

INVESTORS IN PEOPLE ASSESSMENT REPORT EUROSOURCE SOLUTIONS LIMITED

‘Working Together’

Key Information

Assessment Type	Assessment
Investors in People Practitioner	Kathryn Shepherd
Visit Date	5 th – 6 th May 2016
Assessment Enquiry Number	ENQ – 99773-PFY2VF

Conclusion

In the period since the last Investors in People assessment, Eurosource Solutions Ltd has pursued and achieved its plans to expand the Business. Its geographical spread has grown hugely and the number of staff has doubled. From what was very much a Company offering local provision, Eurosource has developed business throughout the Midlands, into London and out to the East coast, as well as having contracts with regionally and nationally based organizations.

It is to everyone's credit that Eurosource's culture has been maintained throughout this period of growth and change. The ethos remains a key driver for the Directors whose aim is to run a professional, profitable business with a heart.

There has been investment in resources and improvement to processes as the Company has continuously improved to support the rapid growth that has been experienced.

The onsite assessment confirmed that Eurosource Solutions Ltd has maintained the Investors in People Standard and has also demonstrated that progress has been made since the last visit; should the Directors have opted for assessment against the broader Framework, accreditation would probably have been awarded at a higher level.

Congratulations to everyone on their success and for their contribution towards such a significant achievement. It is a result of a united effort in which every member of the team has played a part.

I would like to thank everyone who took the time to talk to me in person or over the telephone, I am grateful for his or her time. Thanks also to Wilf and Julie for their help in the lead up to the assessment and during my time on site. It was great to spend a day in such a lovely atmosphere and I was well cared for, for which I am most grateful.

I look forward to seeing you all in the next eighteen months.

Kathryn Shepherd

Investors in People Practitioner

Milestone Dates

Review of Continuous Improvement Plan	6 th November 2017
Date of Next Full Assessment	5 th May 2019

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FEEDBACK FROM THE SITE VISIT

OVERVIEW

As a visitor, it was evident from the outset that Eurosource has a very positive atmosphere, a view that was endorsed by everyone who participated in the assessment. Those who work away from the main office feel equally part of the team and enjoy working for a caring employer.

Despite the Company's increase in size its philosophy of being a small, family business has been maintained and is its founding principle. Directors role-model the ethos and make conscious efforts to create a culture that is augmented by every member of the team.

People praised the Company for its approach with staff and there were many positive comments about Eurosource being an employer of choice, indeed the feedback was 100% positive and there were barely any suggestions from people to improve their experience of working for the Company.

'I'm living my dream working here.'

'They've done exactly what they said at interview- done what it said on the tin!'

Purpose

- Eurosource has clear plans with targets for turnover, volume and quality.
- These are expressed as KPIs that are disseminated across the teams. Those who have more supportive, rather than delivery roles, equally regard their response times and deadlines as KPIs, as people are much attuned to the Company having a business focus.
- The Directors were described as having 'a clear mission' and 'being driven' to ensure that the Business is successful, however their intentions are shared with the team as they are being formulated and there is an inherent consultative approach to business planning.
- People feel engaged in the Company's success and strive to provide excellent services to learners, which they feel is Eurosource's ethos but also understand that this earns repeat business and new customers.
- People described their enjoyment in being involved in learners' successes and feel that they are delivering a service that supports people. They also get a buzz out of working for what a 'progressive' organization.
- People had a good understanding of their own KPIs, which they feel are well communicated. They are also aware of the need for the Company to meet its turnover and profitability targets and stated that these are openly shared.

'I was looking for a progressive company, one that listens. It's a lovely breath of fresh air working here.'

'Everything they said that at the interview is happening already; you can see it growing.'

'I'm clear about the purpose. The priorities were explained in my induction and I was given the Business Plan to look at. I have a case load of 40 learners, but that goes down to 35 if they are spread over a wide area.'

'We get updated every six months, but we already know what's happening because we talk about it in team meetings. We have a 220 working figure.'

'It's more old school; doing the right thing for the learners, that's what I was looking for.'

'We have a whole team meeting to support the expansion plans.'

'We have a big meeting at Christmas and they tell us how we're doing from start to finish.'

'It's about doing things the way things should be done.'

Development Suggestion

People had a very clear understanding of their own KPIs and know that business information is readily available, but only a small number were able to articulate the targets, even though the 220 in learning figure is openly displayed. It might be worthwhile bringing more focus to

business KPIs, perhaps in fun or more impactful displays, so that the sense of progress and achievement is better absorbed, particularly when the Business is doing so well. The momentum would build more noticeably during the year and bring an opportunity to reflect upon everyone's success at the year-end celebration.

Ethos

- The business aims are balanced by a caring ethos.
- People described their KPIs as being realistic. Workloads are constantly reviewed to ensure that they are not onerous for the individual and, therefore, will not be achieved by the Business.
- People praised the Directors' and managers' approach to work-life balance. The team of homeworkers are recruited in locations that match business demand, so that travel to learners is kept to a minimum.
- Caseloads are reviewed by Directors and managers to ensure that volumes and distances are manageable and balanced. People are regularly asked if they are overly busy or challenged by their caseload.
- This brings a huge sense of people feeling valued. They said that it brings a commitment to work diligently and flexibly during busy periods to 'pay back' the goodwill that is shown by the Senior Team.
- Eurosource has a supportive culture and the Senior Team role models to people the attitude that they would like to be demonstrated to learners. The outcome is important, but the experience counts equally.

'Quality is more important than quantity.'

'We hit it off straight away. I just loved the family culture.'

'It's a relaxed atmosphere; 'family' would be a right words to use.'

'What we do is important; it has big implications for our learners.'

Development Suggestion

While Eurosource operates to a shared moral code, it does not have a described set of Values. People consistently talked about-

Working together- *'the only way to do it,'* which would be achieved through- 'Honesty', 'trust', 'professional' and being 'business like'.

It might be worthwhile having a session with people to define the shared Values, to give people a framework to support their thinking.

These could also support future recruitment processes and be built into Appraisals and celebratory occasions.

Version 6 of the Standard also requires that Values have been defined and underpin the way in which people work.

'There's real honesty and clarity. Family feeling, a caring Company.'

Leadership

- The Directors role model the management style that is embedded within the organization. People across the Company confirmed that they have a consistent experience of working for Eurosource whichever team they work on, all of the managers having a similar style.
- The Directors described how they are 'almost like a parent' but not in an authoritative manner, more in a supportive way.
- It was perhaps indicative of how well the culture is embedded culture that the management team similarly talked about supporting their team 'like a parent' and people readily mentioned the 'family feel' to the Company. Indeed, it was a little like having a 'Ground Hog Day' moment as the conversations so replicated each other- impressive!

- People are motivated to build the culture that they enjoy and adopt the behaviours that the Senior Team and their colleagues display.
- Those new to the Company commented that they felt attracted to Eurosource from the outset because of the warmth of the welcome from staff on their arrival for interview and from their interactions with Directors, which inspired confidence.
- There were several who said that they had either selected their current role out of a number of job offers, or had even withdrawn a previous acceptance, preferring to be employed by Eurosource. Everyone confirmed that their decision had more than lived up to expectations!
- The Directors are respected for their business acumen and knowledge of the sector. One of the Directors is an assessor and therefore has interactions with some of the team at a delivery level, which further builds respect and trust in the team.
 - 'I never feel on my own, you get lots of support from the Directors.'*
 - 'The Directors have a lot of knowledge, which helps you reflect on your practice, especially as one of them is an assessor. They give you a lot of input.'*
 - 'They are very supportive, almost like a parent.'*
 - 'I get very honest feedback from my manager; it's really helpful.'*
 - 'You have a relationship with them and they will listen to you.'*
 - 'They are more worried if you are busy than you are, but they let you manage your caseload.'*
 - 'I feel well supported, my manager is brilliant.'*
 - 'You can go to the Directors with anything. They are very approachable.'*

Development Suggestion

There is a consistent understanding of how to lead and behave and this is coached and monitored in Appraisals and one to ones, as well as there being consistent behaviours within the management team.

However, the team has grown and could expand further at a time when the Directors are taking a more strategic role, deliberately lessening their influence. It would be worthwhile describing the behaviours required and capturing them in Appraisal documents so that the requirements become more overt. It helps some people to have a structured definition and would aid future recruitment and development for new recruits or those developing into a managerial role.

Further, the use of capabilities is now within the first Theme of the new Framework heightening its importance in terms of its impact upon good practice and future accreditation.

Communication and Consultation

- People are engaged in the formulation of the Business Plan from the start and are kept up to date as the year progresses.
- There are twice yearly whole-company discussions where people are asked for ideas for further business growth, as well as for feedback on the suggestions that Directors have to offer.
- Examples were given during the discussions of new courses or sectors that are now being provided directly as a result of ideas from staff. They are, therefore, not just asked to comment on the Plan but have a voice in shaping the future of the Business.
- Communication is structured via monthly Business Development meetings, which cascade into team meetings and informal conversations. People also interact cross functionally in standardization meetings to share problems and good practice.
- Appraisals are supported by mid year reviews and one to ones. Business progress forms part of these discussions, linking individuals' contribution to the whole.
- The Directors are also very open about daily news, which they share rapidly with people across the Business.

- There are weekly telephone conversations between a Director and each member of the service delivery and marketing teams to maintain communication channels and to foster a close knit culture. Part of the conversation always includes a chat about the individual and their plans for the weekend or family news as well as an update on KPIs. These conversations are very much appreciated.

'It's not an email culture; you are encouraged to pick up the phone and talk to people.'

'We are constantly discussing things and we all think about it; if we are happy, we try it.'

'We are always asked what we want to put in the Business Plan.'

'I suggested we deliver a new level of qualification because the criteria had changed and it was put in the Plan.'

'They've asked for ideas with some of the new provision. It's heartening because everyone is so humble, willing to listen to each other.'

'We don't just meet for meeting's sake, but when we do there's nothing hidden.'

Development Suggestion

People who work in and manage remote teams are making regular use of Skype and it may be worthwhile encouraging the internal team to do the same, where possible, to maintain the face to face interactions that are valued so highly, particularly as the team becomes larger and more widespread making office meetings more difficult to arrange.

Working Together

- In line with the Company strapline, there is a notable willingness for people to work together to achieve aims.
- To facilitate this further, the Company is now structured into two integrated teams and the Sales Team has been strengthened to support business development plans.
- As people have a good understanding of the Business as a whole, they operate and make decisions from a position of 'seeing the bigger picture,' rather than from their own perspective.
- People will help each other with services to learners where there are peaks of activity across patches, as they are confident that the favour will be returned when they are in need.
- Those who are based in the main office are relied upon to support colleagues in the field and people could not praise the internal team highly enough. Again, the help that they provide is offered against a back drop of understanding of the external team's role and their needs.
- People not only enjoy supporting each other, but also like working with one another and many mentioned 'friends' rather than 'colleagues' and described being 'part of a family.'

'When we have a team meeting, I don't feel new as they are so inclusive. Right from the start they asked if decisions we are making would work for me. Everyone has an equal part.'

'The office team is very understanding of our roles and gives us really good support.'

'We have a lot of contact with the teams. We all work together.'

'The office is brilliant. If you ring in you get an answer straight away.'

'I've not just got my manager; I've got all the other people on my team I can ring at any time.'

'When I was really busy we prioritized and they gave me more support. It just wasn't a problem.'

'We're like a little family; we look out for each other. Nothing is too much trouble and that rubs off on the learners, set a good example.'

Learning

- People could not praise the Company highly enough for the learning that is provided. As would be expected of an Investors in People organization, there has to be a link between the personal development and Eurosource's growth plans, but people feel that the offer of learning is open and on going. Most of those who took part in the onsite discussions have been encouraged to be involved in study for qualifications of some kind.

- Qualifications ranged from those on Apprenticeships to level V management qualifications and people confirmed that they are encouraged to look for additional learning opportunities, which might include shadowing or taking a lead on a new initiative.
- The learning culture is led by the Directors who maintain their currency either through their professional role or by participation in events offered by of the Association of Learning and Employment Providers.
- Regulatory training is also provided promptly and there are updates for people in both team and standardization meetings.
- People also recognize that their colleagues support their day-to-day learning; people take responsibility to update each other and share knowledge.
- Those who are new to Eurosource were very complimentary about the recruitment process, which in most cases had encouraged people to opt for employment with the Company despite having the choice to work elsewhere.
- People talked about the friendly approach from the Directors prior to interview, which was followed by a genuine discussion, rather than an interview.
- People felt that the Directors were interested in them as a whole person rather than as a skill set, which is reciprocated by the ethos that aims to identify those who will fit the culture rather than just the job specification. Training is readily provided for those are recruited because they 'fit' as this takes priority over experience.
- As the person's 'fit' into the Company is so important, the whole of the office team is involved in meeting and greeting people and in casual conversations so that the team and the potential recruit can 'check each other out,' which both parties found to be invaluable. New recruits had not found this to be daunting; they had taken it as a sign of the value that is placed both on people and Eurosource's culture.
- A measure of the strength of the effectiveness of the induction process, alongside the positive feedback from recent recruits, is that during the on site discussions it was easy to forget within a short space of time that individuals were new to Eurosource. Their knowledge of the Company and their sense of belonging meant that the conversation followed very similar lines to those who had been employed by the Company for a long time.

'It is a diverse role that is constantly evolving. I suggested I take on Linked-In because it's an area that I'm interested in and the business needed it.'

'This Company ticked all the right boxes for me, the people and the results.'

'I was offered two other jobs, but this outweighed them by a long way.'

'I like that no one claims to know everything; they are here to listen to other people's views, even if they are new; learn from each other.'

'My induction was brilliant. I went out with some of the staff. It was great.'

'The training we've just done was delivered externally. It wasn't up to our standards!'

'A former colleague of mine recommended I come here. It was the best decision I've ever made.'

'We learn from each other. It's not an issue not knowing.'

'They are really good with the training here. We need to be up to date as we are observing others. It's always well organized.'

'They give you the training straightaway. They don't like people struggling to do things.'

'I was offered a level V straight away here. I couldn't get the support for that at my old place.'

Progression

- The Company has a very flat structure and it is a small, although growing, organization. However, the Directors have had plans, for the last three or four years at least, to have a more strategic and less operational role to build management capability in the Company for the future, which is bringing opportunities for people to progress.

- The Directors have an eye to the future and the Company's sustainability at the point that they decide to retire.
- To support their aim there has been mentoring of some of the team and recruitment to build capability at a more senior level. Other team members are being coached to develop their skills enabling others to move in to a more managerial role.
- A new structure was put into place at the start of the year and was amended further the day before the onsite visit to reflect the appointment of a team member to a more responsible role.
- People feel that they gain progression by their skills and responsibilities being built over time, and there is often the challenge of dealing with a new qualification, new area, new employer and new processes, as well as new resources.
- They feel well supported through these changes and welcome the resulting variety brings, as well as understanding the need to be flexible to meet business needs.
'My role was split between two areas, but now I focus on just one. They let me decide which way to go, what's suited my skills best.'
'I'm progressing all the time and I'm using my skills to develop systems here. They are already encouraging me to try a new role. I might do a split role for a while to try it. They would let me do that.'
'You get good feedback from your manager in the Appraisal. They notice what you do. I was told I have grown in confidence and always get involved in activities. I present solutions, not problems. They really praise you.'
'I've made progress in the time I've been here. I can see it.'

Delegation and Empowerment

- There is also a sense of progression due to the level of delegated authority that is developed with people.
- They feel very much empowered to make decisions and to deal with situations, only referring to managers or Directors if the level of impact is significant.
- People also value the opportunity to bounce ideas off the Senior Team. A coaching style is used that asks people to make a decision that is then considered for pros and cons in discussion.
- People respect the level of advice that is given in these situations and acknowledged that this guidance had, on occasions, helped them to make a more suitable choice. On the whole however, they are given the go ahead to try their favoured option, which builds confidence.
- People consistently talked about the level of trust that the organization has in their ability and their commitment. People do not feel that they are being constantly observed, but realize that there is monitoring to ensure that business performance is maintained, but also to support their welfare.
- People feel that the level of delegation matches their role; they are self managed, but in a supportive way, rather than there being any sense of abdication of responsibility. Instead, people very much feel 'cared for' and part of the Eurosource family.
'I had some very good guidance from the Directors. They have encouraged me to deal with situations, almost 'man up'.'
'I feel very involved in strategic decision-making.'
'I been allowed to try things, it's great that I'm trusted to do that, being so new.'
'I've had ideas and they've said, 'Project manages it yourself.' It's great to have that level of trust.'
'It's the autonomy I love the most. I'm happy to have the freedom, because the support is there.'
'They trust you to get on with things, but they don't just leave you to it.'
'You're monitored but not micro-managed. They trust your experience.'

Being Valued

- People talked about being appreciated by the Directors and managers because of the treatment that they receive, rather than just the feedback that is offered.
- There are regular thanks and praise, as well as meals and celebrations, but it is the general Company ethos that makes people feel so highly valued.
'I feel very valued, any concerns I have there's not just one person I can go to, there are several.'
'You never feel alone, the Directors are quite insistent on it.'
'They make sure you give yourself admin time and the resources are brilliant. It's a nice company, nice people. It doesn't feel oppressive like it did in my last company and I feel much more motivated than I have in a long time.'
'Because I feel appreciated, I've got the bit between my teeth again.'
'You get an 'Excellent' and 'Well-done' all the time and they leave you to manage yourself. It makes you want to do right by the Company.'
'We have a pub meal occasionally to celebrate.'
'The Appraisals are good. You can talk to them really easily and it's nice to get their feedback. They really thank you for what you've done.'
'We did really well so we had a Christmas celebration.'
'They play to your strengths. It makes you feel valued.'
'You get a weekly phone call, it's wonderful. It makes you feel very valued.'

Development Suggestion

The delivery of Appraisals has been delegated to the management team. People said that they are quite happy with the change and have a lot of respect for managers, their ability and the level of feedback and support that they provide. However, the Directors are so influential within the Business that a word of praise or encouragement or a developmental suggestion from them is highly valued. It may be worthwhile, therefore, maintaining some level of direct feedback into the Appraisal process, rather like a Headmaster's comment in a pupil's report, whether this is given in writing or verbally. It would help to maintain people's sense of esteem.

Having small treats during the year, such as Crunchie on a Friday or Easter egg or perhaps a team lottery ticket, if it suits people's preferences, can bring a small boost between bigger occasions and builds a sense of fun.

Impact

- Eurosource has seen growth in its provision, staffing, range of qualifications, geographical locations and related turnover, based on offering a friendly, professional service provided by people who are well cared for and supported.
- The Company is building recognition for its services and has recently received feedback from the Local Authority praising the staff for delivering 'above and beyond.' The growth of the Company's reputation across a wider area has been reflected in the achievement of contracts with major national and regional organizations.
- Eurosource has twice moved to new premises since the last assessment to provide better working space for people. The office team is now located together and within the same room there is hot-desking for home workers to aid open communication.
- There has been investment in a new MIS that has resulted in better access to data and, subsequently, to tracking and reporting risk-management and financial performance.
- The move has also been made to the use of e-portfolios, which people praised for its effectiveness and efficiency.
- The way in which people are communicated with and managed has a noticeable effect upon their level of engagement. There were so many unprompted comments from people about the

level of commitment that they have for the Company. People are willing to go the extra mile to support Eurosource because they feel that they have had investment in time, communication, training and genuine interest.

- Balancing workloads for people and giving consideration to work life balance demonstrates a commitment to quality that underpins the Company's strategy. There is a focus on timescales to achieve contracted targets, but this is achieved in an ethical manner. However, people retain their sense of business purpose and talked about being 'professional' and providing an 'excellent service', because they realize that this is good for repeat business and referrals.
- It also has proven to be good for recruitment; many new members of the team have been recruited as a result of existing employees singing the Company's praises.
- The level of communication and consultation means that people contribute to the success of the Company as a whole. The proof of which is validated by the expansion of the Company and the recruitment of a bigger and more geographically dispersed team, at a time when the Directors are moving into a more strategic, rather than a 'hands on role'.
- There is emphasis on continuous improvement in team meetings and standardization meetings, which regularly review working practices and people are open, minded in adopting new ways of working suggested by new colleagues.
- When asked during on site discussions if there is anything that they could improve their experience of working for Eurosource, there was next to nothing that people would change!
- When also asked if there was anything more that they would like to comment on before ending their Investors in People discussion, a consistent number of people said that they would just like to add, 'how brilliant' they find the support they receive from the office team.

Appendix 1 – Continuous Improvement Plan

Business Issue	Suggested Actions	Potential Benefit	Support
KPIs	<p>People had a very clear understanding of their own KPIs and know that business information is readily available, but only a small number were able to articulate the targets, even though the 220 in learning figure is openly displayed. It might be worthwhile bringing more focus to business KPIs, perhaps in fun or more impactful displays, so that the sense of progress and achievement is better absorbed, particularly when the Business is doing so well. The momentum would build more noticeably during the year and bring an opportunity to reflect upon everyone's success at the year-end celebration.</p>	<p>Building momentum and achievement</p>	
Ethos	<p>While Eurosource operates to a shared moral code, it does not have a described set of Values. People consistently talked about- Working together- <i>'the only way to do it,'</i> which would be achieved through- 'Honesty', 'trust', 'professional' and being 'business like'.</p> <p>It might be worthwhile having a session with people to define the shared Values, to give people a framework to support their thinking. These could also support future recruitment processes and be built into Appraisals and celebratory occasions. Version 6 of the Standard also requires that Values have been defined and underpin the way in which people work. <i>'There's real honesty and clarity. Family feeling, a caring Company.'</i></p>	<p>Maintaining the culture as the Company continues to expand. Supporting V6 accreditation.</p>	<p>A list of Values to support a discussion to define those that best describe Eurosource's culture will be emailed with the Report.</p>
Leadership	<p>There is a consistent understanding of how to lead and behave and this is coached and monitored in Appraisals and one to ones, as well as there being consistent behaviours within the management team. However, the team has grown and could expand further at a time when the Directors are taking a more strategic role, deliberately lessening their influence. It would be worthwhile describing the behaviours required and capturing them in Appraisal documents so that the requirements become more overt. It helps some people to have a structured definition and would aid future recruitment and development for new recruits or those developing into a managerial role. Further, the use of capabilities is now within the first Theme of the new Framework heightening its importance in terms of its impact upon good practice and future accreditation.</p>	<p>Consistent leadership style as the Company continues to expand. Supporting V6 accreditation.</p>	<p>Support could be provided to help define capabilities if required, as a cost of £350 per half day.</p>
Working Together through Communication	<p>People who work in and manage remote teams are making regular use of Skype and it may be worthwhile encouraging the internal team to do the same, where possible, to maintain face to face conversation that is valued so highly, particularly as the team becomes larger and more widespread making office meetings more difficult to arrange.</p>	<p>Maintaining the family feeling.</p>	



Commercial in Confidence

<p>Being Valued</p>	<p>The delivery of Appraisals has been delegated to the management team. People said that they are quite happy with the change and have a lot of respect for managers, their ability and the level of feedback and support that they provide. However, the Directors are so influential within the Business that a word of praise or encouragement or a developmental suggestion from them is highly valued. It may be worthwhile, therefore, maintaining some level of direct feedback into the Appraisal process, rather like a Headmaster's comment in a pupil's report, whether this is given in writing or verbally. It would help to maintain people's sense of esteem.</p> <p>Having small fun treats during the year, such as Crunchie on a Friday or Easter egg or perhaps a team lottery ticket if it suits people's preferences can bring a small boost between bigger occasions.</p>	<p>Maintaining the relationship with the Directors</p> <p>Building a sense of fun.</p>	
<p>Investors in People Version 6</p>	<p>Version 6 of the Standard was launched in October 2015. It is available for purchase on the Investors in People website for £19.99.</p> <p>At the next assessment, Eurosource would be assessed against the whole Standard and an Outcome ranging from Developed to High Performing would be determined.</p> <p>Associated accreditation at Standard, Silver, Gold or Platinum would also be awarded, where achieved.</p> <p>There will be an online assessment at the start of the process, followed by an in depth context meeting prior to the onsite visit. For a company employing 36 people the fee at current rates would be £4850 plus vat for the more in depth Insights report, which includes metrics and analysis against each of the 27 Themes. For the more streamlined Essentials report, which gives feedback against the 9 Indicators, the fee would be £3850 plus vat.</p> <p>Both fees include assessment activity and two subsequent annual reviews, which are now a requirement of accreditation. I look forward to seeing you in 18 month's time to discuss the new Version.</p>	<p>Accreditation against world-class best practice.</p>	<p>I look forward to seeing you in 18 month's time to discuss the new Version.</p> <p>Please let me know if you need any help in the meantime. I am happy to pop in and see you.</p>

Appendix 2 – Assessment Results Summary

The Investors in People Framework

The Evidence Requirements

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
1	✓	✓	✓	✓	✓	✓																							
2	✓	✓	✓	✓																									
3	✓	✓	✓	✓	✓																								
4	✓	✓	✓																										
5	✓	✓	✓	✓																									
6	✓	✓	✓																										
7	✓	✓	✓		✓			✓			✓			✓	✓				✓										
8	✓	✓	✓																										
9	✓	✓	✓	✓	✓																								
10	✓	✓	✓																										

The number of evidence requirements met is 45

Key:



The Core Investors in People Standard



Additional Accreditation for -Sharing knowledge and information; making decisions to improve performance