

INVESTORS IN PEOPLE

GOLD REVIEW REPORT

for

CONVEY LAW

Prepared by: Mavis Elliott-Smith
Investors in People Assessor

On behalf of: Investors in People Wales
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1. INTRODUCTION

Convey Law achieved Bronze accreditation as an Investors in People organisation in the year 2012. After an Assessor interim meeting in February 2014, consideration was given to a Silver Review, due in March 2015 - 2 months earlier than actually required, to accommodate some business needs. In the event, the organisation chose to be reviewed against 127 additional Evidence Requirements in order to achieve the GOLD award.

Assessor meetings took place across 2 days; some were held with individuals, some with appropriate pairs, and others were held as focus group meetings of 4 or 5 people.

The Assessor found an atmosphere of excitement and anticipation – not least among members of the SMT. It appeared that everyone was looking forward to the Review meetings, and those well-established employees wanted to compliment their bosses and their colleagues. There were high levels of confidence and pride shown across the company as Convey Law had gained recognition and awards within its sector during 2013 and 2014.

Convey Law achieved both Large Conveyancer and Best Overall Conveyancer of the Year 2014 in the Sunday Times Estate Agency Awards, and the LSF UK Conveyancing Awards in both 2013 and 2014. The company was highly commended for business practice, regulatory compliance and the use of technology at the Modern Law Awards 2014.

Recognition and visibility for Convey Law is demonstrated by the fact that the company provided assistance to the Property Law Regulator – the Council for Licensed Conveyancers (CLC) in the establishment of Apprenticeship training courses. Consequently, Convey Law is licensed to run the courses which provide a route to qualification for property lawyers.

Also Convey Law are members of the Conveyancing Association – an organisation comprising only the top fifty Conveyancing Lawyers in the UK. This places the company in the position to exert influence in its professional sector.

Additionally, Convey Law sits on the Board of Directors for the Society of Licensed Conveyancers, and all of the company's Licensed Conveyancers receive sponsored membership of the Society.

This formed the backdrop to the current Investors in People Gold Review.

Structural Development

At the time of the 2012 Review, Convey Law had a staff complement of 62 people, which has risen to 82 at March 2015. This provides an indication that the market in which the organisation operates enjoyed an uplift in terms of transactions, and that Convey Law itself is maintaining an upward trajectory.

At the 2012 IIP Assessment, the Assessor had recognised that career progression opportunities were limited for Fee Earners. In the light of the growing employee numbers, Convey Law has addressed this concern, by creating Career Pathways which include additional levels and teams, giving Senior Conveyancers Line Management responsibility.

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The pathway is clearly laid out and publicised internally, with 7 named roles along with appropriately wide salary bands; which provide the opportunity for personal aspirations – both professional and financial - to be targeted and met.

The appointment of a Training Officer whose remit is considerably wide, encompasses many areas which in other organisations would lie in the realms of HR, is having a strong impact as she brings experience from other organisations into Convey Law.

A coaching approach is becoming embedded and has resulted in the revision of the appraisal process which has been welcomed by those who have experienced the first round. The role also provides a link between staff and Senior Management which is appreciated particularly by those less senior individuals in the company.

Convey Law continues to be sales focused against very clear timelines and KPIs.

The Assessor was presented with positive responses from both managers and staff expressing positivity about the future. Evidence of teamwork, camaraderie and motivation was presented frequently – facilitated especially in focus group meetings.

2. REVIEW OBJECTIVES

‘Convey Law wishes to maintain sustainable growth whilst striving to be the best in our business, achieved by developing our people’s potential and demonstrating our willingness to be an employer of choice in our sector.’

‘We wish to test ourselves against the Investors in People Evidence Requirements to achieve GOLD accreditation.’

- In order to achieve the objectives stated above, Convey Law will be supported by reference to all 10 of the Investors in People Indicators.

3. THE 2015 REVIEW

The Assessor extends her appreciation to all those people who attended meetings for their openness and cooperation, and for making the Review period an informative and enjoyable experience.

The Assessor was presented with more than sufficient evidence to show that the liP Core Standard continues to be met, and has prepared the report to focus on the additional ERs selected by Convey Law.

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127 additional Evidence Requirements (ERs) were selected from the Investors in People Framework as shown below, and in chart form in Appendix A

- 1.7 - 1.15 /1.17 - 1.19/ 1.21 - 1.25. = **17** additional ERs

Business strategy looks to the future with growth in mind. Since the previous assessment there has been a rise in financial turnover and in staff numbers – and, with economies of scale, more can be achieved with proportionately fewer people, and with an improved structure.

Business focus continues to be on Residential Conveyancing.

The core values which underline the organisation's philosophy are clear, providing a straightforward explanation of how Convey Law approaches its business delivery. At the heart of everything the company does is the Client. 'Exceptional Client Service to Exceed Client Expectations' with the purpose – quoted frequently throughout the Assessor meetings – 'Going from Good to Great'.

Quotes:

...our core values are all about customer care, customer satisfaction; also community work and social responsibility.

...keep communicating with the customer – keep them informed. There is a huge emphasis on transparency.

...remain professional; remain calm if the client is tense; listen and meet their demands.

People demonstrated pride in the positive feedback received from clients with whom they have had personal contact, or from other stakeholders. They all understand the levels of empowerment they have to make the client experience as trouble-free as possible

Organisational strategy is laid out in a set of Business Plans – one for the organisation, and an additional one for each of the departments. The main stakeholders are the staff, the clients, the Introducers and the various professional bodies to which Convey Law belongs – or in which it is an active driver for the profession.

Every department has its own set of KPIs as do individuals. It is a sales – driven business, and people are completely conscious of how organisational success is measured, and indeed their own. Personal targets are clear and achievable and can be measured on the company's case Management system at any time.

Quotes:

...accounts deadlines. E.g. remit funds within 14 hours of completion.

...we have daily targets and are measured on these.

...financial targets.

...individual and team targets.

...numbers of instructions.

...it makes for efficiency.

Social Responsibility is shown to be at the heart of operations. It should be recognised that Corporate Social Responsibility includes a company's approach to the management and care of its employees – and Convey Law pays close attention to this. It was often said throughout the Assessor meetings that 'we're like a big family.' People commented on the organisation's

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approach to Work- Life Balance issues and flexibility in relation to any domestic crises or problems – people being very prepared to ‘make up’ any time lost.

Beyond taking its responsibility as a reputable business and employer, charitable giving and Social Responsibility forms part of the culture of the company – and the staff readily involve themselves and contribute time and effort to maintain Convey Law as a high-profile giver. In the last 5 years, Convey Law’s staff have raised a quarter of a million pounds - £66,000 of it during 2014. They are now establishing a Charity Foundation so that they can collect Gift Aid in all client donations and increase their contributions by 25%. A favourite cause is Tŷ Hafan – a Welsh Hospice for children with life-limiting health conditions. Lloyd Davies, Convey Law’s Managing Director has been appointed Corporate Ambassador for Tŷ Hafan in recognition of the company’s efforts and contributions.

Employees at all levels are involved in fund-raising activities from paying for Monthly Dress Down days, cake sales, 3 Peaks Challenge, Taf Trail Cycle, and the Matterhorn Challenge from which it is hoped to raise £50,000. There are numerous other examples – a report could be written just to commend the company and its employees for their outstanding efforts in this regard. One person said *‘Everyone needs a sense of fun to work here!’*

- 2.5 - 2.12/ 2.14 - 2.17. = **12** add’l ERs

Learning and Development strategy has enabled Convey Law now to boast 24 of its people having qualified in Council for Conveyancing Law examinations.

The Conveyancing Lawyers Association which is represented by the top 50 conveyancing lawyers in the UK has asked Convey Law to design some on-line training for Conveyancing Policy to include e.g. Planning Regulations and Indemnity Insurance policies.

The Managing Director said *‘the Council for Conveyancing Lawyers want to step back from training – we can fill that gap.’*

There is recognition of the importance for employers to care for their employees by providing Learning and Development, Leadership and Management and Work-Life Balance strategies. Recruiting Senior Conveyancers who have the appropriate personalities to work in with the ethos of Convey Law can be difficult, and it is preferable to *‘grow our own.’* It has to be said that Convey Law is enjoying success with the approach of the provision of professional development and client care. There is a fast track system for developing fresh fee-earners within the Convey Law culture.

Senior Conveyancers act as Mentors Junior Conveyancers, reinforcing the company style and ethos.

Quotes:

...people go through the ranks

...there’s continual assessment.

...Junior Conveyancers need to spend time in all departments as part of their progression to Fee Earner.

...there are career discussions at the appraisal meeting.

...the new appraisal system is good – enables staff to talk more.

...it’s a supportive experience – I was able to give lots of examples.

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...you can talk to Steph about careers etc.
...the SMT are not allowed to speak until the end.

When talking about how their preferred learning style is taken into account in training and communication – people talked about the variety of ways in which training is delivered and identified big meetings, smaller interactive meetings, PowerPoint presentations, email documents and one to ones. People also described ‘Refreshers’ on Policy changes, Departmental training, CLC seminars and ‘*bosses have leadership books.*’ This ensures that there is variety in training delivery, and that people’s learning differences are catered for.

- 3.6 - 3.11/ 3.13, 3.14/ 3.16 - 3.26/ 3.28, 3.29. = **22** add’l ERs

Recruitment was described as being fair, and it can be seen that the organisation attracts suitable individuals who can work in Convey Law’s sales-driven, client focused environment. The continual measurement and competitiveness to satisfy individual KPIs is a tool that facilitates an atmosphere of high achievement, which is continually rewarded by the organisation’s regular bonuses.

People understand the purpose of their appraisal explaining that it gives feedback on their performance, encourages them to talk about training and development - and enables them to give constructive feedback to their line managers.

Quotes:

...the bosses ask for feedback anyway.
...there are lots of examples of people giving suggestions in meetings for procedural changes that have been taken up.
...I went out to lunch to discuss some issues.

There are many examples of people having risen through the ranks, and opportunities are abundant, particularly within the evolving structure and the improving market conditions.

Quotes:

...People have the opportunity to move – they try to help us do anything we want to do.
...paralegal courses are open to everyone which give the opportunity to become a junior conveyancer.
...there are fast track courses towards senior conveyancer.
...you learn every day – when working on a team, you learn from the conveyancer.
...they always help you to be as good as you can be in your own role.

The company employs people across a wide age range – one employee is over 70 years old. There is a mix of full and part time staff at different levels of seniority, and when talking about work-life balance it was described as a happy place, where there is flexibility ‘*We can work from home if the weather is poor – we can access all the work processes from our laptops.*’

The company’s way of dealing with WLB matters is to empower line managers to deal with individual situations themselves. It is therefore clear that the WLB approach in the company meets the needs of its people, and the Assessor found the application of the company’s approach to be consistent.

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Managers were described as being tolerant of domestic situations, and there were examples of individuals having leave to go early for college etc. There is ample time to socialize with parties – sometimes in fancy dress, and the fundraising activities bring everyone together from across the organisation, and reinforces the teamwork which is necessary in the company. The company is proud to say that there is always holiday cover provided, so that people return from leave unworried that they will find a full in-box.

Everyone believes that they are a diverse organisation, and that differences are welcomed.

- 4.4 - 4.6/ 4.8/ 4.10 - 4.13. = **8** add'l ERs

There can be no doubt that managers are developed in line with Convey Law's ethos, and are given every opportunity to progress and succeed. Besides their technical and professional training, they are encouraged to behave as good leaders and employers. There is ample exemplary behaviour in the senior management team upon which to model the Convey Law management style, whilst allowing freedom for line managers to 'be themselves.'

Top managers are clear about the direction of the company going forward, and there was clarity expressed when talking about necessary leadership programmes which are to be run in-house by the new and very experienced Training Manager. Management capabilities are discussed at appraisal, and a coaching style is adopted in terms of providing constructive feedback.

People are encouraged to develop leadership qualities – external to those required to carry out a team-leader or line management role. People are able to become 'the best they can be' by becoming expert in their chosen field.

- 5.5 - 5.7/ 5.10 - 5.18/ 5.20 - 5.24. = **17** add'l ERs

Quotes:

...Managers are helpful and accessible.

...We have daily info on any bottlenecks in the department likely to affect other departments.

...It helps that people share work if they're quiet.

Knowledge and information is shared via regular team and one to one meetings, training sessions, 'managers walking about' etc.

Top managers take real ownership for behaving in line with the company's ethos, and for maintaining the culture of continuous learning, and 'going from good to great.' People described working at Convey Law as '*like being a big family*' and senior managers are comfortable in an environment where are required to take personal responsibility for encouraging people to be the best they can be. Leaders are fair but firm, and behave with the understanding that tolerance of people's occasional difficulties wins loyalty.

Whilst managers were somewhat coy about describing themselves as 'inspirational', there were many people in the organisation who were able to talk fluently about managers who inspire them to develop and make a career with Convey Law.

There are examples of people who have started in the organisation in administration roles and who are now in the SMT, and representing the company in the sector.

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Managers say they are inspired by the senior management approach to achieving results through their people; they work continually to focus staff on their personal development through opportunities available for promotion - this to be gained by meeting individual targets.

A different example to staff management in an area where sales is not the focus – is in the Finance Department. The Head of Finance described how the Legal Cashiers are required to work within the CLC Accountancy Rules, stating that the company can be audited on compliance ‘at any time.’ The team needs to know how to stay compliant. Recognising that their roles can be repetitive, he ensures that the team shares responsibilities - each Cashier having a different task each day. There is very low staff turnover in the department, and this technique enables people to avoid boredom and provides real flexibility, which is appreciated by the staff and is departmentally efficient.

- 6.4+ 6.6/ 6.8 - 6.11/ 6.13/ 6.15 - 6.17/ 6.19. = **11** add’l ERs and
- 7.5/ 7.8 - 7.10, /7.12/ 7.14 - 7.16/ 7.19. = **9** add’l ERs

Reward and Recognition strategies link to the business strategy of providing professional and caring Human Resources Management – benchmarked against those within the sector, and with what represents good practice across business as a whole.

Salaries are set above the local sector standards, and people are able to increase their incomes by exceeding their targets. A strategic change made by the SMT was to make bonuses available on a very regular basis. Previously awarded annually, they are now distributed quarterly, and it is possible for people to receive incentive awards on a monthly basis. Senior Managers said that all personal targets are set at achievable levels and this encourages people to aim high.

Recognition is given in a variety of ways including Team of the month; Christmas and birthday cards are sent from the MD to all employees, with relevant handwritten personal messages; there is a Charity Star award monthly, celebratory parties, gatherings and announcements. Individual and team successes are discussed at the regular monthly meeting, and are placed on the website; emails are used and the MD produces a monthly newsletter.

The Recognition and Reward strategy is designed to maintain motivation – and the organisation is well-placed to use external benchmarking through its close association with the regulatory bodies and its profile in the sector.

People said that they feel appreciated and bonded with the company and their colleagues. Motivation was seen to be high.

Quotes:

...our awards are sometimes in the Press. It makes me feel good.

...we are committed to the company’s success.

...at all staff meetings people get praise – teams and individuals – we feel recognised.

...our appraisals are to celebrate what you do.

Communication systems have been described elsewhere in this document, and are seen to be very effective.

The culture of aiming high has been well-embedded and is a driving force in the company. It is reinforced by the recognition and rewards that people regularly achieve – both monetarily and

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via celebrations. People feel they matter, and the many Assessor meetings conveyed a spirit of engagement, empowerment and total support.

Quotes:

...if you have suggestions, they will be taken on board.
...new joiners have a mentor for the first three months. Close supervision ensures the quality of work is up to par – it makes sure they can use and understand the systems.
...you can email the senior team members at any time – and they will always reply.
...if your suggestions doesn't work – they will explain why.
...people feel valued here.
...I feel empowered to make decisions – my manager is no longer required to sign off my files.
...we are trusted to guide newer members of staff

- 8.4- 8.6/ 8.8 - 8.13/ 8.15/ 8.16 - 8.19. = **14** add'l ERs and
- 9.6 +9.7/ 9.11 - 9.14. = **6** add'l ERs

Recruitment processes are seen and believed to be fair, efficient and effective. New joiners described swift turnarounds on applications, interviews and decisions; interviewers and others were welcoming and polite.

Senior Managers support people's success and learning; there are real experts in-house who are suitably qualified to train others which is a distinct advantage. People learn in familiar and comfortable surroundings, where they feel safe to speak up and ask questions. There are internal trainers who can run industry programmes – the examinations being marked externally by the relevant body.

Celebrations are widespread as can be seen from the staff newsletters containing many photographs describing achievements and awards.

Describing how knowledge and learning is shared across the organisation, people described the on-line Case Management System (SOLCAS) which can be accessed by all staff and which shows the progress of all cases. One person said *'I always check SOLCAS before contacting my client for update. It helps me know how to approach the client.'*

There is little doubt that people are motivated to learn – this can be seen by the number of successes and qualifications throughout. No one is forced into training or moving up – but they are certainly aware of the opportunities available to them – and are encouraged to take advantage of the,

Quotes:

...I'm doing the CLC course to become a Licensed Conveyancer. It's a 12 month Paralegal course and is a step by step process of a conveyance- and explains why we do certain things.
...CILEX – Legal Executive course.
...Money Laundering Regs.
...some refresher training.
... it's the first part of three to become a Licensed Conveyancer; I might do the course but not want to be promoted – but it's educational.

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Others spoke of non-professional development training such as Client Care, Speaking in Groups, Fire Warden Duties and others.

Celebration for learning and development successes included internal Awards, bonuses, team lunches. *'Convey Law do like to party!'*

People said that they are helped to develop their careers – and believe that since joining the organisation they have been supported in such a way as to enhance their attractiveness to other companies should they ever wish to follow up recruitment opportunity elsewhere – although most people expressed the belief that no better local opportunities are available outside Convey Law.

Quotes:

...there are clear career paths and lots of opportunity to progress.

...the qualifications are CLC accredited.

...progress is very much encouraged.

...appraisals are a lot better – I found it important to find out what my team wanted to do.

Evaluation and measurement of people-management strategies is achieved by examining the organisation's progress in terms of case growth and financial results; constant review of staff morale and their personal achievements; Staff Surveys and feedback; client feedback and Peer/industry recognition of the organisation.

- 10.4 - 10.15. = **12** add'l ERs

As an employer, Convey Law applies an intelligent, forward looking approach to engaging and developing its workforce.

People demonstrated appreciation of their company's culture, complimenting such policies as those relating to pay, learning, career development and work-life balance considerations. They recognise how well-rewarded they are, and are inspired by many of their managers.

Examples of how people are involved in identifying improvements in the way they are managed and developed were broadly based on the effective communication processes in place. People described the quarterly Business Results Meetings, departmental meetings and ITA meetings.

People described a new way of managing their files (Googledocs) which enables them to track themselves. *'Shows how much you've done and how much is left in minutes.'* Staff in the organisation who spoke about the systems of close measurement were positive about it and said that it was motivating. This could explain the high levels of satisfaction in the company – as anyone who would find the systems stressful would not succeed or choose to stay.

Some examples of suggestions from staff which have been taken up:

Quotes:

...taking payment on account from customers.

...make vocal call to client to introduce self and team who have made an instruction.

...hand over files to Accounts Department at an earlier date (trial)

...where an individual shows promise, give them some part of a file, under supervision – before handing over the whole file – enabling them to progress to fee earning status.

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In describing what they like about working at Convey Law, the following items were identified:

Training; progression; people we work with; support; I like the procedures – I feel if I went somewhere to work with no procedures, I'd have to make up my own from what I've learned here! Environment; awards; Bonus scheme; recognition, employee of the month or year; I had flowers presented to me in a fee earner's meeting when I qualified; team lunches, good feedback from our clients.

The managers in the organisation have shown that they know what motivates their people – in terms of benefits, clear and open communication, respected management and varied social activities. People's motivation levels and satisfaction have clearly been illustrated in the Assessor meetings, and demonstrated people's commitment to the organisation and its future.

They expressed pride in their awards since 2012. The culture of organisational improvement and achievement gives people confidence, and they are pleased to say that Convey Law is a Great Place to Work.

All the Assessor meetings provided evidence that learning and development activity is regular and relevant to individuals. There is a willingness by the company to help people reach their full potential.

People Management Strategies are measured and evaluated in a relatively informal way – taking the lead from benchmarking exercises such as external comparisons and employee surveys.

The Report cannot be considered complete without this quote from a member of a Focus Group: ***'It's a happy place – we're like one big dysfunctional family!'***

3. STRENGTHS AND AREAS OF GOOD PRACTICE

- The organisation's Strategic Plan is very thorough and well-structured and is monitored via a rolling review process. An element of Good Practice is the inclusion of a similar Business Plan for every Department. Employees indicated that they feel engaged in the formation of the Strategic Plan and are made aware of any significant modifications as they occur.
- The introduction of a Career Pathway structure, underpinned by commensurate learning and development provides high levels of growth and opportunity for everyone in the organisation and is forward-looking. This strategy has the potential to anchor more of the Fee Earners in the company, as this move enables them to plan for a long-term career with confidence. Another strong benefit is the ease with which individuals can be selected and focused upon for succession planning based on their achievements and availability for the future.
- The organisation's community and social responsibility benefits efforts - and the attendant financial delivery - is highly commendable. The manner in which so many of the staff regularly engage and contribute to this success is strongly supported by the team ethos of the company.
- New joiners complimented the induction process, which enables people to understand what each department does by spending a short time in each during their first few weeks in the company. They believe it got them up and running quickly – and enabled them to identify early on where they might like to focus their careers.
- The newly designed appraisal process is successful in that employees found it to be very much more focused on their personal development than was the system which it has replaced. *(note the development point later)*
- Strong loyalties are generated, many of which are directed at individual managers and Executives – some of whom were described as 'inspirational.'
- The results of this Review demonstrate that the organisation designs and approaches its people management strategies with thought, and delivers them through growing professional HR support.

4. SUGGESTIONS FOR CONTINUOUS DEVELOPMENT

- New joiners paid compliments to the new induction process (identified above in Strengths and Areas of Good Practice.) Less recent joiners however did not have the opportunity to experience the new 'shadowing' element, saying it is a process they regret having missed. It would be useful therefore to identify those people who would benefit by the exposure and repeat it for them.
- Appraisals. A point to consider for the future would be the reduction of the amount of senior management time that is taken up by the presence of so many people involved – even if only as observers. It would also be good to focus the senior managers on the development of other managers in their reporting lines – and to train those people to be successful appraisers themselves. This would generate more empowerment and reinforce an atmosphere of trust.
- You might find it beneficial to add an 'Introduction to Coaching' day targeted at those Supervisors or Managers who line-manage other people. Coaching Skills would be a very useful communication approach for managers to adopt in the appraisal meetings.
- It could be very valuable to mount some workshops on general Leadership and Management. This would provide excellent personal development support to your line managers.
- A very useful website for HR and general leadership can be found at www.businessballs.com. It makes easy reading and is not overly academic in its approach. Almost every diagnostic tool or business technique you might have heard of is likely to be found there. For example, on this site, you can also find about the David Kolb Learning Styles inventory and the Honey-Mumford learning styles questionnaire. It is possible to develop workshops based on one of these tools which can help people recognise and understand their own learning preferences; managers who undergo the exercise themselves will have a raised awareness of the differences in the individuals in their teams, and enable them to work with better knowledge of their people.

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5. OUTCOME

Based on the focus of effort and forward movement towards a more successfully transformational management style, the Assessor recommends that the Convey Law be awarded Investors in People accreditation at GOLD level.

Achieving Investors in People GOLD accreditation demonstrates that Convey Law is a cutting-edge organisation operating at the highest levels of people management practice.

GOLD
Accreditation as an Investor in People
was achieved on 26th March 2015.

Specialist Assessor: **Mavis Elliott-Smith**

On behalf of Investors in People Wales 10th April 2015

Due Date of interim review: September 2017

Due Date of 3 year Review: March 2018

(takes into account the selection of this earlier date for 2015.)

INVESTORS IN PEOPLE - CONTINUOUS IMPROVEMENT PLAN

Organisation Name:	Convey Law	Date of interim Review:	September 2017
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Area for additional consideration (identified in assessor's report)	Action proposed	By When	By whom
<p>Please refer to the Suggestions for Continuous Development and prioritise according to the needs of your organisation.</p> <p>Prepare an action plan to take you forward at an appropriate pace.</p> <p>You iIP Specialist will contact prior to a visit in September 2017 and review your progress against your chosen priorities.</p>			

APPENDIX A: Assessment / Review Evidence Requirements Summary

Please use the key to refer to all the evidence requirements covered in this assessment / review.

- | | | |
|----------------|----------------|--|
| 39 | = the Standard | Key:
✓ = Selected
N = Not selected
n/a = not applicable – no Representative Bodies |
| additional 26 | = Bronze | |
| additional 76 | = Silver | |
| additional 126 | = Gold | |

Total number of evidence requirements in this review: Core Standard + 127

* Shaded area indicates core Standard

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