INVESTORS IN PEOPLE

Quality South West

**INVESTORS IN PEOPLE
REVIEW REPORT**

For

Salisbury District Council

Assessor: **Tony Greenaway**

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Review Plan

1. OUTCOME

Salisbury District Council continues to comply with the requirements of the Investors in People Standard. I am pleased to confirm that recognition is therefore maintained as from 7 April 2006.

2. STRENGTHS AND AREAS OF GOOD PRACTICE

Overall, this Review produced a positive picture of the Council and in particular, the approach to workforce planning, communications, and the management of people and their development. There is clear evidence of improvement since the previous assessment in terms of people management and in operational performance. There were many areas of positive staff feedback and good practice, some of which is highlighted below:

- A clear vision and ambition supported by core values, political priorities and eleven key themes.
- The Link-Up brand as a means of communications.
- The summary of the Corporate Plan outlines the way the Council works and what is important to it including the core values.
- The Change Management strategy.
- The office relocation project is supported by a strategy for improvement covering: -
    - innovative ways of working, space and occupancy audits
    - visits to other best practice councils
    - in house pilots
- Training Coordinators in every unit to advise on succession and workforce planning.
- A range of flexible learning is available to staff, for example, the Development Zone, IT Bites (mini training programmes on pick and mix basis) and open learning.
- The 'Progressive' brand as applied to the Progressive Manager Programme and the Progressive Employer are now well recognised by staff.
- Smart-Ideas scheme to reward and recognise excellent service and good ideas.
- As part of its social responsibility strategy, the Council has an environmental sustainability action plan covering transport, purchasing, energy and water management, waste management and biodiversity.
- CST – all staff have individual training plans based on the Council competencies.
- In some areas, managers hold regular reviews of caseloads, objectives and learning with staff. In CST this happens more formally through monthly performance appraisals and moderation is used to ensure consistency in the approach.
- Development Days are now used by some Service Heads to review achievements and plans.
- An emerging culture of improvement as illustrated by: -
    - Business Improvement team
    - Comprehensive Service Assessment involving self assessment
    - peer review

- The Performance Improvement Strategy takes into account risks including staff and resource issues.
- Regular staff briefings facilitated by a member of the Management team.
- Opportunities for staff to be involved in decision making through a variety of working groups.
- Case studies of Council staff who are developing their careers reported in Link-Up.

- The Council's Intranet provides a Managers' Guide to People Related Policies and Procedures.

3. FEEDBACK AGAINST AGREED OBJECTIVES

There were no specific objectives but the Council did express the following expectations for the Review. These are covered in the main body of the report.

- To identify if progress has been made since the last review.
- To test whether interventions that were new at the time of the last review are now properly embedded.
- To highlight any gaps.
- To test whether the Council has the support mechanisms in place given the amount of change staff are and will continue to experience.

4. POTENTIAL FOR FURTHER DEVELOPMENT

The following suggestions for further improvement are offered: -

- Continue to encourage a culture of involvement and responsibility, for example, through decision-making and planning.
- All learning and development plans at individual, service unit and organisation should show measures and methods for assessing impact on performance to enable more effective evaluation.
- Address the issue that some staff in operational areas perceive that they are kept back from undertaking training or development by a lack of time, money or opportunity.
- Address some anomalies to do with reward and recognition, for example, honorariums are only available to staff in some areas.
- Tighten up on induction as some people have slipped through the net. Continue to spread good practice in the management and development of staff, for example, through the Intranet and by the equivalent of IT Bites (L&D Bites?).
    Address the performance of some Service Heads/managers who are not managing in line with the Council values, for example, not supporting agreed policies
    not managing under performance "burying their head rather than challenge people"
    instructing staff to only contact them by e mail
- Despite the big improvement in 'presenteeism', there is still a view that a number of staff regularly abuse the sick pay policy. This affects the morale for those people who see it happening but who do not see any action to address it.
- Staff in operational roles away from the main Council offices can feel isolated. It would help morale if Council members could show more interest by, for example, job shadowing as part of their own development, attending occasional team briefings/meetings

Other Observations
- The withdrawal of Parking Permits is a big issue for many people. Several staff were considering their futures with the Council as a consequence of this.
- Several managers and staff commented on the bureaucracy, time and the number of approvals required to recruit staff.

Although this was not a Profile Review, I noted that many of the Council's policies, strategies and practices would most likely rate well against the Profile elements, particularly in the areas of

Indicator 1. Business Strategy
Indicator 2. People Management Strategy
Indicator 3. Leadership and Management Strategy
Indicator 10. Continuous Improvement

The Council are urged to examine the Profile and consider how it could be used to complement your own strategy and plans for improvements. The Council should also consider the benefits of a full Profile for the next planned Review.

5. <u>FINDINGS AGAINST EACH PRINCIPLE OF THE STANDARD</u>

> **'PLAN' – Developing strategies to improve the performance of the organisation.**

An Investor in People develops effective strategies to improve the performance of the organisation through its people.

Business Strategy
The Corporate Plan which is being updated has a clear statement of ambition (purpose) and vision. These are underpinned by a set of core values, political priorities and eleven key themes. The strategy for improving performance is based largely on findings from the CPA report carried out in 2003. Although deemed as a 'Good' the report highlighted a need to finance the ambitions and provide human and IT capacity to meet the goals. Issues relating to Health and Well Being are covered within the Council's plans, for example, reducing levels of sickness absence, managing stress, health and safety, work/life balance.

Salisbury District Council has a clear and robust planning process. Portfolio holders produce a plan for their respective areas that sets out the context, objectives and priorities, links with local strategic partnership plans, a review of what had been achieved against previous plan targets, improvement targets, factors affecting plans including workforce planning matters, drivers for change, risk assessment, resources, building capacity and monitoring arrangements.

It was confirmed that employee representatives are consulted throughout the planning process via the Joint Consultative Forum.

Service Heads and managers are primarily involved in developing the plans. Staff are more involved in agreeing the implementation of plans through the objective setting process although there are signs that some Units now involve staff more in planning through development days.
"As a result of the development they have had and their engagement in the process they have identified some weaknesses in our systems. Their ideas will be taken forward in our portfolio plan"
"We had a half day with the whole team and went through the issues and eventually got consensus. There was a lot of input from the team on needs and resources and lead to a report on the changing operation of the team"
"I am keen to ensure that all staff are engaged in the planning in some way"

Staff interviewed confirmed they are involved in agreeing team objectives and targets. It is also clear that they are well informed about the Council's overall objectives and plans as well as developments within the Council.
"Our main target is to ensure we deal with 80% of enquiries at the first point of contact"

Planning learning and development

High level learning and development needs are identified as part of the planning process between Service Heads and Personnel. Current priorities were described as being related to the Progressive Manager, Project Management, training for Councillors, Customer Services and IT as well as the continuing Diversity Programme. There are a number of programmes relating to Health and Well Being, for example, Health and Safety, Stress Awareness, Dealing with Difficult Situations.

Top management explained how these programmes are evaluated after each event to ensure they are delivering what people need. There is also a follow up system to see how people are progressing. Some programmes have testing built in so that people can only pass when they have reached the standards required.

Service Heads identify their key priorities within the Portfolio Plan, for example: -
- intensive training in new Licensing Arrangements is a key priority within Environment and Transport
- Agresso – new electronic invoicing and ordering system within Financial Services
- ongoing customer service training within CS Unit

Service Heads have their own budgets for learning and development although there is a significant central budget allocation as well. Those seen were able to describe their priorities and plans, as well as how they would measure the impact on performance.

"There will be lots of training involved for the Private Sector leasing team especially in rent arrears, repairs and maintenance. Most will be on job training and working with inspectors. There will be meetings with staff and we will monitor their work and I expect there to be no drop in services despite taking away the team leaders"

Salisbury District Council allocates other resources to support learning and development including the training team which plans and runs a programme of training based on needs identified by the Service Heads. The Intranet and open learning are increasingly being developed to provide flexible and modular training.

At individual level, learning and development objectives are agreed and recorded as part of the performance management process. When asked people seemed confident about the purpose of their learning and development activities, especially in terms of benefits to them and their team.

"At my appraisal we agreed the courses I should do and some objectives as we are continually updating the IT"

"I am currently being trained in the Plant Room as they want to be able to cover for absences"

People Management Strategy

The Council has a range of strategies relating to people management including work/life balance, equality and diversity, learning and development, recruitment and selection and leadership and management.

Strategies relating to improving Health and Well Being feature throughout and examples include flexible working, home working stress awareness, harassment advisers, smoking at work, managing sickness.

Senior management have developed a number of initiatives designed to encourage people to contribute their ideas for improving performance including the 'Smartideas' scheme which is widely promoted and which can attract rewards for good ideas. Development Days are increasingly being used to involve people in planning improvements as are team meetings.

The Council works hard to ensure that all people benefit from the opportunities that are available to develop. There is an ongoing equality and diversity programme of awareness raising designed to improve working relations as well as services to customers. This includes mandatory training for managers. 'Fair and equitable' is one of the Council's core values and against which staff performance is assessed. An example of this in practice is the job sharers on the Progressive Manager Programme.

Managers interviewed could provide examples of how they ensure everyone has appropriate and fair access to the support they need. Many managers confirmed how they ensure their staff receive fair and appropriate support that assists with their health and well being, for example, through referral to Occupational Health, Return to Work interviews and flexible working hours.

Managers could also provide examples of the differing needs of their teams and how they deal with these.
"It's a matter of keeping the radar going and being aware that people work in different ways. I use the one to ones and adopt an approach to meet the individual situation"

The majority of staff agreed that their manager was genuinely committed to providing support to their staff and encouraging them to improve their performance. The majority of staff also agreed that they were encouraged to contribute ideas to improve organisation and team performance.

Staff confirmed that the Council provided opportunities for them to improve their performance through support for their health and well being, for example, by encouraging home working, flexible working hours, stress awareness training, DSE assessments, referrals to Occupational health and return to work interviews, contribution towards eye test, flu jabs, panic alarms and discounted gym memberships.

There were a small number of cases identified where staff did not feel they were encouraged to be involved in making suggestions for improving services.
"My manager doesn't hold team meetings so there aren't many opportunities to put our own ideas forward. It also means that we feel somewhat remote from the main council"

Leadership and Management Strategy
Top management explained the Council's leadership and management strategy which is built around a core competency framework and the Progressive Manager Programme. This has been developed from contributions made by employees and covers everyone in the organisation. The competencies are expressed in behavioural form and there are additional competencies for managers under each of the eight headings as well as an additional heading (Provides Leadership) which is exclusive to managers. The Council provides learning and development for managers under the Progressive Manager banner although there are other management programmes that can also be supported. for example, the NVQ level 3 in management. The Council provides guidance and appropriate training for managers to support strategies that fall under the banner of Health and Well Being, for example, Stress Awareness, Absence Management.

The majority of managers were found to be familiar with the competency framework and had a good idea of the specific competencies expected of them.
"I am two thirds the way through the Progressive Manager programme. I wanted a refresher of my management skills to ensure I didn't have any bad habits and to know what the Council's style of management was"

Staff were also familiar with the competency framework and were able to describe in broad terms what they expected of a good manager.

"A good manager is a good leader, good at directing staff and leaves the decision making to his officers. He will empower you"

'DO' – Taking action to improve the performance of the organisation.

An Investor in People takes effective action to improve the performance of the organisation through its people.

Management Effectiveness
Managers interviewed gave examples of how they lead, manage and develop their teams.
"We are always talking and exchanging information all the time. That way the appraisal is a bit of a formality but we still respect the time as it is important to me and my staff"
"Feedback from staff has helped clarify my own thinking in that I can create more capacity in the service if staff are skilled in the different areas. It broadens their knowledge and increases their flexibility so that we can maintain the high level of service"

The majority of managers also gave examples of how they provide constructive feedback on the performance of their staff.
"…through meetings, the one to ones and seeing their work at first hand"

Managers also provided examples of how they support the health and well being of their staff. Examples included: - by implementing flexible working, homeworking and term time contracts policies and referrals to Occupational Health.
"We had a Return to Work interview and identified the reasons for his absence and worked out a solution that involved them working less hours. It's better to have them back here working at half power than being at home doing nothing"
"We run a Health and Safety Register to ensure that our processes and projects are not putting the health of our staff at risk"

The majority of staff believed that their manager was effective and there were many examples of good management practice identified that support this.
"My manager takes an interest in my studies and asks me how I am getting on. I've been authorised to be a court officer. The first time I struggled a bit so they organised some training, a sort of dry run in presenting a case to the court. Then I did it for real and they said they were pleased with the way it had gone this time"
"My appraisal with him was a real pleasure because I got so much from it especially when we agreed some flexibility over my hours"
"My manager is good, hardworking and forward thinking"

However, there were a small number of examples of poor management identified.
"My manager has not pushed to get me the training that I needed and I think needs training. He brings his own issues to work and is narrow minded. By that I mean he has his views and doesn't listen to others. My previous manager wouldn't talk to me for a year after I got a job in another department and a colleague would not apply for another job because she was afraid she would be treated the same as me"
"People leave bad managers, not jobs"

All staff interviewed confirmed that they received feedback on their performance although the extent to this varied from *"…only at my appraisal"* to *"…monthly performance appraisals and on a day by day basis"*

"The Head said it was the most organised he had seen it and was better now than it had been for years"

Recognition and Reward

Managers interviewed provided examples of how they recognise and value people's performance. Most use meetings, one to ones or appraisals (in the best cases, all three approaches) as the main vehicle and there was also good evidence of ensuring that simply saying 'thank you' was not forgotten. Service Units employ a range of activities to celebrate and thank people for their efforts. Examples include: -
• Christmas lunch
• celebrations at the conclusion of a successful inspection
• Awards Ceremony on completion of training and/or qualification

At Council level, examples of how people are recognised include: -
• thank you letters/e mails from Cabinet to staff on completion of exams and qualifications
• Use of Link-Up to highlight achievements and successes
• Career Grade allowing staff to progress in terms of pay upon completion of qualifications and/or competence.

Staff interviewed were able to give clear descriptions of their role, responsibilities and objectives. The majority believed that made a positive difference to the work of the Council.
"I definitely make my manager's job easier by taking on some of her work. I help things run smoothly and am a good organiser. I'm sure they would notice if I left"
"Job satisfaction is high. We really feel we are helping people and I feel proud of what I do. I think it improves our humanity"
"They trust me with new work and I like the challenge. They always tell me when I have done well"
"We work to the Council's vision which is to provide value for money and enjoyment for everyone who visits"

The majority of staff felt that their efforts and contribution were recognised both by their manager and by the Council as a whole. The Linkup e newsletter is used to highlight the operational and educational successes of staff. Personal letters, e-mails, personal comments and thanks were frequently cited by interviewees.
"Yes I do feel valued. Quite often they ask my opinion on legal perspectives and they trust the decisions I make"
"Because of my experience I'm known as the person who can answer those obscure questions we get now and again"

Some people were concerned about abuse of the sick pay scheme. This has a demoralising effect on those that have good absence records.

Involvement and Empowerment

The Council encourages involvement in decision-making and provides opportunities for people to get involved in changes and policy formulation through staff briefings, team meetings and working groups.

Most managers seen could provide evidence of how they involve their staff in decision-making. The Development days are a good example of this as are regular team meetings.
"They are the experts so I don't micro manage. I let them manage their own projects but offer support when they need it"

"We don't stand still. We talk about what we do and what we could be doing better. I want people to be creative and t think about improvements we can make"

There are good signs that some managers are empowering their staff and encouraging them to take responsibility for decisions. There is some evidence where staff feel empowered but this is not yet embedded in the culture of the Council.
"She is very empowering and likes her staff to take ownership of their work. But she is very supportive as well and provides help if you need it"

"I encouraged them to take time out to discuss issues and to come up with an action plan. I am keen to let staff have authority to make decisions and not be frightened about making mistakes but at the same time to think their decisions through"

Most staff confirmed that they have opportunities to be involved in decision making within their own teams and there are some excellent examples where staff have regular input into finding improvements to service and performance.
"Yes I am trusted. My boss doesn't interfere but is happy to help you if there is a problem"

Learning and Development needs

Managers following best practice described how learning and development goals agreed at appraisals are followed up at interim one to ones to review what has been learnt and identify further needs. Some could also describe other approaches they use to developing staff, for example, projects, secondment, delegation, research, coaching, e learning, CPD
"I have organised secondments within the unit when vacancies have arisen instead of recruiting. That way we don't have to wait weeks sometimes months to fill the vacancy and it also broadens staff awareness of all the functions within the unit"

The majority of staff were able to confirm that their learning needs were met although a small number of staff in operational roles made the point that finding time for development could be difficult at times. On the other hand there were examples where perceived barriers had been overcome by managers finding creative solutions. Staff gave examples of things they had learnt and were applying as a result of their planned activities.
"The training is very good. Much of it is on job and through our meetings but there are also courses like the one dealing with difficult situations. I learnt a lot from that and it has definitely helped me in dealing with aggressive and angry people"
"The training opportunities are good but there is a lot of pressure and not a lot of time for training"
 "Most staff in CST have got NVQ Level 2"
"The appraisal training helped me to plan the format, which questions to ask and how to get feedback. We all felt it was a worthwhile process and staff got a lot from it"

There are clear guidelines to managers for ensuring staff are effectively inducted into their team and Personnel hold periodic Council induction briefings to provide new staff with an insight into the workings, plans and values of the their new employer. Most new staff seen felt their induction period had been effective although there were a small number of cases where the Council level induction had not taken place.
"I had a whole month of shadowing my predecessor"

'REVIEW' – Evaluating the impact on the performance of the organisation.

An Investor in People can demonstrate the impact of its investment in people on the performance of the organisation.

Performance Measurement

The Council measures the success of its investment in people in a number of ways, for example, by the achievement of targets and meeting Performance Indicators, through the results of external and internal audits and by feedback from customers and councillors.

The annual corporate training plan provides an overview of the previous year's investment in learning and development along with an evaluation of the effectiveness of major programmes.

Top Managers described the overall investment in skills and provided figures for the amount spent on formal learning. They were also aware of the significant level of resource put into the personnel and training function, the Intranet and e learning as well as the contribution made by on job training and day to day learning. The Progressive Manager Programme is evaluated through a half day spent with delegates reviewing how the programme is assisting them in their managerial roles.

Health and Well Being is not separated from other learning and development in terms of assessing the overall investment in terms of time, money and resources. However, there is clear evidence that the strategies employed, for example, to reduce absenteeism, introduce flexible working, stress awareness etc has improved Council performance in a number of key areas.
"We have achieved a huge improvement in absence as a result of the workshops for managers and working individually with them. In 2003 our average number of days of absence per employee was running at 13 days. In 2006 it is now down to 7 days"

Service Heads and managers normally have a standing item on their meeting agendas covering feedback from learning and development activities. This provides an opportunity to share learning as well as provide information about the quality and cost effectiveness of activities.
"There was new legislation coming in for inspection of bed and breakfast establishments and hotels. There's been a lot of informal learning through talking to each other and formal courses run by South West Tourism. We've discussed the feedback at our monthly meetings"
"We consistently score in the upper 90's in our survey of customer service"
"There was resistance to change within the team and we needed to improve our performance in providing a service to homeless people. Some staff visited other councils to identify best practice and others attended regional conferences. They identified a need for additional expertise and resources and we introduced a discretionary fund for staff to use to prevent a homeless situation developing. Overall it's been a success. The team works much better now and we are in the upper quartile of performing councils"

Some managers were able to give examples of how they had improved their team's performance issues through using the provision for flexible working, home working and absence management.

A number of improvements and achievements to organisation and service unit performance were identified during the Review including: -

- Chartermark re-accreditation for Environmental Services
- Council's website ranked 29th out of 250 on download speed and 2nd out of 250 for reliability

Many staff gave examples of learning and development activities and programmes they had been involved in and how these had contributed to their own performance and, in some cases, careers.
"I have done so much training while I have been here and that's helped me to get the secondment I asked for"
"My confidence has improved and I have a better understanding of the centre's activities"
"The stress awareness programme helped me to deal with a real situation quite recently"
"It really did help me and people comment on how much my writing skills and grammar has improved"
"My confidence in handling projects has improved. I am working more efficiently on my own so it leaves my manager free to do her own work"
"If I hadn't done the various courses we would not be able to manage with absences the way we do. I can stand in for the supervisor when he's not there"
"My training over time here as given me confidence and I can help other members of staff. This benefits the customer as I am able to point them in the right direction"

Some individuals were able to give examples of how they had been helped to improve as a result of agreement to work from home or flexible hours. They were less able to explain how this had helped the performance of their team or the Council as a whole.

Continuous Improvement
The Council has a strong culture of learning from experience and seeking improvements to the way people are managed and developed. Several examples were provided that illustrate this: -

- The Comprehensive Performance Assessment carried out by the Audit Commission includes a self assessment and covers leadership, management and communications.
- The most recent staff survey was designed and implemented in house whereas previously it was commissioned to external consultants. This most recent survey produced a response rate of over 50% and the data can now be compared to previous results.
- One team has introduced a monthly performance appraisal based on the Council competencies.
- The content of the Progressive Manager Programme has been changed as a result of feedback from those involved.
- The appraisal system has been fine tuned again as a result of feedback.
- There have been changes to the Job Evaluation system.
- There are regular reviews of all policies, for example, Bullying and Harassment, led to a Dignity at Work policy and the appointment and training of Harassment Advisers within Service Units.
- The Council Intranet now has a new feature called the Development Zone where staff can access a wide range of information and facilities to do with training and development.

"We learnt a lot of lessons during the early days. We now get the Service Heads more involved and there is more of a team approach and hence buy in"
"We use team meetings to identify results of learning and lessons learnt"

The culture of improvement extends to matters relating to health and Well Being and there have been a number of improvements made as a result of feedback from the staff survey, new legal requirements and the identification of best practice. Improvements include: -

- Domestic Abuse Awareness
- Dignity at Work
- Sickness Policy
- Stress Awareness

- The introduction of discounted gym membership

Managers could describe improvements in the performance of their teams as a result of strategies they had put in place and which involved learning and development.

"We came out particularly well in the most recent staff survey and we've already agreed an action plan to take the two issues forward"

"We had suppliers in recently about integrating our back office system with the customer relationship management system. We were better placed to negotiate with them and that saved us at least £x on the contract because we knew what they were talking about"

Staff interviewed could confirm that the Council has continued to make improvements to people management and that there is culture of trying to find better ways of doing things.

"Communications have definitely improved. Link-Up is good because it is short and sharp"

"Managers are more aware of the need to let people work hours that fit with personal circumstances and to match modern work practices"

"Managers are more approachable now and senior management engage better with their staff"

INVESTORS IN PEOPLE

Quality South West

**INVESTORS IN PEOPLE
REVIEW PLAN**

For

Salisbury District Council

Assessor: **Tony Greenaway**

BACKGROUND INFORMATION

Salisbury District Council was first recognised as an Investor in People in 1999. This will be the second Post Recognition Review since that time.

Recent changes affecting the organisation and its staff include: -
- Five Rivers Leisure Centre brought back in house involving a TUPE transfer of 100 staff in short timescales
- The formation of and the transfer of staff and work into a new Customer Services Unit mainly by internal transfer.
- The introduction of a Business Process Re-engineering team within the Customer Services Unit
- Planning for Office Centralisation and Decanting involving 151 staff to be relocated from Bourne Hill
- Planning for transfer out of Housing Stock involving the loss of some 60 to 70 staff

AGREED OBJECTIVES

- To confirm that Salisbury District Council continues to meet the requirements of the Standard for recognition as an Investor in People.

- To provide feedback on opportunities for further improvement and continuous development.

- To review what actions have been taken on the suggestions for improvement offered during the previous visit.

Client's Expectations

- To identify if progress has been made since the last review
- To test whether interventions that were new at the time of the last review are now properly embedded
- To highlight any gaps
- To test whether the Council has the support mechanisms in place given the amount of change staff are and will continue to experience

SAMPLE DETAILS

Grade/Function of Employee (and any other People 'in scope')	Number Employed	Number Interviewed
Top Managers	16	5
Managers	67	8
Staff	699	40
TOTALS	782	53
		= 6.7 %

Category of Employee	Number Employed	Number Interviewed
FULL TIME	631	40
PART TIME	155	13
MALE	377	23
FEMALE	409	30
RECENT STARTERS	29	5
REPRESENTATIVES	?	2

NUMBERS INTERVIEWED BY EACH METHOD:			
		Individuals	37
		Pairs	16
		Groups	0
		By Telephone	0
TOTAL NUMBER OF SITES:	6 main sites plus some satellite sites	NUMBER OF SITES COVERED:	6

ADDITIONAL NOTES

Planning meeting	.25
Planning and preparation including review of doc. evidence	.75
On site	5.0
Report	1.0

Client has offered to be involved in the Healthy Organisations pilot. The time involved by the assessor will not incur any additional costs to the client.

ON SITE DATE(S):	**3, 4, 5, 6, 7 April 2006**	**REPORT SENT TO CLIENT BY:**	**18 April 2006**
TOTAL NUMBER OF DAYS:	**7**	**TOTAL COST:**	**£3850.00 + VAT**

The maximum national charge for Investors in People assessments and reviews is £750 per day plus VAT. Quality South West's current charge is £550 per day plus VAT. We thereby effectively provide a subsidy of £200 per day for all organisations. Any travel expenses over 100 miles per day (charged at 40p per mile) and any other agreed expenses incurred will be invoiced directly to you by your assessor.

We agree to the costs as detailed above and have read and understood the terms and conditions contained within your 'Client's Guide to the Assessment/Review Process'.

Signed: **Date:**