



INVESTORS IN PEOPLE ASSESSMENT REPORT

The Aunties' Old School Nursery

Presented by Vincent Dolan

Investors in People Assessor

On behalf of Inspiring Business Performance
Limited

6 December 2012



Delivered by IBP, an official partner for London, South-East and South-West
England

Contents	Page No.
Introduction	3–6
Executive Summary	7–9
Opportunities	10
Assessment Findings	11–20
Recommendation	21
Support Available	22

■ Introduction

This is the Investors in People (IIP) assessment report following the recent assessment conducted by the Assessor, Vincent Dolan, for the Aunties' Old School Nursery ('the Aunties'). At this stage, the current version of the IIP Standard is fully met at the Core Level, and there is sufficient evidence in place enabling the organisation to be recommended as reaching the gold status of the single framework.

The Organisation

Set in the heart of rural Oxfordshire, yet close to Oxford itself, is found the Aunties' Old School Nursery – a consistently 'outstanding' children's day nursery and pre-school.

The Aunties was established in 1989 as a loving, family-run, 'outdoors' nature nursery (the original forerunner of the current Forest School movement) having a strong emphasis on outdoor life and learning.

The Aunties provides inspired, loving care and first-class education for pre-school children and babies in two attractive, convenient settings in Stanton St John and Wheatley.

In September 2012, the Aunties was awarded ISO 9001 Certification – the international benchmark for quality.

In addition, The Aunties has yet again been awarded by Ofsted the very rare accolade of top marks in everything. Ofsted has once again rated the Aunties as "Outstanding". Ofsted considers it to be an "exceptional setting" that is "highly effective at ensuring that outcomes for children are excellent". The education that the Aunties provides for pre-schoolers is considered to be of such high quality that the children make "exceptional" progress towards early learning goals. The Aunties childcare practice is considered to be "exemplary".

Explanation of the Single Framework

The core IIP Standard covers **39** requirements that an organisation has to meet in order to secure Recognition – beyond this, the *wider Investors in People framework* adds many more advanced measures, which reflect either new, better or more evolved practices. From a current total of **196** requirements, organisations can be formally recognised and celebrated for their achievements by meeting a minimum number of these more advanced measures.

The scoring system is transparent and easy to understand. Every evidence requirement achieved earns you one point. Simply put, the number of evidence requirements you achieve will be your score.

- The Standard plus **26** additional evidence requirements or more will be recognised as liP Bronze.
- The Standard plus **76** additional evidence requirements or more will be recognised as liP Silver.
- The Standard plus **126** additional evidence requirements or more will be recognised as liP Gold.



At this interim stage, the Aunties has achieved **39** evidence requirements at the Core Level plus an additional **126** evidence requirements, awarding it Gold status.

Outcomes Table: Evidence Requirements Framework Matrix

Green denotes met										
Core Standard										
Total number of core evidence requirements assessed: 39										
Total number of core evidence requirements met: 39										
	Indicators									
ERs	01	02	03	04	05	06	07	08	09	10
1	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
2	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
3	n/a	Green								
4	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
5	n/a	Green								
6	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

Wider Framework										
Total number of additional evidence requirements met: 126										
	01	02	03	04	05	06	07	08	09	10
4	Core	Core	Core		Core				Core	
5	Core		Core			n/a			Core	
6	Core									
7										
8										
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Acknowledgements

The Assessor extends many thanks to the staff and the owners for all their time during the course of this particular assessment. The whole process was very effectively and professionally managed.

Feedback

Feedback was given to the owners at the end of the onsite activity, and a further feedback session is planned at a date to be agreed in January 2013.

Report

This report is written against the principles of the Standard, which the organisation is very familiar with, and incorporates the points raised at the feedback meeting and the evidence collected over the course of the onsite visit. There are a selection of quotes from staff and examples used in the report to 'bring it alive' and 'add value' to the organisation moving forward. It was agreed at the planning meeting that a summary report would suffice covering the ten indicators of the Standard.



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Further discussions will also take place at the next all staff meeting so that clear assurances of acting on the feedback and communication to all staff members and stakeholders is duly given.



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■ Executive Summary

Following is a list of good practice characteristics or features found during the course of the site visit. These are recognised as being of good practice or exceeding the requirements of the liP Standard:

- The Aunties has been built on the foundation of what a good small employer should look like, and the organisation really does follow the principles and philosophy of liP.
- The commitment to ‘real’ development for all employees is genuine, both on a personal and professional level. It is remarkable to hear the stories told by the nursery staff (aunties) about how much the organisation has helped them, not only in their work, but also in their personal lives. It is true to say that the organisation ‘goes the extra mile’ for all employees.
- There is a genuine commitment to learning and development, which employees really appreciate. Staff are very complimentary about the support they receive from the Aunties. The delivery of the learning and development programme is considered robust, as well as meeting the needs of employees, both in terms of the standards and methods of care for the children and in skills development and ongoing personal growth of employees at all levels.
- In addition, initiatives such as training days, staff meetings and staff events bring staff and owners together, thereby ensuring that the vision and mission, and values and **standards** are clearly understood and executed effectively in all departments. This provides a great opportunity to also celebrate successes, which are a thriving feature of the nursery.

“Mutual respect and trust in the owners.”

“In the local community the nursery has a fantastic reputation.”

“Remarkable rapport between the staff and the children.”

- Loyalty and pride in the work shines through. The Assessor witnessed this first-hand by observing discussions between the owners and the staff and during development and improvement sessions.
- Part of the assessment was very much an open-style discussion as well as private interviews, where all staff and owners talked freely – demonstrating the culture and how it drives the organisation. There is an **incredible people culture** operating throughout the Aunties, brought about by the owners and owned by the staff. Employees, both established and new, confirm this and are well and truly ‘**on board**’ with it. **All** of the people spoken to by the Assessor basically say: *“The Aunties’ Old School Nursery is a great place to work.”*

“We are delighted to see the nursery do so well. This is so important to us, and we feel very much part of the success.”

“Proud of the nursery.”

“This place is like home for me.”

- The organisation takes a very welcoming and natural approach, something that you notice very quickly when you arrive.

“You do feel you are entering a nursery”.

- Staff are very loyal and proud of the Aunties and talk about how better it is than other places where they have worked, or other nurseries in the area.
- On-the-job learning is excellent in lots of places, particularly in classrooms, where aunties feel they are well and truly supported. The owners are noted for sharing their skills and knowledge with staff and for developing individuals

“X takes a personal interest in us. A true open door policy here at the nursery.”

- Communication between departments continues to improve but can always be improved on. In addition, consultative groups/meetings set up are seen as a means for employees to ‘have a say’ in how things are running as well as input to the decision making process. In essence, the majority of people feel that they ‘own’ the planning process across the nursery, again stemming from the **strong leadership** operating throughout.
- The two managers are very visible and approachable, and come across as effective leaders of their teams. All of these types of actions are bringing the mission, values and philosophy alive.
- There is a culture of loyalty operating across the Aunties, both towards the owners and the parents and, most importantly, towards the development and the welfare of the children at the nursery.

“Caring employer. Goes the extra mile for people.”

“We are never too old to learn.”

“Training ongoing. Staff can come up with ideas for training and X comes up with some too.”

- Some deputies feel they learn a lot from their line manager from coaching and mentoring, for example, some recently promoted members of staff received a lot of help and support from others.

“I never thought I could be a deputy manager until X really supported me here.”

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- Staff feel that their careers and personal opportunities have been enhanced by working at the Aunties, for example, internal promotions through coaching and mentoring and from the local reputation of the nursery, but equally stemming from the support they receive from management. This is something that has increased in the last few years; again, a symptom of the effective embedding of the people culture operating throughout the organisation.
- There are enormous efforts made to value the workforce at all levels and to operate a very inclusive approach at all levels, right across the organisation. Fine examples of this are the staff meetings, celebrator events for excellent care and the ongoing '**well done**' culture operating across the organisation.
- A diverse workforce is in place as well as an environment supporting equality and diversity, in terms of access to development and learning and personal growth, throughout the organisation.
- The processes required for implementing the learning and development menu and performance management system is in place through initiatives such as informal appraisals, one-to-ones and staff meetings, which are ongoing and evolving.
- The induction programme is described as "excellent" by staff, as is the support that staff receive from their colleagues and the opportunities to gain qualifications.
- The efforts made to gather information in terms of children's achievements, parent feedback and the performance of the children is well established and much more innovative than in other nurseries.
- On-the-job observation and supervision is strong in most areas, which enables managers and deputies to see how learning is implemented in departments, for example, playground activities, mealtimes, nappy changing and room observation. In addition, managers are very visible throughout the organisation, whereby they can observe for themselves the standards delivered by the workforce.

■ Opportunities

The following points represent areas identified during the course of the visit, which the Aunties might consider improving:

- Continue to build on the wonderful people culture and not be in any way distracted from it through too much formalisation of processes.
- Use the model for the expansion or franchise of the 'brand' nationally.
- Keep the notion of succession planning in the minds of the owners, and allow the managers to take on more and more responsibility,
- Work with Ofsted and other external bodies to do more to recognise the benefits of having a people culture operating throughout organisations of this kind and the benefits that this can bring.
- Celebrate and publicise the success to date.
- Continue with the marketing of the nursery.

■ Assessment Findings

Business Strategy

The owners have always made a focused effort regarding business planning, and show a real enthusiasm for driving the business forward. This is formulated now in the current business plan, which has been discussed and agreed by the owners. The plan is consulted upon widely with all staff, who are kept up to date via monthly staff meetings, training days and newsletters. That said, the key to the success of communication within the organisation is the ongoing 'normal' communication and review that occurs on a daily basis. What is stated in the plan in terms of objectives of the organisation and behaviours expected from the aunties and the owners is very much a 'reality' across the organisation.

All staff are very clear on their roles, in terms of standards and the quality of work required to look after the children. There is a great feeling of teamwork across both sites, with staff being flexible and doing what needs to be done. There is no sense of 'it's not my job', and what is very evident is that the children 'always come first'. The attention to detail and efforts put into the welfare and development of the children is very impressive, and support is delivered in a very caring and loving way.

The core values and behaviours expected from all the aunties are very clearly laid out and are prominently displayed throughout the organisation, both for the aunties to continue to be aware of and also for visitors and parents to observe. From discussions with the staff and the owners it is clear that people own the values and practise them. Discussions continually relate to the organisation's values, and the fact they were developed from within the organisation helps endorse ownership of them.

The organisation takes corporate responsibility seriously and supports many charities, both locally and nationally. Staff are involved, as appropriate, and understand the reason behind this. Environmental issues, such as recycling, are also taken seriously. The development of the children is very much based on outdoor activity as much as is possible. One of the key performance measures is to enhance the children's connection with people and nature – making them aware of their place in and responsibility to the fabric of life, and there are outdoor and forest-trained aunties working in the nursery.

Stakeholders are kept well informed, and there is a straightforward process set in place across both sites, which is followed through in terms of talking to parents, discussing their children's needs and providing feedback. A great deal of information is made available from the nursery to all parents and other visitors, for example, Ofsted findings, and this is clearly displayed on both sites.

“Voice of the parents. Parents suggestion box in place. Meetings with the parents.”

“Vision and ambition to be the best.”

“Consultation is excellent.”

“Systems are transparent. People being allowed to be experts.”

“People are encouraged to innovate.”

Learning and Development Strategy and Implementation of Learning and Development

The priorities for learning and development are geared first and foremost towards ensuring that all staff are trained to a high standard and continuously develop themselves to be able to provide first-rate care and attention towards and development of the children. In addition, learning and development is geared towards the personal and professional development of all the aunties.

Resources for training and development are made readily available and are given high priority by the owners. That said, this is a privately-owned business, and monies spent on training and learning have to be quantifiable. The reason behind learning and development is to be ‘up front’ in terms of technical knowledge; the aunties are required to do their jobs to the necessary standard.

The ability of the aunties to do their job is paramount to the success of the day-to-day running of the organisation in order to ensure that, as far as succession planning is concerned, people reach Level Two at least so that the organisation can run and operate to the standard required should the owners be off site. People learn in different ways, with plenty of coaching and mentoring from the owners as well as on-the-job learning. A number of Saturdays are devoted to learning, with all staff attending and setting the agenda for the day, with clear direction, support and leadership from the owner. People are paid extra to attend these training days.

The motivation and encouragement to continuously learn and develop comes from the wife of the owner, who is very inspirational and encouraging towards all the aunties and has a very hands-on approach. Some of the aunties respond to this better than others, but most people feel encouraged, and take responsibility for their own learning and development.

The environment within the organisation supports all learning, and reflects a continuous learning culture demonstrated by the owners. The owners take part in the learning, and attend courses with the aunties outside the organisation. There is a well-supported programme for the aunties to attend external courses and updates, as and when required. Examples of learning, as laid out in the plans of the organisation, were many, but a few are listed below:

- Training on EYFS 2012.
- Training on educational issues.
- CPD courses and seminars.

- Training for some staff in writing professional minutes of meetings, staff briefing notes, chairing a meeting, presentation skills, etc.

The induction programme is very thorough and, as the aunties described, “tough at the beginning” because of the high standards and the amount of information to take in. Staff are not ‘left on their own’, and are well supported in the early stages of their career with the organisation. This was confirmed by staff who spoke to the Assessor about the ethos of continuous learning, in terms of growth and personal development, and as people building their confidence and becoming very professional ‘starting right here’. Buddies and mentors are in place, and more experienced aunties willingly share their knowledge with others, thereby bringing the values of the aunties alive.

Some broad but consistent quotes made by the aunties were:

“The culture is good.”

“Opportunities are good.”

“I made lots of progress here.”

“They brought out the confidence in me. X good individual. Supports you as a person.”

“Briefings and cuddles. Caring employer and lovable. Down to earth people.”

“The training is good. Safeguarding, infection control, NVQ Level 2 as well.”

“New people coming into the organisation. Can select a buddy.”

“Baby book for all the children. We check and log everything.”

“The complaints are well handled. Privacy and confidentiality adhered to.”

People Management Strategy

“Equality and opportunity remarkable.”

“Respects me as an individual.”

“Very caring people.”

The ethos of the people management strategy is underpinned by the Aunties’ Core Values and behaviours, as stated below. The values are ‘for real’, and a lot of time and effort has gone into developing them and getting the wording right, with all the aunties been very much part of. A lot of time was also spent reflecting on them, for example, as to people who may have left and why and how that might relate to the core values.

The Aunties' Core Values	Behaviours for Aunties with Special Responsibilities
<ul style="list-style-type: none"> • Caring • Communicative • Conscientious • Co-operative • Discreet • Flexible • Hard-working • Honest • Loving • Loyal • Positive • Professional • Respectful • Thoughtful • Vigilant 	<ul style="list-style-type: none"> • Analytical • Approachable • Assertive • Calm • Confident • Courageous • Decisive with good judgement skills • Empowering • Ethical • Firm but fair • Humble, self-evaluating • Inspiring • Knowledgeable and skilful • Proactive • Purposeful, goal-oriented organiser • Quality controller • Striving for excellence

Every effort is made to recruit people with these values and then provide them with development in line with the values and behaviours, underpinned by the high standards of child care and development operating throughout the nursery. People are recruited locally, and are given real opportunities if they want to have a career and grow with the organisation. If people have skills and experience from other sectors, or other talents, for example, dancing and singing, these talents are tapped into and are used creatively within the organisation. Staff spoken to thought that the recruitment and selection process was efficient and effective, and confirmed that people are not 'cloned' and can bring out their personalities within the organisation.

Equality and diversity is very much part of the culture, with people being recruited with the right behaviours, not with any special background. People are not

discriminated against and are given equal access to development. There are clear policies in place as well as high-level vetting procedures, which are regularly reviewed and audited.

Leadership and Management Strategy and Management Effectiveness

People are very positive about the style of leadership and management shown by the owners and the managers of the nursery across both sites. Undoubtedly, the owners and managers recognise their responsibilities in terms of effective leadership and management, and offered personal examples of leading at business and change presentations, undergoing training and development in advance of and alongside junior colleagues, and in living the values of the nursery in their day-to-day interaction with aunties and the children at all levels. The same style of leadership is undertaken when dealing with stakeholders, and managers are very visible throughout the nursery. Examples given to back up the intentions were consistent in terms of how the team actually 'sees' things.

The owners described how they defined and agreed management capabilities/behaviours, but felt this needed ongoing development and embedding. Discussions are currently taking place regarding leadership and management and the underpinning tools in place to equip managers in their role. What does 'shine through' is the leadership style with regards to the business and the development and welfare of the children and the staff; so, in effect, this is happening 'on the ground'.

The managers were able to explain the effectiveness of various initiatives such as the values and behaviours exercise, and ongoing management development and performance management. Going forward, the performance management process could be used much more formally in order to review managers, deputies and supervisors against their management capabilities, and managers should receive feedback and development opportunities as appropriate.

Staff described a very positive sense of management style with a lot of positive comments about the managers. Individuals described managers using coaching and mentoring skills to help them develop their potential, review work and continuously improve practice and procedures when dealing with the children and the aunties.

The aunties are able to give upward feedback to line managers, and the relationship between managers and staff across the nursery is very much in line with good practice and is very professionally executed. Interviewees shared their experiences of doing this and feedback being given due consideration.

The next step is to align all leadership and management behaviours to the organisation's values, linked into performance management.

There is consistency in terms of leadership and management styles, as well as a great diversity of ideas and skills operating at the top of the organisation, which is working very well towards delivering the vision, mission and values.

Everybody interviewed confirmed that they respected and trusted their managers at all levels. Everybody had confidence in the owners' leadership and management capabilities as individuals to face future challenges and changes.

“Very proud to work here.”

“I travel far to get here.”

“Very good manager here, with ideas for improvement. Very flexible here.”

“Recruitment and selection. Was offered promotion to do deputy supervisor in the role. Really enjoying the position. Always been helpful if I needed anything at all.”

Reward and Recognition

The staff are very committed to the children in terms of the highest standards of care and development, and, in turn, are also committed to the owners of the organisation. Valuing people at this organisation appears to work both ways. Staff feel that the organisation 'goes the extra mile' for them and, in turn, they will 'go the extra mile' for the organisation. The method of valuing and appreciating is very much part of the culture and its values, i.e. caring, living and loyalty; again demonstrating that the values are alive and well embedded within the organisation.

The aunties receive a lot of praise from the owners both 'on the spot' and formally. There is a culture of 'well done and thank you' operating at both sites.

Morale was seen to be very high across the organisation, both with the children and the aunties. The owners take the health and well-being of their employees very seriously, and if there are issues affecting them, whether professional or personal, they will do their best to help them. During their interviews with the assessor, staff confirmed this to be the case.

The organisation arranges on-the-spot celebrations, for example, lunch on a Saturday after training days, and nights out, and is very good at the 'personal touch'. It is not unusual for the owners to buy cakes for the staff on a weekly basis to demonstrate that their hard work and dedication to the care and development of the children has not gone unnoticed.

“Fun going to Thorpe Park and restaurants. Feel valued in the organisation.”

“Very good on the detail.”

“Now more confident in the role.”

“Although already qualified got more training.”

“Weekly planning now set up. Starting to get on top of it.”

“This nursery fully believes in giving children the best start in life.”

“I can’t imagine working anywhere else.”

“It’s just a pleasure to work here.”

“All the girls are brilliant!”

“Very good at taking people out of their comfort zone.”

“Would not entertain bad practice here.”

“Firm boundaries but kind with the children.”

“Could employ more males.”

Involvement and Empowerment

The owners were able to describe how they have ensured that consultation and involvement is an increasingly important part of the organisation’s culture. Examples were provided of processes and approaches that encourage people at all levels to become involved in a consultative approach to decision making, for example, working to change some of the current processes and systems through training days, on-the-spot discussions and other discussions to improve and build upon the children’s education and welfare. The aunties felt that there were listened to and were encouraged to think through their ideas and to seek solutions. In essence, this was part of the culture.

“Empowerment. Good, flexible employer. Allows Ideas to come up.”

“Team work is excellent. We are trained not to say ‘no’ here.”

Managers described a high level of ownership and responsibility among staff regarding being involved in decision making, particularly through meetings and getting ideas going to show how things can be improved either for staff or children. The message was very consistent.

Managers also described a range of mechanisms for knowledge sharing within and across teams. It was commented on favourably that face-to-face communication was the best mechanism and that efforts are made to do this.

Examples were offered of opportunities being provided and staff being encouraged to voice their views at meetings, events and on a day-to-day basis, for example, staff

meetings. In some cases, the two managers described how they provided support and information to aunts to assist them to make decisions that affect their performance as well as that of the team and the nursery. This included both information and access to expert advice and opinions across the sector as well as other resources.

“Empowerment is excellent. You remember who is the boss and you have your remit.”

“Very open to ideas. Can try new ideas within reason.”

The aunts reported that the owners and managers trusted them to make decisions about their day-to-day work and to use their initiative or make decisions to improve their performance and personal development in order to meet the high standards required for looking after the children.

There was a high level of commitment from individuals towards the success of their colleagues and the Aunts’ Old School Nursery. A key strength of this organisation as a whole, and people feel much of this was truly recognised by everyone at the top.

People expressed a real pride in their work and in that of their colleagues. They believed, in particular, that the job they were doing was making a difference to the children, thereby ensuring they met all expectations.

“Allowed to make decisions in the nursery.”

“Empowerment says people can speak up and come up with ideas, e.g. nappies, when we discussed new and different ways of doing things.”

Performance Improvement

There is a very good understanding of the very significant investment in time, money and resources deployed towards learning and development throughout the organisation. There is also a clear linkage to staff development and nursery objectives and performance that demonstrates that the learning interventions are effective. It was pleasing to hear about the pride the owners have in realising the potential of their staff, both professionally and personally.

Staff are making time to hold debriefs after training, and described discussing training courses at meetings and through the one-to-one process.

Managers and deputies were able to give anecdotal examples of improvements in the performance of people as a result of development activities. What is very noticeable are the efforts put into learning together and putting the learning into practice straightaway.

Some staff interviewed could point towards examples of how their career prospects and personal abilities had improved as a result of their learning and development and how they had been led and managed.

Aunties were able to discuss the impact of their own learning and to describe how this has improved their performance as well as that of other members of staff, thereby helping to improve the overall performance of the nursery.

Everyone considered the nursery to be an excellent learning organisation, whether through internal development or through the opportunities for exposure within the whole organisation.

There were good anecdotal examples of how learning and development has contributed to the ongoing success of the nursery and the linkage to achieving goals and targets.

Continuous Improvement

The owners and managers are working hard to use IIP to shape improvements in their strategy and activities for managing and developing people. There are a range of effective feedback mechanisms in place to understand people's needs and expectations and to highlight improvements needed in the way in which they are managed and developed. For example, the nursery receives a lot of feedback from external sources, for example, from parents or Ofsted, and this feedback is truly acted upon.

Some described how internal and external benchmarking is used to review and improve strategies around people management, training and the nursery's performance.

Managers provided examples of how they involve people in identifying improvements in the way in which they are managed and developed. Mechanisms that appear to be working well include the one-to-one initiative and upward feedback.

There is an air of continuous improvement in the nursery, and the Assessor felt people were well and truly motivated by this and the real commitment to the care, welfare and development of the children. This is particularly noticeable in regards to improvements in the way people are managed and developed and the plans the owners have for the future. People were able to give broad examples of improvements in how they are managed and developed.

Previous feedback from Ofsted was acted upon and sustained, with positive outcomes for all staff.

There was a belief among members of staff interviewed that the nursery, its owners and managers were committed to improving how they were managed and developed. This belief was consistent across all teams.

All people interviewed considered the Aunties to be a great nursery to work for.

Ongoing improvements, as stated in the business plan, include the following:

- Awarding staff.
- Continue with excellent teamwork.
- Training needs to be highlighted annually.
- Medium- and long-term succession planning and talent spotting and developing potential from within should be reviewed annually.
- Developing congratulatory and awarding culture within the workforce to make individuals feel appreciated.
- Conducting annual staff survey through liP framework.

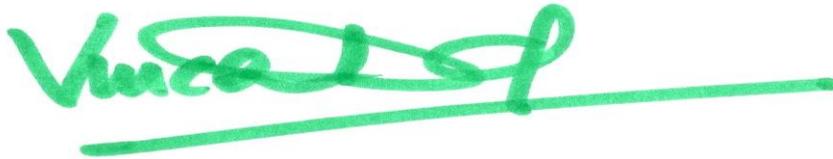
■ Recommendation

Having carried out the assessment process in accordance with the guidelines provided for Assessors by Investors in People – United Kingdom Commission for Employment and Skills, the Assessor is totally satisfied that the Aunties' Old School Nursery meets the requirements of the liP National Standard at the Core Level and, in addition, has reached Gold status.

liP recognition is granted indefinitely, with a proviso that reviews take place no greater than three years apart. Reviews can be undertaken at any time, and more frequent reviews are recommended in order to maintain levels of good practice and continuous improvement. The organisation should discuss the timing of the next review with their Assessor and Adviser, using the Improvement Planning Meeting to agree the best strategy for future use of the liP framework.

Both the Assessor and IBP would welcome your feedback on this assessment/review and you will be supplied with a Client Feedback Questionnaire to complete on line. We would very much appreciate it if you would complete the questionnaire after your Improvement Planning Meeting has been concluded.

Should you wish to contact a Client Relationship Manager at IBP for any reason, please telephone 0800 612 3098, use the contact option on our website www.ibp.uk.com or send an email to info@ibp.uk.com



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■ Support Available

Investors in People Interactive

This **free** online support tool is designed to guide you through development activities and help you maintain the benefits of using liP as an organisational development tool. Obtain an ongoing understanding of your organisation's current strengths and development areas by using the tool's diagnostic function, which is built around five management practices which relate directly to the liP indicators.

You can also review and update your progress within the tool, and access a wide range of downloads, good practice tips, templates and other resources to inspire and inform, no matter where you are on your liP journey:

www.investorsinpeople.co.uk/interactive

Managers Pitstop

IBP has teamed up with [Managers PitStop](#) to offer **free** online Leadership and Management training for managers, business leaders, human resources professionals and individuals. The training, which would normally cost some £200 per person, is available as bite-sized audiovisual online tutorials that last between five and twenty-five minutes. The training covers recruiting, coaching and managing people.

Each tutorial is accompanied by a selection of downloads, which include top tips, exercises and resources for further training. The wide range of topics covered include: absence management; developing people; delegating to others; managing change in business; resolving conflict; evaluating training; recruitment interviews; inductions; barriers to performance; and self-esteem. Log on via our website or use the link below: www.managerspitstop.com/ibp

Promoting Continuous Improvement

IBP offers an integrated advice and assessment support service, workshops, surgeries and networking events to promote continuous improvement and to maximise the benefits of working with the Standard. We also work with a team of highly experienced consultants to offer an extensive range of tailored business support and organisational development solutions to help improve business performance. Details of the support available to you can be found as follows:

Internet: 

www.ibp.uk.com

Telephone: 

0800 612 3098

Email: 

info@ibp.uk.com