

Commercial in Confidence

INVESTORS IN PEOPLE
ASSESSMENT REPORT

For

LILLIPUT LODGE

The East Midlands Quality Centre

Assessor: David |N James

Recognition Panel Date: 24 March 2005

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Appendix 1: -

Completed 'Information about your Organisation' Document

1. Strengths and areas of good practice

- *Strong commitment to staff development exemplified by variety of opportunities for all*
- *Encouragement to attain relevant qualifications, principally NVQs.*
- *Encouragement to staff to apply new learning.*
- *Staff enthusiasm for both their jobs and pursuing learning opportunities.*

2. Potential for further development

Senior management should consider the following points to strengthen the application of the Standard in the nursery.

- Encourage staff to use Development Logs to record all of their learning and use these as part of staff appraisals both to review development to date and act as the basis for future development.
- Provide staff who have attended internal training with course certificates to emphasise the importance of this training.
- Develop more formal Job Descriptions or Role Definitions that confirm what staff are responsible for.
- Develop a Staff Development Policy that confirms the nursery's commitment, identifies the processes involved and sets out the responsibilities of different groups of staff for staff development.
- Use the commitment to and volume of staff development, especially the qualifications obtained, to publicise the nursery on its website.
- Check the current, 2004, version of the Investors in People Standard to identify those requirements that are new or where the emphasis has changed compared with the previous version of the Standard under which the nursery has been assessed. In particular but not exclusively, the senior management should bear in mind the need for clear SMART objectives for the business, the need to provide evaluation criteria in Training Plans, the need to ensure that managers have the knowledge, skills and behaviours to lead, manage and develop staff and the changed evaluation requirements.

3. General findings against each Principle of the Standard

COMMITMENT

An Investor in People is fully committed to developing its people in order to achieve its aims and objectives.

- A clear commitment to staff development which is based on open recruitment with staff involvement in who is employed, staff development through both internal and external training and on the job learning, encouragement to achieve qualifications, staff appraisals and empowering staff to take decisions that affect their role.
- A number of staff have been given wider responsibilities than their basic job roles to develop their skills, for example one acts as the training officer, another is the SENCO.
- Staff in both nurseries are encouraged to improve their performance by applying new knowledge and sharing best practice in joint meetings.
- Staff feel that their contribution is valued not just because they are thanked and congratulated when appropriate but because they are empowered to use their own judgement and because of the development opportunities and support that the directors have provided.
- Everyone believes that development opportunities are open to everyone, all new starters are

inducted, everyone is appraised, everyone is given the opportunity to develop, especially through the attainment of qualifications, and all staff are consulted about potential recruits before they are offered a job.

PLANNING

An Investor in People is clear about its aims and its objectives and what its people need to do to achieve them.

- "To provide the highest level of care for children and their parents by ensuring that a supportive culture exists which encourages staff to play a full part in the activities of the nursery. The company will strive to recognise contribution at individual and team level and commits itself to looking after the long-term personal training and development of staff and allow them to become involved and hence rewarded in line with their efforts in securing the success of the nursery".
- This Mission Statement is practised by the directors and the aims understood by staff.
- Because of the open approach adopted by the directors staff have a clear understanding of their role within the organisation and how they can affect its performance.
- In addition, the directors are planning to expand the business firstly by filling the new, larger nursery and then possibly by future expansion on another site.
- The training plan is to ensure that all staff are properly trained as soon as they arrive and then encouraged to acquire appropriate qualifications, starting with NVQ Level 2 in Child Care. Some staff are being encouraged to achieve higher level NVQs and to become assessors.
- It was significant that the nursery is aiming to have all staff qualified well before the date on which it becomes mandatory.
- Staff who are undergoing or about to receive training were fully aware of why this was being done. For example, staff know that NVQs will be mandatory in the future and the nursery manager is attending a marketing course so that she can apply this to marketing the nursery.

ACTION

An Investor in People develops its people effectively in order to improve its performance.

- The key staff development roles for the directors, nursery manager and supervisors are conducting appraisals, identifying training needs, organising inductions, undertaking assessments and when appropriate training and supporting staff.
- These skills have been provided by a mixture of training and coaching by one of the directors.
- Although staff only have a general understanding all the roles of their line manager in developing them, it was clear from the enthusiasm with which they described what their managers do to support them that managers' responsibilities for staff development are carried out effectively.
- Prospective nursery assistants spent the day at the nursery before they are offered a job to ensure that the role is what they expect and are comfortable working with children and the staff who will be their colleagues.
- New starter induction consists of being introduced to staff, parents and children, spending time in each room in the nursery so that they understand the routines, following which the new starter is normally given the choice of which room they would prefer to work in, instruction in planning and dietary requirements and briefing on the nursery's policies and procedures.
- All staff had attended at least one of the in-house training sessions that were being conducted by one of the directors around the time of this assessment covering topics such as communication, motivation and appraisals.
- At the end of a three months probationary period new starters are reviewed before their

appointment is confirmed.

- Attainment of qualifications and observation by the nursery supervisors are the main ways in which training effectiveness is reviewed.
- Interviewees gave a number of examples of training that has been provided. These included nursery assistants undertaking NVQs because they are due to be mandatory, staff attaining Food Health and Hygiene certificates because they are already mandatory, child protection training so that everyone can recognise signs of abuse in the children they are caring for and computer training for the administrator so that she can operate the new First Steps software.

EVALUATION

An Investor in People understands the impact of its investment in people on its performance.

- The nursery has had a recent OFSTED inspection, which was very successful, key elements of which are the achievement of outputs and the effectiveness of staff training.
- The provision of training leading to NVQs has ensured that the nursery is already some way in excess of meeting the future mandatory requirements for 50% of staff to be qualified.
- Much of Lilliput Lodge's business is derived by word-of-mouth and from repeat customers, which is attributed to the attitude and training received by staff which results in children being well cared for.
- One of the two nurseries has achieved the Heartbeat Award, which recognises the quality of its cooking.
- Additional benefits are that staff feel developed because they are encouraged to achieve their potential, high levels of personal motivation, promotion within the business and improved understanding of how to communicate with children.

4. Conclusion

Lilliput Lodge complies with the requirements of the previous, 2000, version of the Investors in People Standard. The Assessor is pleased to confirm that there are no actions required to meet the Standard, following this successful assessment visit.

Subject to the Panel's approval, recognition is granted for a period not exceeding three years from the date on the front cover of this report. The current guidance states that the organisation can seek assessment at any stage provided the period between each assessment does not exceed three years. The organisation should discuss the exact timing of the next assessment with their Investors in People Adviser. An appropriate Assessor will be appointed nearer the time.



YOUR ORGANISATION

Organisation Name:
LILLIPUT LODGE LTD

Total number of people in your organisation: 30

Address:
Utterby Close
Church Lane
UTTERBY

Post Code: LN11 OTH

Telephone Number: 07949 576267

Email Address: ray@lilliputlodge.co.uk

Web site:

Fax Number:

Name and job title of the most senior person:
Ray van Spall

Investors in People Contact (if different from above):

Adviser Name: Jane Lloyd

Email Address: Jane.Lloyd@bllr.co.uk

Number of Sites (if appropriate): 2

Location of Sites: Hull and Hessle

Do you want a pre assessment meeting with the Assessor? NO

The Assessor will provide a short report focusing on key findings. Do you want a longer, more in-depth report? YES / NO

Delete as appropriate. Please note there will be an additional cost associated with these activities.

Preferred site visit dates:
By the beginning of March

Please identify any objectives you have for this assessment:

Assessment against the Standard

1. Products or Services? *(Please detail your main activities.)*

Child care, Kids Klubs and Training

2. Key issues facing your organisation? *(Are there any issues? e.g. operational pressures, growth/decline, significant staff changes, low staff morale, availability of key personnel.)*

Competition within the market and scarcity of resources.

3. What are you striving to achieve as an organisation? *(i.e. your most important objectives?)*

To offer a quality service.

YOUR PEOPLE

4. What new things will your people need to learn so that your organisation can achieve its objectives?

Staff need to keep up to date with relevant legislation. They also need to be aware of what is available in the market place so they can present Lilliput Lodge to its best advantage.

5. Please give two examples where the development of your people has helped you achieve your objectives?

Interpersonal skills have improved so staff now have better relations with each other and with parents.

Support is offered to staff to enable them to discover and achieve their potential. Many members of staff have taken advantage of this and are now doing work they did not previously think themselves capable of.

6. What benefits have you experienced from implementing the Investors in People Standard? *(e.g. new practices, improved performance, better communication.)*

It recognises the contribution made by staff and they appreciate this.

YOUR CULTURE

7. How do your managers help their people learn new things in relation to their work? *(i.e. on-the-job coaching, mentoring, giving feedback, induction appraisal etc.)*

All of these.

8. How would your people know that you value the contribution they make towards helping your organisation succeed?

We have supported people through a variety of difficulties enabling them to work. The response to this is evident in the replies to the staff questionnaire.

9. Any other information that the Assessor may find useful? (e.g. opening times, shift patterns, home working etc.)

Has your Adviser checked through this information? **YES**

Completed by: **Ray van Spall and Jane Lloyd**

Date: **7th January 2005**

Interview Information

This information will help your Assessor select a good cross section of people for interview.
Please remember to include all your employees plus people who may not be conventional employees (volunteers, associates, home-workers, governors, board members or temporary staff)

	Name	Gender	Job Role	Service	Full or Part Time	Job Change in last year? ✓	Employee Rep or TU Rep? ✓	Location	Comment
1		M	Managing Director	6y	ft			Hull	
2		F	Director	6y	pt			"	
3		F	Nursery Nurse	4m	ft			"	
4		F	Nursery Assistant	1m	ft			"	
5		F	"	5m	ft			"	
6		F	Nursery Nurse	4m	pt			"	
7		F	Nursery Assistant	1m	pt			"	
8		F	"	2m	pt			"	
9		F	"	1m	ft			"	
10		F	Nursery Nurse	5m	pt			"	
11		F	"	3y	ft			"	
12		F	"	18m	ft			"	
13		F	"	2m	ft			"	
14		F	Nursery Assistant	5m	ft			"	
15		F	"	2y	ft			Hessle	
16		F	Cook	3m	pt			Hull	
17		F	Manager	18m	pt			"	
18		F	Nursery Assistant	4m	pt			"	
19		F	Admin Assistant	18m	ft			"	
20		F	Nursery Assistant	18m	pt			Hessle	
21		F	Nursery Nurse	6m	pt			"	
22		F	Nursery Assistant	2m	pt			"	
23		F	"	1y	ft			"	
24		F	Nursery Nurse	6m	ft			"	
25		F	Cook	3y	pt			"	
26		F	Nursery Assistant	2m	ft			"	