

# Assessment Report

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## Investors in People assessment report for South Ribble Borough Council

Undertaken by

**Ian Hartley**

On behalf of Investors in People North of England

Project Number: 15/0135

Date: 20<sup>th</sup> March 2015

**Commercial in Confidence**

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## Introduction

A joint Investors in People Standard and Health and Wellbeing Award Review was conducted in November 2014 and it was clear that progress had been made against many evidence requirements within the wider Investors in People Framework. These were highlighted in the Topic Map and in the report it was suggested that the Council may consider a value adding “Top Up” to achieve a Gold Award.

A meeting was held on 9<sup>th</sup> January 2015 with the Chief Executive, the Head of Human Resources and the HR Adviser and it was agreed that this would take place on 3<sup>rd</sup> and 4<sup>th</sup> March 2015. Following the meeting in January substantial information and evidence was supplied to the Assessor. This provided a detailed insight into the aims of Business Transformation and the quantitative and qualitative measures and timescales. A further document put together by six managers provided detailed information on practices relating to evidence requirements across the Framework.

## Overview of the Organisation

The Council continues to transform its services and a fundamental element of this is the continuing development of the Leadership Forum and within this the Core Managers Team which has 18 members and will be the drivers of Business Transformation to greater efficiency of services.

A recent development was the request by the Core Managers Group that they become more involved with Business Transformation through a more inclusive approach. The Core Managers Group met with SMT in November 2014 and were given the responsibility for efficiency savings of £XK for the year 2015/2016. An away day enabled the Group to compile a list of proposed areas where efficiency savings and service improvements could be potentially achieved, with an agreed order of priority. Business cases were presented to SMT in January 2015 and the emphasis going forward will be on how the Core Managers Group are operating more cohesively.

To support “harder” approaches such as Business Transformation, the delivery of the corporate plan, service plans and various other strategies organisational development interventions of a “softer” nature have taken place:

- In 2011 SMT and managers attended a bespoke leadership development programme
- Following this other leadership initiatives emerged including networking with a range of local businesses and a number of visits have taken place
- The approach to coaching has also been greatly enhanced so that the Council now has a pool of trained and qualified coaches including SMT, Core Managers and other senior officers, all of whom have attended a 2 day coaching programme delivered in partnership with Lancashire County Council
- In the current year steps are being taken to introduce initiatives that will encourage a greater involvement and inclusive approach to BT for the rest of the workforce
- In January 2015 the Chief Executive held a series of briefing meetings for all employees to explain budgetary provisions and the current financial position of the Council and as part of these sessions he explained that all have a role to play in finding efficiencies and delivery improvements
- Both efficiency savings and coaching have now been incorporated into the performance appraisal process
- The main agenda item at the next Leader’s Forum meeting in March will be Business Transformation

During the two days a total of 26 people participated in a range of individual, paired and group interviews which included members of the Health and Wellbeing Group, the Waste Procurement Group, people who had been on visits to other employers, members of the Coaching Group and the Equalities and Task and Finish Group. In addition the Assessor attended the meeting of the Core Managers Group which provided an excellent insight into the dynamics of this group and how it is taking a leading role in Business Transformation. Following the meetings various groups shared detailed written information with the Assessor which gave an insight into how people had been involved in the projects and how the outcomes continue to be measured.

The Assessor would like to thank everyone who took part in the various meetings and shared openly and constructively their views and experiences. As ever the time spent was enjoyable. Further thanks are also due to members of the Human Resources Team for their organisation of the two days.

## Assessment Plan

- To provide a further value adding Review Assessment as a “Top Up” to achieve a Gold Award and provide detailed feedback against a defined list of Topics
- To provide suggestions for further improvement taking account of external best practice and the need to align these to existing Human Resource Plans

## Outcome

The Assessor confirms that South Ribble Borough Council has met 145 evidence requirements beyond the Investors in People Standard and this equates to a Gold Award requiring at least 126 evidence requirements. On behalf of Investors in People North of England the Assessor would like to congratulate the organisation on this achievement.

### Further Reviews

The next full review will be due by no later than March 2018 but a further interaction will be due in approximately 18 months time – there are numerous options here – these will be discussed at a Continuous Improvement Meeting which will be held within three months.

## Executive Summary

As a continuance of the last visit it was clear that there are key fundamentals in place to provide an environment where Business Transformation can progress. It is also notable that progress has been made in key areas since the Review in November 2014 and many external best practice approaches are being used.

- Good lines of communication are embedded and the Chief Executive and other Directors remain well connected to the workforce as a whole – this is a contributory factor to the key elements of openness and trust with detailed information budgetary and performance information shared internally – in turn this has helped with collective buy in to the need “to do things differently”
- Efforts have been made to enhance involvement of all staff in drawing up service plans

- The SMT have spent dedicated time working with an external facilitator to work on the dynamics of their own group
- The Core Managers Group have effectively engaged and will take responsibility for Business Transformation and again through an externally facilitated session have formulated a list of projects for consideration by SMT – these projects are aimed at achieving the required savings in the coming year
- The investment in Coaching has been significant and has equipped all to establish a more coaching and therefore “transformational” rather than “transactional” style of leadership and also to be on hand to provide coaching support to people across the Council
- There have been successes to date through cross functional project groups and the Waste Procurement Group is an outstanding example of what can be achieved in maintaining services and making significant cost savings – this provides an ideal blue print and an added benefit was the career opportunities provided to group members through additional knowledge and experience
- Other successes have included the Health and Wellbeing Group who again have taken ownership of the range of provision and there is clear evidence of a wide range of benefits
- All of the above has provided an excellent base from which to build wider inclusion and ownership of Business Transformation – this is likely to be a long term transformation and thus embedding of key disciplines is important
- There is an overall sentiment of South Ribble Borough Council being a good place to work and this has been a key factor in retention of skills and knowledge

### **Continuous Improvement Opportunities**

It is clear that the Council has a clear understanding of what it needs to do to achieve the required outcomes from Business Transformation and the broad approaches required and good progress has been made to date to build upon what was already a good environment. The following suggestions are intended to supplement the thinking going forward and will be discussed at the Continuous Improvement meeting to be held within three months

**Communications** - It is important to give thought to how to continuously update all on progress with Business Transformation or with project groups – this may take the form of more regular Chief Executive’s briefings and may present opportunity for “peer group” presentation or reporting back on projects to the Core Managers Group or other meetings – any actions here will serve to build understanding and engagement. This is a crucial area of focus and one which will sustain engagement and the sense of urgency.

**Continuous Review of key areas of focus** - it is also important to continuously review various aspects of Business Transformation;

- Individual engagement Business Transformation will be incorporated into the next round of performance reviews and this will allow a discussion with each to clarify how they may be involved and what individual support they need and what ambitions people have – this will help with the planning of learning and development so that it links with Business Transformation
- A review of the effectiveness of Coaching once the coaches have had a period of practice – this again may look at consistency of coaching and allow sharing of good practice – in this respect sharing from the external Coaches Network will be valuable – the maturity of the Coaching Programme will be apparent in the longer term but it is important to continue to raise the profile and review progress in terms of outcomes and overall uptake

- Full inclusion of line managers and team leaders in Business Transformation will require careful consideration as they will be advocates and supporters at the sharp end – there may be opportunity to assign an internal Coach to each – whatever the approach this group will be crucial in facilitating Business Transformation in terms encouraging innovation and the implementation of solutions or changes
- As a final consideration it is important to keep leadership and management learning “live” – again there is opportunity to use a variety of media to meet what may be developing needs – some examples would be further visits to other employers, an “action learning” type of forum or regular sharing of good practice – it is important that this learning is owned by and driven by the Leadership Forum members themselves

**Building of Business Transformation skills** - an essential building block will be to enhance the tool kit of skills of all – this may entail both refresher and new training in areas such as project management and problem solving for example – the whole area of skills development will be a key one as Business Transformation progresses and there may be a need to take a different view from previous approaches. There will be many “peer to peer” learning opportunities for people to work with or learn from those who have been on groups.

**Measurement of progress** - It may also be a good time to look at how survey data is collected. For example by using regular simple “pulse” surveys to check perception in some aspects of Business Transformation as progress is made in spreading engagement and involvement – this will provide a “snapshot” and also data to indicate increased engagement and participation – it may also help to benchmark with other organisations on this. Wider approaches to staff surveys could include building on the current format or looking at how what has worked best for those other organisations. Again a combination of approaches may be used to achieve quality data.

As a final comment there is a continuing need to make sure that approaches become “bedded in” and not seen as a complete process – this requires a fundamental mind set shift which will be a long term factor.

In the Topic Map on page 11 a number of areas have been highlighted in amber – thus acknowledging the progress that has been made. These should be addressed by actions taken in the areas highlighted in this section.

Some other areas are in black on the Topic Map – these areas were not formally assessed but it is again acknowledged that progress has been made such as in Equality and Diversity where many good practices are in place.

At the Development Visit which is due in 18 months time there are numerous options – these could include review of progress of Business Transformation or to look at the benefits of the revised Investors in People Framework which is due to be launched in August 2015.

# Findings against the Assessment Focus

By agreement the findings in this section are presented to reflect the organisational objective from Business Transformation with a section referring to each element of the People Implications.

## **Organisational Objective – To achieve £XXX,XXX of savings in the year 2015/2016**

### **Leadership and Management of Business Transformation**

At a fundamental level people across the Council had embraced the need over the past two years to “do things differently” and recent communications from the Chief Executive have re-enforced this and created the essential “sense of urgency” by cascading targets for efficiency savings over the next year and thus the need to undertake Business Transformation. The open sharing of information has also aided the sense of trust across the Council.

In addition to the sense of trust perception of all directors and managers is excellent.

*“(Director) She wants the best from staff but takes time to be personable”*

*“There is a consistency of message from SMT although they are different personalities therefore you are not pulled in different directions”*

Leadership of Business Transformation is fundamental and with the reduced SMT it is essential that leadership is spread – the Core Managers Group requested that they perform a lead role and actively engaged with Business Transformation and their opportunity to take greater responsibility and have made significant progress in this respect. The Assessor was kindly invited to attend the Core Managers meeting and this provided many encouraging observations:

- The dynamics of the group have quickly established into a cohesive and functional group with many natural barriers quickly broken down and relationships formed
- Early work had produced a series of proposals supported by a business case for projects to support Business Transformation and these were due to be presented to the Leadership Forum
- Sharing of Service Plans aided further cross functional understanding and will help to identify areas of duplication of effort
- Planned sharing of budgets will enhance cross functional understanding and collaboration
- The review of the Coaching Programme stimulated a useful discussion and will provide the basis for future review – the programme had covered a total of 27 people which represents a considerable investment but had provided a useful toolkit and ideas
- Combined with recent Leadership Programmes it is clear that significant progress has been made in building the leadership capability of the Council as a whole and the individual competencies of individual managers
- The enthusiasm of the group members was clear and working with people from other organisations on the Coaching Programme and the visits to other organisations had enabled people to gain insight into external good practices

Work to bring line managers and team leaders into Business Transformation will be crucial as they will be advocates to their teams – again given the good foundations established and good practices in areas such as in the Gateway this should be a natural progression. This may present an ideal opportunity to assign a coach to each and this in turn would help the coaches to gain more practice.

Excellent progress has been made to date with a number of projects which have been good practice examples of involvement and cross functional working and have achieved significant savings whilst enhancing services – efforts have been made to both acknowledge contribution and celebrate success. Another benefit has been the career development opportunities people have gained from project group working.

The Waste Management Project is an excellent example which has resulted in significant cost savings and the provision of enhanced services with clear kpis defined into the future. This provides a superb blue print for future projects. City Deal will similarly provide a wealth of opportunities.

*“We get a lot of ideas for Health and Wellbeing activities from staff”*

*“It has been an absolutely massive learning curve, I had never done anything like this before”*

*“There was an amount of mentoring from me and a lot of training on the job, passing on knowledge”*

*“The Coaching definitely helps you to become a better manager”*

*“We learned a lot from the visit to (local employer) – how they cope with change management and how they deal with budget cuts”*

The next level is for all other staff – significant numbers of people have already been involved in Project Groups or served on various specialist groups – all of which are good practice examples of involvement and ownership of improvements. The major challenge is that of creating an environment where all are involved and take ownership of continuing improvement in the form of elements of Business Transformation.

### **How people understand Business Transformation and how they can be involved and contribute**

The key to longer term success will be the effective involvement in Business Transformation of as many people as possible – this may take two to three years to embed and there will be a need to constantly review and refresh approaches based on feedback and success. There are a number of existing elements which will help this whole process:

- The good base of collective understanding of challenges facing the Council has been built upon by the Chief Executive’s communications and rigorous cascading of information through all teams
- The team meetings have been consistently used for this cascade and to gain input and ideas and a wealth of smaller practices were apparent at this and the last review visit, all of which had contributed to efficiency gains – ownership at team level is consistently strong and again there are signs of good cohesion within teams



- Levels of openness and trust are strong in all teams and crucially a strong commitment and pride exists within the staff team as a whole at the Council – this has been boosted by efforts made to acknowledge contribution and celebrate achievement
- Recent enhancement of involvement in drawing up service plans has served to build understanding and encourage greater ownership at team and individual level
- The planned inclusion of Business Transformation in appraisals will enhance understanding and encourage involvement – it will also enable the contribution of each or their team to be defined in quantitative or qualitative terms – this will build on what is already a strong process which links the Values to performance and allows a pro-active discussion on learning and development needs – inclusion of Business Transformation will help to shift collective thinking

*“Our culture in the Council is that people are more accepting of change – it is a rolling process”*

*“We are professional and ambitious here”*

All managers are well perceived for their willingness to encourage participation by all and people believe that their input is valued and many examples of this were provided at this and the last visit. It was clear that people valued the encouragement given to them to input ideas and challenge existing practices and thus will be receptive to greater levels of involvement and ownership.

Again there are excellent examples of involvement and ownership to date such as the Waste Management Project and the Health and Wellbeing group members who have taken ownership of approaches which have had a significant impact on HR metrics and individual wellbeing.

The existing team culture is a strong one with people willing to share knowledge and experience with good practices in cascading new skills from training undertaken.

As projects are approved and commence and others are devised there may be a need to take a different view of learning and development by enhancing the skills of each relating to their work in project groups – it is significant that this has been done in the past and presently there are several Prince2 Practitioners in house. Further workforce planning needs will arise as Business Transformation progresses and the role of the Coaches will be significant here.

Again where people had been involved in projects they had gained significant career development experience as well as knowledge of other functions which was a factor in on-going collaboration which should enhance levels of interdependency. People shared examples with the Assessor of roles they had played and how they had been involved at all stages, receiving good mentoring support and on-the-job training where extra knowledge had been required.

The Assessor was struck by the levels of pride in what had been achieved and the collective pride across the Council in the quality of services provided and how these linked to improved practices such as those in the Gateway, the Depot and people working in Community based roles. The word “we” was frequently used.

As a final comment here it was the first opportunity the Assessor had had to interview recent starters following a protracted period where no external recruitment had taken place. In all cases people had been welcomed by their colleagues, received excellent early support and had quickly been involved in discussing any further learning and development needs they had.

*"We have come up with a programme of ideas"*

*"It is good that they appreciate your abilities – they give you an overall brief and then set you off"*

*"We had a closing the project meeting which also featured lessons learned"*

*"We had a lot of acknowledgement, (Chief Executive) blog and a vote of thanks at the Council meeting"*

*"When you see your work acknowledged in the blogs it really does mean so much"*

*"They are friendly, approachable people who want to engage with you and there is more cohesiveness – we are all pulling in the same direction and it enables you to deliver"*

*"Working on the project has strengthened my relationship with other areas"*

### **How people management practices contribute to the culture of continuous improvement**

The people management practices at the Council are a source of value to many and excellent use is made of a Values Framework which runs through the performance review and helps to look at behaviours across the Council.

The planned review of Recruitment and Selection Policies will enhance what are already effective processes.

The approach to work-life-balance is valued by many with more recent starters remarking on how much effort managers put into ensuring their staff have a positive work-life-balance. This is supported by formal policies and support systems – many people on this visit and the last visit shared with the Assessor how well they had been supported at times of personal illness or family need. This seemed to be embedded in the management culture and had resulted in widespread good will and willingness to give discretionary effort.

Opportunities to undertake higher qualifications and make career progress are a valued part of the employee offer and this may be enhanced by project group work – City Deal will offer a wealth of such opportunities.

For the first time since working with the Council the Assessor talked with recent starters who benchmarked favourably in all cases in terms of how good a place the Council is to work and commented on a number of approaches. The HR team are able to benchmark externally with other organisations and the approach to Health and Wellbeing has been the subject of external awards.

*"I did not have a work life balance before I worked here but I do now"*

*“It is a great job and a great environment in which to work”*

The employee offer is a strong feature at the Council and the levels of involvement and inclusion are valued – this again indicates that the conditions are in place to support Business Transformation through a loyal workforce with all committed to success.

**Investors in People Framework Topic Map** – Green = Met, Amber = Met with development opportunity, Black = Not Assessed

PLAN				DO				REVIEW	
01: BUSINESS STRATEGY	02: LEARNING & DEVELOPMENT STRATEGY	03: PEOPLE MANAGEMENT STRATEGY	04: LEADERSHIP & MANAGEMENT STRATEGY	05: MANAGEMENT EFFECTIVENESS	06: RECOGNITION & REWARD	07: INVOLVEMENT & EMPOWERMENT	08: LEARNING & DEVELOPMENT	09: PERFORMANCE MEASUREMENT	10: CONTINUOUS IMPROVEMENT
<b>THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:</b>									
<p>The organisation has a vision / purpose, strategy and plan (1,2)</p> <p>People are involved in planning (4,5,6)</p> <p>Representative groups (where appropriate) are consulted when developing the plan (3)</p>	<p>Learning priorities are clear and linked to the plan (2)</p> <p>Resources for learning and development are made available (1,3)</p> <p>The impact will be evaluated (4)</p>	<p>People are encouraged to contribute ideas (1,5)</p> <p>There is equality of opportunity for development and support (2,3,4)</p>	<p>Managers are clear about the capabilities they need to lead, manage and develop people (1,2)</p> <p>People know what effective managers should be doing (3)</p>	<p>Managers are effective and can describe how they lead, manage and develop people (1,2,3,4)</p>	<p>People believe they make a difference (2)</p> <p>People believe their contribution is valued (1,3)</p>	<p>Ownership and responsibility is encouraged (1,3)</p> <p>People are involved in decision – making (2)</p>	<p>People’s learning and development needs are met (1,2,3)</p>	<p>Investment in learning can be quantified (1,2)</p> <p>Impact can be demonstrated (3,4,5)</p>	<p>Evaluation results in improvements to people strategies and management (1,2,3)</p>
<b>YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:</b>									
<p>Clear core values relate to vision and strategy (7,11,13,17,19,23, 24)</p> <p>Key performance indicators are used to improve performance (9,15,21)</p> <p>Social responsibility is taken into account in the strategy (10,12,16,18,22, 25)</p> <p>People and stakeholders are involved in strategy development (8, 14,20)</p>	<p>The learning and development strategy builds capability (5,8, 12)</p> <p>Plan take account of learning styles (10,15)</p> <p>People help make decisions about their own learning (9,13,14,16)</p> <p>Learning and development is innovative and flexible (6)</p> <p>There is a culture of continuous learning (7,11, 17)</p>	<p>The recruitment process is fair, efficient and effective (6,11,14,19,22, 27)</p> <p>A diverse, talented workforce is created (7,12,15,20,23, 28)</p> <p>A work-life balance strategy meets the needs of its people (8,13,16,21,24, 29)</p> <p>Constructive feedback is valued (9,17,25)</p> <p>The structure makes the most of people's talents (10,18,26)</p>	<p>Leadership and management capabilities for now and the future are defined (4,9)</p> <p>Managers are helped to acquire these capabilities (5,6, 10,11)</p> <p>Leadership and management strategy link to business strategy, taking account of external good practice (7)</p> <p>Everyone is encouraged to develop leadership capabilities (8, 12,13)</p>	<p>Managers are role models of leadership, teamwork and knowledge sharing (5,6,7,9,10,13,1 4,15,16,17,20,2 2, 23)</p> <p>Coaching is part of the culture (8, 12,19,25)</p> <p>People are helped to develop their careers (11,18)</p> <p>There is a culture of openness and trust (21,24)</p>	<p>Reward and recognition strategies link to business strategy and are externally benchmarked (4,6,8,9,12,15, 18)</p> <p>Representative groups are consulted (where appropriate) (5, 14)</p> <p>What motivates people is understood (10, 16)</p> <p>Success is celebrated (11, 17)</p> <p>Benefits strategy goes beyond legal requirements (7)</p> <p>Colleagues' achievements are recognized (13,19)</p>	<p>Effective consultation and involvement is part of the culture (4,6,7,12,13,17)</p> <p>People are supported and trusted to make decisions (9,15)</p> <p>Knowledge and information are shared (5,10,14)</p> <p>People are committed to success (16)</p> <p>There is a culture of continuous improvement (8, 11)</p> <p>People can challenge the way things work (18)</p> <p>There is a sense of ownership and pride in working for the organisation (19)</p>	<p>Learning and development resources are used effectively (4,8,13)</p> <p>Learning is an everyday activity (11,18)</p> <p>Innovative and flexible approaches to learning and development are used (5,14)</p> <p>People are given the opportunity to achieve their full potential (9)</p> <p>All learning is valued and celebrated and is an everyday activity (6,10,17)</p> <p>Mentoring is used (7, 20)</p> <p>Personal development is supported (12,15,16,19)</p>	<p>The contribution of people strategies is measured and evaluated (6,10)</p> <p>Impact on key performance indicators can be described (7)</p> <p>Performance improves as a result (11,13,14)</p> <p>Career prospects improve (12)</p> <p>Flexible and effective approaches to measuring return on investment are used (8)</p> <p>Return on investment in people is reported to stakeholders (9)</p>	<p>Self review and information from external reviews are used (4,5, 10)</p> <p>Effective feedback methods are used to understand people's views on how they are managed (6,7, 11,12)</p> <p>Internal and external benchmarking are used (8)</p> <p>People's views on how they are managed improves (9,13, 14)</p> <p>People believe it's a great place to work (15)</p>

## Draft Continuous Improvement Plan

This table will be completed at the Continuous Improvement Meeting to ensure that any actions fit closely with those already planned

Business Issue	Suggested Actions	Potential Benefits/ Impact of Taking No Action	Suggested Timescale Priority	Potential Solutions/Support Available
<b>To achieve £XXX,XXX of savings in the year 2015/2016</b>	<ul style="list-style-type: none"> <li>• Communications</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
	<ul style="list-style-type: none"> <li>• Continuous review of key areas of focus</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
	<ul style="list-style-type: none"> <li>• Building of Business Transformation skills across the workforce</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
	<ul style="list-style-type: none"> <li>• Measurement of progress</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
	<ul style="list-style-type: none"> <li>• Future Reviews</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>		
Consultancy Support	<p>In order to support your continuous development arising from this report we have a number of flexible options including one to one support with your action plan, consultancy that would help in terms of further advice plus workshops, training or on line tools and tutorials. Please let me know if you want me to arrange any of these to support you on your journey when working towards world class practices.</p>			

# Appendix

## Investors in People Feedback Matrix

Evidence Requirement	Investors in People Indicators									
	1	2	3	4	5	6	7	8	9	10
1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
3	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
4	Green	Green	Green	Green	Green	Green	Yellow	Green	Green	Green
5	Green	Yellow	Green	Green	Green	Green	Yellow	Green	Green	Green
6	Green	Green	Yellow	Green	Green	Green	Yellow	White	Yellow	Green
7	Green	White	White	Green	Green	Green	Yellow	Green	Yellow	Green
8	Yellow	Yellow	Green	White	Yellow	Green	Yellow	Green	Green	Green
9	Green	Yellow	Yellow	Green	Green	Green	Yellow	White	Green	Green
10	Green	Green	White	Green	Green	Yellow	Yellow	White	Yellow	Green
11	Green	White	Yellow	Green	Green	Green	Yellow	White	Yellow	Green
12	Green	Yellow	White	White	Yellow	Green	Yellow	Green	Green	Green
13	Green	Yellow	Green	White	Green	Green	Yellow	Green	Yellow	Green
14	Yellow	Yellow	Yellow	Green	Green	Green	Yellow	Green	Yellow	Green
15	Green	Green	White	White	Green	Green	Yellow	Green	White	Green
16	Green	Yellow	Green	White	Green	Yellow	Green	Green	White	Green
17	Green	White	Yellow	White	Green	Green	Yellow	White	White	Green
18	Green	White	White	White	Green	Green	Green	White	White	Green
19	Green	White	Yellow	White	Yellow	Green	Green	Green	White	Green
20	Yellow	White	White	White	Green	White	White	Green	White	Green
21	Green	White	Green	White	Green	White	White	White	White	Green
22	Green	White	Yellow	White	Green	White	White	White	White	Green
23	Green	White	White	White	Green	White	White	White	White	Green
24	Green	White	Green	White	Green	White	White	White	White	Green
25	Green	White	Yellow	White	Yellow	White	White	White	White	Green
26	Green	White	White	White	White	White	White	White	White	Green
27	Green	White	Yellow	White	White	White	White	White	White	Green
28	Green	White	White	White	White	White	White	White	White	Green
29	Green	White	Green	White	White	White	White	White	White	Green



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