

Assessment Report

Ordinary Lifestyles

Undertaken by
Carol Davidson
On behalf of Investors in People North of England

Project Number: 14/5403

Date: 16th February 2015

Commercial in Confidence

Contents	Page
Introduction	3
Objectives	3
Executive Summary	3
Outcome	5
Findings against the Objective	6
Evidence Matrix	12
<ul style="list-style-type: none">• Green – Evidence Met• Amber – Evidence Met with Development Requirements• Red – Evidence Not Met• Blank – Not assessed	
Linkages to the Topic Map	13

Introduction

Ordinary Lifestyles gained Investors in People accreditation and the Bronze Award in February 2012 making this the first Review against the Standard. Since the previous assessment the organisation has grown extensively in relation to the number of people supported and the staffing levels. Their work has extended into the Trafford area of Greater Manchester providing day services to a number of people requiring support.

The organisation employs a total of seventy five people of whom twenty one were interviewed as part of the Review process. A range of documents were also provided to the Investors in People Specialist to assist in the evidence gathering process.

Objectives

The key objective of the Review was to measure to what extent Ordinary Lifestyles continued to meet the requirements of the Investors in People Standard. The Standard was met.

In addition the following objective was identified for the Investors in People Specialist to explore and establish how the Framework would support the organisation in achieving its future priorities:

- To ensure that all our supported people and staff have increased involvement in the running of Ordinary Lifestyles.

The organisation also identified a number of topics from the Investors in People Framework to be assessed against in order to achieve the Silver Award. Areas of good practice and continuous improvement opportunities were also identified. The suggested continuous improvement areas will be discussed and agreed at the Feedback Meeting planned for 25th March 2015.

Executive Summary

Areas of Good Practice

Planning Strategy – The Driving Up Quality initiative had provided the opportunity to gain a high level of involvement from staff and stakeholders in the planning process in identifying the future priorities for the organisation. The values were well embedded and understood by everyone and were viewed as being integral to the working practices of Ordinary Lifestyles.

Learning & Development Strategy – Training was well planned and delivered with the Workforce Development Plan identifying the priorities for the forthcoming year. Team training was focussed on the needs of the people they supported and consideration had been given to the future in order to build the capabilities that would be required e.g. dementia training. People had been encouraged to consider their own learning needs and request training that would support them in their job roles.

People Management Strategy – The organisation operated an inclusive policy ensuring that everyone had fair and equal access to development opportunities. A diverse workforce had been created attracting people from a wide range of backgrounds who brought their skills and talent to their roles. Work life balance strategies ensured that both the needs of individuals and the organisation were met.

Leadership & Management – Lines of reporting and accountability were clear with the knowledge, skills and behaviours required to manage and develop people defined in job descriptions. Consideration had been given to the future structure of the organisation with the Head of Services taking retirement during 2015. People confirmed that they felt managers acted as good roles models in the way they worked together as a team and demonstrated best practice.

Reward & Recognition – People spoke passionately about their roles and felt valued for their contribution describing high levels of *“job satisfaction”*. The range of duties involved in job roles was varied and contributed to high levels of motivation being achieved.

Involvement & Empowerment – It was evident that people felt fully involved in the decision making processes through the range of strategies in place. People often worked in isolation and felt empowered and trusted to take decisions on a daily basis through the training they had received. A strong team ethic had been developed with knowledge and information shared on a regular basis to improve performance and identify best practice in how they worked with the people they supported. People clearly felt pride in their work and the organisation – *“the quality of support we give is second to none and we offer a bespoke service”*.

Learning & Development – A range of innovative and flexible approaches had been used to deliver learning needs. Good use had been made of both internal and external expertise to deliver training in a cost effective manner making good use of resources.

Suggested Continuous Improvement Areas

Planning Strategy – The Driving up Quality Day had been successful in engaging staff and stakeholders in the planning process. Consideration should be given to holding an annual event, bringing everyone together to reflect on the previous years’ performance and establish the future priorities.

Learning and Development – Clarify the purpose of the Training and Development Portfolios to ensure they are being used effectively to record and monitor the impact of interventions. Consideration should also be given to using Learning Logs for people to record unstructured activities e.g. reading articles from journals, television programmes, and internet research activities.

People Management Strategy – Whilst it was evident that knowledge and information was shared consider ways in which to engage people in sharing good practice. E.g. peer observations.

Management Effectiveness – There was evidence to demonstrate that informal coaching techniques were being used to develop leadership skills. Consideration should be given to formalising this activity to maximise the benefits gained with clear measurable outcomes identified.

Reward & Recognition – Whilst it was evident that people did feel valued for the contribution they made to the success of the organisation consideration should be given to developing a more formal strategy to acknowledge and celebrate the achievements of colleagues. E.g. Annual Awards based on the values where people can nominate colleagues. Opportunities also exist to celebrate successes more e.g. A party to celebrate the 20th anniversary of the organisation being founded.

Involvement & Empowerment – Consider ways to increase the level of interaction of the Trustees with staff and the people supported e.g. allocating Trustees to a particular house and/or teams, inviting staff to give a presentation at the Committee Meetings about their work and specific projects they are involved with.

Performance Measurement – Consider using a model to evaluate and validate the impact of learning on the business e.g. Kirkpatrick which will support the existing processes for identifying the return on investment from training interventions.

Continuous Improvement – Consider using an annual staff survey to gain feedback from people on how they feel they are managed and developed. This will inform future strategies and provide a benchmark to measure the improvements implemented.

Review Assessment Outcome

Having carried out the Assessment process in accordance with the guidelines provided for assessors by UK Commission for Employment and Skills, the Investors in People Specialist was satisfied beyond any doubt that Ordinary Lifestyles meets the requirements of the Investors in People Standard.

The Investors in People Specialist also confirms that Ordinary Lifestyles meets one hundred and twenty five evidence requirements of the Investors in People Framework and this equates to a Silver award requiring at least one hundred and fifteen evidence requirements.

On behalf of Investors in People North of England the Specialist would like to congratulate Ordinary Lifestyles on this achievement.

Next Review

Ordinary Lifestyles will be due their next Review in February 2018. An eighteen month interaction will be arranged during the feedback meeting planned for 25th March 2015.

Carol Davidson

Investors in People Specialist

16th February 2015

Findings against the Objective

Planning Strategy

Ordinary Lifestyles (OLS) had developed a three year Strategic Action Plan, covering the period from 2012 to 2014, following an exercise that had involved both staff and the people supported. The plan was reviewed and refreshed annually to reflect on progress and what had been achieved and to identify future priorities.

One of the key objectives for the organisation was to ensure that all of the supported people and staff had an increased level of involvement in the running of the organisation.

A national set of standards for organisations supporting people with learning disabilities had been developed - "Driving Up Quality Code" - which had been recommended to Ordinary Lifestyles by Manchester City Council. Questionnaires based on the new code had been issued to staff, the people being supported and their family members to consult and gain feedback on what they thought of Ordinary Lifestyles to inform their planning strategy.

The results of the questionnaires were collated and analysed and a Driving Up Quality Day was organised to bring staff, the people supported and family members together to share the progress that had been achieved, set the vision for the future and identify priorities and actions for the forthcoming period.

The outcomes of the questionnaires and the event had been collated and circulated to everyone and were being used to develop the new business plan and objectives.

In addition to the actions described above a range of strategies were also in place to ensure that everyone was engaged in the planning process which included:

- Individuals being supported all have their own team who work collaboratively to deliver the support plans in place. Regular Team Meetings were held to discuss and plan specific actions and objectives very often with the person being supported in attendance.
- Annual Appraisals were held with individual staff members to set targets linked to the overarching business plan objectives and the support plans.
- Job Consultations took place every three months to review and discuss performance and identify further actions.

The values had been defined and were well embedded into the daily operation of the organisation. The values were described as follows:

- Encouraging independence
- Integrated fully in society
- Having choices
- Forming new relationships and experiences

Specific actions taken to offer the supported people opportunities to experience new activities and create friendships included:

- Operating the Fun Factor where supported people could participate in music, arts and crafts and games. The Fun Factor was not restricted to OLS clients but was also open to people from other organisations.
- New services were being provided in Trafford and social events were organised to bring people from both Local Authorities together e.g. parties at peoples' homes.
- A new project had been established to give cookery lessons, providing the opportunity to learn new life skills and make new friends.

People could describe the values and how they were integral to how they carried out their job roles with the following comments noted:

"We promote independence and wellbeing and encourage people to make choices about what they want to do".

"It's all about the supported persons needs and wants and helping them to achieve their goals".

"We want people to live an ordinary life and feel part of their own community and society as a whole".

"We have a person centred approach and try to give our supported people new experiences".

Learning & Development Strategy/Learning & Development/Performance Measurement

Learning and development needs were identified taking the following into account:

- The specific needs of the people being supported, highlighting team training.
- Mandatory training e.g. Health & Safety, Safeguarding, Moving and Handling.
- Individual needs of staff which were discussed and agreed during the appraisal and Job Consultation processes.

A comprehensive Workforce Development Plan had been developed with clear objectives identified for 2015. The plan included the following areas:

- Induction
- Ongoing training and development opportunities
- Diploma in Health and Social Care (Level 3)
- Mandatory refresher training
- Maintaining professional knowledge

The direct cost implications to deliver training had been identified and the time resources of staff and the salary of the Training Manager were acknowledged.

A Training Schedule was prepared quarterly and circulated to all staff providing details of the dates and times, subjects to be covered and who should attend. All new employees had to attend specific workshops as part of their induction and other staff could also attend if they wanted to update and refresh their knowledge.

People confirmed that they were encouraged to identify their own learning and development needs that would support them in their roles. During Team Meetings specific training was identified that would be required to support the individuals with whom worked e.g. tourettes syndrome training had been researched and sourced.

A range of innovates and flexible strategies were used to deliver learning with partnership arrangements in place with a number of organisations e.g. Manchester Learning Disability Partnership, Skills Solutions, Trafford Council to access funded training. Strategies included:

- Internal workshops
- Attending external courses
- Mentoring and coaching techniques
- Shadowing
- Research using the internet.

The Training Manager was responsible for planning and organising interventions and was involved in the direct delivery of elements of the induction programme and the Mental Capacity Act.

A number of staff were undertaking the Diploma in Health and Social Care and monthly group sessions were held with the Assessor from Skills Solutions and the Training Manager to enable candidates to work through the units together which had enhanced the quality of learning.

People provided examples of training that had been undertaken and how their new knowledge was being transferred to job roles:

- Epilepsy training had provided the skills and knowledge to deal with a client when having a seizure.
- Challenging behaviour training had identified preventative measures and how to deal with issues to minimise risk for both staff and the people supported.

All staff had their own Training and Development Portfolio to record and reflect on learning that had been undertaken although these were not being used consistently. A variety of methods were used to evaluate training which included:

- One to one discussions during the Job Consultation sessions.
- Observation techniques
- Tests and assessments
- Achievement of qualifications
- Completion of evaluation forms

The Workforce Development Plan had been presented to the Trustees who received regular updates on training outcomes. Training was discussed during the Management Team Meetings to ensure that appropriate actions and solutions were being implemented in order to achieve the business plan objectives.

The leadership team had a clear understanding of the level of investment in learning and development and the benefits that had been achieved. Examples included:

- The Challenging Behaviour and Communication training had reduced the number of incidents recorded from thirty to five.
- The organisation had gained an excellent reputation with Local Authorities. The Day Services provided in Trafford had been extended to include a new contract to deliver twenty four hour support for people. This was attributed to the range of training provided to staff in dealing with difficult and complex needs of the people being supported.

Individuals also recognised the impact that learning and development had on their own performance in providing person centred care and support. People described having specialist knowledge in carrying out procedures properly e.g. administering medication, moving and handling, managing challenging behaviour.

People Management Strategy/Involvement & Empowerment

OLS had adopted an inclusive policy to ensure that all staff had fair and equal access to development opportunities with processes covering everyone. Training workshops were arranged on days that were convenient to the majority of staff with additional sessions provided if required. Staff were paid to attend training if it fell outside their normal working hours.

Strong team work was encouraged and viewed as essential to providing high quality service and support to clients. Strategies in place to encourage collaborative working included:

- Handover process between shifts
- A Communications Book in each service to record events and information about the individuals being supported.

- Regular Team Meetings to share good practice and discuss any changes required to Support Plans.
- Placing new staff with experienced colleagues to learn about the role and standards of work expected.

The organisation had taken an enlightened approach to work life balance based on the needs of the supported people and the preferences and external commitments of staff. Each setting had a Request Book used by staff to indicate when they wished to take time off or holidays which was taken into account when planning rotas.

People confirmed that the organisation did accommodate their external commitments e.g. arranging shifts to fit in with childcare arrangements, ensuring that people had two consecutive days off.

The appraisal and Job Consultations were viewed as a two way process where constructive and positive feedback was given.

Communication within the organisation was considered to be effective and efficient with a range of strategies used to engage people in the decision making processes. Examples included:

- The Management Team held regular meetings to discuss the strategic aspects of the business.
- Team Leaders Meetings were held to enable good practice and expertise to be shared.
- Team Meetings provided the opportunity for staff to plan activities and holidays.

Attendance at meetings was not restricted to staff with the people supported and their family members also being involved in the decisions and planning process.

The organisation did not operate a structured consultation process however people were regularly consulted about new initiatives and changes being proposed. Examples included:

- Extending their work with Trafford and providing Day Services.
- The proposed relocation of the Head Office.
- The development of the Team Leaders Handbook.
- The introduction of a pension scheme.

People confirmed that they felt supported and trusted to take decisions on a day to day basis and were given the scope to change how they approached aspects of their work. Many people worked on their own and felt empowered and equipped to take decision through the raft of training that had been provided.

The communication processes in place ensured that knowledge and information was shared within team and across the organisation. People described the following actions:

- Team Leaders providing feedback following their meetings.
- Having an input into the reviews of supported people e.g. changes in behaviours or their health and wellbeing.
- Working closely with professionals e.g. GPs, nurses, physiotherapists

It was evident that people were committed to the success of OLS and demonstrated a sense of pride in working for the organisation. The following comments were noted:

"You can't do the job without being passionate about the work – we become very attached to the people we support".

"The quality of support we provide is second to none – our services are bespoke and very person centre".

"You hear a lot of negative things about other providers of supported living but I've never heard a bad comment about OLS".

Leadership & Management Strategy/Management Effectiveness

A clear organisational structure was in place with everyone understanding the lines of reporting and accountability.

New Trustees had been appointed to the Board who brought expertise and knowledge to the table in relation to finance and the planning systems in social care.

The Head of Services was due to retire and consideration had been given to the future management structure. It was proposed that the Registered Managers and Training Manager would cover responsibilities of the Head of Services role and a new Finance/Office Manager position had been created to form the leadership team.

The knowledge, skills and behaviours required to manage and develop people were clearly defined in person specifications identifying the essential and desirable criteria.

A range of training initiatives had been delivered to equip managers with the skills required to manage and develop their teams. Examples included:

- Team Leaders had undertaken a Level 3 qualification in Health and Social Care.
- Attending short management courses e.g. dealing with peoples' emotions.
- In house workshops on Team Leadership Skills.

People explained that their future aspirations were discussed during the Job Consultations and were provided with opportunities to develop leadership skills e.g. chairing meetings, shadowing Team Leaders to learn about the role, taking the lead on projects. Informal coaching techniques were also used to develop Team Leaders.

The leadership team explained that they worked collaboratively and effectively together and demonstrated best practice. Both the Registered Managers were on call and often worked shifts alongside staff.

It was evident that people felt that the management team were effective in their roles with the following comments noted:

"The office staff are really approachable and good role models – they always listen to us and nothing is too much trouble".

"The Team Leaders are really hands on and will resolve issues quickly".

"The leadership team have a lot of experience and work well together as a team – it's a really happy environment in the office".

"Our Team Leader is very experienced and demonstrates how things should be done to a high standard".

"The leadership team are very accessible and approachable – we are encouraged to speak up if we have any issues.

Reward and Recognition

The leadership team recognised the significant contribution that staff made to the success of OLS and demonstrated their appreciation in the following ways:

- Providing positive feedback during the appraisals and Job Consultations.
- Awarding incremental pay increases for performance and *"going above and beyond"* by using their initiative and being proactive.
- Giving a lump sum payment to everyone at Christmas.

People clearly understood their job roles and provided examples of their day to day work and how they supported and encouraged people to be independent and have a good quality of life.

Success was celebrated during Team Meetings where feedback was provided e.g. good outcomes from Social Services Reviews.

It was evident that people did feel valued and described having *"high levels of job satisfaction"*. The following comments were noted:

"I do feel valued – the Job Consultations are positive and they are happy in the way I am working".

"We get thanked regularly – give us more energy and keeps us motivated".

"My Team Leader is fantastic – will send me text messages to say well done".

"I feel happy helping people - we are all in it for the same reason to support and keep our supported people safe and fulfilled".

"I tell my colleagues they are really doing a good job and I let the management team know".

Continuous Improvement

OLS have embraced continuous improvement and regularly review the policies and procedures for managing and developing people to ensure they are fit for purpose.

A staff questionnaire had been issued to gain feedback from people on how they felt they were managed and developed which were completed anonymously.

The results of the questionnaires were collated and analysed and improvements areas identified. The results had been circulated to everyone detailing the actions that would be taken. Examples included:

- Reviewing the induction process
- The reinstating of the newsletter as a means of communicating information about the organisation.

Other changes that had occurred included:

- Amending the appraisal documentation to include a checklist on the administering of medication.
- The introduction of the monthly group sessions for staff undertaking the Diploma.
- The organisation had taken up membership of the British Institute of Learning Disabilities to keep their professional knowledge up to date.

It was evident people enjoyed their job roles and like working for OLS with the following comments noted:

"This is a really professional organisation - but it still has a relaxed and open atmosphere".

"One of the best places I've ever worked".

"I wouldn't want to work anywhere else".

"This is a brilliant place to work – I can't believe I get paid to do something I love".

"I love working for this organisation and the people we support".

Investors in People Feedback Matrix

Evidence Requirement	Investors in People Indicators									
	1	2	3	4	5	6	7	8	9	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	N/A	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓	✓	✓		D	✓	✓	
5	N/A	✓	✓	✓	✓		✓	✓	✓	
6	✓	✓		✓	✓		✓			
7	✓				✓	✓	X	D		
8	✓	✓	✓	✓	D		✓	✓		
9		✓	✓	✓	✓		✓	✓		
10				✓	✓		✓			
11	✓			✓	✓	D	✓			
12		✓		✓	D		✓	✓		
13	✓	✓	✓	✓	✓	D	D	✓		
14	✓	✓			✓		✓	✓		
15					✓		✓	✓		✓
16		✓	✓		✓		✓	✓		
17	✓		✓		✓	D	X			
18					✓		✓			
19	✓				D	D	✓	✓		
20					✓			D		
21			✓		✓					
22	✓				✓					
23	✓				✓					
24	✓		✓		✓					
25			✓		D					
26										
27										
28										
29			✓							

Investors in People Framework Topic Map - The areas which are included in your Investors in People Assessment are shaded in grey

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
THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
<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>
YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
<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 (*,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>

Delivered by idg, the licensed delivery partner for the North of England

T: 0844 406 8008 **E:** iip@i-dg.co.uk **W:** iipnorth.investorsinpeople.co.uk

P: 1 Cardale Park, Harrogate, North Yorkshire, HG3 1RZ

idg is the trading name of Improvement Development Growth Limited
Registered in England. Company Registration No. 04141322
Registered Office: Lee House, 90 Great Bridgewater Street, Manchester, M1 5JW

