

Applied Leadership and Management in the Workplace
Module Assignment Submission

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Section 1: Introduction

The team at Skills Builder Partnership (2025) informs us that a complex problem is one that does not have a simple answer instead there are many potential answers and in order to solve these problems you must research the problem in order to understand it, fully analyse the potential causes, generate a range of solutions and evaluate the potential solutions to choose the best approach for your workplace. In this assignment we will first begin by identifying a complex problem within the workplace Mine will be solving High Turnover in the workplace in order to do this we will evaluate and analyse many factors we will briefly identify some potential causes and then develop on these using tools such as Brainstorming, mind mapping, Ishikawa Diagram and the 5 whys. Once we have identified some root causes we will move onto potential solutions Analysing some of the root causes We will use a grid analysis and cost benefit analysis to see which solution would be best for the company. After we have identified that I have made a detailed action plan which I used to ask Gemini to make me a Gantt Chart so the staff have a more detailed and easy to read timeline. After this we identified our Stakeholders and how this solution would impact them and identified there interests and expectations. Then we made a communication plan to ensure all stakeholders are kept up to date with any changes. Finally we developed some ways in which we will monitor progress and how we will identify any milestones and how we will address any problems that we may face.

Section 2: A Complex Problem

2.1 The problem

The Complex problem I have in my workplace is a High Staff Turnover this is a problem because it is costing the company a lot of money on agency fees and advertising. Staff are becoming unhappy and stressed with the extra workload put upon them.

2.2 Why is this a problem

This is a problem because Without the number of staff required to keep within legal ratios the nursery cannot open. Whilst Agency staff are available, they are expensive often costing more than double the hourly rate of member of staff employed directly by the company. Whilst Agency staff are often qualified, and DBS checked they are not allowed to toilet children or do any paperwork. The children do not know these staff and will favour other staff for things like comfort, sleep and security. Using recruitment companies to help with new hires can cost up to 50% of a new hires annual salary so by using these frequently this incurs another massive cost for the company when staff are not staying. So it is important to identify the issues and work out a solution to retain the staff we have.

2.3 Possible causes

From studying resignation letters and staff feedback we have identified some issues such as:

- Not feeling valued
- Not getting along with management
- Feeling micromanaged
- Lack of trust
- Lack of incentives
- Staff cannot afford childcare costs on low wages
- Not enough training available
- Not much chance for carer progression

2.4 The Scope and Impact

This problem affects many people in different ways.

The Company- Employing Agency staff is expensive, Having a consistent high staff turnover can ruin a company's reputation and can make parents withdraw their children from the setting and speak negatively about them. Advertising for staff can be costly and time-consuming taking managers away from doing their work to look through potential applicants and spend time interviewing and checking references.

The Staff- Having Agency staff will keep rooms within the legal ratios required to open but does not help staff in fact it adds a lot more to their already heavy workloads, Agency staff cannot take children to the toilet, change nappies, do any paperwork or be left alone with children these job are often divided between the staff with staff having 'key children' that they are responsible for toileting and daily handover sheets when there are children that no longer have a key worker the other staff must pick up the extra workload without additional time or pay.

The Children- Wale (2024) tells us that it takes a child on average 2-4 weeks to feel completely comfortable around a new care giver. With new people constantly in the setting the child will seek other staff for comfort and reassurance with some younger children becoming unsettled for the entire day.

The Parents- Parents pay a lot of money to private childcare settings they want to know that their children are safe and well looked after, having constant new faces can cause feelings of anxiety and unease in who exactly these people are that they are leaving their children with and may seek alternative childcare.

Section 3: Analysing the Problem

3.1 Brainstorming

To start to solve this we must first collect and analyse some ideas then we can decide if these are achievable.

Idea	Is it achievable?
Better rates of pay- pay staff more to make them feel valued and less likely to leave for a job paying less.	Yes
Career Progression- Promotions to other roles within the setting.	No- There are only a certain number of roles available, they only become available when that staff member leaves, could encourage staff to leave to other settings.
Training – Offering multiple courses and opportunities to all staff	Yes
Offer more flexible working hours	Yes
Making staff perks and advantages available	Yes
Swap days with other nurseries- to gather new ideas from a range of other staff.	No- would encounter same problems with agency staff as they would be unable to do personal care and you would lose a staff member that could.
Looking at Management styles and if they work within the setting	Yes
Can communication within the setting be improved	Yes
Staff Fundays- paid days out for staff	No- The setting is open Monday to Friday 52 weeks a year only closing bank holidays and Christmas/ boxing day and new year's day.
Do staff feel Appreciated	Yes
Addressing the staff workload	Yes

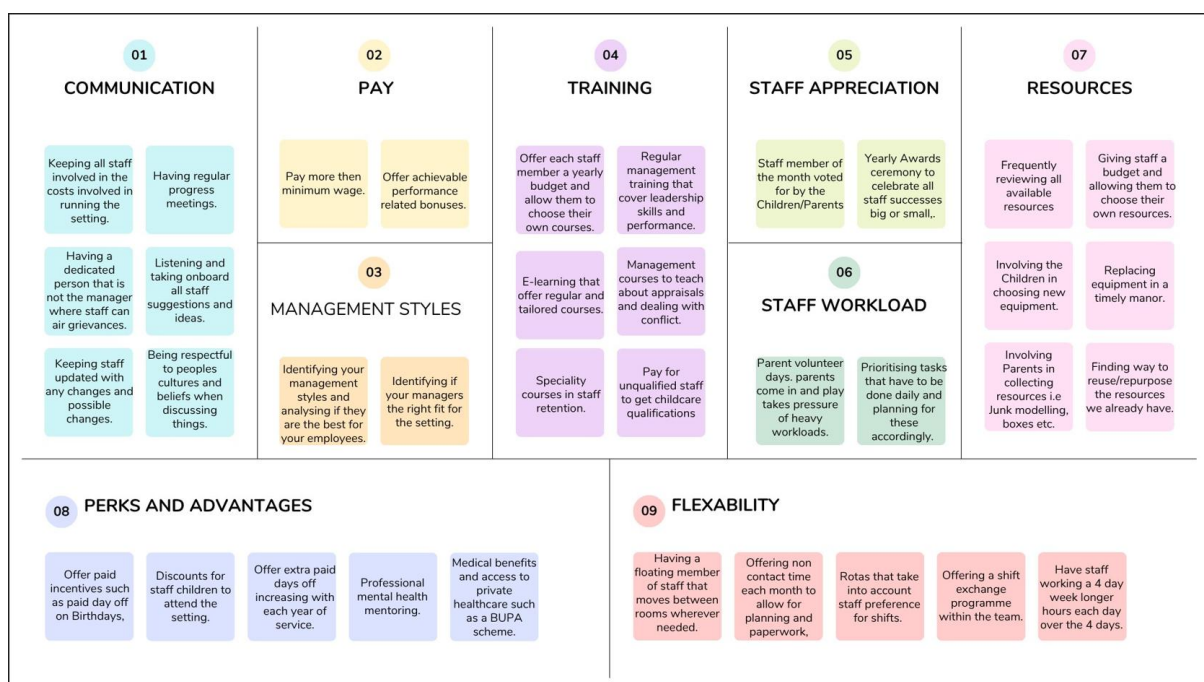
Are there appropriate resources available

Yes

From doing this we were able to analyse which ideas may work and which may not and are left with 9 ideas we can work on.

3.2 Mind mapping

From these 9 ideas I was able to devise a mind map to extend on these ideas. Latief (2025) tells us that Mind mapping is an effective creative visual tool that helps us organise ideas clearly by using a central topic we can extend branches to show related thoughts and concepts.



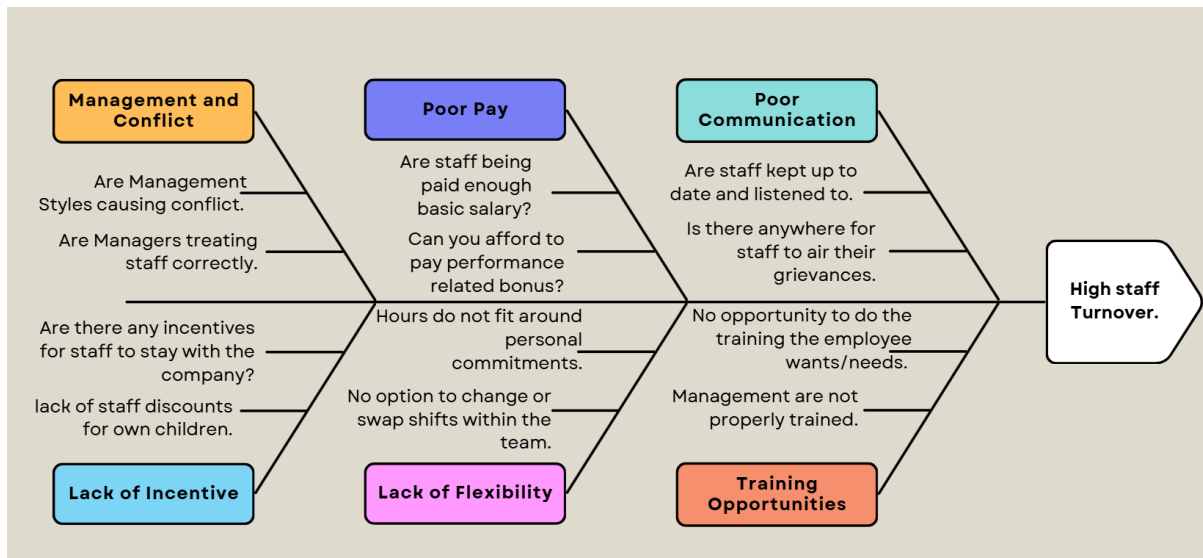
From doing the mind map we can see there are many potential solutions to address and look at.

3.3 Root Causes

3.3.1 Ishikawa Diagram

The Ishikawa Diagram is a problem-solving tool named after its creator Kaoru Ishikawa. It is also known as a fishbone diagram. It helps identify possible root causes and troubleshoot possible solutions (George, 2023).

It uses the head of the fish as the problem with the bones illustrating the different categories of possible causes.



From our Ishikawa diagram we can easily identify some potential root causes as to why the Nursery has a Higher staff turnover than usual.

3.3.2 5 Whys

Hancock, (2025) informs us that the 5 whys are a simple powerful tool used to reveal the underlying causes so this can be solved once and for all. We use it by starting with our original question then taking the answer the answer from the previous question to begin a new question in this case Why do we have a high staff turnover?

Using information from the feedback of staff and resignation letters the most prominent cause of high staff turnover is lack of management trust and staff feeling micromanaged so we have used this as a basic for our 5 whys outlined below.

Problem- High staff turnover-costing the company a lot of money and leaving staff unhappy and overworked.

Q1: Why do we have a high Staff Turnover?

A: Because staff keep leaving.



Q2: Why do staff keep leaving?

A: Because they do not get along with management.



Q3: Why do they not get along with management?

A: Because they say they are not approachable and are bossy.



Q4: Why are they unapproachable and bossy?

A: Because they believe that everyone needs to be micromanaged.



Q5: Why do they believe that everyone needs to be micromanaged?

A: Based on previous experience they believe that staff do not like work and require close supervision and believe that punishment and threats will motivate the staff.

The main reason of the high staff turnover staff based off feedback and studying resignation letters are staff are not feeling trusted to get on with their work independently this is known as McGregor's Theory X management where managers believe staff are lazy and are unmotivated as told to us by *MindTools*, (2025) Thie Theory X approach is very hands-on and usually involves micromanaging people's work to ensure that it gets done properly. Theory X managers tend to take a pessimistic view of their people and assume that they are naturally unmotivated and dislike work. This is usually based on previous experience but luckily there are ways to help managers change their leadership styles but improving this we can hope to help employees feel more secure and valued and therefore stay with the company longer.

Section 4: Solutions

Now that we have identified some of the root causes, we can start to explore some potential solutions. There will be 3 different root causes we will be exploring in more detail these are.

- Management Training
- Staff Incentives (perks and advantages)
- Communication

4.1 Management Training

I will be addressing any potential risks, barriers and resource implications that may occur.

Solution	Pros	Risks and barriers	Resource Implications
Leadership Development Training	Will teach management the appropriate skills to deal with supportive leadership, staff retention and coaching improving staff relationships and promoting a higher staff morale.	Managers may feel like their current style is being criticised and resist the temptation to change.	The cost of sending managers on courses can be high and organising cover for them while they are attending could add to staffs already heavy workload.
Conflict training	Enables managers to deal with conflict in constructive way and learn to identify any issues before they become a problem.	Managers may feel uncomfortable addressing conflict due to their own sensitivity. Staff may push boundaries if they feel management are becoming softer in their approach.	Cost of the courses and making sure that time and money is available for refresher courses to ensure the skills are maintained.

Performance and feedback training	Management can feel confident in performing appraisals and promote a healthy working environment and stopping generic feedback promoting an environment where staff feel valued.	Managers who are used to only offering critical feedback may have trouble adapting to new ways. Where staff trust is already low, they may get suspicious and not be truthful in meetings.	Having the required programmes and availability to address any issues that may arise. Taking the time to conduct these meetings will remove staff and potentially affect legal ratios so they must be planned accordingly.
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Training managers will help staff feel happier and stay in the setting longer. Whilst It will require time and money It will improve communication, help staff feel able to approach management therefore reducing stress, and help build a better workplace.

4.2 Staff Incentives

We will do the same for Staff incentives.

Solution	Pros	Risk/Barriers	Resource Implications
Paid Incentives	Offering a paid day off on birthdays and extra holidays for each year of service can help staff feel valued and stop them making spur of the minute decisions to leave.	Staff may find this unappealing, and some may have unrealistic expectations so clear limits should be set from the onset.	Having a large team with extra paid days off could end up incurring large additional costs to wages and arranging cover.
Staff Discounts for childcare	Offering a discount for childcare could help staff that struggle when it comes to childcare making it an affordable option and adding the security of having their child in the same setting and saving time on drop	Staff who do not need childcare may feel like they are losing out or being excluded from benefits. Staff may favour their colleagues children offering them different advantages to the other children	Offering places at reduced costs can lose the setting money when a child could have the place paying full price.

	off and pick up on already busy days.	whose parents they are not friendly with.	
Access to private Healthcare services	Signing staff up for corporate schemes such as BUPA and allowing them to access to private healthcare can reduce sick days as many ailments can be resolved quicker. This can also allow staff access to mental health mentoring making a much more positive and productive workplace.	Staff may take advantage of this and rely too heavily on the services available bumping up the costs for renewals.	Access will need to be monitored by HR ensuring all staff are enrolled on programmes and monitoring claims to ensure that no one is taking advantage.

Offering perks and advantages can be costly to the company and may not suit everyone. They require careful planning, ongoing management, and HR effort to ensure staff benefit and morale improves but can promote staff morale and loyalty.

4.3 Communication

And for communication

Solution	Pros	Risk/Barriers	Resource Implications
Having a dedicated member of non-management staff to act as a staff liaison rep.	Staff have someone who is equal to them to air grievances to and someone who is comfortable taking problems to management and keeping confidentiality, so staff do not get	Liaison rep may favour certain staff/friends and not fight for ones they are less friendly with. They may become overwhelmed if there are many issues with different staff at the same time.	The Liaison rep will need training and the time to conduct meetings with management. There may Be a need to include HR to manage these communications.

	penalised and punished.		
Being open to staff ideas and suggestions	Taking on staff's ideas and suggestions can open avenues that may have never been considered this can help staff feel more like a team and that their presence in the setting is not only valued but needed.	Staff can feel like they're being ignored if ideas are not implemented and too many suggestions could be difficult to implement potentially causing conflict between staff.	Time for management to review discuss and implement the suggestions and costs if additional resources need to be Purchased.
Transparent Management communication	Builds trust within the team and keeps everyone updated to what is happening therefore dispelling any potential rumours or misunderstandings.	Sharing sensitive and confidential information may risk a confidentiality breach. If communication is inconsistent, it can reduce trust within the team.	Management will need time to prepare and implement communication tools that allow information to be relayed and received confidentially.

By opening communication channels staff will feel valued and trusted but these will need time, careful management, and resources.

Section 5: Evaluating and Analysing the Solutions

5.1 Grid Analysis

A Grid analysis is a useful decision-making technique and is particularly useful when you are trying to make a decision which involve a lot of factors and all the options seem equally effective (MindTools | Home, 2025). It is used by taking factors and importance (weight) into account and measuring them against each other.

In the below table the weights are the importance (highlighted in red) we have used the options we identified in our mind map to determine which solution could work best to solve our problem.

Grid Analysis										
Factors	COST	IMPACT	PRACTICALITY	SATISFACTION	SUSTAINABILITY	TIME	EQUALITY	PROBLEMS	TOTAL	
Weights 1-5	4	5	3	4	5	3	3	2	Before weights	After weights
Management Training	4	5	4	5	3	5	3	5	34	122
Perks	4	5	3	5	4	4	3	4	32	119
Communication	4	5	3	4	2	2	3	2	25	95
Flexability	4	5	2	3	1	3	3	1	22	84
Pay	4	5	4	4	3	4	3	3	30	111
Resources	4	5	3	4	3	3	3	3	28	105
Staff Workload	4	5	5	1	3	5	3	1	27	101

From the grid analysis it shows that Management training is the best option.

5.2 Cost Benefit Analysis

Using the results of the Grid Analysis we will be conducting a cost benefit analysis on 3 of highest rating which are management training, perks and advantages and communication to make sure that this works out financially viable for the setting. It works by assigning monetary values to both potential costs and benefits, leaders are then able to determine whether a project is viable, profitable, and worthwhile over time (What Is a Cost-Benefit Analysis? Process Steps, Pros & Cons, 2024). You must include all factors involved in the costs over a set period in this case it will be 5 years.

5.2.1 Management Training Cost Benefit Analysis

Costs (£)	Cost per year					Total
	1	2	3	4	5	
Training courses						
Leadership development	5000	1000	500	2500	500	9,500
Conflict training	500	100	100	100	100	900
Performance and review training	150	50	50	50	50	350
Staff cover for attendance of courses	500	50	50	150	50	800
Extra time to implement	50	50	50	50	50	250
Computer software	60	60	60	60	60	300
Full time staff wages	24,000	24,000	24,000	24,000	24,000	120,000
Stationery and files to keep records	50	50	50	50	50	250
Total costs	30,310	25360	24,860	26,960	24,860	£132,350

Benefits (£)	Year					Total
	1	2	3	4	5	
Agency subscription	150	150	150	150	150	750
Agency staff fees	60,000	60,000	60,000	60,000	60,000	300,000
Recruitment Agency fees	7,200	7,200	7,200	7,200	7,200	36,000
Online Advertising	250	250	250	250	250	1,250
Admin costs	500	500	500	500	500	2,500
Total benefits	68,100	68,100	68,100	68,100	68,100	340,500

$$\text{Benefit-to-cost ratio} = \frac{\pounds 340,500}{\pounds 132,350} = 2.5:1$$

This shows that for every £1 spent on training the nursery will save £2.50

$$\begin{aligned} \text{Net annual benefit} &= \pounds 68,100 - \pounds 30,310 \\ (\text{First year}) &= \pounds 37,790 \end{aligned}$$

$$\text{Net annual benefit} = \frac{340,500 - 132,350}{5} = \pounds 41,650$$

5.2.2 Staff Incentives Cost Benefit Analysis

Costs (£)	Cost per year					Total
	1	2	3	4	5	
Perks and Advantages						
Birthday paid day off	2,060	2,060	2,060	2,060	2,060	10,300
Staff discount childcare	13,650	13,650	13,650	13,650	13,650	68,250
Access for private Healthcare	20,000	20,000	20,000	20,000	20,000	100,000
Staff cover	805	805	805	805	805	4,025
Extra time to implement and monitor	150	150	150	150	150	750
Calendar and stationery to keep track of dates	10	10	10	10	10	50
Total costs	36,675	36,675	36,675	36,675	36,675	£183,375

Benefits (£)	Year					Total
	1	2	3	4	5	
Agency subscription	150	150	150	150	150	750
Agency staff fees	60,000	60,000	60,000	60,000	60,000	300,000
Recruitment Agency fees	7,200	7,200	7,200	7,200	7,200	36,000
Online Advertising	250	250	250	250	250	1,250
Admin costs	500	500	500	500	500	2,500
Total benefits	68,100	68,100	68,100	68,100	68,100	340,500

$$\text{Benefit-to-cost ratio} = \frac{\pounds 340,500}{\pounds 183,375} = 1.8:1$$

This shows that for every £1 spent for perks and advantages the nursery will
save £1.80

$$\text{Net annual benefit} = \pounds 340,500 - \pounds 183,375$$

$$(\text{First year}) = \pounds 157,125$$

$$\text{Net annual benefit} = \frac{340,500 - 183,375}{5} = \pounds 157,125$$

5.2.3 Communication Cost Benefit Analysis

Costs (£)	Cost per year					Total
	1	2	3	4	5	
Communication						
Liaison rep	0	0	0	0	0	0
Implementing staff ideas	100	100	100	100	100	500
Expanding communication channels	150	150	150	150	150	750
Staff cover for liaison rep	3,864	3,864	3,864	3,864	3,864	19,320
Resources to implement ideas	5,000	5,000	5,000	5,000	5,000	25,000
Expanding server capacity	100	100	100	100	100	500
Internet security (vpn)	3,600	3,600	3,600	3,600	3,600	18,00
Total costs	12,814	12,814	12,814	12,814	12,814	64,070

Benefits (£)	Year					Total
	1	2	3	4	5	
Agency subscription	150	150	150	150	150	750
Agency staff fees	60,000	60,000	60,000	60,000	60,000	300,000
Recruitment Agency fees	7,200	7,200	7,200	7,200	7,200	36,000
Online Advertising	250	250	250	250	250	1,250
Admin costs	500	500	500	500	500	2,500
Total benefits	68,100	68,100	68,100	68,100	68,100	340,500

$$\text{Benefit-to-cost ratio} = \frac{\text{£}340,500}{\text{£}64,070} = 5.3:1$$

This shows that for every £1 spent for training the nursery will save £5.30.

$$\text{Net annual benefit} = \text{£}68,100 - \text{£}12,814$$

$$(\text{First year}) = \text{£}55,286 -$$

$$\text{Net annual benefit} = \frac{340,500 - 64,070}{5} = \text{£}55,286$$

5.3 Most Viable Solution

From the results of the Cost Benefit analysis the most financially viable is an improvement in communication however going off the results of the Grid analysis and the cost benefit analysis the best solution for the company would be to combine 2 of the solutions this would be improve management training and offer some staff perks. By improving management training the staff would feel valued and appreciated and by offering perks it would help retain staff we already have.

Section 6: Develop a Detailed Implementation Plan

6.1 Detailed Action Plan

A Detailed Action Plan is a roadmap that outlines the steps towards a specific goal these can be short or long term goals and typically include of tasks, deadline and who will be involved (What Is an Action Plan – with Examples | Adobe Express, 2025)

I have made a detailed action plan using the solutions identified from the Grid analysis and cost benefit analysis

TASK	PERFORMED BY	LENGTH OF TIME TO UNDERTAKE	WHEN	FREQUENCY
Conflict management course	Manager Deputy Manager	1 day 1 day	February January	Once Once
Leadership course	Manager Deputy Manager Room Leader Baby Room Leader Toddler Room Leader Pre-School HR Manager	3 days 3 days 3 days 3 days 3 days 3 days	February March April July September January	Once Once Once Once Once Once
Performance review training	Manager Deputy Manager HR Manager	1 day 1 day 1 day	March May February	Once Once Once
Arranging cover for training	Manager Deputy Manager	1 day 1 day	Middle of the month	Monthly
Performing the reviews	Manager Deputy Manager	5 days 5 days	April- May	Once Once
Monitoring progress	Manager Deputy Manager	1 day 1 day	Throughout the month	Monthly
Admin for checking birthdays and arranging cover	Manager Deputy Manager HR Manager	1 day 1 day 1 day	Middle of the month	Monthly Monthly Monthly
Monitoring childcare discounts and application	HR Manager	1 day	End of the month	Monthly

This Action plan details all the information that staff need to know in regards in changes happening regarding the specific complex problem it can be amended at any time.

6.2 Gantt Chart

Pietroluongo,(2022) tells us that a Gantt chart is one of the most popular ways that companies manage projects, in graphically depicts the project's schedule displaying it as a horizontal bar chart. There are the start and end dates for the different tasks, and the bars show when certain aspects of the project will take place

From the information above in the detailed action plan I have asked Gemini to make me a Gantt chart which will make the implementation easier for staff to understand and keep track of where they need to be and what tasks they need to be performing at a quick glance.



From the Gantt chart we can clearly see each staff member involved in the project can clearly and quickly check what is expected of them and when.

6.3 Success indicators

Milestones and Success indicators would be finishing a cycle of progress reviews that are positive and include PDPs for all staff, having a clean plan for them to work towards. Keeping up with feedback and staff meetings to ensure that staff are happy and any problems have been resolved quickly. Managers finishing training courses and implementing them within the workplace.

Section 7: Communicate the Plan to Stakeholders

7.1 Stakeholders

According to Fernando, (2025) Stakeholders in a business are the people that have an interest in the business they can be internal stakeholders such as employees, owners and external shareholders such as the local authority, anyone that holds an interest to the success of the business.

It is important to differentiate between Shareholders and Stakeholders. Shareholders are generally people whose interest is mainly monetary due to their ownership in the stock. They are free to sell their shares whenever they feel like it and do not necessarily have a long-term interest in the business.

The table below lists the Nurseries stakeholders and their interests in the business.

Stakeholders	Interests and Expectations
Owner	A profitable business that is making money with a good reputation and has the sustainability to thrive within all climates. They expect the managers to oversee this is happening.
Managers	A smoothly run business that provides high quality affordable childcare whilst still maintaining standards expected by the local authority. They expect staff to stick to the rules.
Staff	Workplace security with good support and respect. They expect a decent salary and the opportunity for professional development.
Parents	Quality affordable childcare with staff prioritising care, safety and education. They expect regular communication from the nursery to keep them up to date with what is happening with their children and within the setting.
Children	A safe and fun environment with carers that care for them with the same love and attention a parent would. They expect the opportunity to grow and develop with their friends.
Local Authority	A setting that contributes to the standards of early education they have set. They expect a smooth transition from nursery to primary school.

Stakeholders in a private nursery have many different interests with the main one being providing safe and affordable childcare taking in account making money and having a successful business.

7.2 Communication Plan

A communication plan is an important tool used when communicating with stakeholders it details who needs to be told what, when and how.

The below table shows a detailed communication plan that aligns with the solutions that the Nursery is going to implement to solve the problem of a high staff turnover.

Stakeholder	Purpose of communication	Key Message	Method of communication	Frequency	How the new change affects the stakeholder
Nursery senior Management team including owner	Provide updates and review progress making sure that agency fees are now lower and staff are happy. Ensuring performance reviews are on track and being monitored. Discussing new courses they want to attend.	Staff development is on track, and our leadership team are on track learning new skills and how to implement them in the workplace.	Progress and planning meetings and regular emails detailing progress and ideas.	Meetings monthly and weekly email updates	They can make informed decisions and allocate resources effectively. Is a good way to reflect on new changes and monitor if additional changes need to be made.
All other staff	To inform staff about upcoming training new policies and when they can expect their performance reviews to be	The training and development outlined are important for professional growth and the success of the Nursery.	Monthly newsletters notice on notice board Emails to personal and internal e-mail addresses staff meetings.	Quarterly staff newsletter emails with details on training as required monthly staff meetings	the ability to prepare for meetings understand the new policies an ask questions where clarification is needed can reduce anxiety towards reviews.
Parents and Children	To better manage expectations and inform them of any disruptions to staff routines due to staff being out for training and planning.	To provide our best care our staff will be participating in professional development we have arranged cover for your child carer.	Newsletters with upcoming dates and notices, parents notice boards.	Newsletters every month and sharing information as needed with plenty of notice.	Manages expectations an explains why there may be occasional staff changes in advance.

Local Authority	To provide necessary documentation the staff qualifications and training especially senior management.	We are committed to maintaining high standards through ongoing staff development and training.	Reports emails and copies of certificates.	As and when required.	Ensures the nursery remains compliant with regulations and provides proof of qualifications gained.
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Now we have a fixed solution, and the relevant people are informed we can start to make changes and get the Nursery back onto the right track providing consistent care.

Section 8: Monitor and Review Implementation

Based on the Detailed Action Plan and the Gantt Chart the progress will be monitored through a monthly monitoring progress report will be carried out by the Nursery manager ensuring all courses are completed and certification gained. Reviews will be completed with each staff member having a PDP to work towards and used to track their progress.

Problems and delays will be addressed during monthly meetings and solutions to these discussed and evaluated and added to the Gantt Chart and Detailed Action plan to keep it up to date and relevant.

Section 9: Conclusion

Identifying and solving a complex problem in the workplace has taught us that not every problem has a simple answer there are certain processes and tools we must first undertake rather than just guessing and then going with the obvious answer. By brainstorming and mind mapping we were able to firstly identify some possible and identifying if they would actually be achievable. Then taking those and developing then with a Ishikawa Diagram. From using feedback and data from staff we developed a 5 whys which helped us dive deeper into one of the possible root causes. Once the root causes were identified we were able to propose and analyse some potential solutions using Grid analysis and a cost benefit analysis for the top 3. From those we were able to decide on a firm plan in this case combining some of the ideas from Management training and adding in some staff incentives to help retain the staff we already have. From this we made a detailed action plan and a Gantt chart to detail what action needs to be implemented to get this problem solved.

We then identified the Nurseries stakeholders and how these changes will be relayed to them and what information they need to know and when. Finally we addressed how any problems would be addressed and how we would monitor development mainly through the use of PDPs for all staff.

Section 10: References

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