

# INVESTORS IN PEOPLE™

We invest in people



## Feedback

### BCTG

Project number: CEN-21-00530

Practitioner: Sharon Rowe

Date: 27.10.2021



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# You did it!



You're at the Gold level of our We invest in people accreditation.

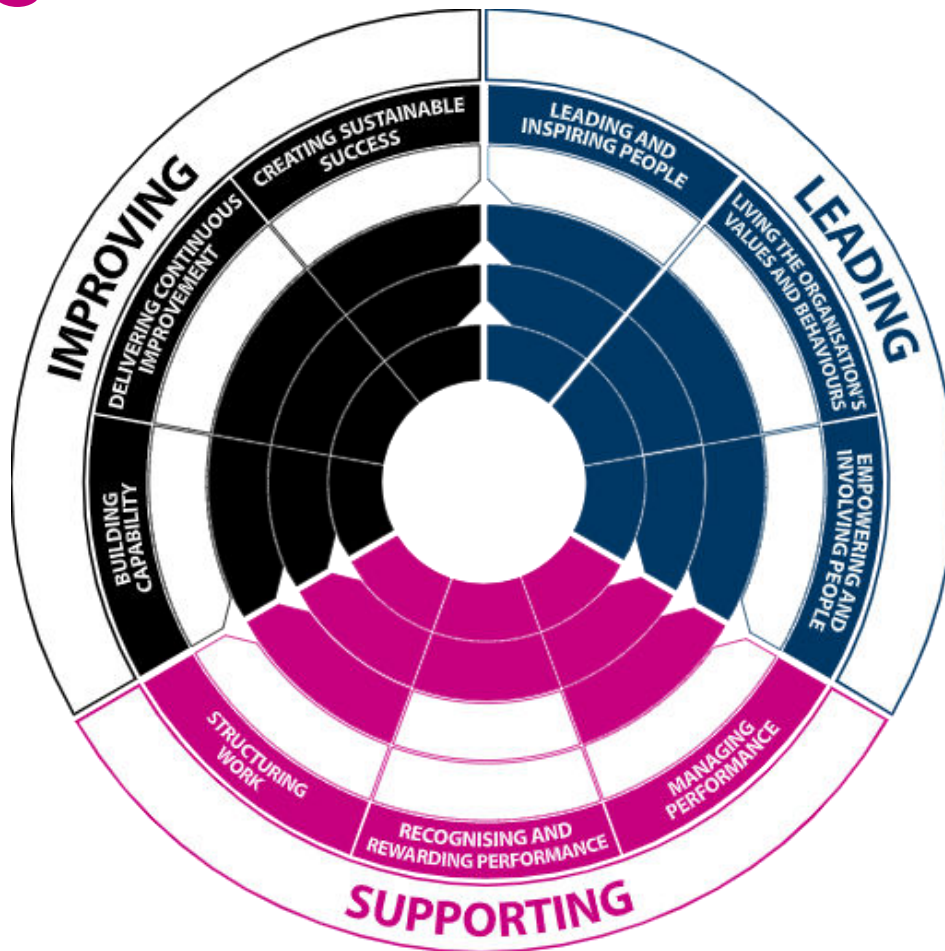
## Detailed feedback and recommendations inside...

- What to be proud of
- Recommendations
- What's next

## Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
27/10/2021	27/10/2022	27/10/2023	27/10/2024

# At a glance



## INVESTORS IN PEOPLE™ We invest in people Gold

Over the last 3 years you worked really hard to maintain BCTG at the Gold standard and aspiring towards achieving Platinum standard. The following four points are just examples of the excellent work that you have done which demonstrates the progression made:

- The level of output you place on charitable activities is amazing. As a business you are very humble and do not recognise the impact that you have had in the community at large.
- Your values are what drives your people to do an amazing job for the apprentices and this in turn is demonstrated in the attainments and business achievements gained.
- There is a robust policies and procedures system in place ensuring they are all up to date and represents best practice alongside compliance.
- You are a growing organisation and appears to be constantly thinking about 'what else', 'where else', 'how to', and 'who else'.

## Acknowledgements

I would very much like to thank all of you for the wholehearted contribution made to the assessment process. The participation in the online survey, 91% response rate, enabled an excellent level of opinion data which was used, as well as people's proactive engagement in interviews which took place supported in collecting a wealth of feedback.

Special thanks to Sarah Matthews and Jayne Willis who orchestrated the whole assessment and coordinated people to be in the right place at the right time (both virtual and face-to-face).

It was a pleasure to see your people's passion for their work, their pride and focus on the vision, as well as captured thoughts and opinions, examples and anecdotes.

Well done to you all and congratulations!

# What to be proud of

From listening to you, your people and reviewing documentation, listed below are some key areas as an organisation you should be proud of:

- It is clear from the assessment that people clearly love working for BCTG and believe it to be a great place to work. The people I interviewed gave many examples to confirm this belief which is detailed within your report. I also observed an overwhelming sense of genuine pride, engagement and commitment. *“I would run over hot coals for this company. They go over and beyond where possible. They promote you to be the best that you can be. They take a personal interest in work life and home life. Which I think it is really good. You never feel like a number.”*
- Whilst you experienced the impact of Covid-19, you ensured the correct safe systems and support were in place to ensure it did not affect any of the apprentices or your people. In fact, your people thought you transited from paper based and face to face systems to the virtual platform relatively smoothly.
- Providing everyone with the opportunity to attend an interview they have applied for is a sure testament to you wanting to develop and grow your people.
- There is a strong focus on strategic planning which is communicated at every level ensuring the vision and KPOs are clearly understood.
- People were genuinely engaged with the assessment process, very forthcoming with their views and appreciated the opportunity to express them in a passionate and transparent manner.
- Investing in your people is important to you and the level of CPD support you offer is fantastic.
- Indicator 6, Structuring Work, scored highly in the online survey at 89.6%.
- The sincerity of the MD is transparent as he gave a heartfelt message to all the people *“They should be extremely proud of what they have achieved because it would not have happened without everyone’s contribution.”*

# What to work on

Development Action	Related to area of practice	How this relates to your strategies
<p><b>Investors in People submission</b></p> <p>With regard to some of the IIP indicators, the practice of <b>high performance</b> is not far off the advanced level. Working on an action plan over the next two years or so will help you to become high performing overall with continued support from your people.</p>	<p>All indicators especially indicator 8</p>	<p>Link into the HR strategic plan and business strategic documentation</p>
<p><b>Reward and recognition</b></p> <p>You could further develop reward and recognition by continuing to involve all your people in shaping and designing an approach that matches their motivations. This will go some way in them feeling genuinely appreciated.</p>	<p>Indicators 3, 4 and 5</p>	<p>Your people are your future. If you get the package right it will positively impact on their motivation, all of which will result in your people achieving the KPOs and in some instances achieving higher performance.</p>
<p><b>HR and learning &amp; development systems</b></p> <p>You have made a significant investment in training your people and it is imperative for you to monitor the ROI.</p>	<p>Indicators 4 and 7</p>	<p>This will allow the business to be in a position to monitor and evaluate performance management and learning and development.</p>
<p><b>Embracing change</b></p> <p>You do not have a formal process for involving people in reviewing the impact of change and how the results and analysis of this activity link direct to learning that will help shape ongoing continuous improvement activities. ‘you said’, ‘we did’, ‘impact’</p>	<p>Indicators 3, 8 and 9</p>	<p>This will enable your people to be more involved and drive the changes forward. This in turn will mean your people are taking ownership of BCTG.</p>

<p><b>Improve through internal and external resources</b></p> <p>Consider a system which will allow your people the autonomy to manage their own CPD and development. The platform should allow individuals the opportunity to focus on the impact of their investment by using a model which aligns your key strategies, values, behaviours and other relevant business areas. This will allow you to realise the overall impact and will enhance what you already have in place.</p>	<p>Indicators 2,3, 4 and 7</p>	<p>The evaluation reporting will be more in-depth and measure how you have measured capability against the strategic aims.</p>
<p><b>Positive trends</b></p> <p>It is important for you to use HR KPIs/KPOs as the template to record and monitor the people trends, especially over the next 2-3 years.</p>	<p>Indicators 4 and 5</p>	<p>Link into the HR strategic plan and learning &amp; development plan which will enable you to assess the effectiveness of your people.</p>
<p><b>Developing leadership capability</b></p> <p>Every organisation needs successful and good leaders at every level who have the critical capabilities and skills they need to succeed - now and in the future. Consider linking the capabilities and skills into your leadership training which will make it bespoke to you.</p>	<p>Indicators 1 and 7</p>	<p>This will give you the opportunity to develop the current and future leaders' using a programme that relates to you.</p>
<p><b>Active role models</b></p> <p>The senior management team joined together has a wealth of knowledge and experience. Consider how this can be used to either mentor or coach your people which will help to grow your people the BCTG way. This is another</p>	<p>Indicators 1, 7 and 9</p>	<p>Coaching and mentoring becomes a natural development resource used. Knowledge and experience are disseminated and retained within BCTG</p>



opportunity to grow your own internally.		
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# Congratulations on achieving the Gold level!

You **care** about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

## What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

### WHO?

The meeting will include Sharon Rowe (IIP Practitioner), Sarah Matthews and Jayne Willis

### WHEN?

The feedback meeting is scheduled for **November 2021**

### WHERE?

We'll meet face-to-face or virtually via Zoom or Teams

### WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

## To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years later.

# Don't forget to celebrate!

Let your people know who how you did. Reward them for their hard work and include them in the journey you're on.

# Assessment results

## Your results by indicator

INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED
LEADING AND INSPIRING PEOPLE	Creating transparency and trust			✓
	Motivating people to deliver the organisations objectives			✓
	Developing leadership capability			✓
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values			✓
	Adopting the values			✓
	Living the values			✓
EMPOWERING AND INVOLVING PEOPLE	Empowering people			✓
	Participating and collaborating			✓
	Making decisions			✓
MANAGING PERFORMANCE	Setting objectives			✓
	Encouraging high performance			✓
	Measuring and assessing performance			✓
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward			✓
	Adopting a culture of recognition		✓	
	Recognising and rewarding people		✓	
STRUCTURING WORK	Designing roles			✓
	Creating autonomy in roles			✓
	Enabling collaborative working			✓
BUILDING CAPABILITY	Understanding peoples' potential			✓
	Supporting learning and development			✓
	Deploying the right people at the right time			✓
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources			✓
	Creating a culture of continuous improvements			✓
	Encouraging innovation			✓
CREATING SUSTAINABLE SUCCESS	Focusing on the future			✓
	Embracing change			✓
	Understanding the external context			✓

# Survey highlights

The assessment process combines the collection and use of both quantitative and qualitative feedback as a means to gauge the opinion of people who contribute to the success of the organisation. The number of people responding is significant to make sure there is validity to this collective opinion.

## Benchmark



- YOUR BENCHMARK
- **725**
- AVERAGE IIP BENCHMARK \*
- **727**
- AVERAGE INDUSTRY BENCHMARK
- **744**
- Showing results for Other education incl. support activities

\* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

The results have been collated to form an overall benchmark score that is compared with the average for all other organisations that have undertaken the survey. The average for the *Other education incl. support activities sector* shows that in comparison with both the industry sector and the average We Invest in People benchmark, BCTG survey score is lower.

## Survey Response Rate

### Overview

TOTAL RESPONSES

41 responses out of 45 (91%)



RESPONSE METHOD



Email link: 0 responses out of 41

Open access: 41 responses out of 41

# Your survey results by indicator

This shows a summary of results for all nine indicators with an average score out of a maximum of 7 (strong agreement) including the variation from the average benchmark for all Investors in People organisations that have completed the survey.

## Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 Leading and inspiring people	23.2%	31.1%	25.0%	11.0%	6.1%	3.7%	0.0%	5.4	-0.2
INDICATOR 2 Living the organisation's values and behaviours	22.9%	39.0%	21.0%	12.7%	3.4%	1.0%	0.0%	5.6	-0.3
INDICATOR 3 Empowering and involving people	29.9%	40.2%	17.7%	4.9%	6.1%	0.6%	0.6%	5.8	0.0
INDICATOR 4 Managing performance	35.4%	37.8%	12.2%	6.1%	4.3%	3.0%	1.2%	5.8	0.0
INDICATOR 5 Recognising and rewarding high performance	23.8%	20.7%	20.1%	18.9%	6.7%	9.8%	0.0%	5.1	-0.1
INDICATOR 6 Structuring work	29.3%	47.0%	13.4%	6.1%	4.3%	0.0%	0.0%	5.9	0.0
INDICATOR 7 Building capability	24.9%	42.0%	17.6%	10.2%	1.5%	3.4%	0.5%	5.7	+0.1
INDICATOR 8 Delivering continuous improvement	20.7%	45.7%	20.1%	10.4%	1.2%	1.2%	0.6%	5.7	0.0
INDICATOR 9 Creating sustainable success	23.8%	48.2%	17.1%	9.1%	0.6%	1.2%	0.0%	5.8	0.0

# What your people told us

## Leading

*“They communicate the objectives and the KPOs is always displayed around you. There are always opportunities to gain the information, nothing is hidden.”*

*“You can go to the line managers or SMT to gain information. I do not feel anything is hidden; open and honest. They are skilled in the areas of their expertise.”*

*“By trying to grow me in my role, support me in my development, try to iron out any concerns or issues to my role, and find some solutions. They identify any gaps in my resources and skills and knowledge that may need working on.”*

*“We are customer facing staff and if you were at odds with our believes and culture that would certainly cause conflict with the customer. Especially if you are building up the trust of someone that you are teaching and you are dismissive of the company’s values.”*

*“The tag line ‘Improving people’s lives, building better people’ is at the heart of everything we do, and we proudly advertise it on our materials.”*

*“They do not baby sit me. They trust that I can do my job. The more rope they give me the stronger I become.”*

### LEADING AND INSPIRING PEOPLE



Even though this is the second lowest rating amongst the indicators, your overall results of 79.2% show a positive picture of the approach to leadership in inspiring people across the whole organisation to strive for high performance. The 82.9% positive response to trusting leaders arises

from the high level of interaction generated through the various management meetings that take place which is supported by 87.8% of people agreeing management communicates the organisational and operational strategy. However, although the results were slightly lower, 80.5% of your people believe that their manager motivates them to do their best and you create great leaders.

### Feedback on Leading and Inspiring People

There is straightforward evidence of how the business strategy is set out in the Group KPIs, August 2021 - July 2023 outlined in the defined 6 key outcomes. This enables you to provide the direction you are taking and how you are progressing along your journey of how you are building on the strong foundations already established and continue to build better people. You have identified the mission statement and KPOs that links into the 3-year Group KPIs. Even more impressive was how these commitments were drawn up following feedback from your people which outline the behaviours and actions that they say are important to them.

Your business strategy is underpinned by strategic performance measures which reinforce the importance of the business priorities. People across the business provided consistent descriptions of your purpose and spoke confidently about what it is, what it means to them in their role and how information was available via the senior management team, company meetings, team meetings, appraisals, and monthly one-to-one's. Your people talked about regular updates delivered by either the senior management team or their line manager and how this was cascaded to everyone. Updates on topics such as funding, legislative changes, apprenticeship updates, courses, etc. and training company take overs are also communicated.

Thus, as we look back at the survey response your people gave, whilst there has been a slight decrease of 2.2%, it is still evident that your people believe the communication of the strategy is still very clear.

*“Group get together where they discuss the key KPI outcomes, future opportunities, and what the future looks like.”*

*“Updates are given after the group meets where they send out updates of the information via PowerPoint so it is quite easy to consume i.e., KPIs, outcome charts for the next year, reflect over the covid pandemic, opportunities presented, and developments within the group.”*

		SA	A	SWA	NAD	SWD	D	SD
2018	Management communicates the organisation’s ambition	22.5%	55%	12.5%	5%	2.5%	0%	2.5%
2021	Management communicates the organisation’s ambition	26.8%	24.4%	36.6%	4.9%	4.9%	2.4%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

It is inspiring to see the level of trust amongst your people and the feeling of ‘integrity, professionalism, supporting and supporting’ culture. Such comments were mentioned:

*“For new members of staff I ensure that they know the group strategy, core values, they have introductions to people, and understand people’s role and where they fit in.”*

*“Open and clear in their messages about the organisation as a whole, supportive, and innovative.”*

*“The feedback that I get from them is that they love the fact my door is open, they can talk to me about anything, and they tell me when they have a problem and I will look at how I can support them.”*



Whilst the online survey results support the positive comments gathered by your people which has improved since the last IIP assessment through the use of ongoing support and performance reviews and other such platforms, it does show a decline of 4.5%.

		SA	A	SWA	NAD	SWD	D	SD
2018	My manager motivates me to achieve my best	35%	37.5%	12.5%	12.5%	0%	0%	2.5%
2021	My manager motivates me to achieve my best	31.7%	31.7%	17.1%	12.2%	4.9%	2.4%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

There is a clear understanding of what is expected of the senior management team and managers in the business, and this is reflected in the job descriptions they are benchmarked against and the management training that is provided.

You have invested in the development of your managers by either providing the opportunity of taking on extra responsibilities or allowing them the opportunity of further training. In most cases, people described their own journey through their job role and how they were supported with their personal and/or professional development, i.e., Apprenticeships Level 3, 5 and 7, CIMA - Chartered Institute of Management Accounts, IOSH, and IAG etc.

#### Recent promotions

- Person 1 - Promotion to Group Accountant
- Person 2 - Promotion to Finance Administrator
- Person 3 - Promotion to Lead IQA RCC
- Person 4 - Promotion to Lead IQA
- Person 5 - Promotion to EPA Co-ordinator
- Person 6 - Promotion to Director of EPA Operations
- Person 7 - Promotion to Director of Business Services
- Person 8 - Lead Digital Support

## LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS



Your prominent level of style and its effectiveness is seen in the results whereby 80.5% of your people feel assured you have clear values; they share your values, and they guide the way they work. However, 70.7% appear to be confident in challenging any behaviour which does not match the organisation's values with 24.4% of your people neither agreeing or disagreeing.

### Feedback on Living the Organisation's Values and Behaviours

You are certainly a 'values driven' business as you described how the values are at the heart of everything you do and is critical to achieving your purpose 'We build better people.' The values truly shape and inform how you and your people work both at a strategic level and operationally; professionalism, responsiveness, and ensuring the best outcome for every individual.

There was evidence to show how the values were woven into the lifecycle of your people and everything that you do. There was clear evidence that the values are referred to daily, form part of the recruitment process and are focused on at team meetings, during one-to-ones, throughout the appraisal process, and shape the way in which your people work.

*"Because we consistently monitor our customer feedback i.e., their expectations and we evaluate what they look for in the first instance."*

*"In terms of business prospective and individual it is about understanding their wants, needs and expectations and managing those accordingly to make sure we deliver on them. Then we evaluate that we have done it."*

*"Promoting equal opportunities promotes a discrimination free environment which creates a positive attitude towards learning."*

Since the last assessment you have worked hard to consider ways in which senior management, at every level, consciously consider and act in line with the company values when making decisions. Making reference to the values during various meetings and appraisal allowing for your people to reflect is very effective. Seeing 82.9% of your people still broadly agreeing indicates your processes are continuing to have a positive impact although there has been a decrease of 7.1%.

		SA	A	SWA	NAD	SWD	D	SD
2018	The values at my organisation guide the way we work	20%	55%	15%	10%	0%	0%	0%
2021	The values at my organisation guide the way we work	12.2%	39%	31.7%	9.8%	4.9%	2.4%	0%

Note: SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

People were able to confirm their understanding of the values and what they need to do in their role to live the values. Furthermore, they described how they adopt these values in their day-to-day work. They described and gave examples of where they have ‘done the right thing’ in accordance with the values.

*“When we have a new customer, we have a skills gap analysis and what that does is identify their traits and abilities. We then build up their needs and their learning styles.”*

*“Addressed in a one to one if I was not. The fact that I am approachable and people come to me for advice and guidance indicates that I do demonstrate the values.”*

*“It is great having a list of values but it applies to different people in different roles. Trainers working directly with learners, customers, and employers can be different in the way they present themselves.”*

The statement ‘I challenge behaviours which don’t match the organisations values’ also reached a positive score with over half of the respondents, 70.7% broadly agreeing that they can challenge behaviours that are not in line with the values. Continuing to reinforce the value around challenging each other to enrich your teams, the business, and enable colleagues to confidently challenge others who do not behave in line with your values and behaviours would have a direct impact on the improvement of this score. Creating an environment where people feel able to challenge and raise concerns when they see behaviours which are not in line with the values will also increase the level of confidence of the small pocket of people who feel less confident to challenge behaviours than others.

*“The way everyone is. It is about working as one team. We are not separate; we all have that communication so that we are working to the end goal.”*

*“The company does challenge staff. I have witnessed this happening and it does prove that we do what we say on the tin.”*

*“Not been in the position to challenge any colleagues but if it was at the detriment of the apprentice or company, I would definitely say something.”*

## **EMPOWERING AND INVOLVING PEOPLE**



There are many positive statements from your people in relation to their views on how they are empowered and involved in decision-making. With 85.9% saying that they have all the information they need to do their job well. An overwhelming 90.2% feel trusted to make decisions in their role. It is noted that the question, I have a say in decisions that affect my role, with the fewest number of those agreeing, 75.6%, still has a high percentage of agreement. These are impressive results and the onsite review also found strong examples supporting the positive views of those participating in the online survey.

### Feedback on Empowering and Involving People

Within your culture it is the norm to try new things, put forward new ideas and take positive risks. This was further supported by your people being very clear on the parameters set by you. I was impressed by how all levels of your people could articulately describe how details of the various meetings held were fed back through team meetings, personal emails and in some cases one-to-one meetings.

The partnership between you, apprentices, funders, companies and awarding bodies have clearly been developed through open and honest dialogue. The apprentices together with their tutors, and in some cases funders and awarding bodies, have presented the opportunity to discuss the fulfilment of roles and how you are delivering against your mission, values and KPOs. People shared examples of the discussed topics, such as funding, programme delivery, certification, and contracts.

*“Team meetings is where everyone gets involved. We have a set agenda and whatever is relevant you contribute.”*

*“Emails are usually sent which contains important updates on.”*

*“Staff away days is when the management team communicates the company vision, updates, and any new targets.”*

The senior management meetings and company meetings are also an excellent example of where feedback is shared with the team who are truly involved and empowered to gather insights and best practice for improvement.

*“We have a team meeting or a shareholder briefing. There will be an issue laid out such as in December 2021 when we had to submit a submission to Ofqual.”*

People are also given the opportunity to lead on various project groups. This can sometimes be in addition to their day-to-day roles, provides ‘stretching and challenging’ activity and the opportunity to develop other skills and knowledge further.

*“To freely take the lead has enabled me to gain experience and helped to develop my role to be able to make competent decisions, receive feedback from the training providers, and to feed back to management.”*

*“When I first started doing this role there was a lot of hand holding as the end point system was very new and we were learning together. As my confidence grew, I attended meetings when I needed to and took the lead, prepare the layout of the contracts, take it to xxx and she reads and signs the contract. I feel proud for what I do.”*

Your people gave the impression they were involved with decisions that affected their role. In fact, throughout interviews people were clear about the role they perform, and the level of responsibility, accountability and autonomy afforded to them in their job role. This is not only reflective of those holding leadership roles but of people at all levels and positions. The use of regular updates, policy guidance, team meetings and one-to-one’s ensure knowledge and information is transferred effectively between and across teams.

People did confirm that there is a culture that encourages participation and collaboration. They suggested through the various forums and their teams, they do feel that they are consulted on decisions that may have an impact on them, and that the contribution they make does have influence.

*“We work collaboratively as a team. Each department compliments the other. We do pull together all our resources and that is why the organisation is so successful.”*

*“We have different teams so if we have queries or we get stressed we can pull together, boost morale, and get encouragement from each other.”*

There is a strong sense that your people have been involved and participated in decision making around leveraging all available assets, data, tools and resources to maximise value to apprentices, and how these processes and becomes part of everyday working practice. Through the desktop analysis, I was able to ascertain your people being able to contribute to developing the new process for a service enhancement. People shared positively how they and supporting individuals and/or teams are working together to contribute to address this and other key areas. Thus, important decisions made amongst teams have delivered results, and this has seen an increase of 2.7% of people believing they trusted to make decisions over the last 3 years.

		SA	A	SWA	NAD	SWD	D	SD
2018	I am trusted to make decisions in my role	32.5%	37.5%	17.5%	10%	2.5%	0%	0%
2021	I am trusted to make decisions in my role	34.1%	46.3%	9.8%	4.9%	4.9%	0%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

Examples were provided of where senior management or key people with experience had spent time with your people to develop their confidence and capability to take the lead in their project roles. Some people shared how ‘proud’ and ‘rewarded and recognised’ they felt to be able to make decisions and the importance of being trusted.

Many people did say how their job role is aligned to support decision making, and how they are encouraged to take on ownership and demonstrate competency to undertake greater levels of responsibility. Several examples were given of how the leadership team openly share information which supports them in their own decision-making process.

In summary, the systems that are embedded in BCTG allows your people to take the lead, whether it be for coaching another person, putting forward a recommendation or participating in a meeting which has evidently resulted in an 5% increase resulting in 100% of your people feeling they have the encouraged to use their initiative.

		SA	A	SWA	NAD	SWD	D	SD
2018	I am encouraged to take initiative in my role	45%	32.5%	17.5%	5%	0%	0%	0%
2021	I am encouraged to use initiative in my role	46.3%	51.2%	2.4%	0%	0%	0%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

# Supporting

*“Always done November or December which has 12 months’ worth of information. It is really good because when you review it you can reflect and have a diary to see how well you have done. You can never forget. I think it is a brilliant tool, really good.”*

*“We are given targets and first and foremost we need to ensure sustainability for the business and never feel that we are lining directors or shareholders pockets. The profits are shared as a group collectively. We need to hit certain targets to secure future business; contracts are dependable on previous performance.”*

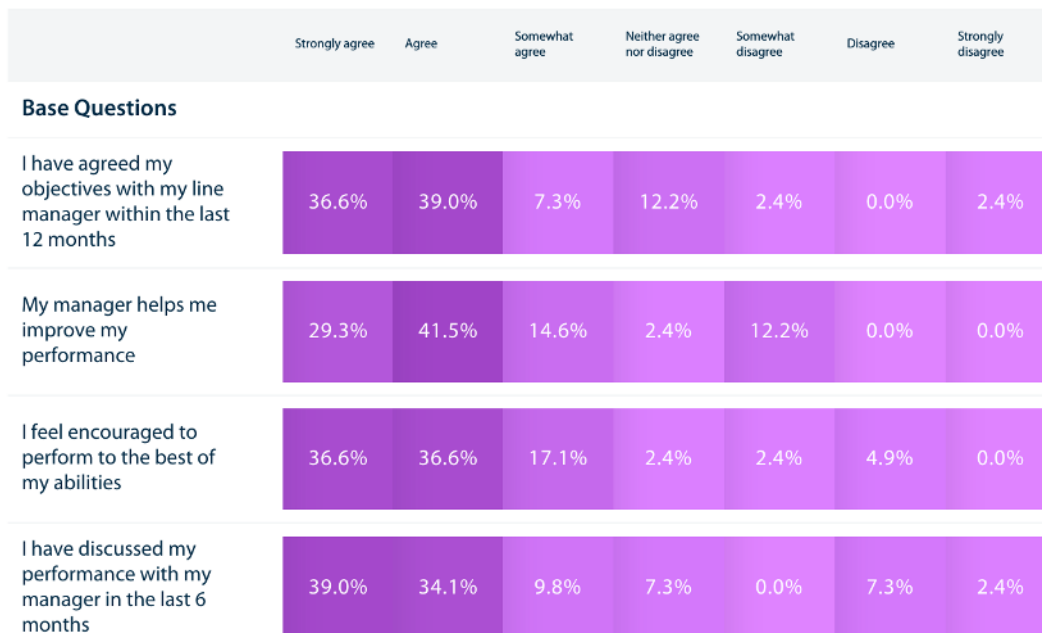
*“Since I have joined, I have grown quite quickly in the role. If you are capable, trusted and have the knowledge and skills, they allow you to take the lead and improve your capabilities. They support you to move up the business.”*

*“Verbal recognition from the managers makes me feel more motivated, it builds morale, and it tells me I am doing a good job.”*

*“My job has changed because the company has grown. The fact that people trust me with the additional responsibilities is quite rewarding.”*

*“If my team does not work collaboratively then you have limited knowledge. As a team you share best practice and you work far better.”*

## MANAGING PERFORMANCE



The results show a good response from your people regarding the questions on managing performance. 85.4% of your people felt their manager helps them to improve their performance and they are encouraged to perform to the best of their abilities. Largely 90.3% of your people feel encouraged to perform to the best of their ability.

## Feedback on Managing Performance

There is clear evidence of how the performance review process plays a pivotal role in ensuring you deliver on your mission and values as well as the strategic aims laid out in the KPIs 2021-2023. The process was viewed by all as ‘essential and needed’ and people felt it enabled them to understand how their roles fit into the delivery of the plan and how the measurement of their performance contributes to them achieving their full potential. People were able to convey quite clearly what is expected of them in both their day-to-day duties and the behaviours which you stipulate. Many of your people linked this back to the overarching purpose of BCTG and its values that support it. Most of your people shared how they valued the behaviour framework i.e., code of conduct and how it was used to provide constructive feedback and encourage development.

Although there are processes in place, there is a decrease of 9.5% compared to the last assessment of your people agreeing their objectives within the last 12 months. There has also been a decrease of 12% of your people discussing their performance in the last 6 months. The decline in agreeance could be due to you implementing a new appraisal system within the last 12 months.

		SA	A	SWA	NAD	SWD	D	SD
2018	I have agreed my objectives with my line manager within the last 12 months	57.5%	27.5%	7.5%	5%	2.5%	0%	0%
2021	I have agreed my objectives with my line manager within the last 12 months	36.6%	39%	7.3%	12.2%	2.4%	0%	2.4%

Note: SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

		SA	A	SWA	NAD	SWD	D	SD
2018	I have discussed my performance with my line manager in the last 6 months	52.5%	35%	7.5%	5%	8.3%	0%	0%
2021	I have discussed my performance with my line manager in the last 6 months	39%	34.1%	9.8%	7.3%	0%	7.3%	2.4%

Note: SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

There are differences in approach towards individual one-to-one reviews and the appraisals, yet all people interviewed when asked, were very aware of what is expected of them and were able to relate their individual performance to the effect it has on BCTG. A comment to support this was:

*“We get a review every month where it is a rolling form discussing performance and concerns, safeguarding, health and wellbeing, etc.”*

*“We get the opportunity to sit down and discuss what we are supposed to achieve which is linked to the company’s KPOs. The appraisal meetings are really useful as I get to sit with my line manager and really review my performance.”*

In most cases people were able to share how their objectives presented an opportunity to talk about how they could stretch themselves even further. A good example was:

*“We go through what the company needs from me and what I need to set myself. My personal goals consisted of passing my qualification to which the company paid for it, and they supported me in attending day release.”*



*“We had an Ofsted visit and it highlighted areas for development. At a later date I was offered the opportunity to be a Relationship Manager.”*

*“They offered me the opportunity to be the Performance and Compliance Manager.”*

There is a keen sense amongst most people feeling that they are actively supported to drive for high performance. People cited regular feedback as a means to drive this even further with one person stating *“They always provide feedback. Sometimes it is formal and other times it is informal.”* and another stating *“It is good. I find the feedback that I get is always positive. They want you to progress and through the appraisal meeting they do look at ways in which you can improve through training.”* People said that this type of feedback is given on a regular basis through one-to-ones and more formally at the appraisal reviews. They cited this feedback as helpful, developmental and constructive in nature, helping to support growth and higher levels of performance going forward. At the regular events that take place within BCTG such as team meetings, where people are publicly recognised for the excellent work that they do, your people say that this too encourages them to always strive for higher performance.

*“They do give you feedback at meetings, either individually or as a team, especially where we have exceeded our KPI targets or the apprentices have done extremely well.”*

New employees receive regular progress reviews where targets are set using SMART objectives. They sit down with their manager to set specific targets; agree the support they would get to help them to achieve and agree timelines. This approach was also consistent across all levels across BCTG. Thereafter, performance is reviewed monthly through one-to-ones and then fall into the cycle of the appraisal process as previously stated.

It is clear investment is made relating in your managers, with full support provided to encourage high performance and to address poor performance, which your people confirmed does take place. To this end, many of your people are actively encouraged to perform to the best of their abilities even though the results has shown a 4.7% decrease of your people broadly agreeing.

		SA	A	SWA	NAD	SWD	D	SD
2018	I feel encouraged to perform to the best of my abilities	35%	47.5%	12.5%	5%	0%	0%	0%
2021	I feel encouraged to perform to the best of my abilities	36.6%	36.6%	17.1%	2.4%	2.4%	4.9%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

## RECOGNISING AND REWARDING HIGH PERFORMANCE

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
I am consistently recognised when I exceed expectations	24.4%	19.5%	14.6%	22.0%	7.3%	12.2%	0.0%
I get appropriate recognition for the work I do	22.0%	22.0%	24.4%	14.6%	7.3%	9.8%	0.0%
I feel appreciated for the work I do	26.8%	26.8%	22.0%	12.2%	4.9%	7.3%	0.0%
I am rewarded in ways that match my motivations	22.0%	14.6%	19.5%	26.8%	7.3%	9.8%	0.0%

This Indicator is the lowest scoring area of the online survey with 64.6% of your people agreeing to strongly agreeing to being recognised and rewarded for achieving high performance. The most positive reaction from the survey is where your people felt appreciated for the work they do with 75.6% broadly agreeing. Unfortunately, only 56.1% feel rewarded in ways that match their motivations.

### Feedback on Recognising and Rewarding High Performance

This indicator has been discussed over the past few years as this was seen as an area for development in accordance with your people’s comments and views. Taking all factors into account and experience, it is not unusual for ‘Recognising and rewarding high performance’ to be one if not the lowest ranked indicators within an organisation. The fact that this happens frequently is perhaps an indication of how personal perceptions of reward and recognition are viewed and it is important that we frequently evaluate what we do and if it is having the desired impact intended. All your people have said managers do recognise and appreciate them and their teams, and it is a great motivator to want them to continue doing an excellent job.

*“I get emails from my line manager saying thank you for doing a good job.”*

*“I feel more appreciated here than anywhere else.”*

*“On a financial basis I have had pay rises when I have completed a qualification and for taking on more responsibilities.”*

Both desktop evidence and your people provided some examples of higher performance being recognised and rewarded. When speaking with you and your people and reviewing the desktop review, it confirmed the following are in place:

- Shop vouchers for excellence work/commendation
- Bottles of wine
- Lunch paid for
- CPD training

- Emails
- Kudos in team meetings
- Progression
- Bonus
- Christmas gala
- Team building/Away days

It was even mentioned each department has its own reward and recognition budget which allows managers the autonomy to be to have a more personal approach and manage motivations more robustly. This is managed by a sophisticated spreadsheet that provides the criteria of which the bonus is to be paid.

- Base Value
- Performance Element: KPI Met, KPI Exceeded, Service 1 year+, Pro Rata Hrs
- Discretionary Element
- Whole Team Total
- Team Mem Ave
- Company Average
- Variance On
- Co Average
- Total Team Budget
- Variance on Team Budget

However, there is a 16.7% decrease in your people feeling they get appropriate recognition from the last assessment.

		SA	A	SWA	NAD	SWD	D	SD
2018	I get appropriate recognition for the work I do	22.5%	30%	32.5%	7.5%	5%	0%	0%
2021	I get appropriate recognition for the work I do	22%	22%	24.4%	14.6%	7.3%	9.8%	0%

Note: SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

The work that you are doing at present, in trying to realign the reward and recognition strategy across BCTG does not yet appear to be having an impact which your people have recognised. It is shown in the survey results below a decrease of 11.9% revealing your people feeling less appreciated.

		SA	A	SWA	NAD	SWD	D	SD
2018	I feel appreciated for the work I do	25%	37.5%	25%	7.5%	2.5%	0%	2.5%
2021	I feel appreciated for the work I do	26.8%	26.8%	22%	12.2%	4.9%	7.3%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

To support your ambition and enhance motivation for change, people must be fully engaged and fully committed; and those that feel appreciated are far more likely to be productive and happy in their role, which is all part of motivation and retention.

## STRUCTURING WORK



This is the highest rating amongst the indicators with 89.6% broadly agreeing across the whole indicator. Your survey results show positives where 87.8% of your people agreed to having the right level of responsibility to do their job effectively which indeed reflects quality values that are instilled. Overwhelmingly, 97.6% of your people broadly agreed to their role enabling them to work well with others.

### Feedback on Structuring Work

There are clear roles and responsibilities which enable your people to deliver effectively on the business’s mission and KPOs. The strategy must be commended in terms of how you continually review your workforce especially during these current times, ensuring they have the right skill, in the right place at the right time.

Examples of where your people were trained to develop skills in preparation for taking on additional responsibility and progressing were clear. Over the last couple of years to ensure they were equipped to meet the changing needs of business requirements, funders requests, and legislative requirements and daily life was also confirmed. There were some people who verified that they had the opportunity to develop their skills and knowledge further to progress or be able to do a better job. There were also examples of where your people were trained to cover and work in other areas showing flexibility to manage the changing organisational priorities.

However, the survey results below show there is a decrease of 7.2% of your people agreeing they are able to develop the skills they need to progress since the last assessment. Whilst your people have participated in CPD activities throughout Covid-19 the opportunity implement what had been learnt may have been restricted in some areas.

		SA	A	SWA	NAD	SWD	D	SD
2018	I am able to develop the skills I need to progress	37.5%	47.5%	10%	5%	0%	0%	0%
2021	I am able to develop the skills I need to progress	31.7%	43.9%	12.2%	7.3%	4.9%	0%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

Your people consistently referred to the policies and procedures in place. Everyone confirmed they have access to these, and they are the cornerstone of each service provision, explaining each process through guidelines and a step-by-step approach. People talked about how policies and practices are updated regularly, and various meetings provide a forum for not only refreshing practices and policies but for informing of any changes that have taken place and how this affects them or the apprentices, on a day-to-day basis.

*“I started the finance manual 4 years ago and continually update it as I go along. I created it because if I were not available the company or management would still know what to do when dealing with finance. i.e., expenses for staff, purchase orders authorisation for managers, credit control, sales invoices, purchase invoices, bank reconciliation, etc.”*

*“Policies are constantly being reviewed and updated. They have to be because sometimes the funding rules change and we have to reflect the changes in our systems and the approach we take.”*

Reflecting the positive score for this indicator, 89.6% of people broadly agreeing, your people were generally very positive about the level of responsibility they have, allowing them to make decisions and take personal ownership for it, with two people stating;

*“I wanted to put something formally in place for Credit Control Admin so they know what stage to do the actions.”*

*“You have a job to do, and they expect you to get on and do it. If you need help, advice or support you can ask but it is your responsibility to achieve the KPOs.”*

People are encouraged to work collaboratively and form informal and formal networks to enable this. The many methods discussed including, training and meetings to facilitate and maximise the creation of informal and formal networks to optimise collaboration between departments and delivery services. These included senior management team, various meetings, cross team sessions, and daily or weekly briefings. This helps to facilitate collaborative working and given the values that your people so readily live and breathe within BCTG, proves how everyone genuinely wants to help one another.

*“We have set up a group between us and the service offering we provide is vast. There are lots of opportunities within the group to work together i.e., discuss and share best practice.”*

*“Whenever a team member has a day off, they say ‘I miss you all’. I have never worked anywhere like this before where people actually miss their colleagues whilst being off. We are quite a good unit where we work well together. You are not dictated to, you have the autonomy to do your job, you are not micromanaged, and you do get that trust which is most important.”*

It is shown in the survey results below where there is a slight decrease of 2.4% where your people find benefit in working with others. Although there is a decrease, the evidence of the practices embedded throughout the business is testament to the work that you continue to put in place to continue this to happen.

		SA	A	SWA	NAD	SWD	D	SD
2018	My role enables me to work well	42.5%	50%	7.5%	0%	0%	0%	0%

	with others							
2021	My role enables me to work well with others	34.1%	51.2%	12.2%	2.4%	0%	0%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

# Improving

“So much development goes on it is a constant learning curve as the needs of the funding rules and the candidates are always changing and you have to evolve as things change on a day-to-day basis.”

“They are always on the ball as to what is coming up. The CEO loves a good project as he is always looking at things to do better and looking at what is happening in the industry so that we will be better than our competitors. It speaks volumes for the business as when I joined there was 40 employees and now we have acquired 5 new businesses.”

“In the group get together they discussed where we are going in the future, potential funding avenues, and for my sector they are looking to grow as there are opportunities for development.”

“Could be through SMT meeting every month which is centred around performance of the business, safeguarding concerns, employee wellbeing, Covid and the plan to combat and deal with it, and changes on the horizon. We would be notified in the meeting and then it is cascaded down to the relevant team.”

“It is a people centred business that want to invest in you. You have a management team that want to invest in you and give you the right tools to grow. It is not just about profit; they care about you. We can be just stats but there is a commitment to developing the staff and I am glad I can play my part in it.”

“Charity side because the CEO likes to try very hard to be part of the community. He will not take any credit for what he does, and it is amazing. The organisation has done a lot of work for the community. It was his idea to give out money. He is very modest.”

## BUILDING CAPABILITY

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
<b>Base Questions</b>							
My manager thinks it is important that I develop my skills	29.3%	46.3%	17.1%	7.3%	0.0%	0.0%	0.0%
I make use of my organisation's learning and development opportunities	19.5%	36.6%	22.0%	19.5%	0.0%	2.4%	0.0%
I have opportunities to learn at work	29.3%	46.3%	12.2%	9.8%	2.4%	0.0%	0.0%
I know how my organisation invests in learning and development	31.7%	43.9%	14.6%	4.9%	0.0%	4.9%	0.0%
People are selected for roles based on their skills and abilities	14.6%	36.6%	22.0%	9.8%	4.9%	9.8%	2.4%

Your people agreed that you invest in their learning and development with 90.2% broadly agreeing. However, 78.1% thought that they make use of the organisation's learning and development opportunities; this could be a reflection that the opportunities have not arisen due to current working constraints that Covid-19 has brought to you. Nevertheless, 73.1% do think that they are selected for roles based on their skill and abilities.

### Feedback on Building Capability

Your people described how one-to-one discussions and appraisals are the formal opportunities to have career conversations. They confirmed that they do have a 'two-way', open and direct, conversation about their future career aspirations as well as discussing levels of performance and identifying areas for further learning and development. Understanding your people's potential starts right at the top and very much at the start of their employment journey. Over the years you provided learning and development opportunities for people, at every level, designed to enable them to gain further skills, knowledge, and understanding they need to carry out their existing role or to help them expand their knowledge and skills further to achieve their full potential. These discussions were further supported to assist with business requirements, and provide flexibility in the learning and development arena, a range of CPD courses and learning opportunities over the past three years. You record all the CPD activities on a group training matrix spreadsheet with headings that tells you who attended what training and when.

### Group Training Matrix

- Provider Name
- Admin or Managers
- Staff Name
- Personal/Professional Development plans/achievements
- DBS - When required - staff linked to regulated activity/ not in regulated activity
- Lead Safeguarding Officer
- DSL Updates
- Stage 1 Safeguarding Awareness (canvas) & Stage 2 Safeguarding (Canvas)
- Safer Recruitment
- Prevent and British Values stage 1 & stage 2
- Equality and Diversity
- Mental Health stage1, Stage 2, & stage 3
- H&S - IOSH Lead external
- H&S - Stage 2
- H&S - (Canvas A1) Stage 1
- Fire Warden external
- First Aiders external
- Basic First Aid Principles
- IAG Lead



- IAG - Stage 1
- IQA
- Teaching Qualifications
- FS English Qual, FS Maths Qual, & FS ICT Qual

Whilst, there has been a overall 7.6% broad agreement decrease across the indicator from the last 3 years, this year has seen a decrease of 9.7% of your people having the opportunity to learn at work. It would have been interesting to see if Covid-19 did not take place preventing some of the training not happening whether the percentage of agreeing would have been higher. I guess it is one to monitor in three years time!

		SA	A	SWA	NAD	SWD	D	SD
2018	I have opportunities to learn at work	52%	37.5%	7.5%	2.5%	0%	0%	0%
2021	I have opportunities to learn at work	29.3%	46.3%	12.5%	9.8%	2.4%	0%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

There is a training and development strategy in place with a small budget to support this. Both mandatory and development training exists, and your people were able to talk about how you recognise their needs are different, and people learn in diverse ways. There has been a range of training activities available for your people which they attended, such as:

- AELP Webinar:
  - Developing Expert Learners
  - Exploring Health, Wellbeing and Welfare linked to the EIF
  - Safeguarding Learners in a Digital World
  - How to make sure your safeguarding arrangements are Ofsted ready
- Masterclass: Conducting Professional Discussions and Interviews
- Virtual Workshop: Positive approaches to teaching and learning
- Virtual Workshop: Train the Trainer - Functional Skills Maths
- Apprenticeships Level 3, 5 and 7
- CIMA - Chartered Institute of Management Accounts

Continuing to deliver and develop a range of effective learning and development interventions should assist with this and encourage more people to take full advantage of the learning opportunities, formal and informal, you may have within BCTG. According to your people, you do invest in them.

*“They pay for all my qualifications.”*

*“They are always looking to develop staff. They have developed me from being part qualified (ATT) and now fully qualified.”*

*“Massive commitment to development of its staff. There is coaching and training ensuring that you have the skills to do the best in your role. The commitment made to their people sums up BCTG.”*

Date: 04/11/2021  
Time: 14:19:38

**BCTG Ltd**

Page: 1

**Nominal Activity - Excluding No Transactions**

Date From: 01/04/2021  
Date To: 04/11/2021

N/C From: 5409  
N/C To: 5409

Transaction From: 1  
Transaction To: 99,999,999

N/C: 5409 Name: Staff Development & Training Account Balance: 3,218.19 DR

No	Type	Date	Account	Ref	Details	Dept	T/C	Value	Debit	Credit	V	B
138529	PI	09/04/2021	KAPLAN	SLINV21_03	CIMA SCS - NH May 2021	99	T9	1,239.19	1,239.19	-	-	-
140066	PI	30/04/2021	JRDTRAIN	029	Interim payment for Nina Lane	99	T9	250.00	250.00	-	-	-
140814	PI	31/05/2021	JRDTRAIN	034	Assessing for May - Nina Lane	99	T9	250.00	250.00	-	-	-
142011	PI	01/07/2021	INPROFES	6602	Course for Amy Williams which	99	T9	1,479.00	1,479.00	-	-	-
<b>Totals:</b>									3,218.19			
<b>History Balance:</b>									3,218.19			

However, there has been a overall 4.8% increase of your people believing that you do invest in their learning and development.

		SA	A	SWA	NAD	SWD	D	SD
2018	I know how my organisation invests in learning and development	50%	40%	5%	5%	0%	0%	0%
2021	I know how my organisation invests in learning and development	31.7%	43.9%	14.6%	4.9%	0%	4.9%	0%

Note: SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

Your people were able to give me examples of how the training they received has had a ROI for both them and you.

*“I have received on the job training on how to build up the team I am trying to run and to become more competent in my role.”*

*“I did go through an apprenticeship management level 3 programme because I wanted to build my knowledge and understand what the trainees go through and what the end point assessment looked like. By completing the programme it gave me the whole picture of the process from the eyes of the apprentice and also know how better to support the business.”*

With your willingness of wanting to implement more continuous learning and development, this confirms your commitment to Investors in People, the support for ongoing CPD learning and development, and the objective to become a high-performing business.

Recruitment and selection is a well thought out process and has confirmed by your people who have been recently recruited and by those on recruitment panels. Resources are deployed into ‘getting the right people for the job’.

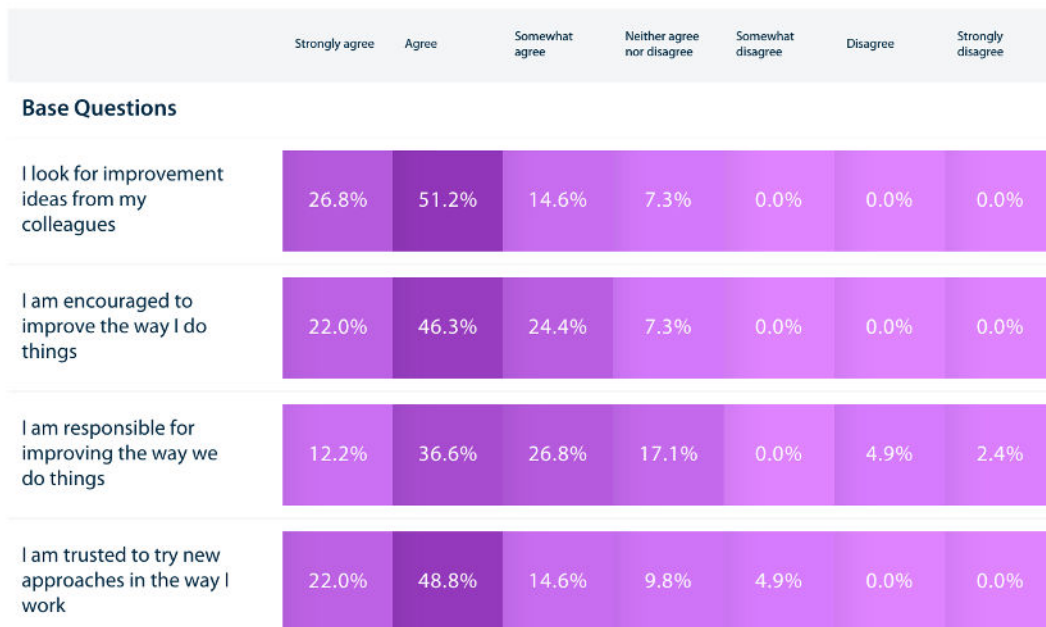
What is really amazing, is the fact that you offer every employee who applies for an internal vacancy the opportunity to attend an interview with the aim of providing feedback and a development progression plan. Such an wonderful model as this enables you to identify key skills in the business and ‘home grow your own’.

I am aware that you meet regularly to discuss resource planning and the capabilities required for the future. Senior management and key roles are highlighted and you are continually working on a succession plan not just for key roles but for all roles. This process has improved since the last Investors in People assessment which is supported by your senior managers feedback even though the online survey results have decreased by 19.4%.

		SA	A	SWA	NAD	SWD	D	SD
2018	People are selected for roles based on their skills and abilities	22.5%	55%	15%	2.5%	2.5%	0%	2.5%
2021	People are selected for roles based on their skills and abilities	14.6%	36.6%	22%	9.8%	4.9%	9.8%	2.4%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

## DELIVERING CONTINUOUS IMPROVEMENT



Your people broadly agree, 86.6%, that you do deliver continuous improvement. Two of the most positive responses is to the statement are ‘I am encouraged to improve the way I do things’ and ‘I look for improvement ideas from my colleagues with a 92.7% broadly agreeing. The least positive response relates to your people believing they are responsible for improving the way I do things, with 75.6% broadly agreeing.

### Feedback on Delivering Continuous Improvement

You invest in your people and continually want to improve this. There is a lot of dialogue with people internally to get ideas and create a culture of continuous improvement and this is done through team meetings and general communication on a day-to-day basis. You take an ‘outward looking’ approach where senior management are constantly looking at new ways of doing things to continually improve is refreshing.

In further support, by keeping up to date with the requirements of Ofsted, Matrix, Training Excellence, European Social Fund, Education & Skills Funding Agency, and of course Investors in People, is further building the BCTGs excellent reputation. The influence within the external environment in which you operate and the community you serve are also key in identifying ways in which you can continuously improve to maintain service levels and differentiate BCTG as a training provider. As a result of your excellent work, you were a finalist for the Greater Birmingham Apprenticeship Awards 2021.



*This is to certify that*

BCTG Limited

is accredited to the

matrix quality standard for information  
advice and guidance services

Identification Number: C12136

Date: 10/06/2021

Expires on: 28/05/2024

Roger Chapman, Head of Service



You are committed and dedicated as an organisation to finding process improvements and the use of technology is fundamental to this. Having to manage the challenge Covid-19 presented by having to go digital interfacing, the virtual way of communication and now hybrid teaching platform has been beneficial and provided several advantages to you.

There is a culture of continuous improvement in BCTG. The majority would agree that BCTG has a culture where people are encouraged to seek solutions rather than apportion blame. Hence, the tone for this culture being set by senior management through the values.

*“More recently due to Covid we had to change and quickly adapt all sales invoices and purchase invoices which were paper based. I quickly had to develop the systems into an electronic format. I thought of the idea and process and checked them with my line manager. The impact on a cost basis was great as we are no longer paying the postage or printing. Environmentally we are not printing we are saving paper and trees which goes towards the KPIs for recycling. We have a better audit trail to see when the purchasing invoices was sent out by email, and they are easily assessable.”*

*“We were in a SMT meeting and was asked for feedback with regards to the appraisal process as we did not feel as though it was achieving the purpose. I went into the types of areas I discuss in the one to ones with my staff. At the meeting it was decided to start a PDP on a monthly basis that was also linked into the ILM programme.”*

People are genuinely passionate about BCTG and proud of where they work. They value the fact that their views count, their ideas are listened to and taken forward, and at times their ideas have delivered positive results for you. The ‘open, transparent and wanting you to feel part of the success’ ethos described by your people helps to facilitate this too. People care about BCTG, their colleagues, the apprentices and communities, and truly believe that they can help you to evolve, improve, and grow.

There was also evidence of people working together to produce new ideas to drive positive outcomes for you, this is referenced in indicator 3 Empowering and Involving People and Indicator 6 Structuring Work.

Since the last assessment you have still maintained a positive approach to continuous improvement but unfortunately there is a 4.7% decrease of your people feeling trusted to try new ideas and implement recommendations in their work.

SA	A	SWA	NAD	SWD	D	SD
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2018	I am trusted to try new approaches in the way I work	37.5%	37.5%	15%	10%	0%	0%	0%
2021	I am trusted to try new approaches in the way I work	22%	48.8%	14.6%	9.8%	4.9%	0%	0%

Note: SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

There has also been a slight decrease of 1.9% where your people feel that they are responsible for making improvements and actually take ownership.

		SA	A	SWA	NAD	SWD	D	SD
2018	I am responsible for improving the way we do things	35%	25%	17.5%	12.5%	2.5%	7.5%	0%
2021	I am responsible for improving the way we do things	12.2%	36.6%	26.8%	17.1%	0%	4.9%	2.4%

Note: SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

As mentioned elsewhere in this report, a strong feature of the assessment was the high number of responses received from your people and senior management relating to teamwork and that it is themselves, the people, who have made the BCTG what it is today. This was discussed with pride and defines the robust people culture that you have worked so hard to embed throughout.

There is a strong drive among your people, and indeed yourself, the senior management team, for the business to continue to do well and to not ‘stand still’ as outlined in your Group KPIs August 2021 - July 2023 and the ambition to become an Investors in People Platinum employer over the next few years.

## CREATING SUSTAINABLE SUCCESS



This is the second highest rating amongst the indicators, 89.1% response. 95.1% your people strongly believe as an organisation you have a plan for the future, whilst 83% considered the company to be a great place to work. 87.8% broadly agreed that you have a positive impact on society; these results do not reflect the exemplar work that you do in this area.

## Feedback on Creating Sustainable Success

There is positive evidence of how senior management communicate the future ambition and priorities as outlined in the Group KPIs August 2021 - July 2023 which makes it clear to your people about what makes BCTG a success now and in the future. Your people were asked to comment on BCTG as being a 'great place to work':

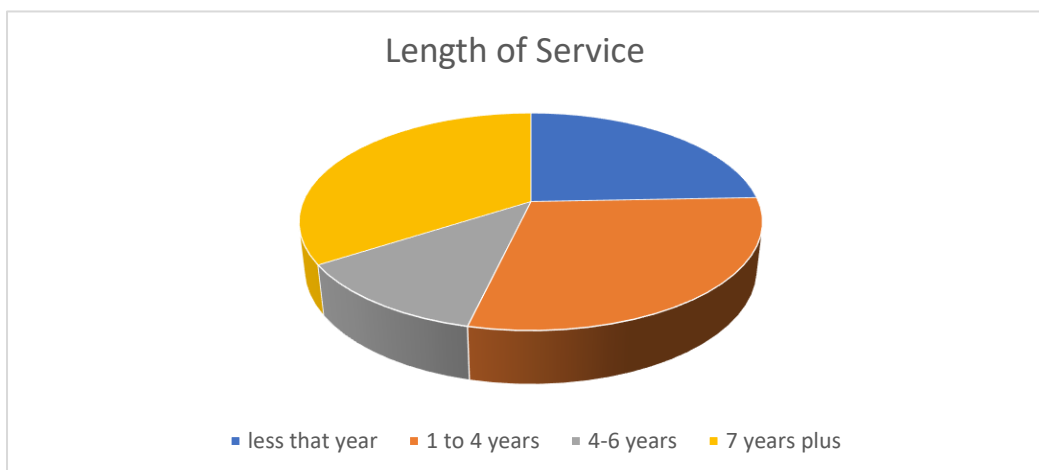
*"This is the first job that I get up in the morning that I do not feel 'Uh'. There is a buzz to the job and the team is fantastic. I have a passion for what I do and yes it gets crazy and stressful but at the end of the day I do enjoy it."*

*"I value my role because it involves delivering skills and knowledge to people who are caring for vulnerable people. I enjoy my job and I enjoy the flexibility of my role."*

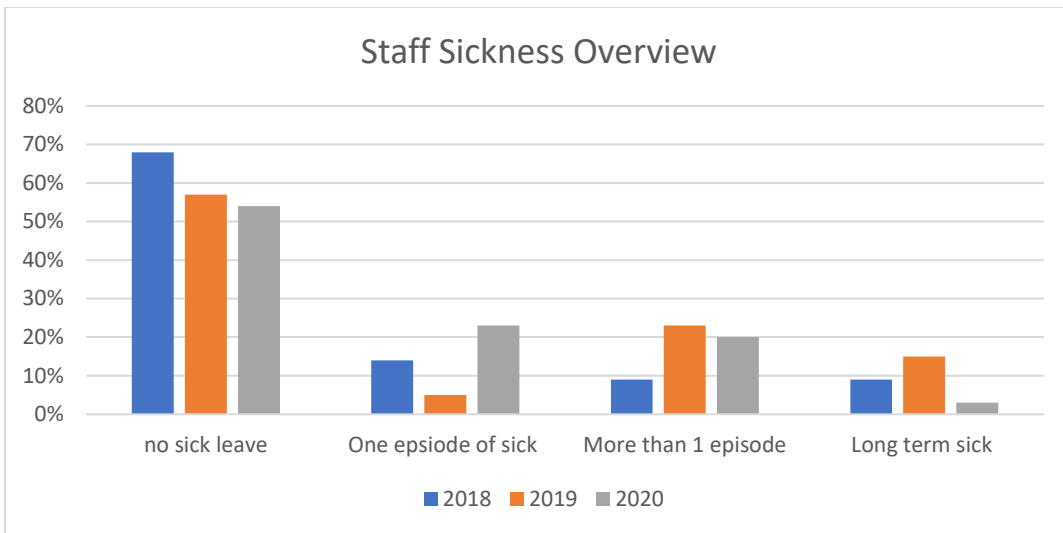
*"The experience, skills, and knowledge set that they bring to the business to make it what it is."*

*"They give clear messages to us, and it does not just come from the CEO but also from my line manager and team leaders."*

Two KPI you use to inform you whether people are happy is 'length of service' and 'staff sickness'. The results for HR stats show there is relatively a small number of employees either starting or leaving employment and staff sickness was going down pre-Covid-19.



- All staff with less than one year service are all in new and development post to meet the needs and demands of growing business
- Following Ofsted inspection 2016 led to an organisation re-structure, with new job roles being created, high level of new recruitment requirement, to improve quality benchmarks
- Following Ofsted 2018 increasing changes to teams and demands, new job descriptions and roles



- 2019 staff were being managed under absence management plans following a review of staff handbook/HR Quest involvement.
- 2020 during this time, 3 staff have left with periods of sickness linked to last 3 months of employment. 2 staff on sickness support plan.

The results have shown a decrease of 7% where people appear to be happy at work. Whilst this is a measure, there are other indicators as identified in the report that also confirms how people are feeling.

		SA	A	SWA	NAD	SWD	D	SD
2018	My organisation is a great place to work	25%	47.5%	17.5%	10%	0%	0%	0%
2021	My organisation is a great place to work	19.5%	41.5%	22%	14.6%	0%	2.4%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

It was a delight to see the high level of awareness and emphasis senior management are placing on the challenges they face going forward and how they are putting plans in place now to meet these challenges as detailed in the 2019 - 2021 Business Strategy.

There is a clear mission for the future in the interests of the training sector by delivering an effective and quality training service provision and BCTG has set a clear direction of travel with targets, priorities and an action plan to support these. Clear measurements are in place to measure the success against the plan.

The fact that you are now communicating more readily of your future plans is shown in the results below which has highlighted a good increase of 7.6% of people's perception. The fact that you informed your people when you were buying the other businesses assured them that you were indeed planning for not only the future of the business for also securing their future.

		SA	A	SWA	NAD	SWD	D	SD
2018	My organisation has a plan for the future	42.5%	37.5%	7.5%	12.5%	0%	0%	0%
2021	My organisation has a plan for the future	29.3%	56.1%	9.8%	4.9%	0%	0%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

You are also aware of the mental health and wellbeing of your people. You do recognise that good health and wellbeing in a business is imperative in order to attract and keep staff going forward to create sustainable success, not to mention apprentices. The effect Covid-19 has had on your business has seen your people work from home. Subsequently, your people do accept change within BCTG and the sector as normal and expected; even those who have been with you for a considerable length of time, with the exception of experiencing the new working conditions and everything surrounding Covid-19. There has been a slight increase 2.8% of your people recognising that you are embracing change effectively.

		SA	A	SWA	NAD	SWD	D	SD
2018	My organisation embraces change	35%	42.5%	10%	12.5%	0%	0%	0%
2021	My organisation embraces change	19.5%	46.3%	24.4%	4.9%	2.4%	2.4%	0%

**Note:** SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

Other changes that your people experience is wide and varied;

- Project delivery
- Funding changes
- Hybrid/blended delivery
- Procurement

In summary, three of your people talked about a change they experienced:

*“I lead the talent match project which is now coming to the final stages and due to finish March 2022. The changes have centred around the team getting smaller as we are now 1/8 smaller but the work still remains the same. Even though there is a reduction in staffing it is about utilising them in the best possible way to manage the case load. We are hoping to receive an update today on a project we have applied for additional funding.”*

*“It can be quite challenging when changes come whether it be from Ofsted or government funding. We do not shy away from new challenges.”*

*“At the beginning of Covid we had a range of package courses that we could not deliver. We had to learn how to deliver virtual training and also change our programmes into virtual packages. It was really successful. We now offer a blended approach to our apprentices.”*

Your workforce is starting to become diverse across the business. Diversity, equality and inclusion are important to you, with many mechanisms in place to manage the process across all functions. This indeed reinforces your ‘employee led’ values.

<u>2018</u>	46% Males 54% Female	White British 90% - Ethnic Minority 10%
<u>2019</u>	38% Males 62% Female	White British 90% - Ethnic Minority 10%
<u>2020</u>	37% Males 63% Female	White British 75% - Ethnic Minority 25%

A positive reflection of BCTG when liaising with the community is that is not all about raising money, it is about the activities and time spent. Your people described a range of community engagement activities most which referred to work-related engagement activities. It is also incredible where you go into the market and either give out money or meat bags to the public.

Over the years you supported the following:



- Race for Life: consistently raised £4000 each year
- Dudley Hub Shining Star Award (awarded to a young person) - £500 +vat
- Sandwell Hub Shining Star Award (awarded to a young person) - £500 +vat
- Walsall Hub Shining Star Award (awarded to a young person) - £500 +vat
- Wolverhampton Hub Shining Star Award (awarded to a young person) - £500 +vat
- Brightest Star (awarded to a young person) - £500 +vat
- Partner of the Year Award (partner organisation/stakeholder or employer who has demonstrated outstanding commitment to supporting Talent Match young people and the Talent Match project) - £500 +vat

### Training group calling for charity suggestions

Training group BCTG has decided to give £500 to a charity this Christmas and is asking for ideas on who should receive the donation.

Oldbury-based BCTG, which supports almost 10,000 young people and adults with training each year, is running a nomination campaign on social media and will then announce its decision on December 18.

Chris Luty, chief executive of BCTG, said: "Over the years we have proudly supported many worthy causes and this year, in the spirit of Christmas, we will donate £500 to a local charity. 2020 has been a particularly challenging year and so we thought we'd spread some Christmas cheer to help those less fortunate. Anyone with a charity close to their heart should complete our nomination form and we will then consider them all and an-

### Charity handed welcome boost

A training group has announced the recipients of its Christmas charity donation.

BCTG was deluged with appeals after asking for ideas on who should receive its £500 donation and, after assessing 189 nominations, decided to give the money to Halesowen charity Halas Homes, which cares for adults with learning difficulties.

Oldbury-based BCTG, which supports almost 10,000 young people and adults with training each year, ran the nomination campaign on social media.

Chris Luty, chief executive of BCTG, said: "This was a very difficult decision as all the charities were very well deserving. We felt Halas Homes was a charity where our donation could make a real difference."

### Black Country training group donates eight refurbished laptops donated to needy families



Black Country-based training group BCTG Group has donated eight fully refurbished laptops to needy families in the East Midlands.

BCTG, which supports almost 10,000 young people and adults with training each year, handed over the computers to Home-Start North West Leicestershire, which helps families with young children who are going through challenging times.

The laptops, which would otherwise have been scrapped, were overhauled by business IT specialists Declaro Support, based in Stourbridge, which devoted two to three hours of expertise to each machine free of charge.

		SA	A	SWA	NAD	SWD	D	SD
2018	My organisation has a positive impact on society	37.5%	42.5%	7.5%	12.5%	0%	0%	0%
2021	My organisation has a positive impact on society	26.8%	48.8%	12.2%	12.2%	0%	0%	0%

Note: SA= strongly agree, A = agree, SWA = somewhat agree, NAD = neither agree nor disagree, SWD= somewhat disagree, D = disagree, SD = strongly disagree

**INVESTORS<sup>TM</sup>  
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