



Primary Colours 360 Report Report for Example Report

June 15, 2015

Disclaimer

This is a confidential report for the participant named above. It is designed to be used to support the individual's development. Whilst it provides valuable insight into the individual's strengths and weaknesses, it should not be used in isolation or be regarded as a complete assessment of capability. Edgecumbe Consulting Group Ltd accepts no liability for the consequences of the use of this report or its contents by any persons other than its authors for whatever purpose.

Contents

Over the next few pages you'll find information on:

- How to get the most from this report
- Guidelines for receiving feedback
- The Primary Colours® 360 model
- The number of respondents that provided feedback for you
- An overall percentage chart showing how frequently you matched against each of the rating categories
- An overall mean scores chart showing overall colleague rating compared to your own self rating
- An overall summary graph showing mean scores by relationship
- Your 5 greatest strengths
- Your 5 greatest areas for development
- The 5 items where there is most variance between colleague responses
- A detailed breakdown of each area and participants' comments, based on what you do well and what you could do differently

How to get the most from this report

- After your debrief meeting, take time to consider your feedback
- Print the report out and share it with your supervisor
- Consider the overall balance of the feedback
- Read through the summary at the beginning of the report to get an idea of your main strengths and development areas
- Go through each of the indicators looking for additional strengths and areas for development; aim to identify common themes and priorities for action
- Next consider any discrepancies between your self assessment and the feedback you've been given from others or any discrepancies between feedback from different categories of participant
- All of the above should form the basis of your discussion with your supervisor

Guidelines for receiving feedback

As you read this report...

Do	Don't
Remember the purpose is to help you develop to build on your strengths and work on your development areas.	Focus solely on the negative.
Keep an open mind.	Focus too much on trying to identify who said what.
Look for underlying themes and patterns.	Become defensive.
Think about how the report relates to other feedback you may have received.	Jump to a conclusion about your development needs - discuss it with your supervisor.

The model on which this report is based

STRATEGIC DOMAIN



Your Respondents

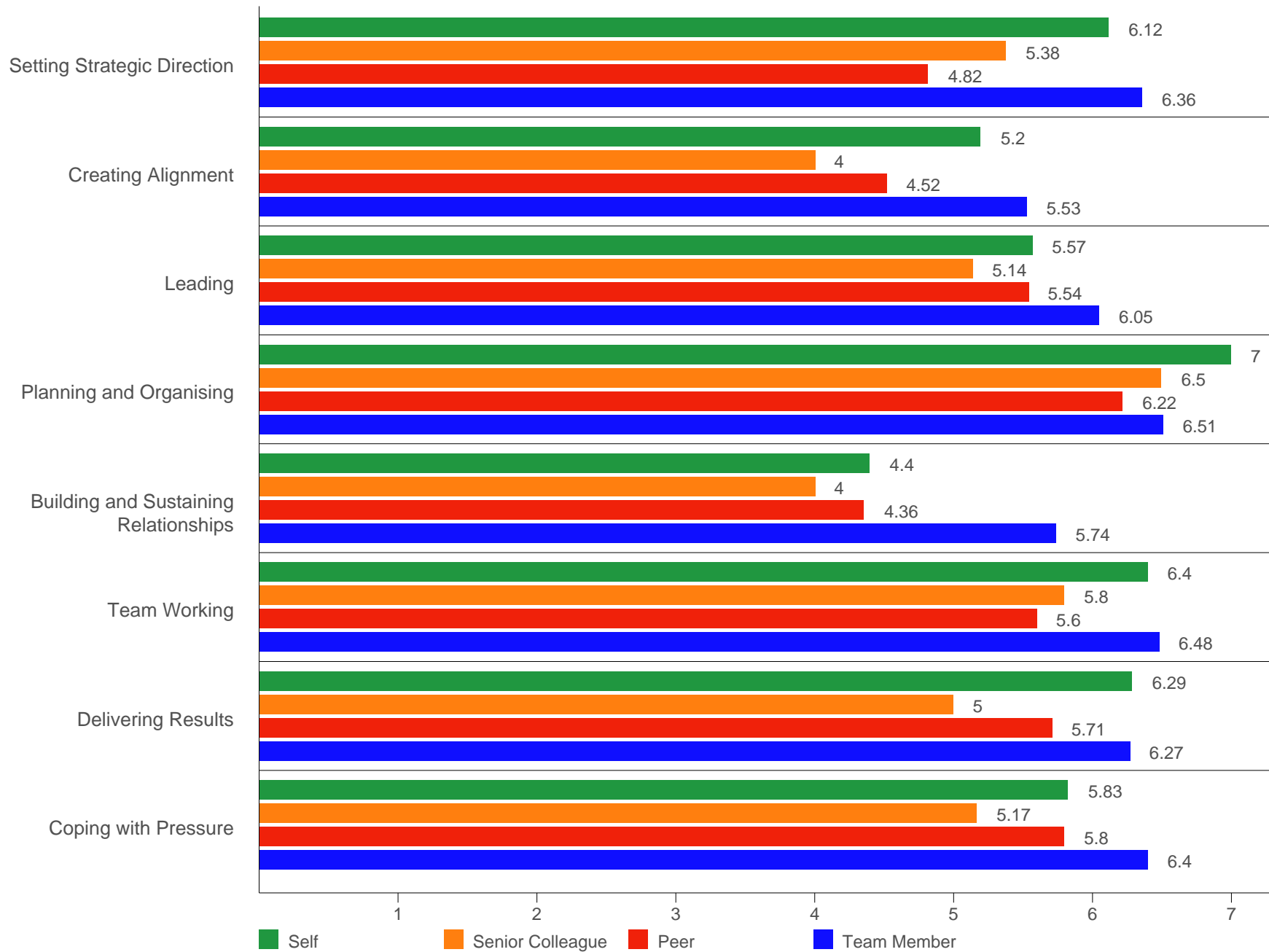
Relationship	Number of completed respondents
Self	1
Senior Colleague	1
Peer	5
Team Member	11
Total	18

Overall Summary

Overall summary									
	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't know / Not Applicable	Total
Self	0	0	2	4	10	14	21	0	51
Senior Colleague	0	0	4	8	16	19	4	0	51
Peer	0	10	14	37	53	90	51	0	255
Team Member	0	8	13	32	66	118	310	14	561
Total	0 0%	18 1.96%	33 3.59%	81 8.82%	145 15.8%	241 26.25%	386 42.05%	14 1.53%	918 100%

Leadership Task	Overall Colleague Rating	Overall Standard Deviation	Edgecumbe Norm Colleague Rating	Overall Self Rating	Difference Between Colleague and Self Rating
Planning and Organising	6.42 (90%)	0.81	5.62 (77%)	7 (100%)	0.58
Team Working	6.17 (86%)	0.9	5.69 (78%)	6.4 (90%)	0.23
Delivering Results	6.03 (84%)	1.12	5.5 (75%)	6.29 (88%)	0.26
Leading	5.85 (81%)	1.2	5.41 (74%)	5.57 (76%)	-0.28
Setting Strategic Direction	5.85 (81%)	1.32	5.65 (78%)	6.12 (85%)	0.27
Building and Sustaining Relationships	5.23 (71%)	1.67	5.5 (75%)	4.4 (57%)	-0.83
Creating Alignment	5.14 (69%)	1.44	5.39 (73%)	5.2 (70%)	0.06

Overall Summary (continued)



Overall Summary (continued)

Your 5 greatest strengths

- Push tasks through to completion (Delivering Results)
- Plan our work (Planning and Organising)
- Ensure that our work is well organised (Planning and Organising)
- Create realistic schedules (Planning and Organising)
- Prioritise (Planning and Organising)

Your 5 greatest areas for development

- Make it easy for people to get to know him/her (Building and Sustaining Relationships)
- Inspire the team (Leading)
- Get to know people at work (Building and Sustaining Relationships)
- Involve people in making decisions (Creating Alignment)
- Influence people (Creating Alignment)

The 5 items where there is most variance between colleague responses

- Demonstrate understanding of the market in which we operate (Setting Strategic Direction)
- Discuss radical changes to our work (Setting Strategic Direction)
- Contribute to discussions on strategy (Setting Strategic Direction)
- Make it easy for people to get to know him/her (Building and Sustaining Relationships)
- Build relationships at work that stand the test of time (Building and Sustaining Relationships)

Setting Strategic Direction

Demonstrate understanding of the market in which we operate

Colleague Mean Score (6.18)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer		■		■	■	■	■	
Team Member						■ ■	■ ■ ■ ■ ■ ■ ■	

Communicate clearly the purpose of our work

Colleague Mean Score (6.06)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer			■		■ ■	■ ■		
Team Member					■	■ ■ ■	■ ■ ■ ■ ■ ■ ■	

Analyse strategic options

Colleague Mean Score (5.94)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague					■			
Peer			■ ■		■	■ ■		
Team Member					■	■ ■	■ ■ ■ ■ ■ ■ ■	

Setting Strategic Direction (continued)

Demonstrate commitment to our values								
Colleague Mean Score (6.12)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague						■		
Peer				■		■ ■ ■ ■		
Team Member				■	■	■ ■	■ ■ ■ ■ ■ ■	

Contribute to discussions on strategy								
Colleague Mean Score (5.82)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague				■				
Peer		■	■			■ ■ ■		
Team Member					■	■ ■ ■	■ ■ ■ ■ ■ ■	

Discuss radical changes to our work								
Colleague Mean Score (5.24)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague					■			
Peer		■	■	■	■		■	
Team Member			■		■ ■ ■ ■	■ ■	■ ■ ■ ■	

Setting Strategic Direction (continued)

Think long-term								
Colleague Mean Score (6.06)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague					■			
Peer			■		■ ■	■	■	
Team Member					■	■ ■ ■	■ ■ ■ ■ ■ ■ ■	

Spell out the vision we are trying to achieve								
Colleague Mean Score (5.41)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague						■		
Peer		■		■	■ ■		■	
Team Member		■			■ ■	■ ■ ■ ■ ■	■ ■ ■	

Creating Alignment

Influence people								
Colleague Mean Score (5.06)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague			■					
Peer		■		■ ■ ■		■		
Team Member				■ ■ ■	■	■ ■ ■	■ ■ ■ ■	

Build commitment in colleagues to our organisation								
Colleague Mean Score (5.29)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague			■					
Peer				■ ■ ■	■		■	
Team Member			■	■ ■	■	■ ■	■ ■ ■ ■ ■	

Involve people in making decisions								
Colleague Mean Score (5)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague					■			
Peer				■ ■	■ ■	■		
Team Member		■	■	■ ■	■ ■ ■		■ ■ ■ ■	

Creating Alignment (continued)

Show people in the team how their jobs contribute to our vision								
Colleague Mean Score (5.06)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self				■				
Senior Colleague					■			
Peer		■		■	■ ■	■		
Team Member		■		■ ■	■ ■	■ ■ ■	■ ■ ■	

Create buy-in to our plans								
Colleague Mean Score (5.29)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague				■				
Peer			■	■	■ ■	■		
Team Member		■			■ ■ ■	■ ■ ■	■ ■ ■ ■	

Leading

Inspire the team								
Colleague Mean Score (4.88)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague			■					
Peer			■ ■	■ ■		■		
Team Member		■		■ ■	■ ■	■ ■	■ ■ ■ ■	

Retain clear focus on the vital few priorities								
Colleague Mean Score (6.12)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer						■ ■ ■ ■	■	
Team Member			■		■	■ ■ ■	■ ■ ■ ■ ■	■

Make sure everyone can do what is required of them								
Colleague Mean Score (6.12)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague						■		
Peer					■	■ ■ ■	■	
Team Member				■	■	■ ■ ■ ■	■ ■ ■ ■ ■	

Leading (continued)

Deal appropriately with both success and failure in the team								
Colleague Mean Score (5.76)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague				■				
Peer				■	■ ■	■	■	
Team Member					■ ■ ■ ■	■ ■	■ ■ ■ ■ ■	

Provide opportunities for everyone to learn from their experience								
Colleague Mean Score (5.94)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague					■			
Peer				■	■	■ ■	■	
Team Member				■	■ ■	■ ■	■ ■ ■ ■ ■ ■	

Maintain mutual trust								
Colleague Mean Score (6.29)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague						■		
Peer						■ ■ ■	■ ■	
Team Member				■	■ ■	■	■ ■ ■ ■ ■ ■	

Leading (continued)

Welcome feedback								
Colleague Mean Score (5.82)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self				■				
Senior Colleague						■		
Peer			■		■ ■	■	■	
Team Member				■ ■	■	■ ■	■ ■ ■ ■ ■ ■	

Planning and Organising

Plan our work								
Colleague Mean Score (6.76)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague							■	
Peer						■ ■	■ ■ ■	
Team Member						■ ■	■ ■ ■ ■ ■ ■ ■	

Create realistic schedules								
Colleague Mean Score (6.59)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague							■	
Peer						■ ■ ■ ■	■	
Team Member						■ ■ ■	■ ■ ■ ■ ■ ■ ■	

Prioritise								
Colleague Mean Score (6.59)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer						■ ■ ■	■ ■	
Team Member					■	■	■ ■ ■ ■ ■ ■ ■	

Planning and Organising (continued)

Modify plans as circumstances change

Colleague Mean Score (6.47)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague							■	
Peer			■			■ ■	■ ■	
Team Member				■			■ ■ ■ ■ ■ ■ ■	

Keep everyone clear about what is expected of them

Colleague Mean Score (6.41)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer						■ ■ ■	■ ■	
Team Member					■ ■	■ ■	■ ■ ■ ■ ■ ■ ■	

Ensure that our work is well organised

Colleague Mean Score (6.59)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague							■	
Peer						■ ■ ■	■ ■	
Team Member						■ ■ ■ ■	■ ■ ■ ■ ■ ■ ■	

Planning and Organising (continued)

Create systems and procedures that work effectively								
Colleague Mean Score (6.19)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer					■	■ ■	■ ■	
Team Member				■		■ ■ ■ ■ ■	■ ■ ■ ■ ■	■

Keep everyone informed								
Colleague Mean Score (5.76)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer					■	■ ■ ■ ■		
Team Member			■	■	■ ■ ■	■	■ ■ ■ ■ ■	

Building and Sustaining Relationships

Get to know people at work

Colleague Mean Score (4.94)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague				■				
Peer		■		■ ■	■	■		
Team Member		■	■	■		■ ■ ■ ■	■ ■ ■	■

Make time for people

Colleague Mean Score (5.88)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self				■				
Senior Colleague					■			
Peer				■	■ ■ ■		■	
Team Member			■		■ ■		■ ■ ■ ■ ■ ■	

Make it easy for people to get to know him/her

Colleague Mean Score (4.71)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self			■					
Senior Colleague			■					
Peer		■	■ ■	■			■	
Team Member		■	■ ■		■	■ ■ ■ ■	■ ■ ■	

Building and Sustaining Relationships (continued)

Build relationships at work that stand the test of time								
Colleague Mean Score (5.12)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague				■				
Peer		■		■ ■ ■			■	
Team Member		■	■	■		■ ■ ■	■ ■ ■ ■ ■	

Maintain good relationships with key contacts outside the work place (e.g. Customers, suppliers etc)								
Colleague Mean Score (5.47)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self				■				
Senior Colleague				■				
Peer		■		■ ■		■ ■		
Team Member			■		■ ■	■ ■	■ ■ ■ ■ ■ ■	

Team Working

Serve the teams in which he/she is a member

Colleague Mean Score (6.47)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer					■	■ ■ ■	■	
Team Member					■	■	■ ■ ■ ■ ■ ■ ■	

Play a distinct role in the team

Colleague Mean Score (6.35)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer				■	■	■ ■	■	
Team Member					■	■	■ ■ ■ ■ ■ ■ ■	

Ensure the team remains effective

Colleague Mean Score (6.29)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer					■ ■	■ ■	■	
Team Member					■	■ ■ ■	■ ■ ■ ■ ■ ■ ■	

Team Working (continued)

Allow the team's needs to take precedence over his/her own								
Colleague Mean Score (5.71)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague						■		
Peer					■ ■ ■	■ ■		
Team Member				■	■	■ ■ ■ ■	■ ■	■ ■ ■

Challenge and support the team simultaneously								
Colleague Mean Score (5.94)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague					■			
Peer			■		■ ■	■	■	
Team Member					■	■ ■ ■ ■ ■	■ ■ ■ ■ ■	

Delivering Results

Make sure we achieve our goals								
Colleague Mean Score (6.12)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague					■			
Peer					■ ■ ■ ■		■	
Team Member					■	■ ■ ■	■ ■ ■ ■ ■ ■ ■	

Remove obstacles to our success								
Colleague Mean Score (5.76)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague					■			
Peer				■	■ ■ ■		■	
Team Member				■ ■	■	■ ■	■ ■ ■ ■ ■ ■ ■	

Ensure we meet our deadlines								
Colleague Mean Score (6.53)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer						■ ■	■ ■ ■	
Team Member				■		■ ■	■ ■ ■ ■ ■ ■ ■	

Delivering Results (continued)

Deal firmly with under-achievement								
Colleague Mean Score (5.73)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague				■				
Peer				■	■ ■	■	■	
Team Member				■ ■	■		■ ■ ■ ■ ■ ■	■ ■

Manage our performance								
Colleague Mean Score (5.76)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague					■			
Peer				■	■ ■	■	■	
Team Member				■	■ ■ ■	■ ■	■ ■ ■ ■ ■	

Provide feedback								
Colleague Mean Score (5.47)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self					■			
Senior Colleague				■				
Peer				■ ■		■ ■	■	
Team Member			■ ■		■ ■	■ ■ ■	■ ■ ■ ■	

Delivering Results (continued)

Push tasks through to completion								
Colleague Mean Score (6.76)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague						■		
Peer						■ ■	■ ■ ■	
Team Member						■	■ ■ ■ ■ ■ ■ ■	

Coping with Pressure

Cope with setbacks								
Colleague Mean Score (6)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague						■		
Peer				■ ■		■ ■ ■		
Team Member				■	■	■	■ ■ ■ ■ ■ ■	■

Maintain his/her health and well-being								
Colleague Mean Score (5.67)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self			■					
Senior Colleague					■			
Peer				■ ■	■ ■		■	
Team Member					■ ■ ■	■ ■	■ ■ ■ ■	■ ■

Work under pressure								
Colleague Mean Score (6.24)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague					■			
Peer					■	■ ■	■ ■	
Team Member				■	■ ■		■ ■ ■ ■ ■ ■	

Coping with Pressure (continued)

Maintain his/her stamina								
Colleague Mean Score (6.27)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self						■		
Senior Colleague					■			
Peer					■ ■	■ ■	■	
Team Member					■	■	■ ■ ■ ■ ■ ■	■ ■

Remain calm in stressful times								
Colleague Mean Score (6.24)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague					■			
Peer						■ ■ ■	■ ■	
Team Member				■	■	■ ■ ■	■ ■ ■ ■ ■ ■	

Stand up to the usual stresses and strains of working here								
Colleague Mean Score (6.38)	1 Extremely poorly	2	3	4	5	6	7 Extremely well	Don't Know/ Not Applicable
Self							■	
Senior Colleague					■			
Peer						■ ■ ■ ■	■	
Team Member						■ ■ ■ ■	■ ■ ■ ■ ■ ■	■

Overall Comments

PLEASE USE THIS SPACE TO EXPLAIN ANY OF THE RATINGS YOU HAVE GIVEN, OR TO POINT OUT THE SINGLE MOST VALUABLE PIECE OF FEEDBACK YOU CAN GIVE...

Peer

Well balanced and calm individual

When he does contribute it is well thought through and valuable

Peer

XXX is a calm and collected leader who gives thought to his input and leads his team calmly through pressured times.

Peer

XXX is a steady eddie, he has a difficult job and does it really well.

He is not the best at shouting about his value and can be overshadowed by other members of the board.

I feel XXX has a lot of value to add and needs to be more vocal.

Senior Colleague

Allowing people to get to know you more would create more a personal relationship between you and your colleagues/staff.

You have a different and valuable dynamic to offer the team so speak up more and put your view across

Team Member

I believe that XXX could be more open and communicative at times.

I sometimes find it difficult to engage with XXX on a personal level that I believe affects our professional relationship from time to time.

I feel that on occasion XXX has made decisions about my team/role prior to discussing it with me. I feel that sometimes XXX creates secrets where there is no need to be a secret. I feel that this is more of a communication issue than anything.

I find XXX's project management and organisational skills very impressive. I sometimes think he has a unique way of looking at a problem.

Team Member

Having worked with XXX for 2 months, I find him approachable, helpful and his relaxed demeanor motivational and supportive. Still getting to know him properly, but I can fully understand why he is where he is within the organisation.

Team Member

XXX is a top class leader who always has time to support all members of the team. XXX has a wealth of knowledge that is second to none. I feel my personal progression within his team is due to XXX and his management style.

Team Member

Can be inflexible and stubborn when it comes to dealing with customers at times and can strain customer relationships. However he is technically astute and good at solving problems so is good to speak to if you have project issues.

Team Member

XXX is bulletproof.

Team Member

Over the last few years I have felt privileged to work with XXX. Working with XXX has assisted greatly in my personal development and how to manage projects in a controlled manner. XXX was an excellent manager by far the best manager I have had. As a director has continued provide continues support on my projects when required.

Team Member

Communication is not a strong point in our team, it takes the quarterly technical meeting for any of us to get an update. I feel that there are certain areas where communication could be

Overall Comments (continued)

increased and this would make everyone feel more a part of any changes coming. As XXX isn't my direct manager I also think he needs to work closer with my direct line manager on how to improve communication and management skills to better aid the team as a whole.

Overall I don't think I am managed as a member of staff, I just do my job and ensure that I am learning and improving on my own. I haven't had a performance review or personal development plan since starting at the company. I know what goals I need to achieve and how to get there, however this is almost always a personal process or one driven from higher within the business (such as direct from XXX).



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