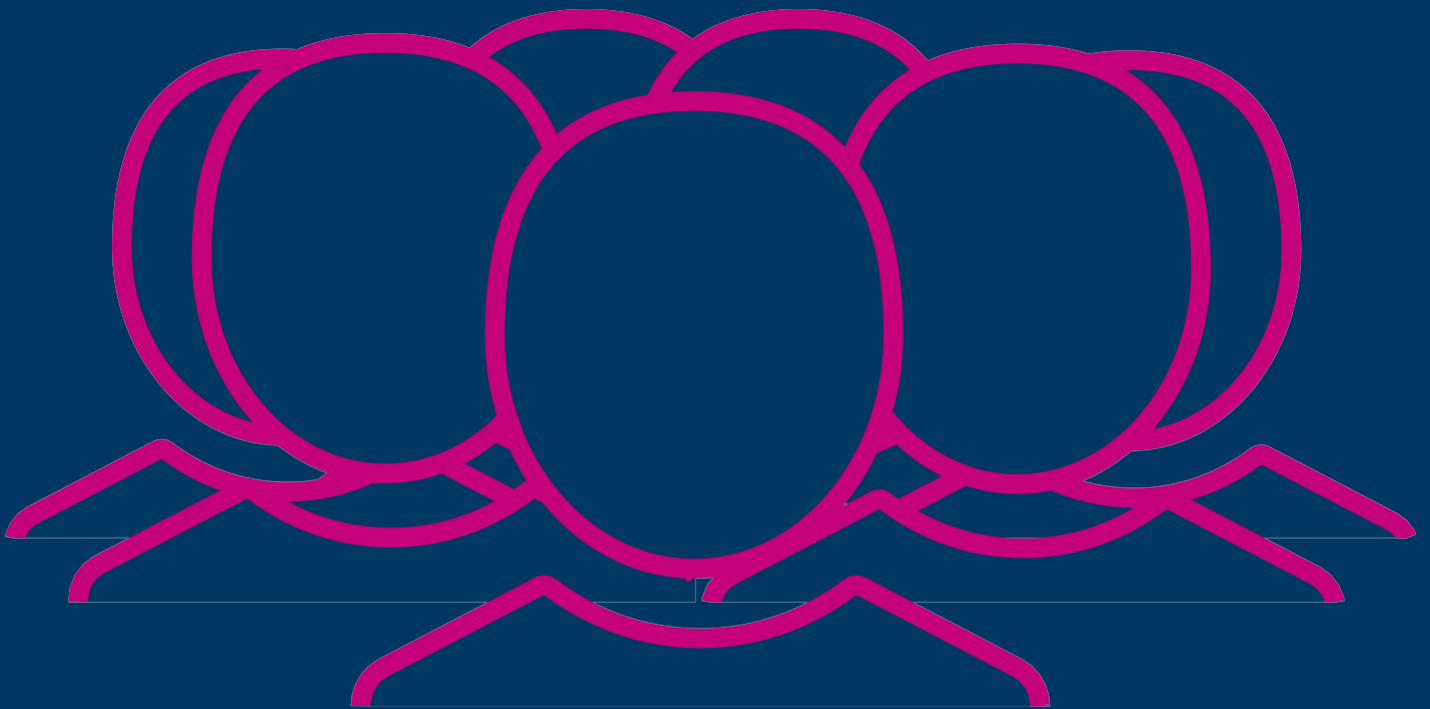


INVESTORS IN PEOPLE™

We invest in people



Feedback

ESG Gaming

Project number: SOU - 2200147

Practitioner: Vincent Dolan

Date: 01/06/2023



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You did it!

INVESTORS IN PEOPLE™

We invest in people Standard

You're at the Standard level of our We invest in people accreditation based on meetings, interviews with a cross section of staff and supporting documentation. Congratulations go to everyone involved, and special thanks to Lee Willows for organising everything.

Detailed feedback and recommendations inside...

- What to be proud of.
- What to work on.
- Our recommendations.
- What's next.

Key dates

Accreditation date	Expiry date
12/05/2023	12/05/2024

What to be proud of

- You are developing ESG Gaming as a fantastic place to work and are embedding the culture.
- Your ideas around flexible working practices are very much noted.
- Your ambition to grow and expand your services is also noted, and this is seen as motivational and will further support your identified community.
- Your processes and policies already in place are innovative and up to date.
- Your openness is noted.
- Your environmental policies seem very appropriate.
- This is a great start for a start-up organisation that is creating a culture of 'making work better'.

What to work on

- Continue to maintain the current culture and do not let process 'get in the way' of that.
- Further clarify the current business objectives, and revisit them and the values to 'keep them fresh' and to not lose momentum.
- The behaviours required from everyone will need to be given prominence and should be used for feedback.
- You've already started to formalise your 'people plan', and this should include a training plan. This will need to be evaluated with regard to impact on the business.
- Your board members come across very positively. It is important to maintain this.
- Consider coaching and one-to-one external support for everyone to help challenge people and hone their skills.
- Consider team coaching, especially during these challenging times for a third sector organisation.
- Every organisation needs more external publicity/marketing and to use whatever opportunities come its way. You should therefore post more on your website about your culture and your people, for example, having achieved Investors in People accreditation/case studies.
- Ensure that everyone receives up-to-date training on equality, diversity and inclusion (EDI) and safeguarding, including board members.

Congratulations on achieving We invest in people accreditation!

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.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- Continue to develop your strategy, and communicate it as you go forward.
- Revisit what's currently in place and embed it further, i.e. the objectives and values.
- Update any plans for future leadership and management coaching/development within the organisation
- Consider how to raise awareness of the brand externally, and promote that you are a good employer and a good place to work through publicising your Investors in People accreditation.

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: **Vincent Dolan** and **ESG Gaming top team**.

WHEN?

The feedback meeting is scheduled for **June 2023** (tbc).

WHERE?

We'll meet virtually.

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 will be reviewed prior to your next assessment.

To keep your accreditation, you need to:

- Keep meeting (or exceed!) the **requirements** of your award.
- Be **reassessed** no more than one year from now.

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.

Consider how to involve partners and funders in your achievement of Investors in People accreditation, perhaps with a formal presentation of the award.

Assessment results

Your results by indicator

INDICATOR	THEME	DEVELOPED
LEADING AND INSPIRING PEOPLE	Creating transparency and trust	✓
	Motivating people to deliver the organisation's 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 people's 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	✓

What your people told us

Leading

LEADING AND INSPIRING PEOPLE

ESG Gaming has published its 2023 Enabling Plan. This plan sets out what the organisation seeks to deliver in 2023 and how its impact will be recorded. There is inspiration and motivation throughout the organisation, set from the top by the board, which was witnessed by the Assessor during his meeting with them. The Executive Chair is also very involved in the culture and ethos of the organisation. This is borne out by the interview results, with 100% of your people giving a positive response relating to this indicator. The Executive Chair's personal commitment is also evident throughout the whole organisation, in the work that he does with clients to obtain new business and in the plans he has to develop and maintain a true people culture at ESG.

Furthermore, there is a well-thought-out strategy, with objectives and a current business plan in place. This was made readily available to the Assessor for him to review and ask questions on, and was confidently and proudly discussed at the board meeting the Assessor attended.

There are many mechanisms in place - understood to be working well - which bring clarity and trust to the vision and objectives, for example, board meetings. One-to-ones and informal discussions/meetings are also taking place. These work well, fitting with the culture and size of the organisation as a recent start-up company. Other examples mentioned included the following:

- Strategic Plan in place, which has been communicated after input from your people.
- Board days.

Management and line management functions are clear to everyone, although this needs to be a developing function within a challenging sector, in particular as the organisation develops and evolves. The Executive Chair and board are committed to the ongoing success of the organisation and their knowledge-led leadership style is planned so as to permeate throughout the organisation in a positive way.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

"We want our staff to believe in the values of the organisation."

The organisation is very values driven, particularly relating to delivering its objectives and its work with clients. The message from board level is clearly communicated and understood by everyone so that the values are 'intertwined' with the work, for example, in the delivery of projects, recruiting people and in the everyday interaction within the organisation whether virtual or during face-to-face meetings.

Although the values were only recently formalised, the ethos and what they stand for is strong and will be taken forward once more staff have been recruited.

“Ethics is a very strong point here.”

EMPOWERING AND INVOLVING PEOPLE

This indicator revealed a very positive response during the Assessor’s discussions with the board, demonstrating that there is an emerging culture of trust and ownership in the organisation; a culture that is very important in a small community interest company (CIC) in order to help drive performance as ‘one team’. As a small organisation, with people having to ‘wear many hats’ it brings with it empowerment, which is strongly encouraged, with trust and proprietorship being further encouraged by the Executive Chair.

Your people mentioned that the expertise that people will bring will be ‘tapped into’ and will become part of the culture, with more experienced people not being reluctant to take on new and fresh ideas, for example, the implementation of any new system or working with new clients in a different way. Furthermore, all of your people will have detailed one-to-ones and will be supported in their everyday work.

Supporting

MANAGING PERFORMANCE

ESG Gaming has published its first Annual Review, which summarises its achievements and impact as a CIC in its first year. At organisational level, managing performance, the process for applying it and the need to do it is in place and is clearly understood and very much respected by everyone, with notable efforts made relating to quality.

During the interviews with the Executive Chair, it was confirmed that much time and effort goes into managing and reviewing performance, and this will include supporting staff once more people are taken on board.

The projects themselves will also play a significant part in measuring and assessing performance.

RECOGNISING AND REWARDING HIGH PERFORMANCE

Recognition and reward are very high on the agenda, and it is known and understood that there is the need to have a culture of appreciation and reward in place. Some examples given included the following:

- Members of the Four Day Week movement.
- ESG Gaming will seek to pay 10% above the sector median where possible.
- 35 days holiday per year, rising to 38 days after three years continuous service and 40 days after five years continuous service.

STRUCTURING WORK

There is a clear structure within the organisation in order to deliver its ambition, and this was confirmed and discussed at the Assessor's meetings with board members. Where possible, roles are designed to deliver objectives and to create interesting work for people as they are recruited, but there is also much cross working and teamwork taking place because of the current small team with roles not being segmented. This is explained to everyone during the induction session, with a plan in place for management to communicate all updates to all members of staff.

The organisation is well positioned within the sector and has the relevant contacts and support to enable it to achieve its aims, with a good reputation overall. To this end, it has so far achieved many significant successes, and has plans to achieve its mission and vision.

“Interesting set-up to work.”

“Interesting projects to work on will be coming on stream.”

Teamwork is encouraged and, although it is acknowledged that staff will be delivering to clients, they will be supported by the organisation as much as possible to help one another.

Improving

BUILDING CAPABILITY

ESG Gaming has a strong commitment towards learning and development (L&D) and towards continuing professional development (CPD). A training budget is planned in order to make effective use of skills, knowledge and experience.

People are recruited in line with the values, and this will continue, as confirmed to the Assessor at one of the board meetings he attended. The organisation has an induction programme in place as well as a probationary period during which people are well supported. All processes and systems in place relating to building capability are well thought out and will be communicated and understood by all, with a very robust and well-managed resourcing plan in place, for example, the timings for staff recruitment.

DELIVERING CONTINUOUS IMPROVEMENT

There is a strong culture for learning and continuous improvement throughout the organisation, for example, the Executive Chair is currently studying for an MBA. A Governance and People Handbook is also in place, which was shown to the Assessor.

The organisation is also constantly looking for new ideas by working with external contacts from within the sector. It is also anticipated donating up to 25% of surplus annually to charities to help them develop and improve.

CREATING SUSTAINABLE SUCCESS

ESG Gaming has a clear focus on the future, the challenges it faces within the sector and how it works in order to continue to evolve and be continuously recognised as a quality organisation within a challenging sector.

The organisation has a plan for the future and all people are aware of it. Discussions take place at management board meetings with regards to the future of the organisation, for example, relating to new services or extra funding coming on stream. Issues such as new/existing clients, community and performance are also discussed and communicated. Furthermore, although a start-up organisation, when change is on the agenda, it embraces it. Understanding of the external context is also strong, for example, your people will be awarded up to two days per year for undertaking volunteering in addition to an extra day off on their birthday.

The organisation engages in the wider community and in places leads on many initiatives in this area, and is well respected for it. Examples given were many and included the following:

- Armed Forces Covenant from the Ministry of Defence.
- Pride 365 accreditation.
- Joined Ecologi- Climate Positive
- B Corp certification to be awarded soon.



Want to get in touch?

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