



Annual review report

bctg

Accreditation number: CEN-18-02221

Accreditation valid from: 24/10/2018

Assessment conducted by: Pauline Price

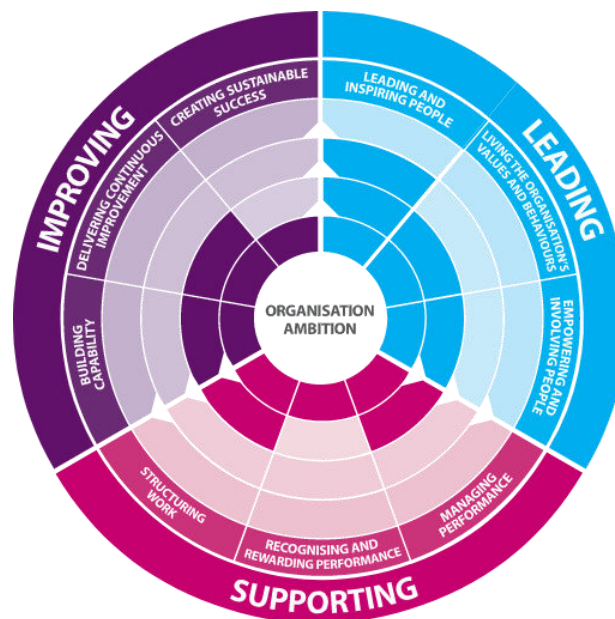


Summary of Annual Review

The annual review was conducted on 15th November 2019 in a meeting between Pauline Price, Sarah Mathews (Group Operations Manager) and Jayne Willis. The discussion revolved around the changes that had occurred since the assessment in October 2018 and the acquisition of Eurosource in July this year.

Previous Assessment Results and Recommendations

On the 24th October 2018 bctg was accredited with the Investors in People Gold award. The overall findings are shown in the heatmap below.



In particular, bctg were found to have a number of particular areas of strength during the assessment:

- Inspiring leadership, open honest and transparent
- Strong commitment and belief in the vision and values.
- A clear and consistent vision of what the organisation aspires to achieve.
- A proactive approach to improving performance and introducing change to adapt to the external pressures.

The key recommendations made as a result of this assessment were:

- To fully meet High Performing, consider how future leadership capabilities might be defined, in line with the values, to bring greater consistency of understanding about leadership requirements and how these challenges would be met. Consider in addition to the People Strategy a Management Charter/Strategy. Clearly defining the leadership capabilities for the future would provide a framework for ongoing review, development and progression.
- Coaching and mentoring could be more formalised, and embedded as part of the culture. There is some good practice albeit adhoc taking place.

- Consider clarifying the expectations/behaviours to everyone, linking them to the Values and including them within appraisal. People's behaviours can be assessed against the organisation's values but also data and evidence captured and used effectively to improve the performance of people and the organisation.
- Performance target setting is currently strongly led by senior managers; not everyone sets their own stretching targets, which would support higher-level accreditation.
- Consider how you might further offer more opportunities to people to 'grow their capabilities to the best they can', this might be greater opportunity for temporary secondment to another team.
- Consider developing a more routine and robust succession plan that includes unique roles and defines the capabilities required in more detail so that internal talent can be managed and career pathways identified.
- Continue to build on the culture where innovation is grown at all levels, where people 'regularly' aim to improve performance both internally and externally. There are in place some good examples.
- Consider developing a robust approach to evaluating the impact of learning and development across all teams to understand the impact on people's progression opportunities.
- Continue to, and consider how you might use additional metrics or 'data' wherever captured to strive for high performance.

Context of Annual Review & Progress Against Action Plan

- Bctg has been exceptionally busy over the last 3 months with contracting and the changes to reform. Chris has taken more of a back seat having delegated responsibilities to managers thus able to deal with more strategic matters (e.g. attend LEP meetings).
- The SMT is more robust now, a better support mechanism is in place centrally.
- Following near bankruptcy, Eurosource (previously an Investors in People accredited organisation) was acquired by bctg. Subsequently all of the management and administration is done at Oldbury. Unfortunately some redundancies had to be made (due to duplication of roles) but is on a nice even keel now, got a strong steady workforce and in a better place now financially, making a small profit albeit still in debt. It is still separate at this moment in time but steps have been taken to bring it into the group structure. There are 18 staff.
- There has been a restructure in Further Training as the manager left and this gave the push/opportunity for change and 2 new posts were recruited. An Ofsted monitoring visit was carried out in August this year with Reasonable outcomes against all themes.
- Job descriptions have been reviewed and revamped, they have been enhanced for those within Further Training to be standardised across the organisation e.g. for Advisors thus cross support can be given when required and a more consistent approach across the business, (dual professionalism was mentioned a E&T qualification)
- New contracts were given for West Midlands Combined Authority (WMCA) as local authorities devolved, combined this year for regional funding (all were ESFA). There is a requirement to be very specific on what the money will be spent on.
- During staff and Board away days, the KPI's have been reviewed and a new set published for 2019/20 (as observed, as displayed on the meeting room wall).
- There are plans to review the staff handbook to clarify the expectations and harmonise the terms and conditions of bctg and Eurosource (as 2 sets are in place currently).

- The ambition is from good to great training and have been aligning 121's and CPD in line with the KPI's. People are encouraged to share what they have learnt post training and to evaluate the benefits of attending. An example given included a workshop delivered by Sarah re Croner HR updates and the employer perspective and Jayne delivered EPA training
- Moving over to office 365 – this will be a benefit as staff will all have access to the same system e.g. the diary.
- Mental health awareness training has been delivered to all staff and similar programme for learners.
- TEAMS can be set up such as for SMT (have IT digital trainer roles)
- A contract review in April resulted in the only Hub to be successful in bid submission, as higher achievement rates and referrals of ex-offenders.
- Bctg sponsored Black Country Talent Match awards event last month. (Best mentor across the region).
- Annual appraisals due now and again in April, linked to bonus but regular 121's in between. We discussed if Behaviours were incorporated.
- Canvas – is the learning management system used and is a good platform to store resources on
- Having a big launch for Learners thus training for all staff across the consortium on safeguarding, the PREVENT agenda (Ofsted were impressed with this and gave praise)
- Got some development groups together to lead and run on projects e.g. Canvas and sector led projects (reps from across the group).
- Staff away days are planned for Pacs & Qacs to sign off their KPI's together and to breakdown and clarify the roles and responsibilities to ensure a fair spread of workload.
- There has been a promotion for an admin member of staff to performance and compliance manager
- Bctg are opening a construction centre in Wolverhampton, the first training centre of its kind leading to great opportunities.

Key Areas for Focus

The annual review did not highlight any concerns that could impact on the ongoing accreditation.

The stated ambition of bctg is to achieve Investors in People Gold/Platinum accreditation at the next full review in October 2021.

A fundamental requirement of becoming a Gold/Platinum organisation is to be able to demonstrate that, as an organisation Bctg is actively operating at the Advanced/High Performing level across all nine Investors in People Indicators.

12-month Action Plan

The leadership team has continued to consider the feedback provided to further raise performance against the Investor in People standard. Further considerations:

- Are 'People's behaviours assessed against the organisation's values' (This is a requirement at **Established** level). Consider the inclusion of Values and Behaviours within the Appraisal documentation thus a 'values based appraisal system'.

Date of Next Intervention

BCTG Accreditation date	BCTG 24-Month Review	BCTG Accreditation Expiry
24/10/2018	24/10/2020	24/10/2021

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