



Insights Assessment report

MPCT

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Assessment conducted by: Jackie Lewis





Official assessment of MPCT conducted by Jackie Lewis, operating on behalf of:

Investors in People

157-159 Buckingham Palace Road,

London, SW1W 9SP

+44 (0) 300 303 3033

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Acknowledgements

I'd like to thank Donna Briggs for her engagement and exceptional co-ordination of the assessment process. The quality of evidence I was provided with in order to undertake a thorough assessment was second to none and every effort was made to assist me in gathering evidence for all areas of the Framework.

I was inspired by the culture I found at MPCT and considered it a pleasure to work with those I met, everyone was enthusiastic and honest which made my role that much more enjoyable. It was encouraging to see inspirational leadership in action through the observed activities, please pass on my appreciation to all those involved.

Executive Summary

Throughout the assessment, people at MPCT were enthusiastic and passionate about their organisation. The phenomenal feedback from those interviewed, strong survey results, observed activities and substantial wealth of evidence provided by the organisation has supported MPCT achieving a Platinum Award. This is a great achievement for an organisation so focused on excellence in everything they do, congratulations.

The strength of leadership at MPCT is a notable highlight of the assessment, people consistently talked about the trust they have in their leaders, and their belief that leaders want to do the right thing in their work, impacting on their colleagues and those MPCT serves in the most positive way possible. This focus is role modelled and driven by senior leaders but doesn't stop there, this culture of trust, care and respect has infiltrated every level and every team of the organisation.

The "MPCT Way" has become cultural and permeates everything the organisation does. People don't feel that the values are forced or "preached" but are instead a natural way of working. People are comfortable challenging anything which is not in line with the values, including in senior leaders (though no-one interviewed had ever had to do this). Positive examples of people doing the right thing over the easiest thing were provided throughout the assessment.

The focus on structuring the organisation in a way that could support its growth and to succeed in an ever-changing external context is particularly credible and an area that it hard to get right in the majority of organisations, especially amidst levels of growth experienced by MPCT in the last twelve months. The organisation has achieved outstanding levels of performance, very high levels of morale and a sense of calm despite the amount of change.

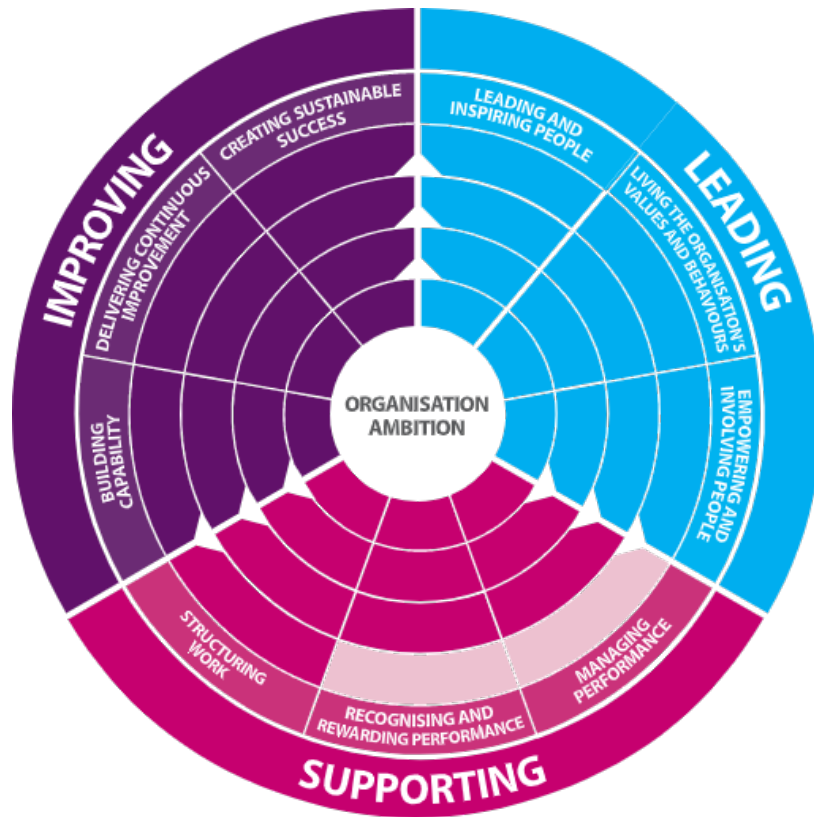
There are two main areas which have been highlighted as they could be further strengthened. These are consistent recognition, and further embedding a coaching culture. Firstly, with regards to recognition, there are some areas where this isn't as strong as the outstanding practice seen elsewhere. It's usually the case that some leaders do this more naturally than others but there is potential for improved consistency in this.

In terms of the coaching culture, where it is happening it is having positive outcomes and there is a level of consistency in that most managers and leaders know about coaching. In practice, some neglect their coaching skills and aren't able to articulate how they've used their skills practically. Some teams are developed continuously by their leaders using coaching approaches, others provide more of a solution focused approach when their teams come across issues or obstacles.

These areas were still identified as advanced against the Investors in People framework but are the only two themes identified for potential further development – if this is in the organisation's interest and in line with their strategic aims.

Achieving a Platinum Award, particularly at a time of substantial transition, is an outstanding result which is to the credit of those who work at MPCT, and something which will undoubtedly be celebrated in the coming weeks.

MPCT assessment outcome



MPCT final award outcome

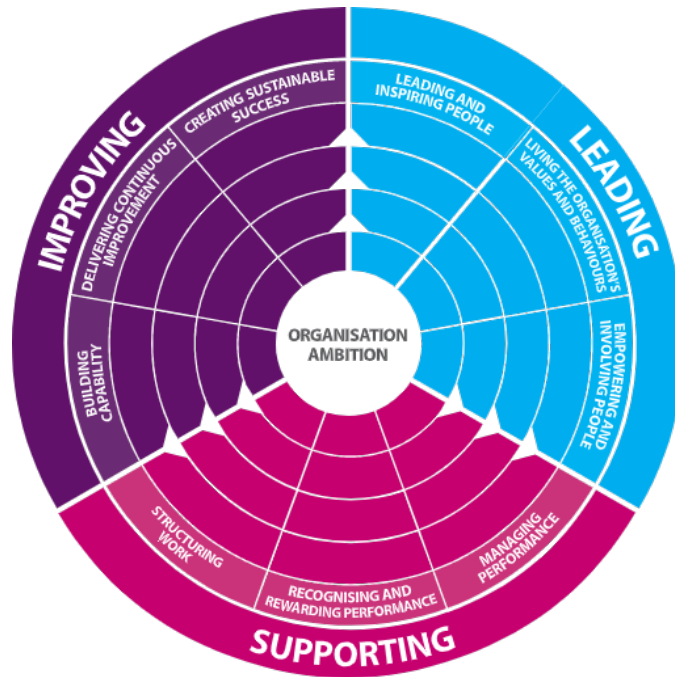


MPCT's Self-diagnostic

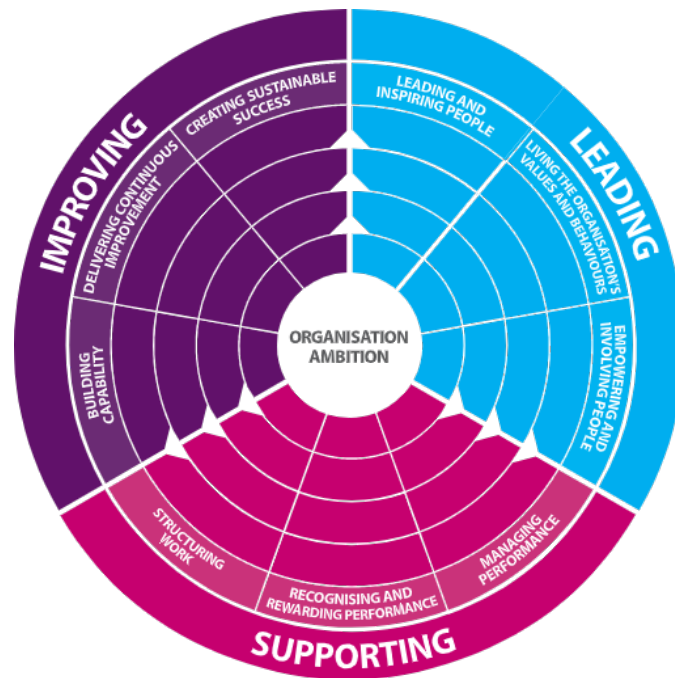
Having carefully considered the IIP Framework, MPCT believe that they are high performing in all areas and indicators. In line with their focus on continuous improvement, MPCT would like to sustain these performance levels and continue to be high performing in all areas.

The heat maps below summarise where MPCT believes it currently sits against the each of the nine IIP indicators and where it aspires to be in order to achieve its organisational ambition. The shaded cells represent the maturity level against each indicator. The more cells shaded the more mature and embedded the practices are within MPCT.

MPCT 'As Is' heat map



Aspiration or 'To-be' heat map



Assessment Approach

Following the initial Context Discussion with the Senior Leaders in MPCT, from which details for the organisational analysis were taken, the organisation was assessed primarily using the IIP40 assessment and interviews. People were informed of the IIP assessment and accreditation process by HR in March 2019, when they were asked to take part in completing the online assessment and a possible interview. This gave time to deal with any questions or issues that people raised. HR report that there were no issues and that people were more than happy to be involved.

As an organisation of 133 members of staff, all staff were asked to complete the IIP40 online assessment. 124 completed surveys were returned (93%), indicating a very good level of engagement by staff. Returned surveys represented all functions and levels of MPCT.

Surveys were analysed to determine key themes or issues and these were used as one basis on which interviews were designed and administered. Semi-structured interviews were carried out with 26 respondents, from all functions and levels based, selected purposely because they were ideally placed to discuss IIP related issues. Each was interviewed one-to-one or in small groups and confidentiality was assured. All interviews were in a private meeting room; some interviews with those in other centres were conducted via video conferencing, again privately conducted. Interviews lasted around 45 minutes. Respondents appeared to willingly share and discuss their experiences and attitudes. An additional four respondents provided their feedback in videos as they were unable to attend on the agreed assessment days.

Observation activity included an annual awards ceremony, MD Memo with all HQ staff, demonstration of performance management dashboard and interaction between people at all levels.

Survey data was explored with senior leaders before and during the on-site activity and some additional interviews were arranged with the Sports and North-East teams due to lower scores. Review and demonstration of performance data dashboards was arranged as a response to survey feedback also.

Data on which the assessment was based included that elicited from the surveys and interviews, observations and documents provided by MPCT. Documents were freely provided and included MPCT's strategy, performance metrics over the last three years, Leadership Framework, Evidence Matrix against high performing themes, HR metrics, performance management documents, employee handbook, MPCT literature, annual reviews, Legacy book, and the MD's welcome card.

How MPCT was assessed



The online assessment was deployed to 133 employees and we saw a response of 124. This was above the international Investors in People guidelines and therefore the sample is considered statistically significant.



Based on the finding from the survey, we interviewed 26 employees from across the organisation.



Observation activity included an annual awards ceremony, MD Memo with all HQ staff, demonstration of performance management dashboard and interaction between people at all levels.



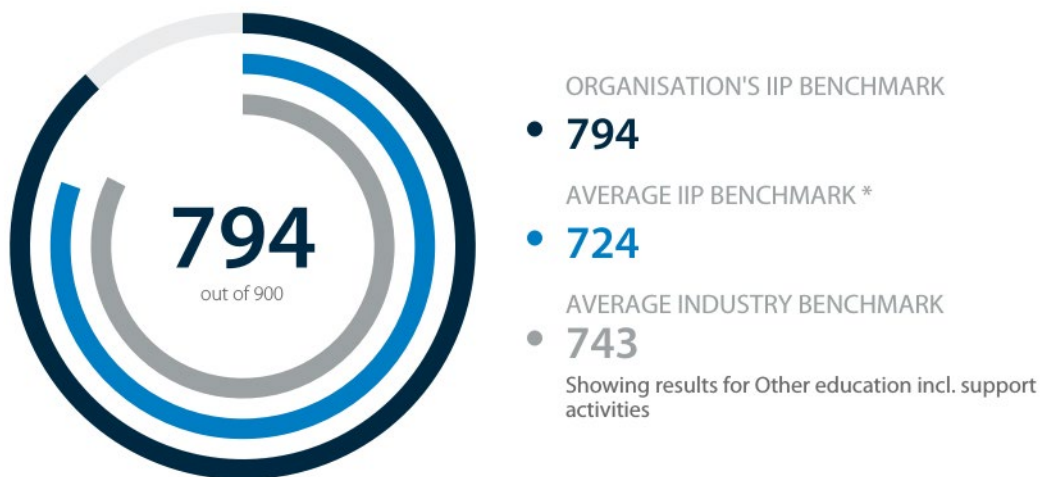
Types of analysis undertaken included MPCT's strategy, performance metrics over the last three years, Leadership Framework, Evidence Matrix against high performing themes, HR metrics, performance management documents, employee handbook, MPCT literature, annual reviews, Legacy book, and the MD's welcome card.

Detailed Assessment Outcome

This section provides a detailed analysis of organisation MPCT's assessment against the IIP framework. The table in the Annex shows the assessed performance level for each of the 27 themes within the IIP Framework. For the purposes of establishing an industry benchmark, data collected from the Other education including support activities sector has been used as a benchmark and is shown below.

MPCT industry benchmark

Benchmark



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

Survey Response Rate

Overview

TOTAL RESPONSES 124 responses out of 133 (93%)



RESPONSE METHOD



Email link: 124 responses out of 124

Open access: 0 responses out of 124

By Team

CENTRAL 1 responses out of 1



CENTRAL & WALES 33 responses out of 35



HEAD OFFICE 36 responses out of 39



MPS 10 responses out of 10



NORTH EAST 12 responses out of 12



REGION 1 responses out of 1



SOUTH 24 responses out of 28



SPORTS 7 responses out of 7



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	52.8%	28.6%	11.3%	4.4%	1.6%	0.2%	1.0%	6.2	+0.6
INDICATOR 2 Living the organisation's values and behaviours	65.6%	25.3%	5.5%	2.1%	0.6%	0.2%	0.6%	6.5	+0.6
INDICATOR 3 Empowering and involving people	41.9%	37.3%	11.7%	4.6%	2.4%	0.8%	1.2%	6	+0.2
INDICATOR 4 Managing performance	56.7%	31.5%	6.0%	2.2%	0.8%	1.2%	1.6%	6.3	+0.6
INDICATOR 5 Recognising and rewarding high performance	31.5%	33.7%	16.1%	8.7%	3.2%	3.2%	3.6%	5.6	+0.5
INDICATOR 6 Structuring work	51.8%	34.3%	8.5%	2.8%	1.0%	0.8%	0.8%	6.3	+0.4
INDICATOR 7 Building capability	42.9%	33.9%	13.4%	5.5%	2.1%	1.3%	1.0%	6	+0.5
INDICATOR 8 Delivering continuous improvement	43.3%	38.7%	11.3%	5.2%	0.8%	0.4%	0.2%	6.2	+0.6
INDICATOR 9 Creating sustainable success	64.5%	26.0%	5.0%	2.8%	0.8%	0.2%	0.6%	6.5	+0.7

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Industry
INDICATOR 1 Leading and inspiring people	52.8%	28.6%	11.3%	4.4%	1.6%	0.2%	1.0%	6.2	+0.5
INDICATOR 2 Living the organisation's values and behaviours	65.6%	25.3%	5.5%	2.1%	0.6%	0.2%	0.6%	6.5	+0.5
INDICATOR 3 Empowering and involving people	41.9%	37.3%	11.7%	4.6%	2.4%	0.8%	1.2%	6	+0.2
INDICATOR 4 Managing performance	56.7%	31.5%	6.0%	2.2%	0.8%	1.2%	1.6%	6.3	+0.4
INDICATOR 5 Recognising and rewarding high performance	31.5%	33.7%	16.1%	8.7%	3.2%	3.2%	3.6%	5.6	+0.3
INDICATOR 6 Structuring work	51.8%	34.3%	8.5%	2.8%	1.0%	0.8%	0.8%	6.3	+0.3
INDICATOR 7 Building capability	42.9%	33.9%	13.4%	5.5%	2.1%	1.3%	1.0%	6	+0.4
INDICATOR 8 Delivering continuous improvement	43.3%	38.7%	11.3%	5.2%	0.8%	0.4%	0.2%	6.2	+0.4
INDICATOR 9 Creating sustainable success	64.5%	26.0%	5.0%	2.8%	0.8%	0.2%	0.6%	6.5	+0.5

Indicator 1: Leading and inspiring people

Indicator 1: Leading and inspiring people



The average score for this indicator was 6.2, this was 0.6 higher than the IIP average. The lowest scoring theme in this indicator was “Developing leadership capability” with an average score of 6.1, the highest scoring statement was “Creating transparency and trust” 6.3. The lowest team average was provided by North East (5.9), the highest by Region (6.5).

Everyone is clear on what’s ahead and leaders act as role models

Briefings take place every Friday for all sites, this ensures that everyone is engaged and involved in the current objectives of the organisation as well as the future plans. One of these MD Memos was observed as part of the assessment, it was clear that people felt comfortable asking questions and making comments throughout, the MD and other senior leaders are clearly respected and trusted. The MD Memos and Vlog are read out or shown at every other site on the same day, leaders at each of these sites encourage questions and comments in the same way.

The organisation’s Strategic Framework has been provided to all employees, this document outlines the strategic aims of the organisation over the next six years, this is discussed in MD Memos, team briefs and in individuals’ 1-2-1s to further increase clarity for all people.

Unanimously people talked about the positive impact the senior leaders have had on the organisation, and how they are able to go to leaders with issues or suggestions and be listened to. People talked about the leaders demonstrating the values without exception, and seeing the leaders as effective role models. All leaders were described as highly motivated individuals who inspire their teams and role model good performance, this was also felt by everyone in their feedback of the MD.

“My leader is the best I’ve ever worked with, there are no secrets, we always know exactly what’s going on. He’s really inspiring actually.”

“Huw is a great role model; you’d never see him doing anything that goes against who we are.”

“I think a lot of the leaders have been here a long time and they genuinely want the same things that we want so it’s easy to trust them, and for them to trust us as well.”

People want to achieve excellence and are motivated to deliver

The printed Strategic Framework provides clarity on the objectives of the organisation. This is supported by an annual event for all staff where the strategy and objectives are discussed. A Strategic Review is also published on an annual basis that provides an update on progress against the six-year plan within the Framework.

MD Memos have an inspiring impact on people as they celebrate success and talk about what’s ahead, people talked in interviews about how the focus on positive things already achieved has consistently motivated them to perform in the coming weeks.

Many people at MPCT are motivated by what the organisation does for their learners, and the impact their work has on learners, their families, and wider society. This was clearly evident in conversations with people at the Annual Award Ceremony attended as part of the assessment. All people talked about how motivated they were by the impact on those the organisation supports. This is supported by interactions leaders have with their teams and colleagues, being learner-centric and focused on high impact performance.

1-2-1s ensure that people are supported in their work, with line managers asking whether people need any help in their role within the strategy, people believe that this is genuine as help has been provided when needed. People feel that the MD is inspirational, and that the enthusiasm he has “catches”, spreading across all teams and areas. The MD Memos have ensured this is true across all sites.

There is a focus from leaders, and all people interviewed through the assessment, in over-achieving objectives in order to make the organisation the absolute best it can be. This is discussed and role modelled by leaders but is evident at every level.

“Huw is inspirational, he’s so passionate that it makes us passionate too. He really cares, everyone does here.”

“My manager asks if I need support, when I’ve had other things going on I’ve always had the support I need, it’s a lovely place to work”

“It’s not always about the objectives, it’s also about doing the best we can, being excellent in everything we do.”

Expectations of future leaders are clear

The organisation has communicated clear expectations of leaders in a number of ways. Leadership competencies are defined for every level of leadership, and this is supported by ongoing conversations.

All leaders are given a copy of James Kerr's "Legacy: What The All-Blacks Can Teach Us About The Business Of Life" by the MD when they join the organisation, this book talks through different approaches to leadership which are endorsed by the organisation, including how to operate successfully within a VUCA (volatile, uncertain, complex, ambiguous) context.

Leadership development has taken place on an ongoing basis, with internal trainers utilised to deliver it, this development has focused on different approaches which can be taken, and encouraged leaders to consider their own in line with the leadership framework already published to them. A Leader's Pocket Book provides further support in people applying this practice.

The transparency of the Leadership Framework has supported everyone in being able to see what's needed at the "next level" of leadership, outlining improvements they may need to make if their aspirations are to progress.

Annual Management Conferences are arranged for all leaders to attend, the most recent conference encouraged leaders to complete a self-evaluation and to find the areas they could improve in.

There was consistent evidence provided at interview of people being provided with projects and tasks which have allowed them to show what they're capable of, demonstrating their leadership skills. There were examples of this leading to tangible progression.

"Huw gives everyone Legacy when they start, and they have a card off him to welcome them which talks about what's important here."

"If someone comes up with something, we'll encourage them to take it forward, it's an opportunity for them to show what they can do then as well."

"We're always looking at ourselves and trying to understand where we can improve."

Indicator 2: Living the organisation's values and behaviours

Indicator 2: Living the organisation's values and behaviours



The average score for this indicator was 6.5, this was 0.6 higher than the IIP average. The lowest scoring statement in this indicator was “Operating in line with the values” with an average score of 6.3, the highest scoring statement was “Adopting the values” 6.6. The lowest team average was provided by Sports (5.9), the highest by Region (7.0).

Everyone knows what the values are

Values have been communicated to all people through behaviour frameworks, internal communications and the Leaders’ Pocket Book which was reviewed as part of the assessment.

The MPCT Core Values have been explored with complimentary statements to make sure that all people are clear on how these might be demonstrated. For example, Pride, “I Will be proud of who I am and what I am able to achieve”. Leadership Behaviours also support these and have been clearly defined, with supporting habits which leaders should demonstrate.

It has been made undeniably clear to people at MPCT how leaders are expected to demonstrate the values in their everyday decision making and work. The Leader’s Pocket Book lays this out clearly. The 15 Lessons of Kerr’s “Legacy” book are also included in the guidance on the behaviours and attitudes of successful people in the organisation.

Leaders could provide examples of how they've used these lessons, behaviours and values in their work, and importantly in their decision-making.

The values are truly embedded at MPCT and this is happening to such a degree that people consistently felt that those who don't demonstrate them are instantly noticeable. This is explored further in the following paragraphs.

Leaders discuss the values and behaviours with their people on a regular basis through formal processes and informal conversations throughout the working day.

MPCT's values are honesty, integrity, diligence, discipline, transparency, consistency, empathy, loyalty, dedication, pride, teamwork, robustness, and courage.

"The values aren't ever discussed in a forced way, it is part of how we are here, part of how we function."

"We've got a Leadership Framework which goes through the values, leadership styles, the lessons from Legacy"

The values feel natural and people want to demonstrate them

People believe that there is an overlap with the organisation's values and their own, describing their demonstration of the values as natural. There were numerous examples people provided of people going the extra mile for learners and their colleagues, going out of their way to support people and to help others to achieve.

The nature of what MPCT does means that it's natural for people to focus on the interests of others, the majority of people working in the organisation feel that they are doing something that matters on a grander scale than a "normal" job, that they're making a difference in a real way. There is a consistent understanding that making a difference requires people to have the right attitude and to not always take the easiest path but to focus more on the right way of doing things.

The values are at the forefront of people's minds and all people processes at MPCT, this includes induction, job adverts, recruitment screening and interviewing and people management policies.

"When I look at the values, I just think the people who work here would do that anyway, the people I work with want to do the right thing so it happens on its own."

"Sometimes the easiest thing to do would be to finish something quickly or whatever but if that's going to make someone I work with's job more difficult I'm not going to do it."

People are measured on their demonstration of the values and encouraged to live them

Leaders receive feedback from their colleagues which is values-based as part of a 360 process and are expected to make sure this is a key contributor to their development.

The introduction of Facet5 has also impacted the organisation very positively, with all managers receiving feedback from the psychometric assessment. Feedback is provided in a number of themes and people are, again, encouraged to consider the areas they could improve in. This has also been used to identify gaps and strengths in the leadership team.

There were numerous examples of challenging behaviour provided. Many people (at all levels) talked about challenging their colleagues and how this has been supported by clarity of the values and the extent to which they're demonstrated across the organisation.

Senior Leaders described how the probation process is used effectively to ensure those that stay in the organisation are demonstrating the values to a strong extent, and those with progress to be made are challenged and supported in order to improve. Where improvement hasn't been made as required, people have made tough decisions, including letting people go who aren't on board with the "MPCT Way".

Behaviours and Values are discussed informally on a daily basis, but more formalised opportunities are provided through 1-2-1s, morning briefings (where demonstration of the values is celebrated) and team meetings.

Values are a key factor for people to successfully win awards in the SLT Award events at MPCT, further emphasising the importance and benefits of living the values everyday.

"There have been people who haven't stayed with us after probation because they're not a fit, they don't demonstrate the values or they make decisions which we would question, that's not something we're afraid to do because it makes us better."

"Facet5 is broken down into different areas and we can see where we need to improve in the feedback."

Indicator 3: Empowering and involving people

Indicator 3: Empowering and involving people



The average score for this indicator was 6.0, this was 0.3 higher than the IIP average. The lowest scoring statement in this indicator was “Participating and collaborating” with an average score of 5.7, the highest scoring statement was “Making decisions” 6.2. The lowest team average was provided by North East (5.5), the highest by Region (7.0).

People are entrusted and empowered to perform at their best

As mentioned in earlier sections of the report, people are given all of the information they need to understand the future direction of the organisation and their role within this, this is also discussed in 1-2-1s.

MD Memos involve asking people for suggestions and comments around areas discussed in the briefing, observation of one of these sessions demonstrated that staff feel comfortable offering their perspectives and suggestions.

An Idea Generation scheme gives people financial benefits from coming up with improvements to their roles and the organisation as a whole. Where suggestions are made, people are given opportunities to lead implementation of the idea.

Following excellent results from ESTYN and OFSTED inspections, people were invited to a session for all people to suggest how this excellence can be sustained and even further improved. This, and other initiatives, have supported an ethos where all people see the role they play in achieving excellence.

People talk about feeling trusted by their managers, and this is a key message of leadership development also. Leaders are encouraged to trust people, to let them show their potential

and this was consistently demonstrated in leader interviews, the context discussion and observations of the assessment.

The level of empowerment is incredible and an important strength of the organisation which has supported achievement across the entire Investors in People framework. People understand their role in the organisation's performance and want to deliver it.

"We are allowed to do things here we wouldn't be able to do anywhere else, we can try things out and suggest new things and actually do them."

"My manager trusts me, we have a good relationship where [he/she] expects the highest standards but trusts me to deliver them."

People feel that their voice is heard

There is an ongoing effort to consult with and involve staff in key decisions. This is happening very naturally at MPCT as people are encouraged to offer their thoughts on everything, rather than focusing on the big decisions.

MD Memos include comments from people at all levels and this is a key mechanism which can shape ideas and initiatives presented by leaders. Surveys are also used effectively by the organisation to understand the things that motivate people and the things that may cause frustration.

Briefings on the Framework and Strategy Reviews often include time for all people to talk together about how these objectives may be delivered by MPCT and how individuals can support each other in doing this.

There was clearly an ethos from senior leaders, and managers across the organisation, in that they don't make "executive decisions" but instead aim to work with people in considering all perspectives and sharpening ideas which are on the table.

Teamwork is one of the core values at MPCT and embedded across all levels and areas, this is particularly evident in the recent launch of a number of new centres, which required people from across the organisation to rally and work closely together to achieve what were challenging objectives in tight timescales.

There is an ongoing journey taking place which centres around increasing participation. A critical example of this would be the new curriculum currently under development. Curriculum used to be developed centrally but, following suggestion, has been developed by people across the organisation this time around, shared between a number of people who showed an interest or demonstrate expertise in the areas needed.

Surveys about specific areas of people's work have been sent out to garner feedback before introducing anything new, making sure that people have contributed and sharpened any new initiatives.

"The leaders here wouldn't just make a decision and go with it without talking to people that it would affect. We'd always be asked for our thoughts before anything new is introduced."

"I'm trusted here, I'm good at my job, they know that, they trust me, I'm given the space I need to improve my own performance."

Challenge is expected and people work together to make the best decisions

In line with the empowerment explored in the previous section, job descriptions and role profiles support people in understanding decisions they can make in their own roles. This includes areas which would ordinarily be escalated to management level.

People feel that their expertise is valued and that they're therefore supported in making decisions which will affect them, or impact positively in the organisation.

There is an ethos that people aren't "precious" about any practices already in place and eager to hear any improvements which could be made. This means that people feel comfortable in making decisions to change approaches within their remit.

Due to the naturally collaborative culture, there is an innate effort to involve people as collaboration is part of the DNA at MPCT. People reflected that they couldn't think of a decision that had been made by an individual as it's the norm to do this collectively.

Leaders and managers continually update their teams on information which they may need as much as possible. It is particularly encouraging that people are told when clear answers aren't yet available as decisions aren't made, people are told options which are being considered and when decisions are likely to be made. This further supports people in feeling they're involved and informed wherever possible.

As mentioned previously, people are encouraged to contribute and challenge in all areas of their work. The transparency and approachability of leaders has supported people in feeling comfortable to do this.

"There aren't any secrets, if there's something they can tell us they will, even if that's when the information will be available."

"We're constantly involving each other, using our team as a sounding board, I don't think people make decisions on their own really, not because they can't but because we work closely together."

Indicator 4: Managing performance

Indicator 4: Managing performance



The average score for this indicator was 6.3, this was 0.6 higher than the IIP average. The lowest scoring statement in this indicator was “Setting objectives” and “Encouraging high performance” with both scoring an average of 6.3, the highest scoring statement was “Measuring and assessing performance” 6.6. The lowest team average was provided by Sports (6.1), the highest by Region (7.0).

People want to perform at a higher level and are self-motivated in doing this

Expectations are discussed and agreed in 1-2-1s, morning briefings, MD Memos, informal conversations and team meetings. People’s knowledge of the organisation’s strategy and long-term aims (set out in their Framework and Annual Reviews) is so strong that every individual interviewed had a thorough understanding of how their own aims support those of the organisation. This was a huge contributor to people feeling motivated.

People take part in two-way conversations with their managers on what their objectives should be, occasionally adding to these as a result of new organisational aims or areas of interest/specialism. It’s encouraging that people take ownership of their objectives as they are involved in forming them and demonstrate a genuine desire to deliver them.

There were many examples of stretching objectives being set for individuals, this is primarily led by individuals themselves who are seeking opportunities to develop themselves and demonstrate their capabilities.

People have access to a dashboard which shows them their own levels of performance, meaning they can monitor their own achievements. This is supported very effectively by their interactions with managers which is focused on celebrating success and offering support – this would be less of a focus if people needed progress updates with their managers.

These efforts have resulted in improved business performance over the last three years, in terms of progression rates, success rates and QAR rates. MPCT has seen growth in ESFA contract values of 39% over the last three years, 16% in DFES contract values, and 59% growth in their apprenticeship contracts. This is further solidified by the organisation's "outstanding" OFSTED and ESTYN inspections.

"We all want to improve, we don't need to be told, if we have something we want to work on, we can work on it."

"I know how I'm doing, I can find out every day, I don't discuss that with my manager really unless there's something that needs to get better."

Everyone wants excellence, anything less is positively challenged

There is a Staff Handbook which provides a "one stop shop" for all people management policies, including the organisation's approach to employee engagement and performance management. People could all describe how their performance is managed and discussed on an ongoing basis.

People talked about formal processes which are in place but described these being relatively informal in the way that they're implemented. For example, discussions with line managers about performance are genuinely open conversations where both parties offer opinions and comments. This has supported people effectively in building trusting relationships and feeling comfortable in identifying areas for improvement in their own performance.

Though there is a supportive culture across all areas of MPCT there is still a focus on achieving high levels of performance, this includes proactively addressing underperformance. As mentioned before, probation forms a key part of this though underperformance is also addressed throughout employment. Processes such as 1-2-1s and NTI (Notice to Improve) support this where KPIs are reinforced and support discussed to get people back on track.

As excellence is an objective of the organisation, people are individually encouraged to "outperform", never accepting the current levels of performance but instead constantly looking for areas which could be further developed. People therefore see improving as a positive thing, and don't take constructive criticism personally.

Data provided by MPCT shows that the introduction of Regional Operational Managers, with a focus on performance management resulted in a higher staff turnover rate in 2018 (35%), this was a direct result of underperformance being address and managed effectively. This reduced to 20% in 2019, with a robust probation and assessment process supporting this improvement.

"Even if we got the very best results in everything we'd still be looking for something we could get better at, we're constantly expected to do that in our own roles."

"We know our KPIs, if we weren't achieving them our manager would speak to us, it'd be informal and supportive but if we didn't improve it'd get more serious."

Performance and behaviours are measured but coaching could be more embedded

A demo was provided as to how performance is measured and presented to individuals and their managers as part of the assessment. It was encouraging to see the transparency of performance information.

Wherever possible, positive performance is celebrated collectively in morning briefings, awards and MD Memos, people have an expectation that good performance is fed back reactively and positively. Regular informal and formal conversations are taking place with every individual about their performance. This is reliant on the trust explored previously, people believe that their managers and colleagues want them to perform well and that any constructive feedback is purely in this vein.

Behaviours are discussed and measured through a number of mechanisms including 360s and Facet5 feedback, these have been implemented positively and people could explain how they've used the feedback to improve their own performance in these areas.

Managers and the individuals they manage aren't reliant on performance processes to discuss their performance, as this is happening naturally on a daily basis. People feel comfortable to discuss areas in which they aren't achieving the results they want, or those that are expected.

Though coaching is embedded in many areas of the organisation, this could be further developed as some managers are unable to articulate how coaching has impacted their management or the performance of their team. There is clearly an intellectual understanding of coaching as a principle, but the practice could be more embedded. This is fairly common within supportive cultures where managers want to provide answers as much as possible, in some instances though, this can lead to individuals becoming too reliant on their managers and think independently less often.

"We talk about behaviours all the time, I would give my team examples of when they've behaved really well and where they could have done something differently. I think it's always been taken really well."

"Everyone's on the same team, we all want to be the best, we all want the best possible results."

Indicator 5: Recognising and rewarding high performance

Indicator 5: Recognising and rewarding high performance

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I get appropriate recognition for the work I do	29.0%	37.9%	17.7%	6.5%	2.4%	4.0%	2.4%
I am consistently recognised when I exceed expectations	33.9%	27.4%	18.5%	10.5%	4.0%	0.8%	4.8%
I feel appreciated for the work I do	37.9%	33.9%	12.9%	5.6%	1.6%	4.8%	3.2%
I am rewarded in ways that match my motivations	25.0%	35.5%	15.3%	12.1%	4.8%	3.2%	4.0%

The average score for this indicator was 5.6, this was 0.5 higher than the IIP average. The lowest scoring statement in this indicator was “Designing an approach to recognition and reward” with an average of 5.4, the highest scoring statement was “Adopting a culture of recognition” scoring 5.7. The lowest team average was provided by Sports (4.2), the highest by Region (6.5). Though there were comparatively high scores for this indicator against other organisations in the sector, and the IIP average, it is worth noting that this was the lowest scoring indicator in the survey.

There is a comprehensive and successful approach to reward and recognition

There is clear alignment between the organisation’s aims and the ways is rewards and recognises people. For example, there is a bonus scheme which rewards those who come up with new ideas and an incentive scheme which rewards staff who recruit the target number of learners or more. This scheme alone has resulted in performance improvements in a critical area (23% increase in contract achievement).

There is an intentional focus on continually improving the initiatives in place for recognition and reward, with consistent evidence of changing and improving the approach over a number of years. Individual schemes have been improved over the years as well as adding new ones. For example, awards ceremonies have been more positively received year on year as staff can see that their feedback is being taken on board.

There is a staggering number of mechanisms in place which MPCT use to reward and recognise people. This includes personal development, staff awards, MD memos, letters from the MD and other senior leaders, regional awards, SLT awards, recruitment incentive, long service awards, and referral schemes. These are all in addition to a comprehensive benefits package and are reviewed in terms of organisational impact. For example, the referral scheme

has results in 15 new staff members (who have passed probation) in the last 18 months. This is an example of the values in practice also, as people are encouraged to “refer a friend” who they feel would have a positive impact and demonstrate the MPCT behaviours in their work.

Changes have been made to the approach to rewarding and recognising people in line with feedback people have given. For example, a Christmas Savings Scheme has been introduced, which paid out £54,000 last year. Also, the gym subsidy was broadened for those who don't want to attend the gym but would like to do something else related to their wellbeing such as attend a class or buy running shoes etc.

Overwhelmingly, when asked about which rewards most motivated them, people talked about “Free Lunch Friday”. The new rewards introduced in the contact centre, in providing drinks and snacks in the centre have been very positively received and particularly valued as these people are at their desks for the majority of their working day.

Some efforts to recognise people at MPCT include those focused on health and wellbeing, this has had a positive impact on absence levels in recent years with a 1.2 average number of absence days per person, this is significantly lower than the 5.6 days average in the sector (XpertHR, 2019). This was further confirmed in interviews with people during the assessment.

“We're 100% encouraged to contribute and put our ideas forward, and they put their money where their mouth is, if we come up with something and put it forward we'll get rewarded for it.”

“It makes you feel they do actually care because they reward you when you're working hard and achieving what you want to achieve anyway.”

Recognition happens naturally and motivates people

As mentioned above, the organisation's approaches are fit for purpose and encourage behaviour and performance which is important to the organisation's success. These have been designed with employee motivation and organisational performance in mind.

The rationale for some mechanisms is to improve performance, for others it's about retaining or attracting talent, or increasing employee engagement. For example, giving birthday gifts and cards is not going to directly improve performance but instead makes people feel valued, whereas, MD letters are in recognition of specific areas of excellence and encourage people to continue in their high performance.

There is significant trust in leaders and this has led to people fully believing that recognition and reward are fair, that it's consistent across the organisation, that there's equity and transparency in the way that it's done.

When asked what people liked most about working for MPCT, a great number of people talked about how they felt appreciated by the organisation, they were valued and their efforts were always noted and rewarded. This is not an achievement to be overlooked as this is particularly challenging in an organisation working across multiple sites, and where growth is as rapid as it is at MPCT. This hasn't been used as an excuse and leaders have been focused on improving approaches to ensure that everyone is included and fairly recognised.

It's worth noting that the MD takes recognition and reward seriously himself and this is a big instigator of creating a culture which recognises and rewards talent, people have seen him role model this and publicly celebrate the successes of the people at MPCT on a regular basis. It's therefore unsurprising that others have followed suit.

Though this indicator is high performing, there is some potential improvement in the level of consistency of recognition. Though in the majority of cases this is executed very well, there are some teams where the manager isn't as proactive in recognising exceptional performance and these people aren't as motivated as a result.

"It's a constant thing, you'll get a personal card or a thank you in front of people, we get bonuses if we meet specific KPIs, if you do a good job you'll get noticed for it and they pay it back. Whatever you put in, you get more than you expect back."

"Recognition is completely natural here, it's happening all the time, I thank people I work with all the time, it's not just through formal things it's also just happening."

"It's hugely motivating to work somewhere that you know will notice if you work really hard, someone will see it and often it'll be rewarded too."

People trust the approach to recognition and reward

People could explain how they're rewarded and recognised, there is a thorough understanding of the schemes in place from people interviewed. Detailed policies and approaches have also been made available to people so that they can understand the approaches fully.

The MD Memos have been critical in showing others what is considered great performance, with people talking about others behaving or performing at a high level, making this visible to their colleagues and encouraging them to do the same.

People talked about letters, cards and emails to recognise individuals often being focused on "the way" things were done as well as results achieved. This focus on the approach as well as the outcome has led people to clearly identify behaviours being recognised, though this is also consistently happening at a team level in briefings and meetings.

People consistently spoke about their own efforts being rewarded, being paid back for what they've put in. This return on their personal investment of time and performance is critical at MPCT as it's resulted in exceptionally high levels of performance from a number of people.

People know that if they hit target it won't be taken for granted, this has therefore created a culture where people feel valued and also value the opportunity, they have to be a part of the organisation's success.

Examples were provided of people receiving higher rewards for being "top performers" in terms of achievement of KPIs and key business objectives.

Indicator 6: Structuring work

Indicator 6: Structuring work



The average score for this indicator was 6.3, this was 0.4 higher than the IIP average. The lowest scoring statement in this indicator was “Creating autonomy in roles” with an average of 6.1, the highest scoring statement was “Enabling collaborative working” scoring 6.5. The lowest team average was provided by Sports (5.4), the highest by Region (7.0).

The structure is changing and improving as the organisation grows

There is compelling evidence that organisational strategy impacted on the structure of the organisation with a number of examples provided where roles have been created or changed in order to meet the needs of the organisation. For example, ROM (Regional Operational Manager) roles have been created in order to sustain the organisation’s approach and culture amidst substantial growth, improving consistency across centres.

In response to increasing focus on safeguarding in the external context of the organisation and as a result of learner feedback on My Concern (i.e. mental health challenges), a Lead Safeguarding Officer role has been introduced which is already proving to be profoundly positive for the organisation.

Roles have been designed with progression in mind, for example a ROM has been promoted to a new quality role with broader responsibilities across the organisation. People understand that the growth of MPCT means that the structure changes regularly but that this brings opportunity with it. In addition, a role which was previously responsible for delivery across England and Wales has now been split to two roles, in response to growth. The development of Deputy Director roles provides further foundation for growth and progression opportunities.

There is clearly a link between curriculum requirements, changes in the needs of young people, the strategy for growth and the organisation’s structure. A key example of this is the

introduction of three Liaison Managers in January in order to effectively collaborate with key contacts.

“The new safeguarding role has been so that we have an expert here who can improve our approach to safeguarding, things are already even better, there’s an induction now, a whole new system – My Concern.”

“They’re adding roles all the time because we’re growing but they don’t just bolt them on, there’s always thought on the kind of skills we need and roles which might improve things”

Policies and practices are clearly understood and readily changed

The comprehensive Staff Handbook has meant that all people are aware of the policies in place, and can make independent decisions in line with these. There is clearly an effort within these policies to empower people in making decisions, presenting them with clear information and guidance for them to take forward.

The Head of Quality and Policy is responsible for ensuring that all policies are reviewed and updated on an annual basis, working with experts in various areas across the organisation in order to do this.

Guidance has been provided for people to feel comfortable in creating new policies and practices in their own areas through the Policy Writing Policy. This has been launched to encourage Directors and Heads of Departments to take ownership of policies which are in place.

There is a noticeable effort from senior leaders to enable and support people as much as possible in improving policy and practice in their own areas. This is underpinned by the policies mentioned previously but also by the attitudes of the leaders themselves, they are willing to change anything which is in place if it will improve things for the organisation.

The introduction of ROM roles has also led to faster decision making in that people outside of HQ have access to a senior leader who can approve or amend practices as necessary without waiting for a decision from head office. The culture of empowerment explored earlier in this report also supports this element effectively in that people feel that they’re trusted and listened to.

“They want us to be able to get on with it really, so if there’s something getting in the way and we point it out, they’ll change it.”

Collaborative working is encouraged and embedded

There were numerous examples discussed throughout the assessment of people working across teams and in working groups to improve things at MPCT. The people working on curriculum, for example, are from right across the organisation. ROMs meet together and work as a team on improvements and engaging their teams.

There is also an effort to include people from different teams in training sessions, encouraging people to get to know each other. Committees for quality and other areas of focus also bring people together from across the organisation.

There is an enthusiasm in the way the organisation collaborates, people want to be involved and want to help the organisation to improve. This collaborative effort is fluid and takes place

informally (through robust working relationships) and formally through committees and structural improvements.

The collaboration taking place has impacted positively on external relationships also, with initiatives such as ICAMs (Information Community Awareness Meetings) improving external contacts' knowledge of what the organisation does and how it impacts young people.

The morning briefings and MD Memos have been instrumental in improving working relationships and encouraging people to create informal networks, virtually everyone interviewed talked about working with people outside of their own area or team in order to improve practice for the organisation.

“Everyone knows each other and likes each other so collaboration doesn’t need to be forced here, if someone needs help, I’m going to help them.”

“We’re mixing in with other teams all the time, if we go on training we’ll be sat next to someone we don’t usually work with and getting to know them.”

Indicator 7: Building capability

Indicator 7: Building capability

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
My manager thinks it is important that I develop my skills	46.8%	37.1%	10.5%	4.8%	0.0%	0.8%	0.0%
I have opportunities to learn at work	49.2%	32.3%	10.5%	4.0%	1.6%	1.6%	0.8%
I make use of my organisation's learning and development opportunities	32.3%	37.1%	22.6%	5.6%	0.8%	0.8%	0.8%
I know how my organisation invests in learning and development	54.0%	27.4%	11.3%	4.8%	1.6%	0.8%	0.0%
People are selected for roles based on their skills and abilities	32.3%	35.5%	12.1%	8.1%	6.5%	2.4%	3.2%

The average score for this indicator was 6.0, this was 0.5 higher than the IIP average. The lowest scoring statement in this indicator was “Deploying the right people at the right time” with an average of 5.6, the highest scoring statement was “Supporting learning and development” scoring 6.2. The lowest team average was provided by North East (5.5), the highest by Region (7.0).

People are discussing and taking part in ongoing development

Development conversations are happening continuously between people and their managers, everyone interviewed felt that their development is considered on a regular basis. People talked about a mix of managers pointing out and discussing individual development needs with them, and people self-identifying areas for development.

There is also a clear link between the organisation’s strategy and development being offered to people at MPCT. For example, the management conference is delivered along with leadership and management development in order to equip managers for growth and incoming challenges facing the sector and the organisation specifically. The training around mental health support strategically links to increased concerns from learners who need additional support and building capabilities in order to deal with this in the right way.

Facet5 has been a key mechanism the organisation has used to identify personality and behavioural areas to be developed for all managers. Managers received detailed feedback on

their profile, and people have discussed their results with colleagues and their own managers in order to ensure that it forms a part of their continuing professional development.

CPD spending has increased in recent years (2016 £32,000, 2017 £90,000, 2018 £89,600) and this demonstrates a commitment from senior leaders to ensure that people are offered effective development throughout their time at MPCT.

As well as formal interventions, there is clearly an effort to encourage people to learn from each other and to take part in collaborative learning in their own teams and through committee, briefing, and meeting structures.

Leadership Framework documents and information ensure that people have clarity on what's expected of them in order to progress to the next level.

"There's always something going on here, something we're learning, it's sometimes driven by ESTYN or something but often it's to do with where MPCT are trying to go."

"If I needed support to learn something they'd give it to me, I don't even think it'd have to be really linked with my role, if it was going to benefit me they'd support it."

People are supported in achieving their aspirations

The clear job descriptions, leadership framework and values and behaviours information provided to people means that people are extremely aware of what development is available to them and are encouraged to take part.

There were a number of examples provided of people being given development ahead of a progression opportunity they may be suited to, it's to the organisation's credit that this is happening as this can be hard to achieve without making promises in terms of people being promoted.

Promotions have been successful due to this approach also, with people feeling prepared prior to their start and able to perform on a tighter timescale than would usually be expected.

CPD is an expectation of all people, and this is in line with most organisations in the sector, where ongoing learning is normal and a key part of achieving excellence, this is clearly encouraged at an organisational level through investment and scheduled opportunities, and at an individual level through conversations with line managers and support in helping people to achieve their aspirations. Examples of people in support functions being given opportunities to learn and increase their exposure in order to join teaching staff, which they were able to do successfully, are encouraging to hear.

The organisation has identified a link between people who stay with the organisation and those who are developed extensively, finding that there's a profoundly positive impact on retention.

"If I want to get somewhere here, I know what I've got to do and people will help me get there, my manager would support me."

"If you work in education you have to be learning all the time because practice is changing all the time."

Succession planning is strong and people are developed for the future

The Talent Management Policy has supported managers in identifying individuals with potential and enabling them in progressing to the next level in the organisation. This has paid dividends in that 22 internal promotions have taken place in recent years (3 years), demonstrating a commitment and readiness to develop people for future requirements. This is particularly important in a specialist and growing organisation, as existing talent can be nurtured for future requirements, reducing the cost of external appointments and increasing morale of the people in the organisation currently.

Recruitment has also improved in recent years, people talk about the values-based interviewing being extremely effective in making sure people are the right fit when they join their teams.

The clarity provided to people on what is expected of managers both now and in order to meet future requirements is exemplary. There is also ongoing review of the organisational structure in line with internal and external requirements as explored in Indicator 6: Structuring Work.

Key appointments which demonstrate effective succession planning and future planning include internal promotions to new roles in areas such as Head of Quality and Policy.

The organisation has performed well in their focus on predicting future requirements and reacting to unforeseen developments. Internal talent pipelines, for example, allowed for a number of sites to be launched in a much shorter time period than would usually be given. People know the structure will continue to change but don't feel threatened by this, they see it as an opportunity for their own career development.

"There's so many good people here, there's always someone who can step up to the plate for a new role, or a bigger role."

"They're always looking at the structure, what roles we'll need but then sometimes something unexpected comes in, like a new area we need a specialist for, or a new centre to open, so we deal with that well."

Indicator 8: Delivering continuous improvement

Indicator 8: Delivering continuous improvement

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Base Questions							
I look for improvement ideas from my colleagues	48.4%	41.1%	8.1%	2.4%	0.0%	0.0%	0.0%
I am encouraged to improve the way I do things	45.2%	37.1%	11.3%	4.0%	0.8%	0.8%	0.8%
I am responsible for improving the way we do things	36.3%	37.9%	13.7%	8.9%	2.4%	0.8%	0.0%
I am trusted to try new approaches in the way I work	43.5%	38.7%	12.1%	5.6%	0.0%	0.0%	0.0%

The average score for this indicator was 6.2, this was 0.6 higher than the IIP average. The lowest scoring statement in this indicator was “Creating a culture of continuous improvement” with an average of 6.1, the highest scoring statement was “Improving through internal and external sources” scoring 6.4. The lowest team average was provided by North East and Central (5.8), the highest by Region (6.5).

External focus and learning from others is producing good outcomes

Engagement Surveys sent out to all people are a key source of information which is used to evaluate the efficacy of people management processes and policies in place at MPCT. People are also asked for their comments and opinions in conversations with their line managers and in briefings and MD Memos.

A key structural change has been to create a support structure for the MD to become more externally focused, with the Senior Director focusing on internal aspects. This means that the MD is constantly learning from external sources, looking to the outside world and bringing insight and ideas back into the organisation. This has initially worked very well.

Many leaders are involved in strategic planning which involves an assessment of the organisation’s context (using the PESTELO tool) and discussion of how the organisation should change and adapt in line with any challenges or opportunities.

Specialists are brought into the organisation to advise on best-practice and offer their insight from other organisations and career experiences, these opportunities are valued by people who take part.

ESTYN and OFSTED inspections offer a perspective on organisational performance, particularly in relation to learner outcomes and experience. Action plans are created as an outcome of these inspections and used as a mechanism to ensure any improvements which could be made are being managed and implemented.

“We’re learning from inspection reports, even if they say we’re excellent, we’re talking about how to stay there, where there might be any improvement at all to be made.”

“We know what people value and what they want to change from the feedback in surveys, Times Top 100”

People feel encouraged to try new things and learn from mistakes

People are asked for suggestions for improvement and new ideas in MD Memos and in briefings, though they may also suggest things more privately in interactions with their managers or colleagues.

An incentive scheme rewards new ideas which have had positive outcomes for the organisation, and many people see this as motivational. Key examples of impactful ideas were provided throughout the assessment, such as data dashboards which allow people to view their own performance, this was suggested by one of the people who works at MPCT and is well received by all who use the tool.

As values are the most encouraged area of people’s work, people feel comfortable taking risks and trying new things as long as they’re behaving in the “MPCT Way”, they know that as long as their intentions are good they will be supported in learning from their experiences.

People talked about finding efficiencies in their own work, incremental improvements which can be made within their own roles and some also talked about initiatives which have had an impact on the whole organisation. Regional and Centre Managers know that they’re entrusted to make changes within their own areas that will benefit delivery, they feel assured that any mistakes will be treated as learning experiences.

Every person interviewed said that they would feel comfortable in discussing mistakes they’d made with their managers, as they know they will be treated with respect and supported in putting things right.

Many decisions made in recent years that have been positively impactful for the organisation would have been considered “risky” at the time they were made, and this means that people see senior leaders role modelling how to take calculated risks in trying new approaches.

“The dashboard we use is a new idea, the work on the curriculum is something someone suggested doing.”

“Some of it could go wrong, the curriculum could go wrong but we’re trusted. They know we want it to be the best we can get it and it’ll be better than what we’ve done before.”

Natural innovation is happening across the organisation

As explored in Indicator 6, there is an ongoing effort to encourage people to work together in generating ideas, committees and working groups support this and feed back to senior leaders on any schemes or ideas they come up with together.

The incentives for new ideas involve individuals sending suggestions to the HR Director, this is reviewed with the senior team, who can award the incentive and delegate responsibility for implementing the suggestion if it could positively impact the organisation.

The focus on continuous improvement is exemplary and notably different from standard approaches. For example, there is no effort to defend any competitive advantages but instead the focus is finding new things that could improve standings or provide new opportunities. This is in line with research from Eric Schmidt and Rita McGrath who suggest that the best organisations seek to find new avenues of interest and opportunity rather than defend their position as it stands.

A list of ideas which have been implemented in recent years was provided as part of the assessment process, and reviewed, with an outline of the impacts of these changes on the organisation. It is encouraging to see that many of these ideas are streamlining existing processes, making them more efficient or easier to use and delivering results for people and learners at MPCT.

“It just happens here, it isn’t forced, people just come up with ideas, people just say when something doesn’t work and then we come up with solutions together.”

“Nobody tells us to innovate, we just do, it’s because absolutely everyone wants to be excellent so if there’s anything that could improve, we’re all over it.”

Indicator 9: Creating sustainable success

Indicator 9: Creating sustainable success



The average score for this indicator was 6.5, this was 0.7 higher than the IIP average. The lowest scoring statement in this indicator was “Embracing change” with an average of 6.3, the highest scoring statement was “Understanding the external context” scoring 6.7. The lowest team average was provided by Sports (6.0), the highest by Region (7.0).

MPCT is a great place to work and leaders are future-focused

As discussed in previous sections, leaders proactively communicate the future priorities of the organisation through all mechanisms available to them including emails, MD Memos, briefings and informal conversations. People know what’s going on and what’s coming up.

A good example of involving people in short and long-term planning was the response to inspection reports, involving people at team level in improving their own areas, planning their approach to the coming months in line with identified actions.

People unanimously felt that MPCT is a great place to work, describing the rewards, culture and leaders as key reasons for this conclusion. In particular, people talked about the cohesion of all people in achieving excellence, that everyone’s “in it” together, pushing towards the same goals. The commitment to the future success of MPCT is unparalleled, people are so committed to seeing the young people the organisation serves doing well, that this inevitably leads to organisational improvements.

The MD has met with several governmental ministers in order to influence the focus on the organisation’s areas of practice as much as possible. ICAMs support stakeholder partnering in a similar way also, and have already demonstrated positive outcomes for MPCT. There is an intention through Patrons, the organisation’s charity (MLT) and Liaison Managers to

understand and respond to external contexts, increasing understanding of what the organisation does and how this benefits society as a whole.

“Huw has worked with MPs, talking to them about military training and opportunities the organisation can take advantage of.”

“ICAMs are about getting all the people who should be involved or interested together and coming up with a good way to work with the young people we have here.”

Change is not only normal but valued at MPCT

As mentioned previously, even when there is more information to follow people are informed of potential changes on the horizon. This has further enhanced the levels of trust described earlier. People are informed of change which is planned and encouraged to offer feedback in order to help senior leaders evaluate the success of their plans.

The MD Memos and briefings are a critical tool the organisation uses in order to communicate successes and failures of changes introduced. The levels of trust and transparency has supported people in feeling comfortable to offer authentic feedback from their own perspectives.

There is evidence of positive change champions being utilised in working groups and committees to ensure change will be planned, implemented and evaluated well. Though these aren't formally appointed, senior leaders can provide examples of where this has been the case.

People at MPCT expect change and see it as a “must” for the organisation to succeed. The understanding that change is an essential component to excellence in practice has spread right across the organisation and was described at every level. People don't fear change but value it, seeing it as an opportunity for them, or their teams, to improve.

Everyone interviewed demonstrated an optimistic and willing attitude towards future changes, believing that senior leaders will always act in their interest and the learners' interests.

“If we stopped changing, we'd stop exceeding. No-one wants that.”

“I just can't imagine the change ever stopping because we're so focused on being the best we can be, we have to change to do that.”

MPCT has a positive impact on communities and people are motivated by this

The senior leaders have invested substantial time in understanding the political and educational contexts in England and Wales, and this is evident in their planning. They are now investing in improving understanding in Scotland as this is not only seen as an exciting growth opportunity but also a way to protect the organisation from becoming solely invested in what could become “high risk” areas due to funding and political priorities, such as Wales.

People talked about the impact MPCT's work, and the MLT charity, on wider society, on families and young people the organisation works with. People genuinely believe that what they do makes a difference and that MPCT can reach individuals that others can't, supporting people, treating them with respect, and seeing them succeed. The Awards Ceremony attended as part of the assessment provided evidence of this, with video case studies of learners and families who have been impacted by the organisation and their work.

The Motivational Learning Trust (MLT) has raised £165,000 and £79,000 of this has supported students directly. On top of this, PASS (Physical Activity Sponsorship Scheme), allows people to claim back 50% of any entrance fees to sponsored physical activities such as marathons and cycling. Over £1000 has been paid out for this so far.

The organisation is currently waiting on results from Nottingham University's Social Impact Study on the work of MPCT. There is significant positive impact on society as there are benefits to individuals, increased employability, increased qualifications but also increased physical health from taking part in any study at MPCT, hence the focus on social impact.

This area was mentioned by many of those interviewed as a key motivator and reason they enjoy working in the organisation – that MPCT actually makes a difference in people's lives. As part of the assessment, a video was reviewed of a previous learner who now works for the organisation, knowing the personal impact their work has had on her life and the incredible support she has received.

[From a social worker who worked with one of the young people who attended MPCT] “She came to you aged 16 with self-doubt, poor self-worth, and a history of being let down and bullied. There were times she had not placed much value on her own life and worth. [...] it was fantastic to see her in her fitness programme, running past me with her peers. [...] she later told me that she owes the centre so much, it has given her the confidence to push all her other boundaries, to join a rugby club, to get a job, and to find her “can do” attitude that she had lost for many years.”

“What we do is so important, I could never work anywhere else.”

Implications and Recommendations

The following recommendations for the leadership team are based on the professional judgement and assessment of MPCT undertaken by Jackie Lewis.

In light of identified further development areas:

- As coaching is not yet a part of everyday conversations in all areas, consider whether you could provide people with opportunities to practice using a coaching approach, and whether you could co-ordinate action learning sets on areas such as Heron's Interventions, coaching conversations and team coaching.
- In light of the feedback that recognition could be more consistent in some areas of the organisation. Think about encouraging leaders to make recognition a part of their role, an expectation of all leaders. It may be useful to look at where scores were lowest and highest, supporting people to learn from each other and collaborate in order to improve consistency.

As MPCT is such a forward-focused organisation, always striving for the next level of excellence, you might consider the following:

- As you already use the Gallup Q12 within the engagement survey, you could look at more recent research from Buckingham (commissioned by Harvard Business Review) on what we've learned since the Gallup research took place about what engages people.
- Consider whether tools such as "Slicers" could benefit people in better understanding large amounts of data.
- Due to growth, shared resources are beginning to become strained, a number of people mentioned that it's more difficult to get hold of kit and equipment than it used to be, this might be something to review.
- Some mentioned that although the expectations for progression are outlined, not all managers are readily discussing what individuals in their teams might need to focus on to progress. A process for this might close the loop. For example, a template for a conversation someone seeking progression can have with their manager.
- The induction process is thorough and effective. However, there may occasionally be a missed opportunity in asking recent recruits to the organisation for things they may be surprised MPCT do or don't do. This is a valuable opportunity to encourage innovation from the start and to garner new ideas, before people have become fully acclimatised to your way of doing things.
- Innovation days may be an interesting prospect for MPCT. Companies such as Atlassian do this, where they tell employees that they have a set amount of time to work on whatever they want with whoever they want but that they must present back at the end of the time. This is most often the majority of a day. In other organisations this has brought some really positive outcomes and cutting-edge solutions to the table.
- As 360s have been impactful and well received, it might be useful to have light-touch version for all people, including non-managers, this could focus on your values and Leadership Framework. Providing data on performance against behaviours. If this was an internal process, it could still be cost-effective and viable in the long term.
- It may be beneficial for leaders to learn more of Rita McGrath's research on the "end of competitive advantage". Her findings are in line with what MPCT are trying to do in finding new opportunities on an ongoing basis. Eric Schmidt's "How Google Works" explores similar concepts.
- You might consider applying for the Investors in People Awards (<https://www.investorsinpeople.com/events/awards/>)

- The next natural step with Investors in People would be for you to seek a Health and Wellbeing Award, in line with the work you're doing already in this area.
- If you'd like to be supported in your celebration of this outstanding achievement, please advise us and we'll support in any way we can.

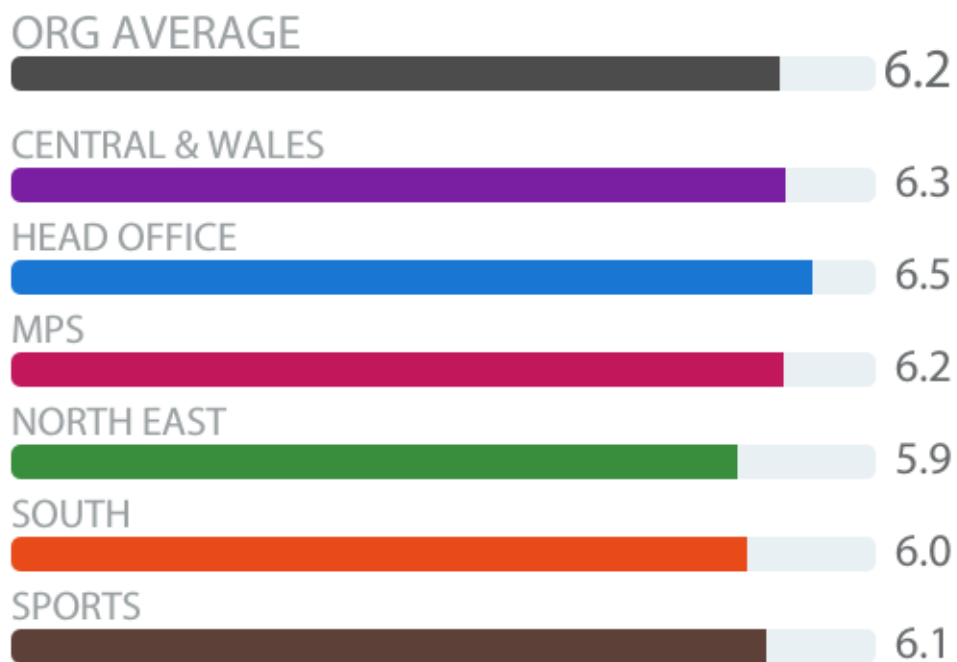
Next Steps and Key Dates

MPCT Accreditation date	MPCT 12-Month Review	MPCT 24-Month Review	MPCT Accreditation Expiry
17/05/2019	17/05/2020	17/05/2021	17/05/2022

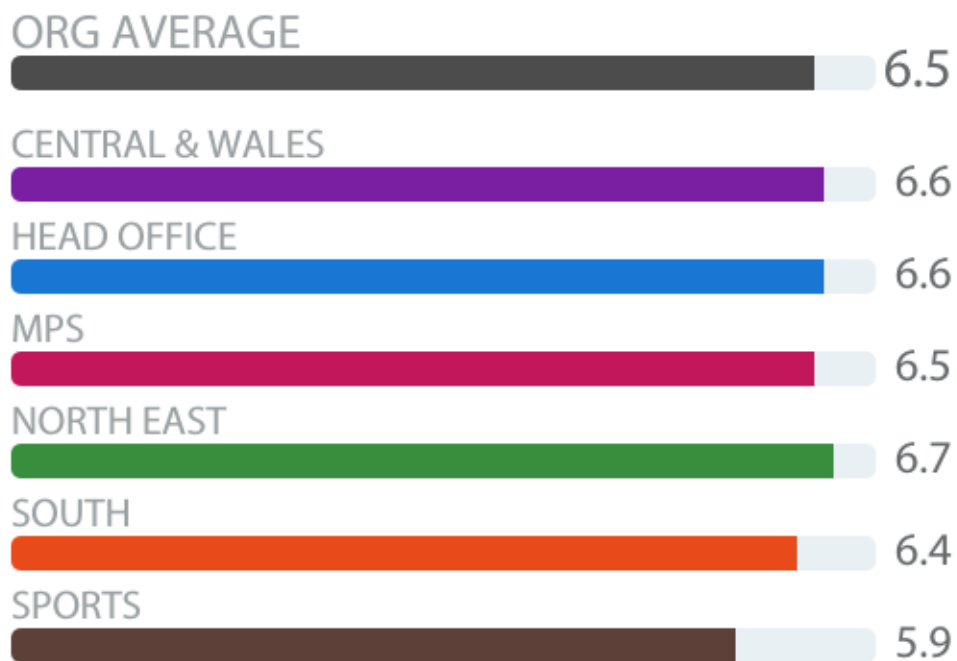
Annex 1: Assessment outcome table

MPCT final outcome against 27 themes Note: Lowest theme level dictates final indicator outcome		Developed	Established	Advanced	High Performing
1. Leading and inspiring people	Creating transparency and trust				
	Motivating people to deliver the organisation's objectives				
	Developing leadership capability				
2. Living the organisation's values and behaviours	Operating in line with the values				
	Adopting the values				
	Living the values				
3. Empowering and involving people	Empowering people				
	Participating and collaborating				
	Making decisions				
4. Managing performance	Setting objectives				
	Encouraging high performance				
	Measuring and assessing performance				
5. Recognising and rewarding high performance	Designing an approach to recognition and reward				
	Adopting a culture of recognition				
	Recognising and rewarding people				
6. Structuring work	Designing roles				
	Creating autonomy in roles				
	Enabling collaborative working				
7. Building capability	Understanding people's potential				
	Supporting learning and development				
	Deploying the right people at the right time				
8. Delivering continuous improvement	Improving through internal and external sources				
	Creating a culture of continuous improvements				
	Encouraging innovation				
9. Creating sustainable success	Focusing on the future				
	Embracing change				
	Understanding the external context				

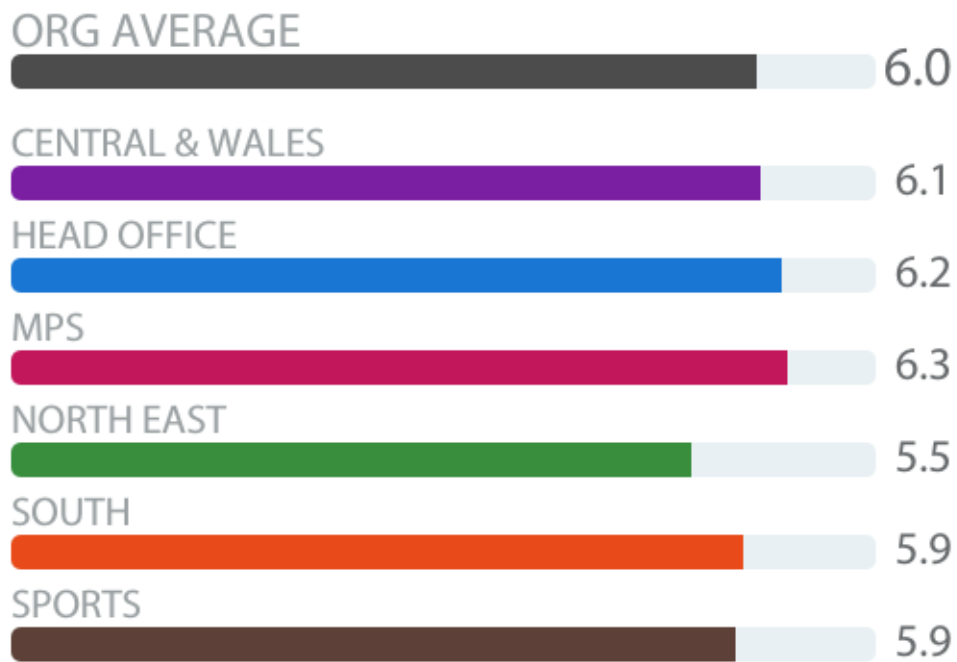
Indicator 1: Leading and inspiring people



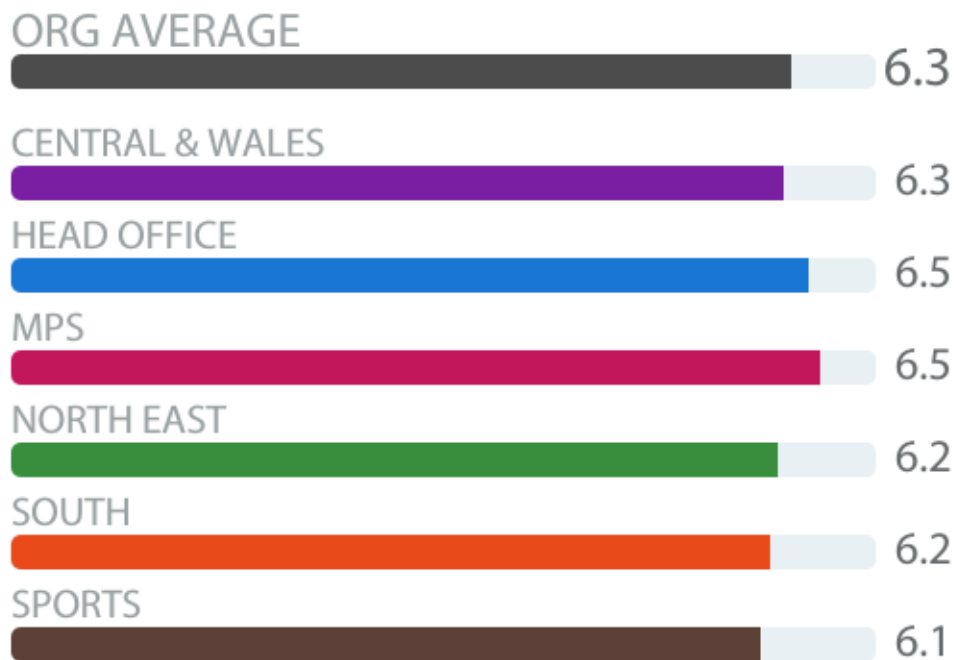
Indicator 2: Living the organisation's values and behaviours



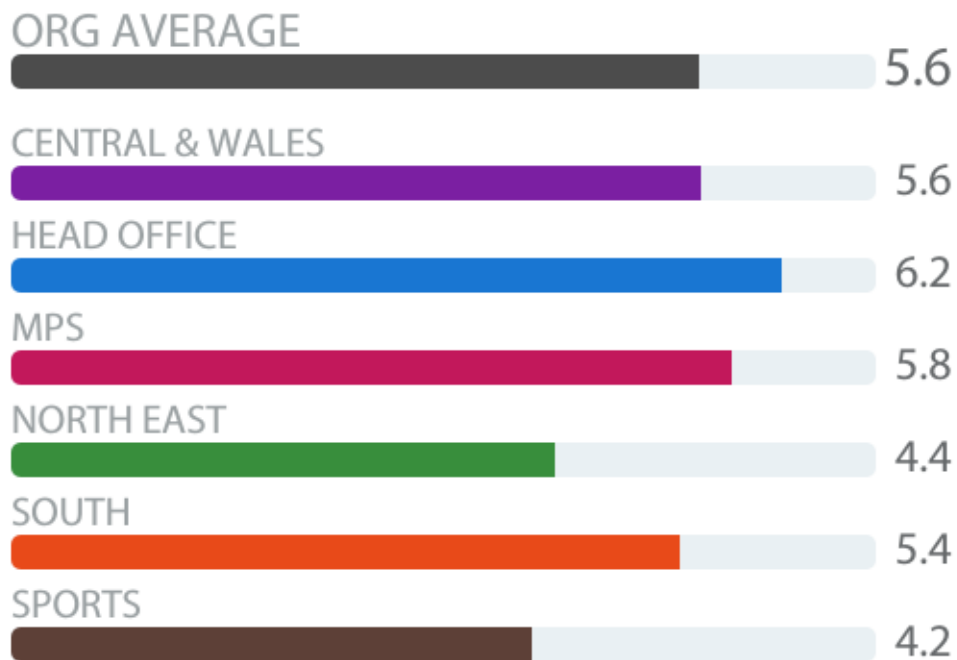
Indicator 3: Empowering and involving people



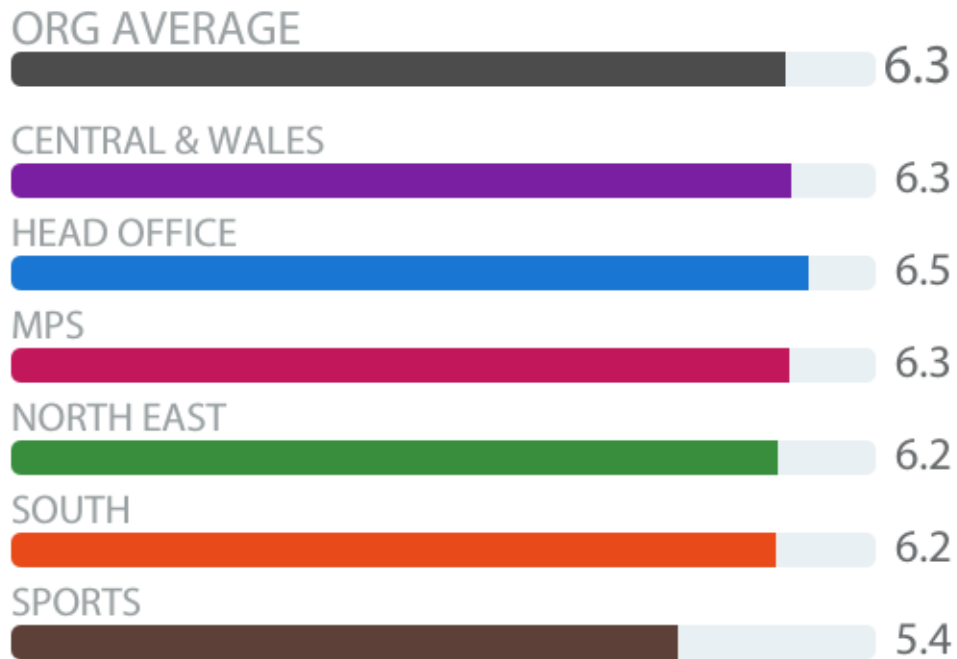
Indicator 4: Managing performance



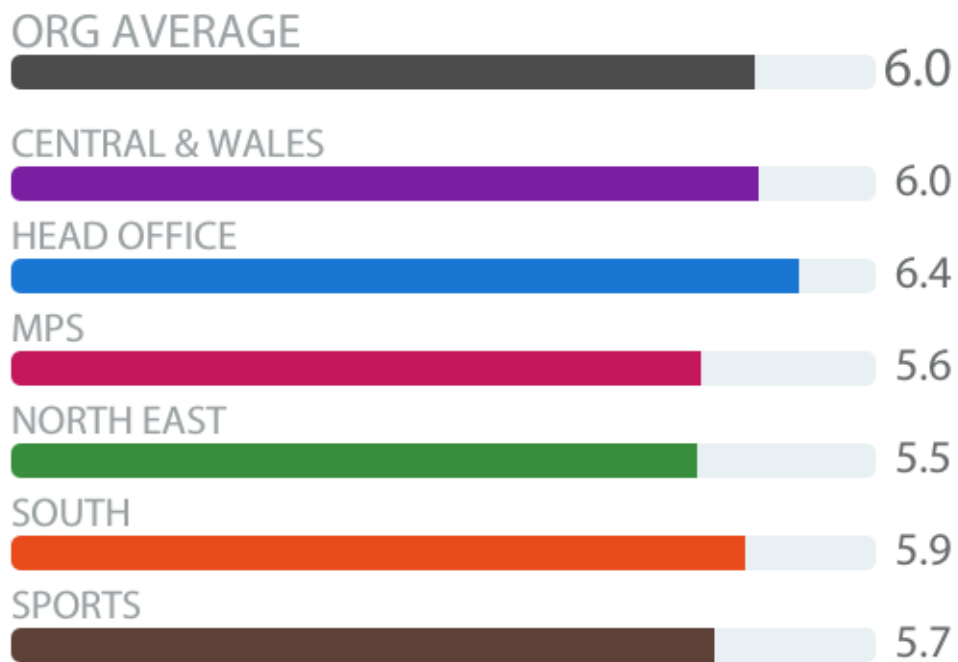
Indicator 5: Recognising and rewarding high performance



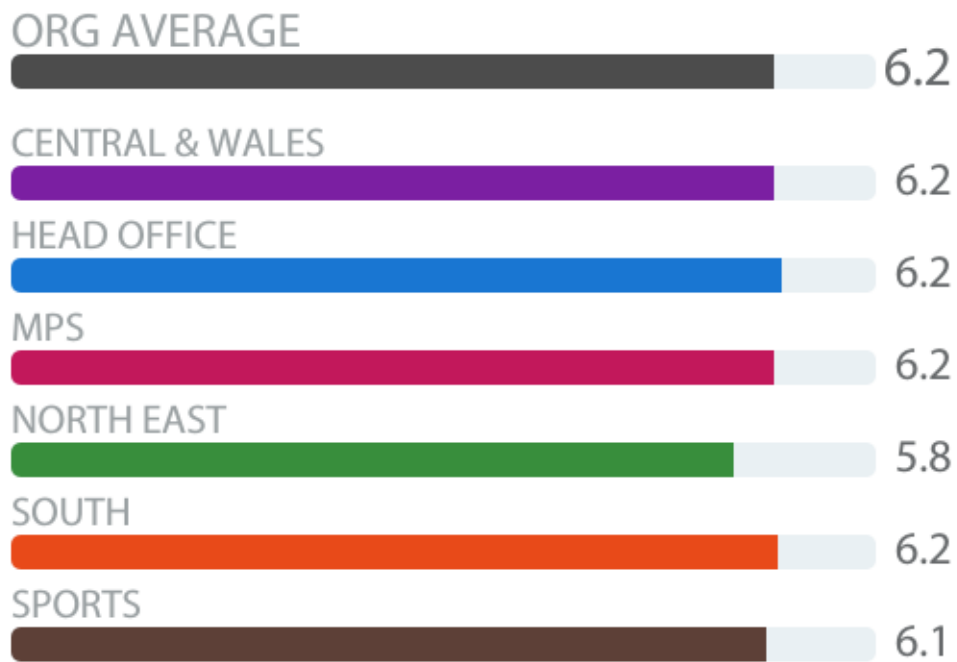
Indicator 6: Structuring work



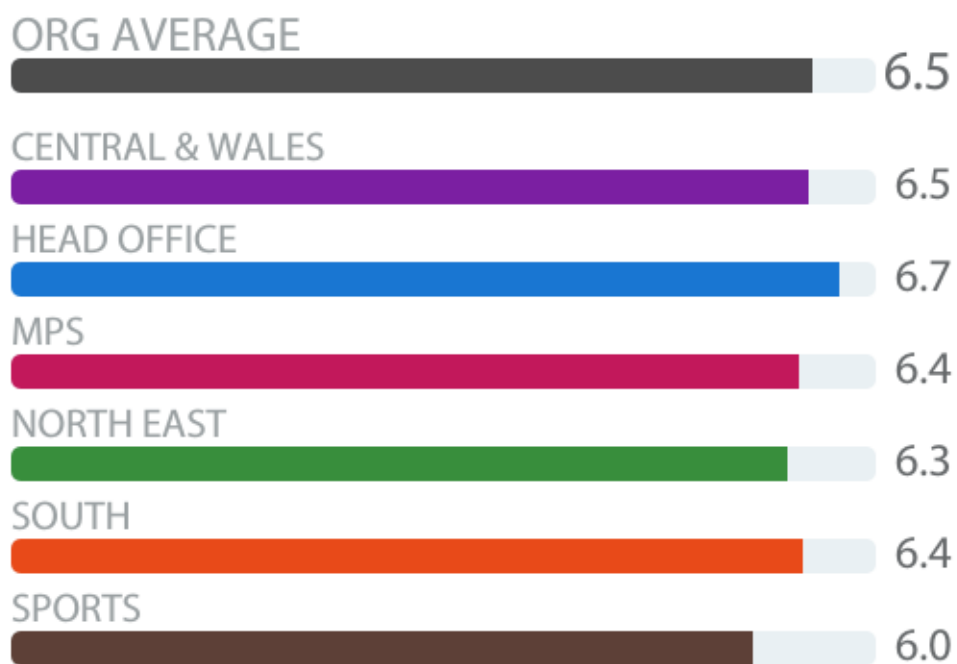
Indicator 7: Building capability



Indicator 8: Delivering continuous improvement



Indicator 9: Creating sustainable success



Themes (Highs and lows)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Score	Difference from IP Average
Highs									
Understanding the external context <small>INDICATOR 9: Creating sustainable success</small>	75.8%	20.2%	2.4%	0.8%	0.0%	0.0%	0.8%	6.7	+0.8
Adopting the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	72.6%	21.0%	3.6%	1.6%	0.4%	0.0%	0.8%	6.6	+0.5
Living the values <small>INDICATOR 2: Living the organisation's values and behaviours</small>	64.5%	25.8%	6.0%	2.8%	0.0%	0.4%	0.4%	6.5	+0.7
Focusing on the future <small>INDICATOR 9: Creating sustainable success</small>	64.9%	25.4%	4.4%	3.2%	0.8%	0.4%	0.8%	6.5	+0.6
Enabling collaborative working <small>INDICATOR 6: Structuring work</small>	58.1%	34.7%	4.8%	0.8%	0.8%	0.0%	0.8%	6.5	+0.6
Lows									
Participating and collaborating <small>INDICATOR 3: Empowering and involving people</small>	33.9%	33.9%	16.1%	8.9%	4.8%	0.8%	1.6%	5.7	+0.2
Adopting a culture of recognition <small>INDICATOR 5: Recognising and rewarding high performance</small>	37.9%	33.9%	12.9%	5.6%	1.6%	4.8%	3.2%	5.7	+0.3
Deploying the right people at the right time <small>INDICATOR 7: Building capability</small>	32.3%	35.5%	12.1%	8.1%	6.5%	2.4%	3.2%	5.6	+0.3
Recognising and rewarding people <small>INDICATOR 5: Recognising and rewarding high performance</small>	31.5%	32.7%	18.1%	8.5%	3.2%	2.4%	3.6%	5.6	+0.6
Designing an approach to recognition and reward <small>INDICATOR 5: Recognising and rewarding high performance</small>	25.0%	35.5%	15.3%	12.1%	4.8%	3.2%	4.0%	5.4	+0.4

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