

Board in the City pioneering STEP (Supported Transition Engagement Programme) developed in partnership with Owl XL CIC

Developing the monitoring system

Following an impact strategy MOT in September 2021, 36 potential social outcomes were identified within Board in the City CIC's plans (hereafter referred to as BitC).

Based on the social outcomes that were relevant to staff and volunteers, a progression monitoring system was developed to give focus to what abilities each individual was developing within their roles at BitC.

The STEP programme (Supported Transition Engagement Programme) was devised, looking at what strengths each individual have that they can build on to develop the outcomes they identified as being of a greater challenge. The aim behind the programme is to enable conversations for each individual to reflect on their abilities by mirroring to them the perceptions they have and the words they use. Feedback is also initiated with team members who can assist their reflections with observations from those they are working alongside.

The STEP programme was trialled in October 2021. The first individual was delighted with the visual way he was able to see his progression and the focus this brought to his understanding of the benefits of volunteering at BitC. His team were also amazed to see what he had achieved and the contribution they had made to his journey.

Overview figures

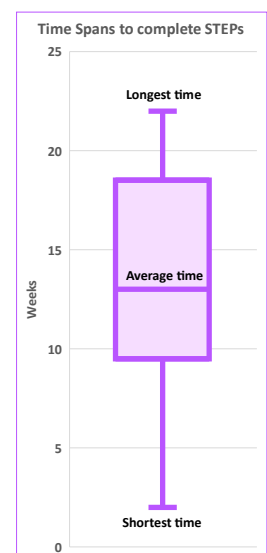
Since October 2021 23 individuals have had an initial conversation to start their STEP.

- 13 have completed the programme and had a final review conversation.
- 7 are currently on their STEP.
- 3 have chosen not to continue with their volunteering before their first review and not completed their STEP.

The average time taken to complete a STEP is 13 weeks.

The first trial STEP was done over 2 weeks, after which, apart from a 1 week work experience, the shortest since then has been 6 weeks.

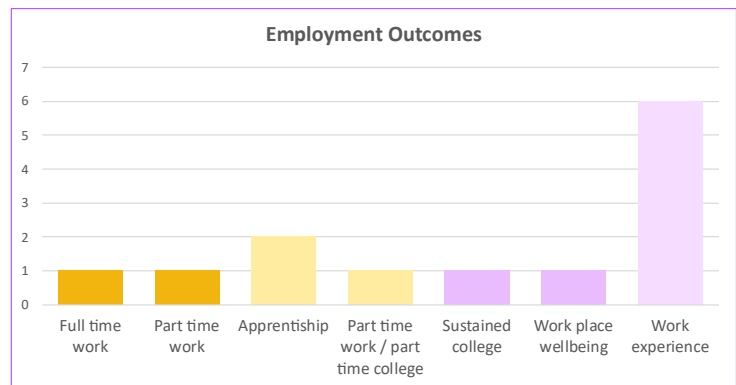
The longest time taken has been 22 weeks.



Employment outcomes

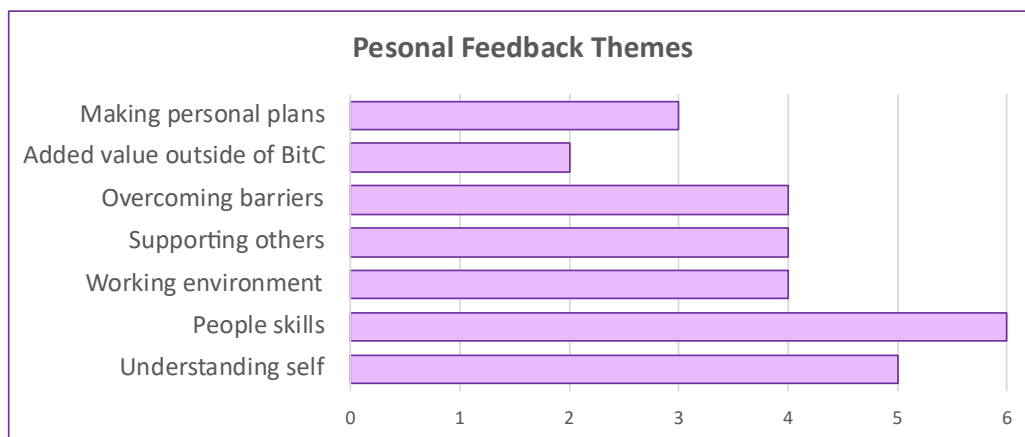
- 6 individuals have completed STEP as part of their work experience placement, using the opportunity to recognise skills and attributes gained during the course of their placement.
- 3 individuals have gained paid work. 1 is now doing full time work, which is a stepping-stone to help him re-access his college course. 2 others are now doing part time work.

- 1 of those who gained part time work has used this opportunity to return to and sustain their college course.
- 1 other individual has been able to sustain their college course as a result of improved resilience.
- 1 individual was improved their work place wellbeing, making their employment much more stable.
- 2 individuals have gained apprenticeships as a result of being able to talk about their progression through STEP.



Personal outcomes

The participants' comments given about their personal outcomes show 7 key themes that they recognise as core to their personal development:



Using the STEP reflective interview technique with staff from another organisation (outcomes of which are not included within our analysis), one of the individuals was able to make an immediate change that has turned her work situation around. The interviewer said “I saw the fastest impactful adjustment that someone has made!”.

Work carried out by BitC

The abilities highlighted in the STEP programme were identified as those key to the work carried out at Board in the City CIC and are divided into 5 areas:

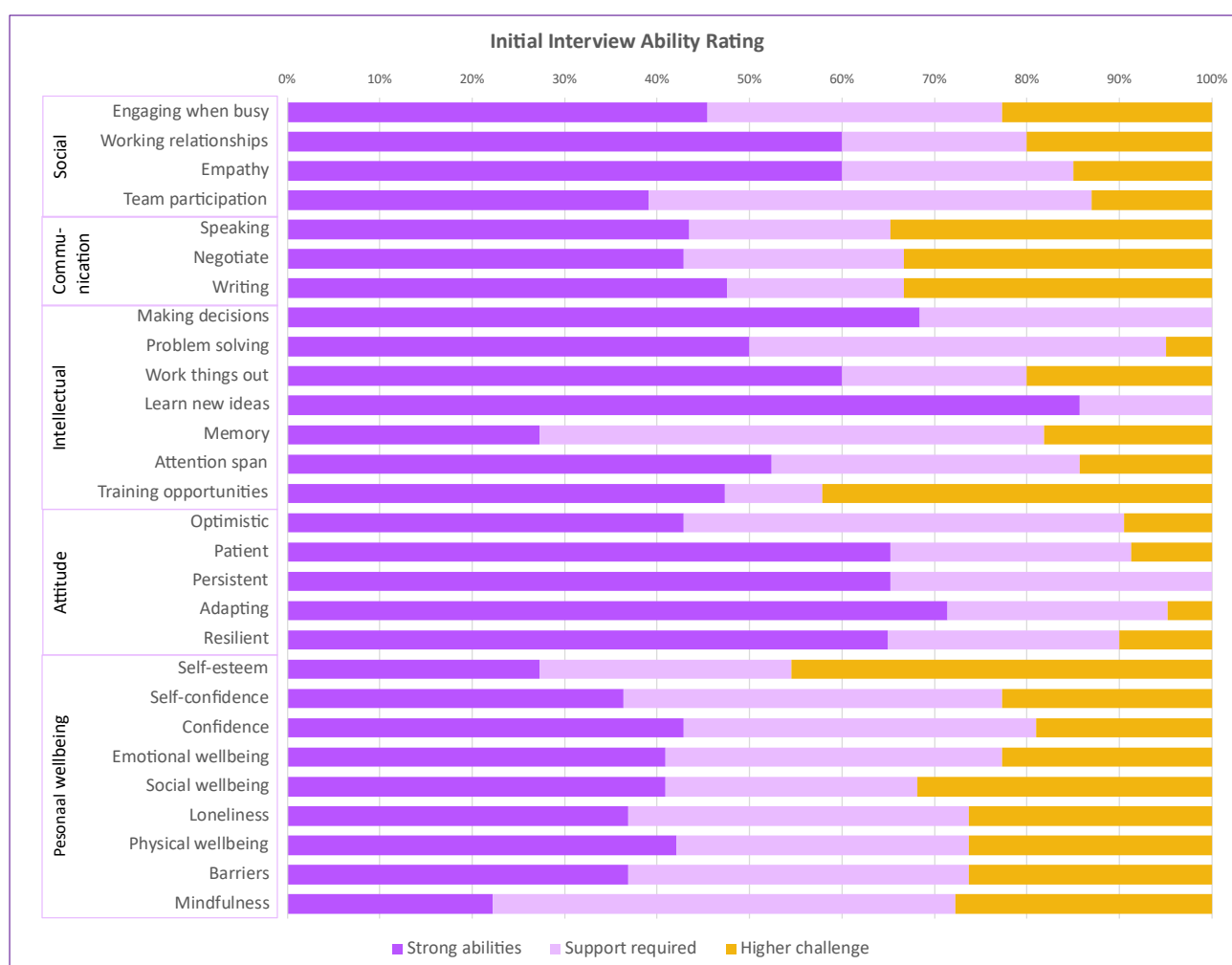
- Socialising
- Communication
- Intellectual ability
- Attitude
- Personal wellbeing

Within each area there are 3 - 9 specific abilities.

Abilities within **Attitude** are rated on general as the participants' strongest, creating the foundation on which they build up on those giving them more challenges. 71% rated their ability to learn and adapt as a key foundation ability, and 65% rating persistence, patience and resilience as other strong abilities. In this area optimism is the only ability that was generally rated lower, with 43% seeing this as a strength.

Abilities within **Intellectual** are rated on general as the participants' second strongest area. 86% saw a key strength in their ability to learn new ideas, 68% in being able to make decisions, and 60% at being able to work things out for themselves. The lowest rated ability in this area is being able to access training opportunities, which could be said is more of a practical situation, but 42% report it to be a challenge for them to achieve.

The **Personal Wellbeing** area is the only one to have under 50% of participants rating any of the abilities as their strong foundation and the highest % of abilities being seen as their challenges. Self-esteem in particular has the highest percent at 45% being their greatest challenge.



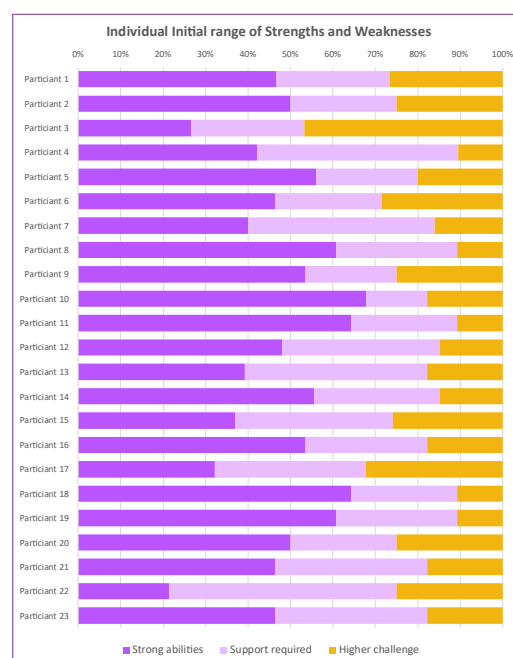
These ratings demonstrate where Board in the City CIC need to focus their work and support to enable participants to develop their challenge abilities (areas of yellow Higher challenge in the graph above).

Individual profiles

STEP is designed to identify what each individual see as their stronger abilities, which means that even though the ratings per ability given by each individual may differ, the profile of strengths compared to those seen as challenges should be roughly the same. This enables work at BitC to focus on abilities that really need the support. However, some individuals may see most of the abilities as strong, with maybe just a couple of abilities seen as stumbling blocks, or adversely that most of their abilities are weak with just a couple of abilities as their core strength, so their profiles do provide the team at BitC with information as to the amount of support that is going to be required.

- 74% of the participants have rated more than half of all the abilities as strengths.
- 17% have more abilities needing support than in strengths or challenges.
- Only 1 participant has more challenges than strengths or abilities needing support.

Participants with very specific challenges need planned support to meet these, whereas those with a more evenly spaced profile benefit from taking part in a variety of work related activities. STEP has enabled BitC to develop this side of their work by giving them a more focussed view of where support is needed for each individual, alongside information about where individuals' strengths are to enable efficient progress. This is also why BitC is able to support such a diverse range of individuals due to their wide range of work activities involved within the enterprise that individuals can be engaged with.



Progress made

Review 1 is the first time participants see the traits grouped into the STEPs. With this in mind they indicate whether they feel the same confidence level as when they talked about the traits initially or whether their confidence levels have increased or decreased. As this is often a new process to those participating Review 1 can often be different to the initial discussion once the participants start on the programme and have time/experience to reflect.

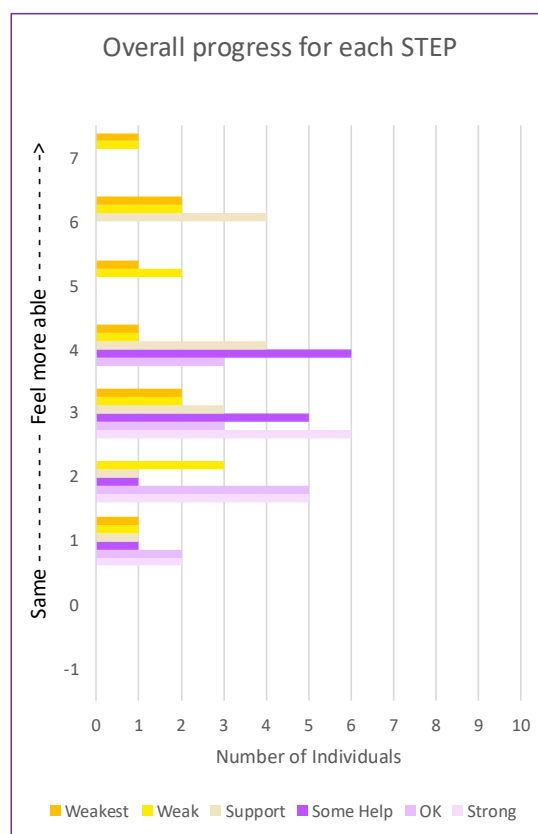
Review 2 and 3 indicate how well they feel they have progressed from their initial starting point: stayed the same, feel less able, gained in ability.

Overall progress is the distance progressed between Review 1 and Review 3.

The measurement gage we have created specifically for analysing STEP progress. Minus numbers show a reduction in confidence of the related abilities and the positive numbers indicate how much greater their confidence is in their abilities from when they started the programme. The progress numbers do not represent anything particular, just allow for a range to be created for comparison and to demonstrate the journey an individual has taken.

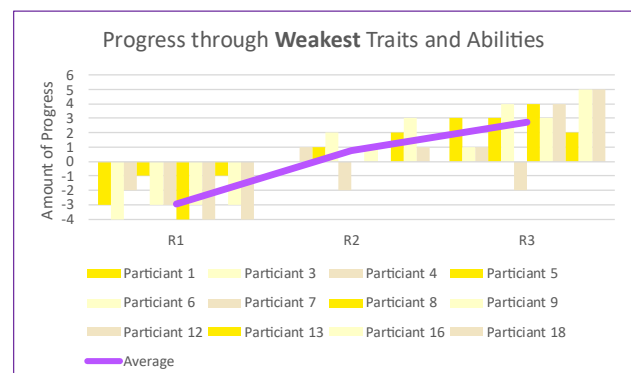
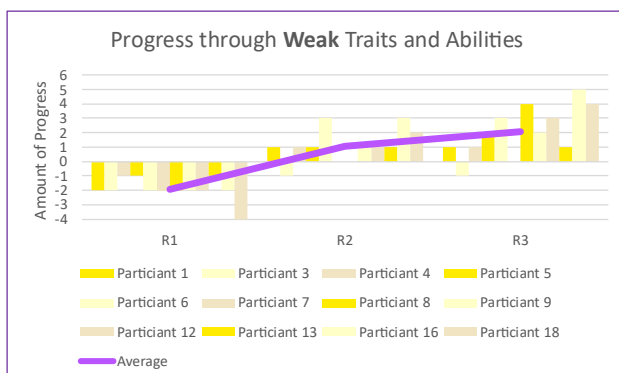
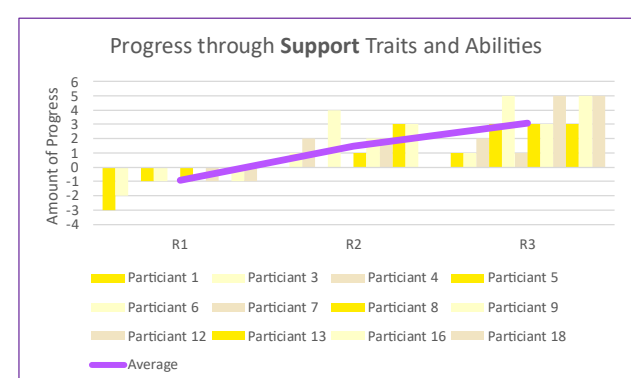
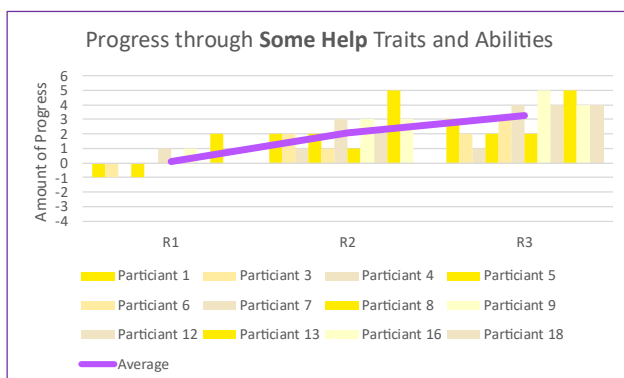
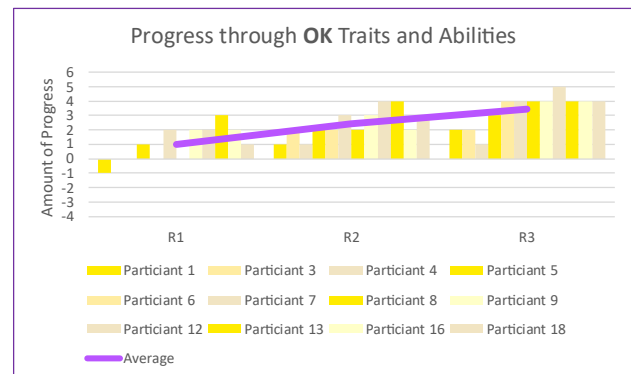
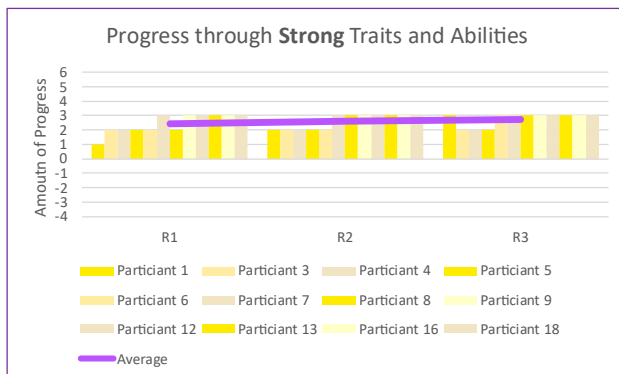
Analysis between original and final ratings show:-

- The **strongest abilities** all stay strong, no participants have said that they have reconsidered their original rating as incorrect and that seeing their strengths visually has helped them to use them as their foundation for development.
- Confidence in all **strong abilities** have increased between 1 to 3 levels.
- For four individuals their confidence in their **OK abilities** stayed the same at review 1, but all have increased between 1 to 4 levels by the final review.
- For nine individuals confidence in their **Some Help Needed abilities** stayed the same or went down a level at review 1, but all have increased between 1 to 4 levels by the final review.
- For four individuals confidence in their **Support Needed abilities** stayed the same at review 1 and for the other eight their ratings went down between 1 to 3 levels. By review 2 confidence in their abilities had progressed back up and by the final review all abilities had increased by 1 to 6 levels.
- The confidence of all individuals in their **Weak abilities** went down between 1 to 5 levels at review 1. By review 2 confidence in their abilities had progressed back up and showing positive signs of progression, except for one individual. By the final review the individual who had struggled at the first 2 reviews had progressed overall by 1 level, 6 individuals had progressed between 2-3 levels, 3 progressed 5-6 levels and 2 had progressed 7-8 levels.
- Confidence variances are similar for the individuals' **Weakest abilities**, going down between 1 to 4 levels at review 1. By review 2 confidence in their abilities had progressed back up and showing positive signs of progression, except for one individual (not the same one as above). By the final review the individual who had struggled at the first 2 reviews had progressed overall by 1 level, 4 individuals had progressed between 3-5 levels, 3 progressed between 6-7 levels and 4 had progressed 8-9 levels.



The reduction in confidence at review 1 is minimal, some of the figures are a result of the grouping together of abilities into the various STEPs, rather than being a true indication of losing confidence. However, the number of progress steps indicated is not key, it is the pattern of progression that is the most important outcome. When we first started this programme we expected confidence in their weaker abilities to increase, but we have been really excited to see how building on strengths has dramatically increased the weaker abilities. All individuals who have

taken part have said that the visual presentation made a big difference as to how they viewed the process and were able to recognise how all their abilities worked together to give them overall confidence.



Concluding words from Hayley Binstead, Founder of Board in the City

“STEP shows how powerful self-reflection is in the initial interview stage. I have been blown away by the 100% success of progressions we have seen in every individual who have gone through STEP.”