start-up organisation is managed well to assist it to develop and amend its practices and culture and to deliver new services, while holding steadfast to the strong, established values ethos within the current team. Undoubtedly, this will be an exciting and challenging time for the organisation, providing the opportunity to further maximise and capitalise

on the existing talent and potential as it grows and, as stated, to continuously use the IIP Framework as part of that. The use of the IIP online assessment tool will form part of the next assessment as additional members of staff are recruited.

Recommendations relating to areas for development are highlighted in this report and are outlined on pages 16 and 17. These recommendations should be considered within the overall context of the findings of this assessment. They are provided to ensure that the organisation can continue to realise its ambition of growing within a new, niche and noteworthy market, seeking to expand the culture and basis on which the organisation was founded.

Assessment Outcome



Context

The Organisation

The organisation sees IIP as a basis to start putting in place best practice now as the organisation grows, and as a worthwhile accreditation to have because the owners have worked with IIP in the past in previous organisations and recognise its value.

Mission Statement

The Young Gamblers Education Trust, known as YGAM, is a UK-registered charity with a social purpose to 'inform, educate and safeguard young people against problematic gambling and social gaming'.

Organisational Objectives

The organisation is a newly-formed enterprise (three years old) with an ambition for growth. YGAM aims to inform, educate and safeguard young people against problematic gambling and social gaming and works to raise young people's awareness of gambling and gambling-related harm, helping them to make informed choices through better understanding of gambling and its potential risks.

YGAM increases awareness of youth gambling as a public health issue with policymakers, educators and key influencers. IIP is seen initially as helping to put the foundations in place in terms of 'people management' and, as the charity grows, IIP is a key certification to have; YGAM's main ambition is to receive feedback and have areas of good practice acknowledged and areas for improvement identified. Due to the size of the business, the organisation has decided to opt for IIP assessment at the Developed level for now but is keen to move to other stages of IIP. There are many good practices in place and an ambition to develop further in many areas which are akin to IIP6. For example, the strategic priorities for 2017/2018 are as follows:

- Secure £500k via YGAM Innovation
- Work with up to 600 educational organisations
- Gain five new corporate partnerships
- Secure £100k of pro-bono/in kind support
- Reach up to 100,000 young people
- Deliver six University Peer Education projects and create twelve jobs
- Secure £400k income
- Achieve IIP

It is acknowledged that feedback from this assessment using the IIP Framework at Developed level will be used to: support future business growth, people management and developmental activities; and assist in the creation of a culture of high performance throughout the organisation, eventually linked to becoming an employer of choice at 'High Performing' level, as discussed at the initial planning meeting when the Assessor explained the full framework to the organisation. The CEO has already contacted CIC/IIP to look at ways of working towards 'Established' level and how there may be a link between IIP and what YGAM does.

Status

The IIP Framework is very much aligned with the objectives, as stated above, and the CEO and Trustees see IIP as a tool to help them to achieve their ambition.

Going forward as the organisation continues to grow, and as further discussed at the initial feedback meeting, the organisation should consider the impact and benefit of engaging with the full IIP Framework, undertaking an Insight Assessment to help shape and inform high-performing working strategies. This will be discussed further as part of the feedback meeting, with a suggestion to use the IIP online survey (OLA) as the staff numbers grow at YGAM, in addition to face-to-face interviews.

Assessment Approach



The Assessor interviewed a total of five employees from across the organisation; two of whom had recently joined since the initial IIP application was made. The Assessor also met the two founders, who are Trustees.



No observations were undertaken.



Analyses were as mentioned in other sections of this report.

Summary of Assessment Findings

Leading

Creating purpose in a changing environment, while motivating through change, has become an essential skill for many roles. High-performing organisations foster leadership skills at every level of the organisation in order to deliver outstanding results. Clarity of vision and purpose and how well leaders in the organisation inspire employees to perform are central to this principle.



Leading and inspiring people

There is inspiration and motivation running through YGAM, set from the top by the CEO and the original Trustees. The personal commitment and experience that they share also flows throughout the whole organisation. Furthermore, there is a well-thought-out strategy and current business plan in place, which members of staff are aware of and understand, and this was made readily available to the Assessor for him to review and ask questions, and which was confidently and proudly discussed at interviews.

There are many mechanisms in place and understood to be working well which bring clarity and trust to the vision and objectives, for example, Board meetings every eight weeks and staff meetings every 6–8 weeks. The cascading process and use of technology is evident in order to keep people up to date on the objectives and the role they play in delivering them.

Management and the line management function are clear to everyone, although this needs to be a developing function as YGAM grows. The CEO is very committed to the organisation, which is a strong function to have at this stage, and his knowledge-led leadership style is permeating throughout the organisation in a positive way, as is the approach, style and culture of the Trustees. All line manager appraisals are completed and are based around leadership and management, as well as the KPIs and targets that are in place for everyone.

“A lot of our work is built bottom up. We have a new three-year plan in place and ongoing Board strategy planning.”

“YGAM has evolved fantastically.”

“Trustees so proud to be part of it.”

“So proud of what we have achieved.”

“X is an excellent leader.”

“X is a role model.”



Living the organisation's values and behaviours

YGAM is very values driven, particularly relating to delivering its objectives and its influences throughout the gambling institutions in the UK. The message is clearly communicated and understood by everyone so that the values are 'entwined' with the work, for example, in the delivery of the course in colleges.

People spoken to by the Assessor not only know and understand the values but could state: "I can relate to every one of the values".

People are also recruited in line with the values, and at the end of the course delivered in colleges there is an evaluation which provides feedback relating to whether the staff values and the behaviours required are being delivered. This is reinforcing the values and behaviours required by the organisation.

"People are recruited in line with the values."

"The values are a great match for me."



Empowering and involving people

As a small organisation with people having to 'wear many hats', it brings with it empowerment, which is strongly encouraged, with trust and ownership being further encouraged by the CEO.

Many staff and team meetings take place, whereby people can talk about issues that affect them, for example, if someone has an idea how best to deliver a course at their particular college they are encouraged to put the idea forward.

People have one-to-ones, which are detailed and well supported, and further support them in their everyday work. Much informal discussion also takes place on a daily basis, with good use of technology being made in order to 'keep in touch'.

"Communications and team meetings are very helpful."

"Can input my own ideas to the courses. I make them very interactive."

"People are empowered and can come up with ideas."

Supporting

For many, constant change is the new norm. Sustainable organisations use flatter structures to enable faster decision-making, agility and customer focus. It is critical that people are supported to perform through the way in which jobs are designed, reward is structured, performance is managed, and the autonomy people must have to make decisions.



Managing performance

At the organisational level, managing performance, the process for applying it and the need to do it is in place and is clearly understood by the Board and management team. This occurs through upward reporting on KPIs, and the RAG system that is in place is working well, as confirmed by everyone spoken to by the Assessor. All members of staff have a work plan, which they receive feedback on, and which equally helps them to understand where they 'fit in' and what is expected of them. This was confirmed during the interviews, with the Assessor reviewing some completed work plans.

The Head of Operations, who manages most members of staff, puts a lot of time and effort into managing and reviewing performance and supporting staff. Staff confirmed that they play an active part in the process and believe that 'it's about them' and that they fully understand the process.

The KPIs play a significant part in measuring and assessing performance but people are also given feedback on 'softer' skills as well as their link to the values and mission of YGAM.

“Probation and supervision reviews occur.”



Recognising and rewarding high performance

Recognition and reward is high on the agenda at YGAM and it is known and understood that there is the need to have a culture of appreciation and reward in place. However, the approach to recognition and reward needs to be appropriate to a charity (which is the case), and needs to be understood by all.

Staff morale was seen to be very strong at the time of the assessment, and people do feel valued for what they do. Birthdays are celebrated and immediate thanks are given, sometimes with gifts. People seem to be very committed to the ethos and objectives of YGAM and therefore feel recognised and rewarded as a result of achieving their objectives and helping young people.

“Emails from the Chair and CEO to thank us.”

“Some social events.”

“I want people to be happy and grow.”



Structuring work

There is a clear structure set out at YGAM. This is explained to everyone at the induction session, including new Board members. The organisation is well positioned within the gambling sector and has the relevant support to enable it to achieve its aims. To this end, it has so far achieved many significant successes, for example:

- Reached 28,648 young people.
- Secured £291,101 of income and gained five new corporate partnerships.
- All roles and accountabilities are clear, but in a small start-up charity people are required to and do a variety of jobs within the organisation.
- Through the work plans and business plan, which are linked, people know and understand autonomy and decision making.
- There is a good culture of idea seeking and, for example, ways to develop the programmes to benefit a wider audience across the UK.
- Teamwork is encouraged, and although it is acknowledged that members of staff are out delivering the YGAM programme independently to colleges, they are still supported by the organisation as much as possible.

Improving

Constant adaption, flexibility and continuous improvement feature strongly in the very best organisations. For many, constant change is the new norm. Sustainable organisations develop capabilities, resources and plans for tomorrow. They foster innovation to find new ways to achieve results and to realise their ambition.



Building capability

YGAM has a strong commitment to learning and development, with effective utilisation of skills, knowledge and experience. Much activity takes place relating to learning and development, with courses being made available and being well attended, for example:

- Management training courses
- Fundraising courses
- Data courses

The above courses were discussed by members of staff, who stated that they were very useful in supporting them in their roles. A skills audit has also been undertaken for Board members. As the organisation grows, YGAM understands the need for different skills and abilities to be in place in order to help it achieve its ambition.

If people need advice or guidance it is readily available from Board members or as appropriate through the CEO or Operations Manager as well as using the YGAM Academy.

People are recruited in line with the values, and new members of staff interviewed thought that the induction process was thorough. There is also a probation period, throughout which people are well supported. All processes and systems in place relating to building capability are well communicated and understood by all.

“All DBSs are completed for everyone and all safeguarding issues covered.”

“Much coaching and mentoring from the CEO.”

“Train the trainer workshops.”



Delivering continuous improvement

A strong culture of learning and continuous improvement is in place throughout YGAM e.g. a thorough QA process is in place. All courses that YGAM delivers are evaluated, and feedback is acted on as appropriate.

The organisation is keen to learn a lot from the industry, with good examples being noted, as follows:

- Industry involved in the vision
- Advice and guidance given
- University of London has evaluated YGAM's programme
- Person-assured quality standard

There is a culture of continuous improvement throughout YGAM as it develops and matures. Members of staff are consulted on improvements through one-to-ones and staff meetings, and contribute to such issues as changes to college programmes and internal processes, for example, work plans.

YGAM is constantly looking for and encouraging new ideas, from staff, Board members and from working with other bodies such as the Responsible Gambling Strategy Board (RGSB). There is also an innovation section on the YGAM website which people are aware of and use.

“We’ve worked together to put clarity around a lot of things.”

“Overall evaluation project in place.”

“People leave because they are students. Exit interviews conducted and information fed into recruitment.”



Creating sustainable success

YGAM has a clear focus on the future relating to growth and how the organisation will continue to evolve and become the ‘leading voice’ for young people with gambling problems in the UK. These priorities are well communicated, as the 2017/2018 priorities highlight, and staff talked positively about the successes, for example:

- Reaching up to 100,000 young people
- Delivering six Peer Education projects and twelve new jobs

- Working with 600 educational organisations

“We are at the top table of the gambling organisations in the industry.”

New initiatives and updates on changes are well communicated, for example, the appointment of new Board members, working with new clients and working in new areas.

The understanding of the external context is very strong and YGAM plays, and in places leads, on many initiatives in this area. There are many high-profile stakeholders who YGAM have secured support from, as follows:

- Paddy Power
- Belfair
- Ladbrokes
- Coral
- Thomson Reuters Foundation

YGAM also has an impressive list of key customers, who play a part in working with young people, as follows:

- Cheshire Constabulary
- Barnardos
- House of Commons

Furthermore, YGAM is keen to work with employers and to forge a closer working relationship with IIP.

“Strategy day planned in January 2018.”

“Quite a dynamic organisation.”

Outcome against the 27 Framework Themes

		Developed
1. Leading and inspiring people	Creating transparency and trust	■
	Motivating people to deliver the organisation's objectives	■
	Developing leadership capability	■
2. Living the organisation's values and behaviours	Operating in line with the values	■
	Adopting the values	■
	Living the values	■
3. Empowering and involving people	Empowering people	■
	Participating and collaborating	■
	Making decisions	■
4. Managing performance	Setting objectives	■
	Encouraging high performance	■
	Measuring and assessing performance	■
5. Recognising and rewarding high performance	Designing an approach to recognition and reward	■
	Adopting a culture of recognition	■
	Recognising and rewarding people	■
6. Structuring work	Designing roles	■
	Creating autonomy in roles	■
	Enabling collaborative working	■
7. Building capability	Understanding people's potential	■
	Supporting learning and development	■
	Deploying the right people at the right time	■
8. Delivering continuous improvement	Improving through internal and external sources	■
	Creating a culture of continuous improvements	■
	Encouraging innovation	■
9. Creating sustainable success	Focusing on the future	■
	Embracing change	■
	Understanding the external context	■

■ Met

□ Not Met

Recommendations and Next Steps

This assessment has used the IIP Framework at a Developed level to benchmark YGAM's people management and developmental practice. Analysis of the information collated through planning discussions, interviews, general observation and documentation review has confirmed that the organisation is an IIP organisation.

Further enhancement of the people management and development systems and processes is viewed as an important aspect of the future strategy for the business, particularly to support the growth process, as outlined in the priorities for 2018. It is important to continue this developmental journey – but in line with the values and culture – and to use feedback from both internal and external sources to help inform growth plans.

Taking appropriate and timely action in terms of the development and implementation of any developed people strategy will help enhance levels of understanding and 'buy-in' to the achievement of the business plan, and will continue to strengthen individual and team alignment to the organisation's objectives and future challenges. As part of this, continuing to develop policies and strategies for people will be important, but the organisation should not implement a system that undermines the free thinking and participation of everyone within YGAM. This will need careful administration.

The following recommendations are made to assist the leadership team as part of the growth process, and are based on the IIP assessment findings.

Building on the good practice already in place, consideration should be given to the following:

- Within a small organisation, it is difficult to 'take time out of the business' to review strategy and growth, but it is advised to do this either annually or biannually. People stated the need for more time to reflect and 'follow through'. As there are new Board members in place, a new Chair and new members of staff joining the organisation, 'time out' with all parties is advisable, if that can be managed, given the challenge with resources.
- Spend some time revisiting the values, the behaviours and the brand, maybe at a staff away day. A number of people will join the organisation at different stages as a result of its growth, and a values and brand exercise is a good initiative to implement for all members of staff from time to time.
- As the organisation grows, consider a Training Needs Analysis for the whole organisation based around the organisation's objectives and vision, similar to the one undertaken for Board members, e.g. in order to ascertain understanding of different types of gambling. This was an issue raised by some members of staff.
- Where possible, consider line management training for those members of staff who would benefit from it and who may take on leadership roles, in order to help define what management will be like within the culture of the organisation.

- Induction is deemed to be working well overall but a few comments were made stating that it can be resource intensive at the start.
- Members of staff do feel valued but also mentioned that the pressures on time and resources can mean that immediate feedback is not always given, although it is recognised that this is a challenge with people working remotely in colleges.
- The issue of communications and the discipline relating to communications was raised, and it is recommended ensuring that it continues to evolve throughout the organisation, and that it works for everyone. For example, more could be done to promote the achievements of YGAM and the work carried out for some of the high-profile organisations, as outlined in the Annual Review booklet.
- Continue working with IIP, ensure that the IIP brand is in line with the organisation's brand and values, and that the IIP logo is successfully advertised so that prospective stakeholders, funders, clients, other organisations and all members of staff are aware that the organisation has been accredited as an IIP organisation.

Key dates for the next stages of the YGAM IIP journey are as follows:

Accreditation Date	12-Month Contact Date	24-Month Contact Date	Accreditation Expiry Date
18/12/2017	18/12/2018	18/12/2019	18/12/2020

Get in touch:

Call us on 0300 303 3033 today

Follow us on Twitter: @IIP

Go online: www.investorsinpeople.com



The Investors in People brand, trademarks, methodology and assets are owned by Investors in People Community Interest Company (Company registered in England and Wales No: 10420361).

©2017 The Investors in People name, designs, mark and logo are protected by copyright and international trademark law. For more information or to report a possible infringement please contact info@investorsinpeople.com. No part of this publication should be reproduced, sold or copied without the permission of the copyright owner.