

**T Level Technical Qualification in  
Management and Administration  
(8715-33)**

**Business Support (313)**

**Guide Standard Exemplification  
Materials**

**Distinction – Sample 2022**

**First teaching from September 2022  
Version 1.0**

# Contents

<b>Introduction</b>	<b>3</b>
<b>Grade descriptors</b>	<b>4</b>
<b>Task 1</b>	<b>5</b>
Candidate evidence	6
1.1 PESTLE Analysis	6
1.2 Project Plan	9
1.3 Visual Timeline of Project Plan	12
1.4 Outline Waste Proposal Document	16
Commentary	18
<b>Task 19</b>	
Candidate evidence	20
2.1 Stakeholder Map	20
2.2 Stakeholder Engagement Plan	23
2.3 Meeting materials	26
2.4 Report to Finance Manager on cost of upgraded windows and solar panels	30
Commentary	32
<b>Task 3</b>	<b>33</b>
Candidate evidence	34
3.1 SWOT Analysis – Why the Whistleblowing policy is needed for IncludeAll	34
3.1.1 Research on Whistleblowing Policies	35
3.2 Draft Whistleblowing Policy	37
3.3 Presentation	41
3.4 Practical Observation record	44
Commentary	45
<b>Task 4</b>	<b>46</b>
Candidate evidence	47
4.1 Travel Itinerary with costs	47
4.2 Evidence of quotations in line with the organisation procurement limits	48
4.3 Sign-off Approval Request	61
Commentary	62
<b>Task 5</b>	<b>63</b>
Candidate Evidence	64
5.1 Information Pack	64
5.2 Coaching Plan	66
5.3 Coaching Questions	72
<b>Task 6</b>	<b>75</b>
Candidate evidence	76
6.1 Data Inventory document	76
6.2 Spreadsheet	77
6.3 Report on recommended core meals	78
Commentary	79

## Introduction

The sample assessment materials within this document refers to the Business Support sample occupational specialism assignment. The aim of these materials is to provide centres with examples of knowledge, skills and understanding that attest to distinction. In this document all exemplar evidence attests as examples of performance at the distinction grade boundary. It is important to note that in live assessments a candidate's performance is very likely to exhibit a spikey profile and standard of performance will vary across tasks. The distinction grade boundary will be based on a synoptic mark across all tasks.

### Task

This section details the tasks that the candidate has been asked to carry out and all evidence required to be submitted for marking.

In this GSEM there is candidate evidence from all tasks in this assignment:

Task 1 – Prepare documentation to assist with the launch of a new Café

Task 2 – Prepare documentation to inform the project team about external stakeholders

Task 3 – Research and devise a business case for a new policy

Task 4 – Prepare documentation for a new Café Manager

Task 5 – Techniques and tools to coach the new Café Manager

Task 6 – Create a spreadsheet to analyse business data

### Candidate evidence

This section includes exemplars of candidate work that illustrates performance at the distinction grade boundary. This will be exemplar evidence that was captured as part of the assessment and then externally marked by City & Guilds.

### Commentary

This section includes detailed comments to demonstrate how the candidate evidence attests to the performance standard of **distinction** by directly correlating to the grade descriptors for this occupational area. Centres can compare the evidence against the performance indicators in the marking grid descriptors within the assessor packs, to provide guidance on the standard of knowledge, skills and understanding that need to be met for distinction.

It is important to note that the commentary section is not part of the evidence or assessment but are evaluative statements on how and why that piece of evidence meets a particular standard.

## Grade descriptors

### **To achieve a distinction, a candidate will typically be able to:**

Demonstrate an exemplary performance that fully meets the requirement of the brief, demonstrating expertise in technical skills and techniques for planning, preparing, document creation and time management to industry standards showing a high level of accuracy for a business support role.

Competently and independently demonstrates high levels of skill when identifying the information needed to support business support activities. Interprets information effectively in order to make informed decisions that support tasks with a high level of effectiveness.

Demonstrate an exemplary use of techniques and tools required to support business support tasks with a high degree of effectiveness and demonstrating extensive breadth and depth of knowledge and understanding of business support principles and processes.

Be solution focussed, confidently delivering suggestions on methods to improve and the use of tools and techniques appropriate to effective planning and time management, coaching and solving problems. They will be able to accurately research and provide effective suggestions independently.

Carry out tasks to an exemplary standard, producing an excellent quality of work that is accurate and technically correct whilst meeting organisational and industry standards.

Demonstrate exemplary understanding and skills when engaging and communicating with stakeholders in order to develop effective and lasting relationships that support the brief. Competently demonstrates the selection and use of communications and media that maximise the effectiveness and value of stakeholder relationships.

Consistently select appropriate clear and effective verbal and written communication, using methods tailored succinctly to individual needs and tasks.

## **Task 1**

### **Prepare project documentation to assist with the launch of a new café**

For Task 1 candidates need to produce the following pieces of evidence:

- 1.1 PESTLE analysis
- 1.2 Project plan
- 1.3 Visual timeline of project plan
- 1.4 Outline waste proposal document

## Candidate evidence

### 1.1 PESTLE Analysis

	Considerations	Overview of potential risks	Time Frame	Level of impact	Importance
<b>P – Political</b>	<ul style="list-style-type: none"> <li>• Government restrictions</li> <li>• Local council approval</li> <li>• Business rates</li> <li>• Visa requirements for staff</li> <li>• Price controls such as RRP</li> <li>• Stability of local government</li> <li>• Potential changes to legislation</li> <li>• Tax policies including exemptions specific to food and drink offering</li> <li>• Charity grants</li> <li>• Charity funding</li> </ul>	<p>There are significant risks to 'IncludeAll' if they do not consider all the different political factors that exist externally to the organisation. These factors have the ability to impact the Café, particularly in terms of how it is run and how financially viable it is. For example, a change in business rates or price controls would directly impact profitability, as would a government change that may lead to an increase in taxes – meaning the café may be taxed more, but which would not necessarily be offset by an increase in funding or increased sales.</p> <p>If IncludeAll do not consider factors such as council approval, or potential government changes that impact on areas such as health and safety and local business legislation, then there is a risk the Café would never be able to open in the first instance.</p>	Ongoing	High	Variable
<b>E – Economical</b>	<ul style="list-style-type: none"> <li>• Current UK economic situation</li> <li>• Currency inflation interest rates</li> <li>• Taxation level</li> <li>• Current impacts in relation to sourcing products and suppliers and the impacts of this on supply</li> <li>• Demand and prices</li> </ul>	<p>The current UK economic situation will impact on the volume of customer sales in the new Café directly impacting on sales and profits and overall success which links to overall organisational growth, an aim of opening the new Café. A reduction in sales due to a negative economic situation will also risk staff numbers as reduced sales means reduced funds for expenditure which may result in loss of staff and potentially a business closure in the worst case.</p> <p>The Café will need to carefully monitor supply and demand as this risks a reduction in customer base, damage to business reputation and a loss of sales resulting in overall lower profits which may result in a reduction of organisational growth if the Café is forced to close. This can work in two ways; firstly, if there is great supply and little demand this will mean that the Café's overall expenditure is higher than it should be, and there would be a high level of loss. Secondly, if there is a small supply but a great demand, there are</p>	6-12 Months (Possibly longer)	High	Important

		potentially lots of sales being lost, as well as this risking the customer base and overall reputation of the Café and business. Both of these situations are a risk and should be avoided.			
<b>S – Social</b>	<ul style="list-style-type: none"> <li>• Cultural norms</li> <li>• Attitudes to new Café opening</li> <li>• Customer needs</li> <li>• Consumer preferences</li> <li>• Demographics e.g., age and gender</li> <li>• Price limitations and local spending habits</li> <li>• Fairtrade coffee and other crops e.g., bananas</li> <li>• Options for dietary requirements</li> <li>• Options for vegans and vegetarians</li> </ul>	<p>There are significant social risks associated with the new café, if these are not considered carefully then there is a risk that the Café will not gain the customer recognition that is required for a successful business. Key areas where development of a customer base may be presented include,</p> <ul style="list-style-type: none"> <li>• IncludeAll not reviewing current and accepted cultural norms, and the importance of these.</li> <li>• The attitudes and behaviours of local people to the new Café.</li> <li>• The needs and consumer preferences of its new customer base.</li> <li>• The impact on other activities that may impact how customers behave – e.g., changes to their personal or economic circumstances.</li> <li>• The inclusion of inclusive products that mean that all customer preferences are considered, e.g., vegetarian/vegan options.</li> </ul> <p>Not meeting or considering each of these points would increase the level of risk for the success of 'IncludeAll'. If a customer base is not developed and maintained successfully, then overall efforts to develop the Café will be jeopardised.</p>	6-12 Months	High	Critical
<b>T – Technological</b>	<ul style="list-style-type: none"> <li>• Order automation</li> <li>• Kitchen order processing via digital solution</li> <li>• Digital menu screens</li> <li>• Push notifications to customers</li> <li>• Payment processes</li> <li>• EPOS systems</li> <li>• Ability to accept contactless payments</li> <li>• Order and collection options</li> <li>• Pre-payment options</li> <li>• Loyalty schemes</li> <li>• Ability to donate or 'round up' order to donate amounts to the charity when placing order</li> </ul>	<p>Risk of falling behind competitors if technological offering is not modern, agile, and easy for customers to use. This must be accessible and scalable. If technology offering is not comparable with other Café's infrastructure, it may mean that customers stop returning and opt to visit another Café. This will have a direct impact on sales and profits and overall organisational growth. Some of the technological solutions will directly increase charitable donations, contributing to the overall organisational aims and so the risk is also to the charity as an organisation as well as a business.</p>	0-6 months	Medium	Important

<b>L – Legal</b>	<ul style="list-style-type: none"> <li>● Local authority trading standards</li> <li>● Environmental health ratings</li> <li>● Charity commission</li> <li>● Charity accounting regulations</li> <li>● VAT rules</li> <li>● Environmental health approval</li> <li>● Employers and public liability insurance</li> <li>● Building control</li> <li>● Health and safety</li> <li>● Laws</li> <li>● Fire risk assessments</li> <li>● First Aiders</li> </ul>	<p>The Café must ensure that they adhere to legal trading standards and operating business regulations as otherwise this means they run the risk of not operating as an organisation legally. The impacts of this could result in loss or closure of business which would mean that the Café launch was not a success, nor did it contribute to organisational growth. This could also have further risks and impacts on IncludeAll as an organisation because this would negatively impact on the organisational reputation and have potentially further risks for the other Cafés in the organisation.</p>	0-6 Months	High	Critical
<b>E - Environment</b>	<ul style="list-style-type: none"> <li>● Local environment in Manchester</li> <li>● Sustainability</li> <li>● Waste management rules and regulations</li> <li>● Green practices, including recycling, reduction in carbon footprint, use of biodegradable packaging, adhering to a circular economy, reducing use of transportation and fuel usage</li> <li>● Pollution</li> <li>● Policy requirements</li> <li>● Environmental accreditations</li> </ul>	<p>The local environment in Manchester around the new Café must be reviewed as this could risk the success of the business, for example the surrounding area and environment around the Café should be suitable and appropriate for the business and should not be off-putting for customers. This would risk profit and sales and mean that the launch of the Café was not a success in both the short and long term as customers may not return.</p> <p>In terms of Café operation, it is a risk to organisational reputation if the business does not run sustainably or in line with waste management rules and regulations. The risk of the Café contributing to waste pollution may have a direct impact on customer’s views of IncludeAll which is an organisation with sustainable aims, and which seeks to always be environmentally friendly. This is especially important for the Manchester Café as the CEO wishes this Café to showcase green environmental practices and sustainability principles. Therefore, the risk to organisational reputation is greater if the Café does not consider the local environment and run sustainably in line with local waste management rules and regulations.</p> <p>IncludeAll is a sustainably focused organisation, with the new Manchester Café serving as a flagship in terms of environmental friendliness and sustainability. There is a significant risk to organisational reputation if environmental policy requirements are not met in the launch and running of the new Café. Also, there is the risk to the Café in not following these green practices that they may never meet standards for environmental accreditation, which would be a major landmark for the organisation to achieve through this flagship Café.</p>	N/A	Medium	Important



## 1.2 Project Plan

<p><b>Project Name:</b> Opening of a new IncludeAll Café in Manchester <b>Version:</b> V1 <b>Issue Date:</b> 01/06/2021 <b>Prepared by:</b> Maxwell Prime</p>
<p><b>Project Scope</b> IncludeAll will plan and open a new additional Café in Manchester. The scope of this project will include all planning aspects and considerations to include staff, premises, suppliers, stock, IT, Finance and Marketing. The project will be successfully completed when the new Café has launched. The project team will remain until the Café has opened.</p>
<p><b>Goals and Targets</b></p> <ul style="list-style-type: none"><li>• To successfully launch a new Café in Manchester as part of IncludeAll organisation in order to support the organisational growth in the northwest of England.</li><li>• To always consider environmental friendliness and sustainability in the launch and running of the new Café in Manchester and seek for optimal waste reduction.</li><li>• To successfully use the launch of a new Café in Manchester in order to develop best practice in resourcing and sustainability across the chain.</li><li>• In my role as Business Support Administrator, to provide business administration support that will include producing the relevant documentation and supporting the launch of the new Café.</li><li>• To support the CEO of IncludeAll to become more cost efficient and centralise the organisation's food offering across all of the Café sites.</li></ul>
<p><b>Tasks to be undertaken</b></p> <ul style="list-style-type: none"><li>• Secure a new location for the Café in the Manchester area</li><li>• Obtain local council/environmental health approval of new Café</li><li>• Sign lease paperwork and setup business insurance for new location</li><li>• Advertise and recruit suitable staff and trainees for the Café</li><li>• Setup local suppliers to supply food and drink to the Café</li><li>• Devise and agree on a Café menu</li><li>• Complete interior work including branding of the Café premises</li><li>• Setup internet and EPOS for Café</li><li>• Setup utilities billing and banking for Café</li><li>• Agree and advertise the launch of the Café</li><li>• Provide staff training on customer service and EPOS operations</li><li>• Create a launch event for the new Café opening</li></ul>
<p><b>Resources</b></p> <p><b>Staff</b></p> <ul style="list-style-type: none"><li>• 1 x Café Manager</li><li>• 5 x Shift Supervisors</li><li>• 5 x Café Assistants</li></ul> <p><b>Internal Support</b></p> <ul style="list-style-type: none"><li>• ICT Team</li><li>• Marketing Team</li><li>• HR Team</li></ul> <p><b>Equipment</b></p> <ul style="list-style-type: none"><li>• iPad for EPOS System</li></ul>

- Internet router
- Printer (for staff rotas)
- Backup Wi-Fi dongles as a failover
- Staff laptop
- Switch
- Wireless access point / Wi-Fi hub

### Suppliers

- Electric Supplier
- Heating Supplier
- Internet Supplier
- Catering Supplier for food and drinks

### Timescales

Milestone	How this will be achieved?	Delivery Date
Secure a new location for the Café in the Manchester area	Work with local estate agents to search the Manchester area for a suitable location. The location must be within budget and also have a footfall of people i.e., in a shopping or popular district.	15/06/2021
Obtain local council/environmental health approval of new Café	Engage with local council authority upon final stages of securing the new property to ensure the property meets any council regulations. It would also be good practice to ask Environmental health department within local council to visit the site before final sign of the lease to ensure the layouts etc meets requirements set by environmental health.	30/06/2021
Sign lease paperwork and setup business insurance for new location	Engage with business solicitor to ensure lease is acceptable and is signed by the CEO. Work with local insurance broker to secure best quote available for business needs and ensure any charity discounts are applied.	20/06/2021
Advertise and recruit suitable staff and trainees for the Café	Job descriptions to be provided to HR Manager to advertise roles.  HR Manager to arrange interviews panels and schedule on-boarding for successful candidates.	01/08/2021
Setup local suppliers to supply food and drink to the Café	Local suppliers to be appointed based on the menu offering.	30/06/2021
Devise and agree on a Café menu	Menu to be agreed by management in terms of service offering and prices for each item. Supplier to be appointed against each item.	20/06/2021
Complete interior work including branding of the Café premises	Appoint building contractor including painter to complete any work required.  Appoint sign company to provide outside and inside signage.	25/08/2021
Set-up internet and EPOS for Café	Complete internet line tests with internet providers to secure a best value for money service offering for guest and staff Wi-Fi.  Confirm order with best value supplier and agree install date asap.	25/08/2021
Setup utilities billing and banking for Café	Appoint electric and heating supplier (possibly gas depending on property) on the best value cost per unit of energy used. Avail of any charity discounts where appropriate.  Take pictures of meter readings on first day of use.	25/08/2021
Agree and advertise the launch of the Café	Advertise the Café launch across a range of platforms to suite the target audience, this could include local newspapers but mainly social media campaigns with a daily budget aimed at the target audience of the Café. Adverts to include a call to action such as '1 free coffee with every meal purchased' to be agreed with catering manager.	30/07/2021

Provide staff training on customer service and EPOS operations	Create a training plan to include all training required by staff including mandatory training such as Health & Safety and Food Hygiene.	28/08/2021
Launch Café	Successful Café launch monitored by the success of the launch event in terms of overall takes and customer satisfaction via a short survey completed on the day upon exit by customers.	01/09/2021

## Time Management Theories and Prioritisation

It is important to ensure the project is managed appropriately and therefore it would be good practice to apply a time management model to ensure prioritisation of tasks across the business.

I would suggest using Covey's Matrix model, Covey's Matrix is a box divided into four key areas (quadrant), with each representing how your work/tasks time is divided up according to importance and urgency of the task itself. I have shown below the key areas of the matrix.

	Urgent	Not Urgent								
Important	<p><b>Quad I</b></p> <table border="0"> <tr> <td><b>Activities</b></td> <td><b>Results</b></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Crisis</li> <li>• Pressing Problems</li> <li>• Deadline Driven</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Stress</li> <li>• Burn-out</li> <li>• Crisis management</li> <li>• Always putting out fires</li> </ul> </td> </tr> </table>	<b>Activities</b>	<b>Results</b>	<ul style="list-style-type: none"> <li>• Crisis</li> <li>• Pressing Problems</li> <li>• Deadline Driven</li> </ul>	<ul style="list-style-type: none"> <li>• Stress</li> <li>• Burn-out</li> <li>• Crisis management</li> <li>• Always putting out fires</li> </ul>	<p><b>Quad II</b></p> <table border="0"> <tr> <td><b>Activities</b></td> <td><b>Results</b></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Prevention, capability improvement</li> <li>• Relationship building</li> <li>• Recognizing new opportunities</li> <li>• Planning, recreation</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Vision, perspective</li> <li>• Balance</li> <li>• Discipline</li> <li>• Control</li> <li>• Few crisis</li> </ul> </td> </tr> </table>	<b>Activities</b>	<b>Results</b>	<ul style="list-style-type: none"> <li>• Prevention, capability improvement</li> <li>• Relationship building</li> <li>• Recognizing new opportunities</li> <li>• Planning, recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Vision, perspective</li> <li>• Balance</li> <li>• Discipline</li> <li>• Control</li> <li>• Few crisis</li> </ul>
<b>Activities</b>	<b>Results</b>									
<ul style="list-style-type: none"> <li>• Crisis</li> <li>• Pressing Problems</li> <li>• Deadline Driven</li> </ul>	<ul style="list-style-type: none"> <li>• Stress</li> <li>• Burn-out</li> <li>• Crisis management</li> <li>• Always putting out fires</li> </ul>									
<b>Activities</b>	<b>Results</b>									
<ul style="list-style-type: none"> <li>• Prevention, capability improvement</li> <li>• Relationship building</li> <li>• Recognizing new opportunities</li> <li>• Planning, recreation</li> </ul>	<ul style="list-style-type: none"> <li>• Vision, perspective</li> <li>• Balance</li> <li>• Discipline</li> <li>• Control</li> <li>• Few crisis</li> </ul>									
Not Important	<p><b>Quad III</b></p> <table border="0"> <tr> <td><b>Activities</b></td> <td><b>Results</b></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Interruptions, some callers</li> <li>• Some email, some reports</li> <li>• Some meetings</li> <li>• Proximate, pressing matters</li> <li>• Popular activities</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Short term focus</li> <li>• Crisis management</li> <li>• Reputation – chameleon character</li> <li>• See goals/ plans as worthless</li> <li>• Feel victimized, out of control</li> <li>• Shallow or broken relationships</li> </ul> </td> </tr> </table>	<b>Activities</b>	<b>Results</b>	<ul style="list-style-type: none"> <li>• Interruptions, some callers</li> <li>• Some email, some reports</li> <li>• Some meetings</li> <li>• Proximate, pressing matters</li> <li>• Popular activities</li> </ul>	<ul style="list-style-type: none"> <li>• Short term focus</li> <li>• Crisis management</li> <li>• Reputation – chameleon character</li> <li>• See goals/ plans as worthless</li> <li>• Feel victimized, out of control</li> <li>• Shallow or broken relationships</li> </ul>	<p><b>Quad IV</b></p> <table border="0"> <tr> <td><b>Activities</b></td> <td><b>Results</b></td> </tr> <tr> <td> <ul style="list-style-type: none"> <li>• Trivia, busy work</li> <li>• Some email</li> <li>• Personal social media</li> <li>• Some phone calls</li> <li>• Time wasters</li> <li>• Pleasant activities</li> </ul> </td> <td> <ul style="list-style-type: none"> <li>• Total irresponsibility</li> <li>• Fired from jobs</li> <li>• Dependent on others or institutions for basics</li> </ul> </td> </tr> </table>	<b>Activities</b>	<b>Results</b>	<ul style="list-style-type: none"> <li>• Trivia, busy work</li> <li>• Some email</li> <li>• Personal social media</li> <li>• Some phone calls</li> <li>• Time wasters</li> <li>• Pleasant activities</li> </ul>	<ul style="list-style-type: none"> <li>• Total irresponsibility</li> <li>• Fired from jobs</li> <li>• Dependent on others or institutions for basics</li> </ul>
<b>Activities</b>	<b>Results</b>									
<ul style="list-style-type: none"> <li>• Interruptions, some callers</li> <li>• Some email, some reports</li> <li>• Some meetings</li> <li>• Proximate, pressing matters</li> <li>• Popular activities</li> </ul>	<ul style="list-style-type: none"> <li>• Short term focus</li> <li>• Crisis management</li> <li>• Reputation – chameleon character</li> <li>• See goals/ plans as worthless</li> <li>• Feel victimized, out of control</li> <li>• Shallow or broken relationships</li> </ul>									
<b>Activities</b>	<b>Results</b>									
<ul style="list-style-type: none"> <li>• Trivia, busy work</li> <li>• Some email</li> <li>• Personal social media</li> <li>• Some phone calls</li> <li>• Time wasters</li> <li>• Pleasant activities</li> </ul>	<ul style="list-style-type: none"> <li>• Total irresponsibility</li> <li>• Fired from jobs</li> <li>• Dependent on others or institutions for basics</li> </ul>									

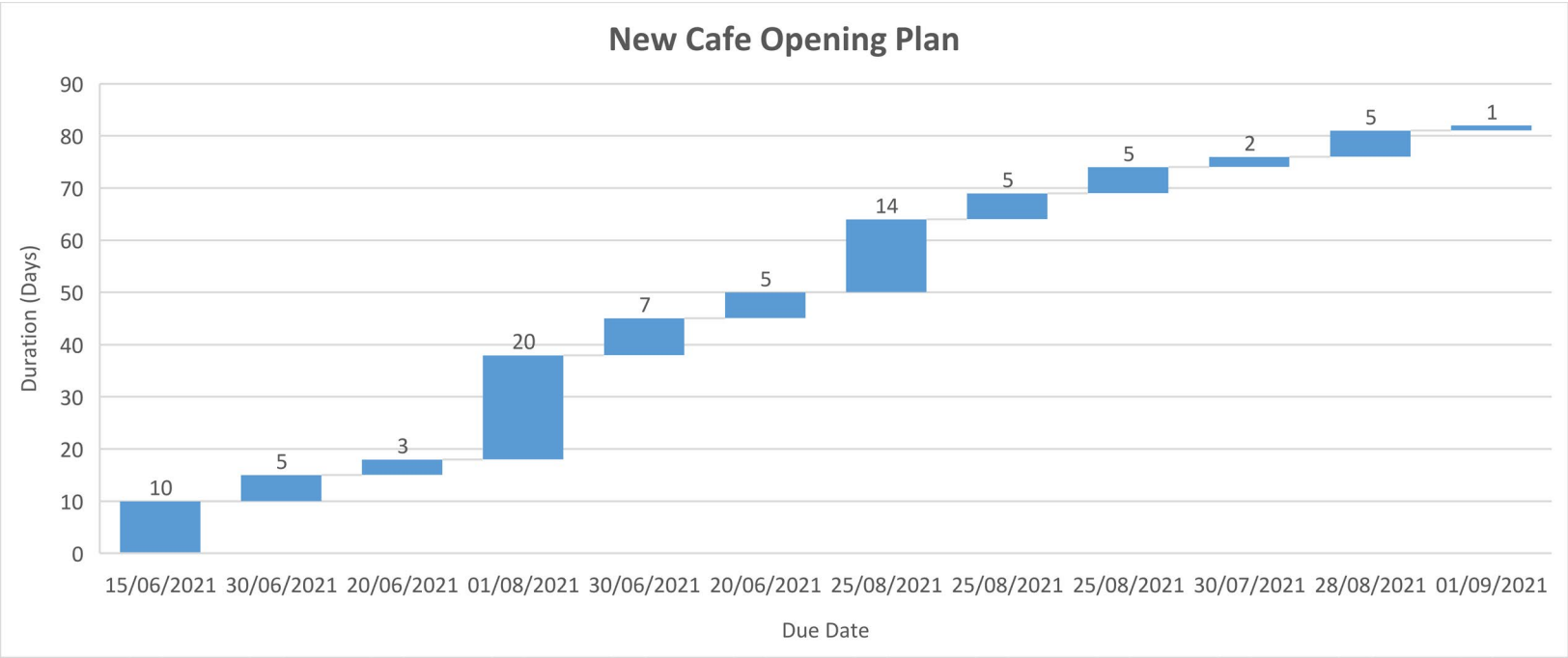
Figure 1 - <http://www.thrivingschools.net/blog/2017/1/30/important-vs-urgent-stephen-covey-at-school>

The matrix represents the time you have available, each section/quadrant can be changed, depending on how much time you spend in it. The purpose is to try and shift as much of your time into quadrant two, whilst reducing the time that is spent in the others.

For the opening of the new Café, there are activities that are fundamental to the launch and most of these activities will fall within quadrant one – these focus on the physical set-up of the Café, such as ensuring that the infrastructure is in place and that everything is operational for the start date. Many of these activities are inter-connected, so rely on the success of earlier activities – for example, the integral requirement to secure a physical location. As the project is embedded, more of my activities will fall into Quadrant two – these will include things such as the ongoing review of feedback and consideration of different marketing methods.

### 1.3 Visual Timeline of Project Plan

#### Chart View



# Data View

## Baselines

Track the difference between your original schedule and schedule changes over time with a baseline. [Learn More](#)

Show baseline in Gantt

### Actual

Start: **06/06/21** End: **01/09/21**

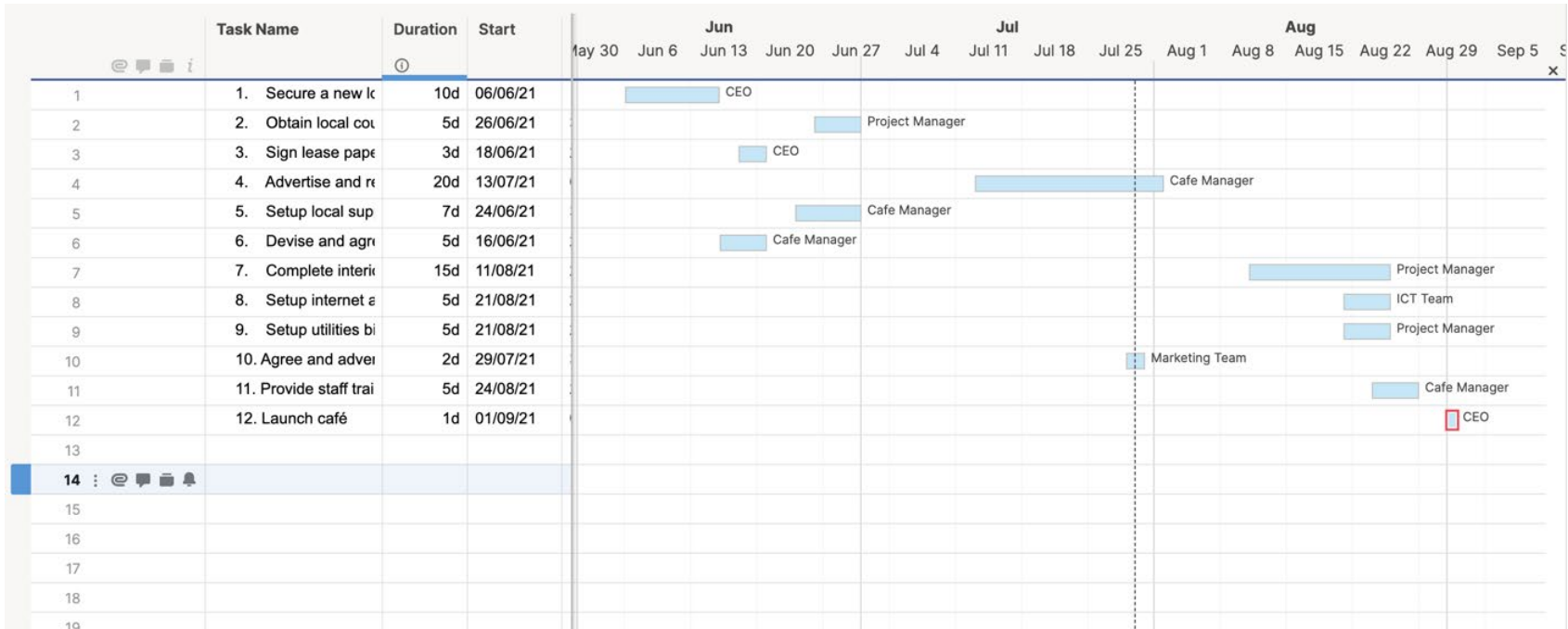
### Baseline

Start: **06/06/21** End: **01/09/21**

### Variance

On schedule

Cancel Set





July - August 2021

◀ 1 Month ▶

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
July 25	26	27	28	29	30	31	
4. Advertise and recruit suitable staff and trainees for the café							
					10. Agree and advertise the launch of the café		
August 1	2	3	4	5	6	7	
4. Advertise and recruit							
8	9	10	11	12	13	14	
				7. Complete interior work including branding of the café premises			
15	16	17	18	19	20	21	
7. Complete interior work including branding of the café premises							8. Setup internet and EP
							9. Setup utilities billing a
22	23	24	25	26	27	28	
7. Complete interior work including branding of the café premises							
8. Setup internet and EPOS for café							
9. Setup utilities billing and banking for café							
			11. Provide staff training on customer service and EPOS operations				

July 2021

S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

August 2021

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

September 2021

S	M	T	W	T	F	S
	1	2	3	4		
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2

## 1.4 Outline Waste Proposal Document

<p><b>Proposal:</b> Reduction of Waste for IncludeAll.</p> <p><b>Rationale:</b> To ensure the organisation contributes to waste reduction and considers waste reduction methods across all services offered.</p> <p><b>Objective:</b> To streamline waste reduction activities to ensure the organisation remains eco-friendly and environmentally friendly.</p>		
Recommendation	Intention	Stakeholder Considerations:
1	Implement recycling stations across the Café sites for customers to use, these could be segregated waste streams such as cardboard, plastic, general waste, and paper.	<ul style="list-style-type: none"> <li>Staff compliance with using the new stations and how the organisation can monitor the compliance of staff including action taken for non-compliance</li> <li>Costs associated with implementing the stations</li> <li>Costs associated for non-compliance i.e., contaminating the waste stations</li> </ul>
2	Introduce a reusable cup/mug scheme across the Café locations whereby customers should be encouraged to bring and use their own reusable mug and in return could receive a discount of their drink such as 0.20p – 0.30p.	<ul style="list-style-type: none"> <li>Potential misuse of the scheme i.e., staff processing discount without customers providing cup evidence. Leading to loss in revenue</li> <li>Reduction in cost of purchasing cups vs reduction in revenue (return on investment)</li> <li>Costs associated with marketing this scheme</li> <li>Engaging customers for customer buy in</li> <li>Consider selling reusable cups to customers</li> </ul>
3	Implement a stock management system and strict stock rotation controls to ensure minimal waste. This can be achieved by ensuring food is rotated and used accordingly when approaching the out of date.	<ul style="list-style-type: none"> <li>Staff do not update the system and therefore incorrect stock is ordered and reported on</li> <li>Staff do not rotate stock leading to overstock and greater business cost</li> <li>Menus are not created based on food overstock leading to missed opportunity to utilise wasted food</li> </ul>
4	Donate left over foods to other charities, perhaps charities that work with homeless shelters or people in need within the local community.	<ul style="list-style-type: none"> <li>The process of how the food is taken to the charity</li> <li>How the chosen charity is decided</li> <li>Who is responsible for the food in relation to food hygiene standards once the food has been donated?</li> <li>Safety of staff when delivering food</li> <li>Insurance cover</li> </ul>
5	Record all food waste and ensure staff record food waste accurately on the EPOS system.	<ul style="list-style-type: none"> <li>Staff do not record all information on the system leading to inaccurate data</li> <li>Overstocking due to data inaccuracy</li> <li>Greater business cost due to inaccurate food waste</li> <li>Potential for staff to consume items and mark as waste therefore internal process should be established for verification of waste items i.e., supervisory approval on EPOS system</li> </ul>



6	Engage staff with the importance of managing waste. Ask staff for their feedback on how waste could be reduced and invest and train staff in relevant areas for their own personal development and to benefit the business.	This ensures that all staff are conscience of waste and encourages all in the organisation to strive to take ownership to reduce waste.	<ul style="list-style-type: none"> <li>• Format of staff engagement and costs of training</li> <li>• How will the feedback be gathered and analysed?</li> <li>• How will the action plan be created?</li> <li>• How can staff monitor their own personal development</li> </ul>
7	Implement good stock rotation across the cafes. This is where items with a greater use by date is placed to be used after the items with the nearest use by date.	This should reduce the wastage for any products which would otherwise have been disposed of.	<ul style="list-style-type: none"> <li>• How will staff know how to correctly rotate stock</li> <li>• How will this process be monitored?</li> <li>• The costs to the business of not rotating stock</li> <li>• The reduction/increase of wastage to be monitored</li> </ul>

### **Laws and compliance with laws**

The business needs to ensure that all cafes are disposing of any waste appropriately using dedicated bins provided by the waste provider. The storage of wastage needs to be secure and not cause any impact to the environment. (<https://www.gov.uk/topic/environmental-management/waste>). The Café will also have to ensure to follow the Health and Safety in Work Act and Manual handling regulations in relation to staff dealing with waste.

### **Impact that implementing recommendations may have on stakeholder buy-in**

The Café should consider the impact that implementing waste reduction recommendations may have on stakeholder buy-in to the Café. There could either be a positive or negative response from different stakeholders for the different recommendations. As part of each recommendation, considerations of how different stakeholders may be impacted have been provided. For each recommendation, there will need to be a considered view of how stakeholders are engaged to ensure that the proposal can be implemented. For example, when proposing a reusable cup scheme, it will be important to present this new scheme to customers as a positive element to achieve their 'buy-in'. Providing a monetary incentive will be helpful, but this should also be supported with awareness of why the scheme is in place, and the positive impact that the customer's choice will have on the environment.

Negative responses or impacts could occur to different recommendations, if these are not followed or if they are implemented but not followed by staff i.e., staff continue to dispose of waste incorrectly. This could lead to external stakeholders not buying into the Café and the waste management process – and detrimentally view the café as not meeting its commitment to reduce waste.

Some of the key methods that will be used to support stakeholder buy-in as part of the implementation of the new recommendations include,

- Create a stakeholder engagement plan for waste reduction
- Ensure open communication with all stakeholders using most suitable methods of communication
- Provide incentives for stakeholders to reduce waste
- Establish an initial baseline of waste levels and provide statistical information to stakeholders on historic vs actual

As implementing these new proposals will require change for both internal and external stakeholders, it is important to consider the use of change management approaches to support the positive embedment of change. A number of change management theories could be used to embed change. For example, the Café could use Lewin's Change Management Model which suggests to 'Unfreeze, Freeze and Refreeze' as an approach to implementing changes to an organisation. In relation to the waste management recommendations, the Café could determine exactly what needs to be changed in order for the recommendations to be successfully implemented, plan and implement the change and follow this by introducing ways to ensure the change remains and that the change does not revert to prior practices. Another theory that could be followed is the ADKAR model. Driving awareness amongst stakeholders for the reasons and needs to change in relation to its approach to waste is the foundation for creating a desire for that change to be implemented. The development of knowledge to support stakeholders to understand how they can make the change work, would then support their understanding of how they are then able to support change. Reinforcement of the approaches from the organisation will help to lead to the success implementation of the new waste reduction recommendations, and for these to be firmly embedded within the organisation.

## Commentary

The PESTLE analysis demonstrates a high level of skill in identifying the range of considerations needed to be taken into account for the development of the new Café. The candidate has aligned considerations identified with an understanding of how different factors present a range of short-and-long term risks to the project. Clear categorisation and prioritisation of the level of those risks has been provided. For example, compliance with regulation is classified as of 'high impact, critical importance', and is linked to an understanding of the immediate threats that this has (e.g., the opening of the Café), as well as consideration of wider/longer-term impacts (e.g., reputational impact on the organisation overall).

The PESTLE considerations frame the background of the project plan, which effectively details the range of activities that are expected to be undertaken. A logical and informed structure has been followed that clearly and succinctly links key goals and targets, aligned with specific tasks and that have then been developed into a plan to include detailed milestones, achievement actions and timeframes.

The visual timeline outlines the project plan activities in a manner that has been clearly considered. The candidate has used a number of different methods (including a chart overview, Gantt chart and the use of an outlook calendar) to support the understanding of the reviewer to appreciate how the plans will be executed.

The candidate has developed a proposal document that effectively presents recommendations for reducing waste. This has been visually developed in a clear table format that aligns the recommendation with its intention, as well as the potential impact on stakeholders. There are effective justifications provided for how each recommendation supports waste reduction to occur, supported by clear alignment and linkages with considerations to impact on stakeholders. The proposal includes sections developed in detail on how waste reduction recommendations need to comply with laws, and the overall impact that recommendations may have on stakeholders. There is an effective attempt to show how the use of different change management approaches (for example, consideration of both Lewin's and Kotter) would support stakeholder engagement and ensure the effective embedding of positive change to reflect the overall objective of the proposal.

## **Task 2**

### **Prepare documentation to inform the project team about external stakeholders**

For Task 2 candidates need to produce the following pieces of evidence:

- 2.1 Stakeholder map
- 2.2 Stakeholder engagement plan
- 2.3 Meeting materials (Meeting agenda, Minutes template, Introductory email)
- 2.4 Report in response to objection

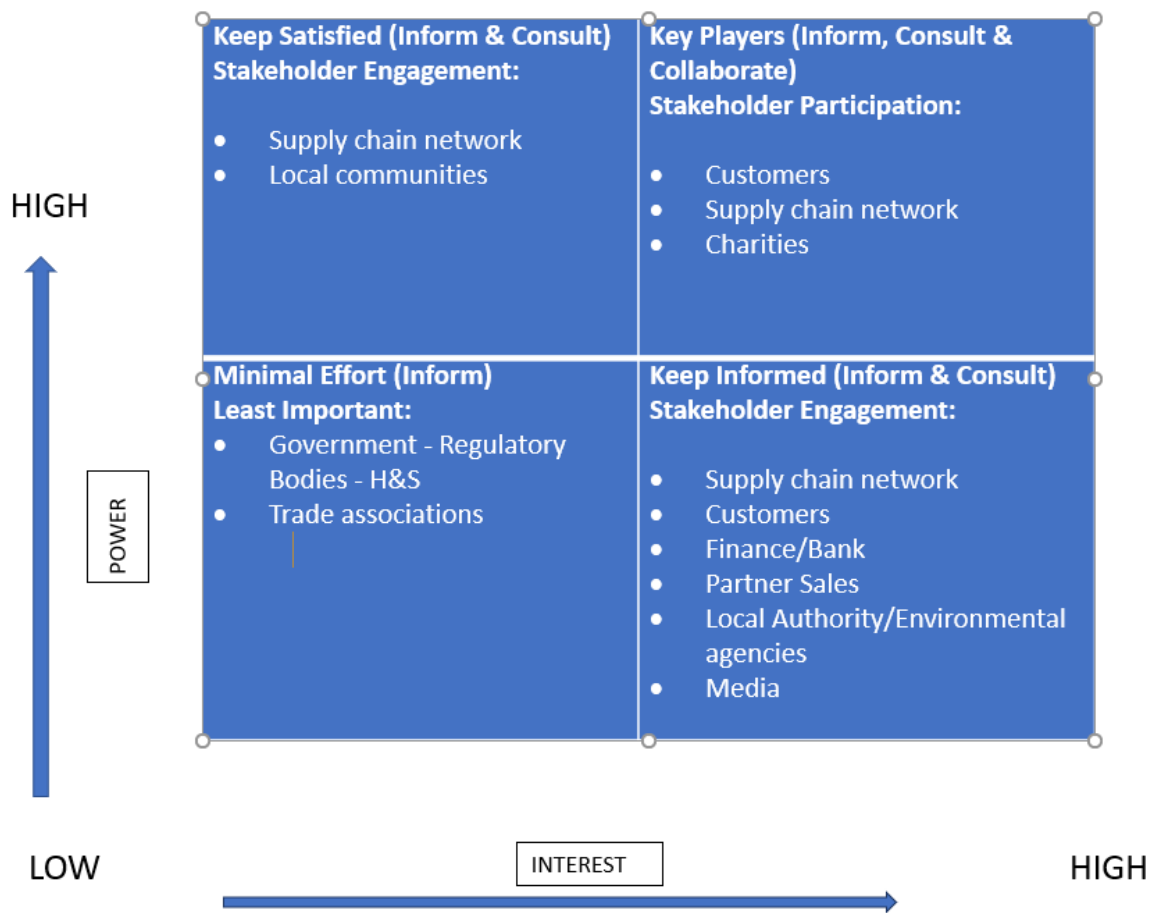
## Candidate evidence

### 2.1 Stakeholder Map

#### Part 1 – Identifying External Stakeholders



With the planned new café opening for IncludeALL, one of the first steps is to identify key external stakeholders, Mendelow's model is used to analyse stakeholders and their attitudes in order to produce a stakeholder engagement plan to meet their needs and expectations.



Mendelow classified stakeholders on a grid whose axes are the power to influence and the interest in the organisation's activities.

- Power: How much power and influence do they have based on their positions
- Interest: how high is their vested interest in the project outcome.

These factors help to identify the relationship between a company and its stakeholders and will inform how to engage with them in the most positive and relevant way. For example:

Low Power, Low Interest - Minimal Effort - Changes to internal business processes have minimal impact on them therefore there should be no expectation other than compliance with legislation regarding this change.

High Power, High Interest – Customers are key here as they have a stake in product, service quality and value and provide the income to keep the cafe in business. The supply chain network is essential to keep the business going and the charities will supply and support staff.

## Part 2 – Stakeholder's Expectations

Stakeholder	Expectations	Importance/Influence High/Medium/Low
Customers	Expect the company to live up to its ethical values e.g., promote sustainability, ethical farming, reduce waste, Want a good choice of food and drink, quality produce, value for money and prompt and responsive service	High
Charities	Evidence of ethical values in practice e.g., appropriate, and on-going support for staff open communication, responsive to needs and partnership working.	Medium
Suppliers	Honest and open transactions and to be paid on time. Realistic expectations about delivery dates and. easy access to the café for deliveries.	High
Government	Expect taxes to be paid on time and all paperwork to be completed properly. Company to follow all rules and regulations e.g., keep a safe workplace and make sure environmental rules are met and they can inspect the building work as it goes on.	Medium
Local Authority	Excellent food hygiene and meet environmental health regulations. Access to the property and hygiene records as required	Medium
Trade associations	Access to staff to communicate their offer and to support them if required.	Low
Finance/Banks	Open and honest communication, accurate financial forecasts any loans to be paid on time. To build a positive working relationship.	Medium
Community	Respect for local community (litter, noise), adding value to the area, job opportunities, Participation in local events.	Medium
Media	Press - co-operation with news stories, press releases, photo opportunities, working together to promote the business/area Social media - Updated and current information on the café. Online bookings, photos, posts and to be able to see and add to reviews.	Low

## 2.2 Stakeholder Engagement Plan

Stakeholder	Potential role	Level of interaction required	Communication Methods and why these will be effective
Customers	Keep business going by buying products and recommending to others.	High	<p>Advertising campaigns including via:</p> <ul style="list-style-type: none"> <li>• newspapers,</li> <li>• local community newsletters,</li> <li>• other local businesses,</li> <li>• online via social media avenues targeting the local area.</li> </ul> <p>This will be effective because advertising increases awareness, which will result in increased footfall that can support a successful launch through sales and profits. Word of mouth recommendations from one person to another is a result of advertising campaigns, which will be an effective way to expand the customer pool. For IncludeAll as a wider organisation, the Café's ethical values and credentials can be emphasised to customers through this advertising meaning that the charity as a whole benefits from increased publicity, potentially leading to increased donations and positive brand reputation in both the local community and wider across the country.</p> <p>Customer feedback schemes e.g., questionnaires in the café or online polls will support the café to confirm if it is successfully serving its customers.</p> <p>This will be an effective communication method as it will allow data analysis of the customer feedback schemes allowing IncludeAll to identify key trends that will be able to be used to ensure sales targets are met. It also means that if data trends identify that sales are not meeting expected targets, then plans can be altered where necessary to get back on track.</p>
Charities	Work in partnership to recruit staff. Charities to support staff meeting their individual needs. Promote the work of the café through their networks.	Medium	<p>Local charity networking events, email, via a designated contact within IncludeAll to network with other charity's contacts.</p> <p>This will ensure that IncludeAll is working in close partnership with other local and relevant charities which will strengthen their position in the sector. Communicating closely with the other local charities in the above ways means that close working relationships are developed ensuring IncludeAll's place in the local charity community.</p> <p>This means the potential for partnerships and working in collaboration, increasing potential donations as well as increased advertising opportunities. IncludeAll will benefit as both a wider charity, and for the specific launch of the new café, through promotion via partner charities.</p>
Suppliers	To provide all food and resources needed by the café and fulfil orders on time and in full.	High	<p>Weekly order update by email or telephone, regular meetings to ensure that the correct products and delivery slots scheduling are kept to agreed timelines.</p> <p>By ensuring regular and close communication with the suppliers of the Café via weekly updates and other regular meetings ensures that any risk of supply issues are minimised. For example, if communication between IncludeAll and the supplier at the weekly meeting identifies any potential issues, this means that IncludeAll can be aware quickly and perhaps have a</p>

			contingency plan with an alternative supplier. The frequent communication and check-in type communication with the suppliers also means that IncludeAll will establish partnerships and honest and transparent working relationships which will in turn build up a network of reliable suppliers, in turn ensuring products are supplied and sales and profits maintained.
Government	To check the business is meeting all its legislative requirements re. taxes, employment legislation etc.	Low	Email notifications from the government to the business, online government website, online government portal for businesses, online government forms, formal reporting, email, or phone to arrange any necessary inspections. These communication methods allow for direct and quick responses to any government queries for example reporting on accounting and tax processes, ensuring business taxes are paid on time, reporting on charity/business insurance as an employer. It also means that IncludeAll will keep up to date with legal requirements that they need to adhere to as they will remain in communication with the government indirectly e.g., through regularly checking government websites/portals. This will ensure timely business reporting by IncludeAll, as well as allowing them to stay up to date with relevant business legislation and ensuring their systems and processes meet requirements.
Local Authority	To ensure company complies with Environmental health legislation, to license the premises and award food hygiene rating	Medium	Email, phone, designated contact in IncludeAll to keep in regular contact with local authority contact to ensure that inspections can be booked in on time. This will ensure that the business adheres to local authority requirements, as well as assisting IncludeAll in progressing as a food and drink establishment by gaining excellent food hygiene accreditation. This will mean that more customers will want to visit the new Café, and which may in turn also increase business in the other Café locations, ensuring that IncludeAll as a wider organisation has a good brand reputation in the local communities they serve. Regular communication with the local authority also means that IncludeAll can ensure that across all Café offerings they have the correct and appropriate systems and procedures in place to meet local authority requirements e.g., environmental health.
Trade associations	To offer support to the staff on any relevant employment issues. To work on their behalf and to liaise with and represent their interests with management.	Low	Monthly reporting, email and phone contact by Head of HR with Trade Association contact, email newsletters to IncludeAll staff on Trade Association activities. Keeping monthly communication with the relevant Trade Associations means that staff employed by IncludeAll can feel supported by an external third party should they need to use it. Building up a good relationship between the Head of HR and the contact at the trade association means that staff will see IncludeAll as a caring employer that shows they have open communication, in turn reinforcing their brand values of inclusivity and diversity. This will mean that staff may be retained for longer in their positions which is good for the long-term growth of the charity.
Finance/banks	To offer finance to the organisation as needed and in line with the financial position of the organisation. To monitor the financial health of the company and the	Medium	Face to face meetings, phone appointments, email communication, via Finance Manager in IncludeAll. Accurate financial reports and forecasts will be produced and updated regularly by agreement with the bank. Quarterly reporting for the CEO and Board of Directors will ensure that they are kept up to date of the Café's progress and how sales and profits levels are doing. Formal communication with the bank via the IncludeAll Finance Manager will ensure that the financial health of the charity will be maintained as working closely together and having a direct communication avenue to the bank will mean that issues are highlighted earlier and can therefore be resolved. It also ensures that financial reporting can be readily supplied to the bank upon request without the delay of not having a designated contact to send the reports.



	continued ability to pay back any loans.		
Community	To become involved in the project and help to ensure the café meets local needs and is an asset to the community.	High	Local community newsletters, local advertising e.g., fliers posted around the local community, via local community groups that can promote the Café launch and establish its place in the community. Having regular and maintained communication with the local community is very important for IncludeAll to establish its place in the local community, establish a long-term customer base and ensuring that their brand reputation is positive and displays the core values central to the charity i.e., inclusion, employing local people from different backgrounds in their Cafes. By ensuring this, donations and sales at the Café will increase, ensuring the new Café launch is a success. By communicating with local community groups, IncludeAll can seek valuable feedback from how they are operating and how successful they are being in establishing their place as a trusted business in the community, as well as identifying potential improvements such as local area concerns around the Café e.g., litter.
Media	To publicise the café in a positive way, promote our ethical values and ambition to serve the community.	High	Email, phone, formal invitations via either of these communication methods to invite them to the launch of the Café and to give them access to formal press coverage, providing the media with interview access of IncludeAll staff employed in the new Café, advertising via social media avenues about the new Café launch. Ensuring positive communication with the media will mean that they in turn will work positively for IncludeAll and promote them through their avenues e.g., publishing advertisements on the new Café launch, conducting and publishing an interview with IncludeAll staff, which will promote the launch of the Café, ensuring its place in the local community and therefore ensuring sales and profits are high as more customers will be likely to visit. Social media should be an effective form of communication as lots of people use it and IncludeAll can link in with local community groups. If IncludeAll was to promote the café through these channels, it would help support the development of a local customer base quickly. This would ensure sales are good upon launch, as well as in the longer-term. Establishing a presence on local social media will benefit IncludeAll over time as it can be used for promotions, advertising special café events etc. Communicating with the media and via online through social media will also mean that the Head of Marketing can analyse data and produce formal reporting on publicity and how positive it is at different stages of the Café launch from opening to a year in business and so on, allowing for improvements to be made where necessary so profits are not affected.

N.B. All reporting will initially be monthly for the first 6 months of opening and then move to quarterly. The exception to this will be finance, which as a pattern will take longer to establish.

## **2.3 Meeting materials**

### **Email to the Team**

#### **Team Meeting**

*Email Attachments:* Project plan, Stakeholder Engagement Plan, Meeting Agenda

Hi all,

As you are aware we are planning to open our new Café in Manchester soon and as part of our plans we need to identify and engage with local 'stakeholders' i.e., the people we need to work with to build a successful business. In order to outline our plans, and give you chance to contribute an on-line meeting has been arranged for

**Tuesday 21 September 9am-12pm - joining details will follow shortly.**

Please let me know if you cannot attend and I will make sure you get all the relevant documents including the minutes, so you can give your feedback and ideas on how we engage with our stakeholders. The meeting will be recorded and so I will issue the link so you can catch up later.

By now you should all have seen the project plan, but I am attaching a copy to this email for ease of reference. I also attach the stakeholder engagement plan so you will see how we intend to develop engagement throughout the project. As you will see, this covers almost every area of operation, and reports will be produced on a monthly basis for the first six months. It is not expected that the reports will be too time consuming to produce. Most of the information will be available via our IT system and interpretation can be in the form of bullet points.

It is vital for the success of the business that we understand our stakeholders and their needs and expectations so we can adapt to meet these. We also want to have some community events to involve the local people, charities, businesses, schools etc so any ideas would be gratefully received. We plan to make sure the media is involved in the launch and on-going by having regular press releases about matters of local interest – again ideas welcome.

It is important to all of us that this new Café is a success, and we engage with everyone involved. The new Café launch will directly impact our brand reputation, and if we can ensure that it is positive and successful, IncludeAll will be able to strengthen its place in local communities across the whole of the country, providing opportunities and support for many.

I look forward to speaking to you all on the 21<sup>st</sup>, and if you have any questions prior to the meeting please do not hesitate to ask.

Best wishes,

*Maxwell*

Maxwell Prime  
**Business Support Administrator**

**IncludeALL**

Training & Employment

Email (**[maxwell\\_prime@includeall.org](mailto:maxwell_prime@includeall.org)**)

Contact Number (0800 12345)

## Team Meeting Agenda

# IncludeALL

Training & Employment

### **Team Meeting**

Tuesday 21 September 9am - 12pm

### **AGENDA**

1. Welcome and introductions

Maxwell Prime (MP)

2. Setting the scene

CEO

3. Project plan and timescales

MP

4. Stakeholder engagement plan

MP/Head of Marketing

5. Discussion on plan and approach for:

MP to chair

- Customers

All team involved

- Charities
- Suppliers
- Government

- Local Authority
- Community
- Media

6. Roles and responsibilities in engaging stakeholders

Head of HR

7. Next steps

MP

8. Final questions

MP to chair

9. Date and time of next meeting

MP

# Minutes Template

## Include ALL

Training & Employment

### Minutes of meeting

<b>Objective</b>			
<b>Date</b>		<b>Time</b>	
<b>Location</b>		<b>Meeting type</b>	
<b>Called by</b>		<b>Note taker</b>	
<b>Attendees</b>			
<b>Apologies</b>			

<b>Agenda items</b>		<b>Presenter</b>	<b>Minute notes</b>
<b>1</b>	<i>Specific agenda item discussed</i>	<i>Person who presented/raised discussion point</i>	<i>This section to outline key discussion points based on specific agenda items</i>
<b>2</b>			
<b>3</b>			
<b>4</b>			

<b>Decisions</b>	
<b>1</b>	<i>This section to outline key outcomes from the meeting.</i>
<b>2</b>	
<b>3</b>	
<b>4</b>	

<b>New actions</b>		<b>Person Responsible</b>	<b>Due date</b>
<b>1</b>	<i>This section to outline new actions to be undertaken</i>	<i>Person who is responsible for undertaking the action</i>	<i>Target date for completion of the activity</i>
<b>2</b>			
<b>3</b>			
<b>4</b>			

**Other notes & Information**

<b>Submitted by</b>		<b>Approved by</b>	
---------------------	--	--------------------	--

## **2.4 Report to Finance Manager on cost of upgraded windows and solar panels**

### **IncludeALL**

#### **Training & Employment**

This report has been prepared in response to concerns and formal objection raised about the cost of proposed eco-friendly windows and roof solar panels in the new Manchester Café.

In order to respond to this objection, I have presented the financial and business case below which details why IncludeAll are opting for the route of the eco-friendly windows and roof solar panels.

#### **The Financial Case**

##### Cost

It is estimated that the cost of the enhanced fitting will be three times more expensive than the cost of regular windows.

##### Mitigation

The enhanced windows have a 10-year guarantee, whereas the regular ones only have a 3-year guarantee included which is overall better in the long run for the business. In addition, the regular windows can lose up to 50% of the heat from the surface of the building, whilst the eco-friendly ones guarantee no more than 10% heat loss, meaning that money will be saved in the long-term. These figures show that in the medium term, the additional expense of eco-friendly windows and solar panels will make up for the initial outlay cost.

The eco-friendly solar panels are also guaranteed to be 50% more effective than regular solar panels and so, again, the long-term gain will outweigh the initial cost. With the prospect of utility costs rising, the new panels are even more attractive as they will be able to be used to provide hot water throughout the whole of the building.

As this objection has been raised, I would propose that we can also investigate alternative suppliers of the eco-friendly windows and roof solar panels and gather some more quotations for this work. This will ensure that we are getting the best deal possible at the best price, whilst not deviating from an important agenda to our organisation of sustainability and ethics for the local environment in which we operate and engage with our customers.

#### **The Business Case**

IncludeAll prides itself on being an ethical and caring organisation. It cares about people and the environment. This is the message that has been given out to the external stakeholders in our Manchester Café area e.g., discussions about sustainability with the local environmental health officer and other community groups. It is also something that local media are beginning to show a great interest in.

Using eco-friendly materials confirms the company credentials as environmentally friendly and forward thinking and will enhance its reputation in the eyes of the community and other important stakeholders.

#### **Conclusion**

Whilst it cannot be denied that the eco-friendly options are more expensive initially, a longer-term view shows that within 5-6 years they will have paid for themselves, whereas regular windows offer no such advantage. The benefits to company reputation are more difficult to put a financial figure on, but as sustainability and care for the environment move further up the agenda, to be seen as a leader in this field can only be good for IncludeAll.

My recommendation would therefore be that the company continues to pursue the eco-friendly option, as well as look into the option of Government grants available to promote sustainability and energy

conservation. By tailoring the company needs to meet the grant terms and conditions, it should be possible to obtain some funding to support the environmentally friendly option.

I feel it is important that these points are raised to the original objector to the cost of the windows – in order to support their buy-in of this sustainable option. It is important for our team to recognise that our business objectives around environmental sustainability are as important as focusing on cost alone. As mentioned, I will also begin organising a review of the quotation by the supplier and to gather further quotations to ensure that the costs are kept down, and we get the best deal. This will assist in providing further evidence to the original objector and hopefully gaining their buy-in to this important purchase.

Maxwell Prime  
**Business Support Administrator**

**IncludeALL**

Training & Employment

Email (**maxwell\_prime@includeall.org**)

Contact Number (0800 12345)

**IncludeALL**

Training & Employment

## Commentary

The stakeholder map shows the candidate has been able to identify a range of external stakeholders. The candidate has effectively demonstrated an understanding of Mendelow's model in order to determine different stakeholder expectations, roles and influence within this project, and how each stakeholder group will be engaged with effectively. For example, the role of customers as key stakeholders, and their need to be prioritised is shown through demonstrating them as of high power and high interest in this activity.

The candidate demonstrates they can produce a detailed stakeholder engagement plan which builds on the stakeholder map developed and contains a range of communication methods for each stakeholder group identified. The candidate has provided informed justifications for why the selected communication methods provide the most efficient ways to successfully engage with each group and the impact of using these methods. For example, the plan clearly aligns the importance of different stakeholders (e.g. customers) and their role (e.g. sustaining the business) with the communication methods selected. The plan provides a developed and expanded understanding of why selected methods would be effective (e.g. use of advertising campaigns in order to gain awareness – expanded point into resulting in increased footfall, thus profit).

The candidate demonstrates that they can produce a set of meeting materials which are presented with comprehensive detail on how stakeholder engagement will be responded to, with developed linkages to the project brief and context of the organisation. Meeting materials have been developed to support transparency and clarity of communication. For instance, the minutes template has been arranged into clearly structured fields in order to support gathering of key meeting information consistently.

The candidate demonstrates that they can produce a written report outlining ideas for the ways the internal stakeholder's objection can be responded to. Justifications for recommendations are outlined in detail and provide succinct linkages to the project brief and context of the organisation, including the overall importance of supporting key objectives in terms of sustainability, to rationalise approach. The overall response provides informed justification for the use of the eco-friendly windows option, supported by a range of well-considered arguments (e.g. meeting the sustainability agenda, the upfront investment to support long-term financial benefit). The candidate develops their response from just an endorsement of the proposal to one that actively explores how further the objector could be supported to get on board with the proposal (e.g. looking to get the best deal, exploring the quotes provided further).



## Task 3

### Research and devise a business case for a new policy

For Task 3 candidates need to produce the following pieces of evidence:

- 3.1 SWOT Analysis
- 3.2 Draft whistleblowing policy, including flow chart of the process
- 3.3 Presentation slides that outline the business case for the proposal
- 3.4 Recording of presentation\*

(\* this evidence is presented here in the form of a **Practical Observation form** that reflects the assessor's evidence of what was seen within the presentation for this task).

The following additional evidence may be presented

- 3.1.1 Research

## Candidate evidence

### 3.1 SWOT Analysis – Why the Whistleblowing policy is needed for IncludeAll

The purpose of the Whistleblowing policy is to create an open, transparent, and safe working environment within IncludeAll where everyone involved feels able to speak up and share concerns about issues relating to their work and the workplace environment.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Gives clarity to process</li> <li>• Everyone knows where they stand</li> <li>• Seen as good practice</li> <li>• First with the ethical stance of the company</li> <li>• Offers anonymity to the Whistleblower</li> <li>• Staff feel more secure at work as they will feel comfortable to flag concerns</li> <li>• Other stakeholders will also feel comfortable should they need to flag concerns</li> <li>• Legal protection for company</li> <li>• Meeting external legislation</li> <li>• Exposes malpractice early</li> <li>• Stops issues spiralling</li> </ul>	<ul style="list-style-type: none"> <li>• May encourage spurious claims</li> <li>• Doesn't allow for flexibility</li> <li>• May cause conflict within the team</li> <li>• Needs to be managed carefully</li> <li>• Will take up a lot of staff time to investigate</li> <li>• Process can be very lengthy, and staff may leave before the end</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Seen as a 'good' employer so could encourage more applicants.</li> <li>• Can find out if there are any real/problems issues in the company and deal with these.</li> <li>• Seen as a pro-active organisation</li> <li>• Early identification of issues</li> <li>• Improve organisations systems and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Some staff may take advantage to air personal grievances</li> <li>• Challenge to ensure buy-in for whistleblowing process</li> <li>• Possibility of more employment tribunals</li> <li>• Needs to be tightly worded to avoid time wasting</li> <li>• Whistle-blower being identified and victimised</li> </ul>

### 3.1.1 Research on Whistleblowing Policies

Organisation	Main points from policy	What IncludeAll could adopt
<b>Age UK</b>	Reviewed every 2 years	
	Covers all employees and volunteers	
	Clearly written	
	Supportive and positive	The supportive tone of the policy and that it is inclusive which would be important for IncludeAll and their values.
	Gives examples relevant to the organisation	Examples from the organisation of issues that might be covered by the policy e.g., theft of food, hygiene procedures being ignored.
	Stresses right to legal protection and anonymity where possible	
	No flowchart but detailed step by step guide to the policy	Flowchart with a timeline may make process clearer.
	No timeline given to acknowledge receipt of grievance but aims to be resolved in 10 working days.	Flowchart with a timeline may make process clearer.
	Whistleblower committee will provide a written report on their investigation.	
Process for further appeal clearly spelled out.	As a part of the Whistleblowing policy, a process for further appeal needs to be included to ensure that cases like this are kept within set guidelines minimising the risk to IncludeAll.	
<b>Small charity support UK</b>	Clearly states context in which a complaint may be made.	As with the examples above this will help people to understand where the policy sits.
	Directs potential Whistleblowers to other sources of support e.g., Trade Unions	
	Stresses that the organisation will offer protection to Whistleblowers and anonymity where possible.	Position on anonymity to be included.
	Policy is set out as general guidance.	
	The benefits of the policy in both business and legal terms are clearly explained.	Good way to 'sell' the policy to everyone.
<b>Lighthouse Learning Trust</b>	Introduction clearly links the policy to work of the organisation – sets it in context.	As above – helps clarify the policy.
	A detailed and straightforward explanation is given of what whistleblowing is and why the policy is important.	Essential to get people to understand and feel confident to 'Whistleblow'

	States clearly that anonymity may not always be possible and that this is for the Trust to decide.	As above – helps clarify the policy.
	Gives a number of contacts to make Whistleblowers feel 'safer' to raise an issue.	Good policy that should be adopted
	Policy is set out in simple steps.	
	Response will come in 5 working days. Whistleblower will be advised within 10 working days of what investigation/action is taking place.	Because of small size of each Café and the make-up of the workforce, 2 days may be more appropriate
	Guidance given on further appeal and external sources of help and advice.	As above – helps clarify the policy.

#### Findings from my Research:

- Policy must be clearly written and easy to follow
- It must be reviewed regularly
- Staff must have confidence the policy will be followed, and they will not be victimised
- The process will be as quick as possible
- All information will be treated confidentiality
- There must be an explanation of further stages if the Whistleblower wants to take it further

## **3.2 Draft Whistleblowing Policy**

### **‘IncludeAll’ Whistleblowing Policy**

#### **Definition**

Whistleblowing is the term used when a worker passes on information concerning wrongdoing in the workplace. This can be called “making a disclosure” or “blowing the whistle”. The Whistleblower must be acting in the public interest, and it is important to note that personal grievances and complaints are not covered by this policy.

The worker must reasonably believe that the disclosure tends to show malpractice related to one of the following areas:

- criminal
- failure to comply with an obligation set out in law e.g., Health and Safety legislation
- miscarriages of justice
- endangering of an individual’s health and safety e.g., not clearing up spills or trip hazards
- damage to the environment e.g., unsafe disposal of chemicals/cleaning agents
- covering up wrongdoing in the above categories e.g., protecting a colleague when you know that have done something wrong

#### **Overview**

Whistleblowing law is located in the Employment Rights Act 1996.

It provides the right for a worker/volunteer to take a case to an employment tribunal if they have been victimised at work or they have lost their job because they have ‘blown the whistle’.

At IncludeAll, we want to create an environment of openness and trust where all staff know they can raise issues and that these will be dealt with fairly, anonymously if requested and possible, and without need to recourse to a tribunal, unless as a last resort.

The policy will be available to all staff and volunteers via the company intranet and appropriate training will be given at all levels of the organisation.

Further guidance may be found at:

- Gov.uk
- Acas
- Public Concern at Work

Or, via your Trade Union.

#### **IncludeALL – Whistleblowing Policy**

## Controlled Document

**Document Name: Whistleblowing Policy**

**Document Reference Number: Pol 1**

Document Version Number1

Agreed by Standards Committee on: 6 January 2021

Approved by Board of Directors on: 14 January 2021

Review Schedule Every two years

Next review due January 2023

Owner (Responsibility): CEO

Pass amendments to: Head of HR

Document Location Staff intranet

## Whistleblowing Policy

1) Include ALL is committed to being open, honest, and accountable. It encourages a free and open culture in its dealings between the management and those working with the enterprise, both employees and volunteers.

This policy aims to support employees/volunteers to raise any serious concerns they may have about colleagues or their employer with confidence and without having to worry about being victimised, discriminated against, or disadvantaged in any way as a result.

It is written in the context of the Public Interest Disclosure Act 1998 which protects employees who 'blow the whistle' on malpractices within their organisation.

## What types of concerns

2) The policy is intended to deal with serious or sensitive concerns about wrongdoings such as the following:

- a criminal offence
- the improper use of company funds
- failure to comply with a legal obligation (for instance, compliance with the Data Protection Act (mishandling/misuse of personal data relating to staff, customers, suppliers, providers etc.).
- the endangering of an individual's health and safety
- poor quality of care, abuse, or neglect
- damage to the environment
- deliberate concealment of information tending to show any of the above
- improper or unethical conduct

It is not necessary for individuals who raise the concern to prove the wrongdoing that is alleged to have occurred or is likely to occur.

However, if an individual knowingly or maliciously makes an untrue allegation it may constitute gross misconduct.

Individuals should note that they will not be protected from the consequences of making a disclosure if, by doing so, they commit a criminal offence.

This policy does not deal with any complaints staff may have about their employment. This should be dealt with through the company's Grievance Procedure.

## **How the policy works**

3a) Individuals should in most cases, first report their concern to their line manager, who is expected to respond to that matter. If the relevant manager cannot deal with the matter, or it is not appropriate for them to do so, they will refer the concern to the HR manager who is also the designated whistleblowing officer.

3b) Individuals are encouraged to raise their concerns in writing where possible, setting out the background and history of their concerns (giving names, dates, and places where possible) and indicating the reasons for their concerns.

3c) Employees may wish to seek the assistance of their trade union representative before raising the concern. The trade union representative may, where the employee so desires, raise the concern on behalf of the employee. Employees may also invite a trade union representative or colleague to be present during any meetings or interviews about the concerns they have raised.

3d) If an initial review of the concern indicates the complaint may be covered by legislation, then the appropriate body will be contacted.

3e) The Whistleblower will be informed in writing within 2 working days that their case is being investigated and an agreement reached about confidentiality/anonymity.

3f) Should the allegation relate to any type of financial corruption; the Head of Finance will be informed and be involved the investigation.

3g) A decision will be taken by the investigating team on whether there is an issue to be addressed.

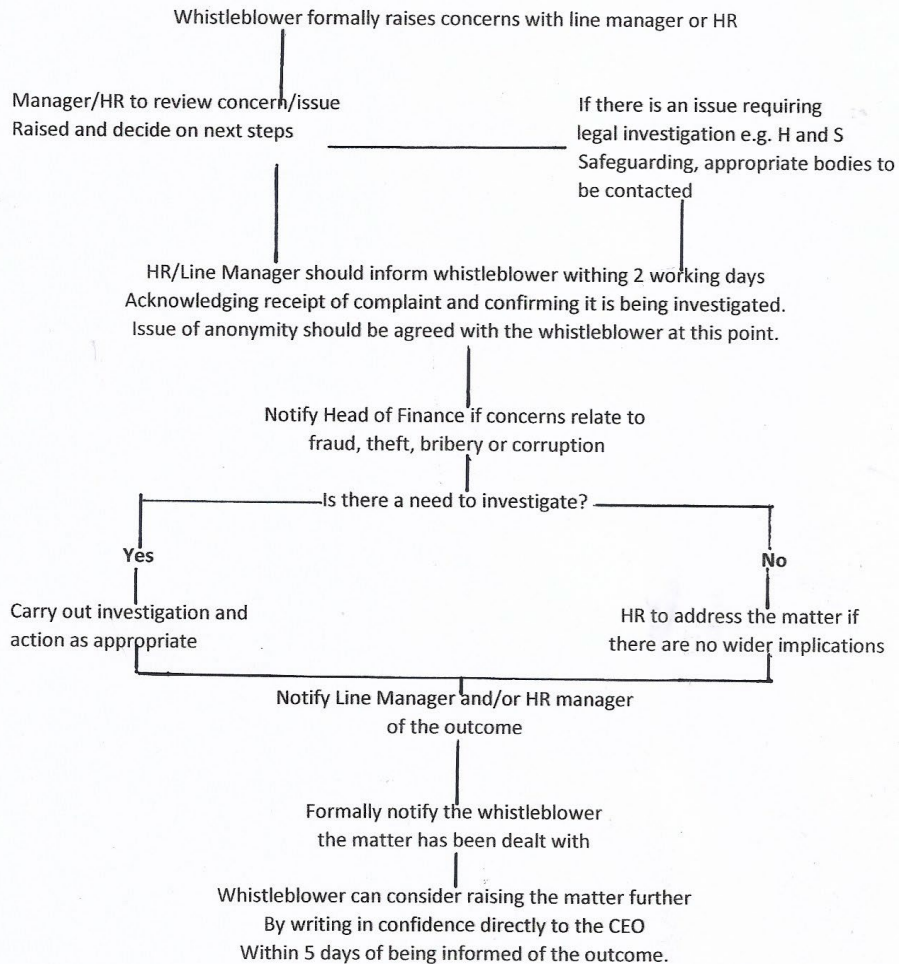
3g i.) If it is found there is no reason for further investigation, the Whistleblower and their manager (if appropriate) will be formally notified.

3g ii.) If it is found there is an issue that is covered by the policy, then this will be fully investigated, and appropriate actions taken.

3g iii.) The Whistleblower will be formally notified that the matter has been dealt with.

4) If the Whistleblower wishes to take the matter further then they have 5 days in which to write to the CEO outlining why they believe further investigation is needed. The CEO's decision will be final.

### How it works - flowchart



The process will be entirely confidential and all records will be held securely and be destroyed/deleted following the guidance in the GDPR legislation

**The process will be entirely confidential, and all records will be held securely and be destroyed and deleted following the guidance in the GDPR legislation.**

### Sources:

- [www.gov.org.uk](http://www.gov.org.uk) - Dept for Business Innovation and Skills – Whistleblowing - Guidance for Employers and Code of Practice – March 2015
- [www.acas.org.uk](http://www.acas.org.uk)
- KPMG - <https://home.kpmg/uk/en/home>



### 3.3 Presentation

#### Presentation slides




## IncludeAll

# Whistleblowing

### IncludeAll - Our Values

- Inclusivity
- Diversity
- Inspiration
- Positivity



### Whistleblowing and IncludeAll

- **Inclusivity** - Policy protects *everyone*
- **Diversity** - Can match individual needs e.g., languages, braille, large print, electronic, visual posters
- **Inspiration** - Creates an environment where staff feel safe to come forward with ideas and areas of concern
- **Positivity** - Promotes the company as a responsible employer positive about improving, and not allowing any form of discrimination or bullying. This reinforces IncludeAll's values and status as a charity and ethical organisation reaching for inclusion and diversity on all levels.

## Benefits for IncludeAll

- Seen as a pro-active organisation
- Recognised good practice
- Confirms us as an ethical employer encouraging more applicants
- Legal protection for the company
- Exposes malpractice early and means it can be dealt with effectively

## Benefits for IncludeAll contd...

- Gives clarity for what needs to be done in different whistleblowing situations by ensuring there is a set process to be followed
- Improve organisational systems and policies
- Stops issues spiralling
- Guarantees anonymity
- Can establish any hidden issues in the company and deal with these quickly

## The benefits for our Team

- Offers anonymity where possible, should you need to whistleblow
- Security for you as staff
- Clear statement that whistleblowers will be protected
- Everyone knows where they stand in any given situation
- Promotes wellbeing and reduces stress on employees and reduces absences linked to workplace issues.

## Recommendations

- IncludeAll need to implement this Whistleblowing policy to fully establish itself as a trusted charity within the sector, as well as an organisation that prides itself on fair practices where equality, diversity and inclusion are prioritised. The policy protects both brand identity and reputation and the staff that keep the charity in business by donations and sales in the Cafés. If this is to continue, growth of the organisation will need to happen. As the organisation grows, it is vital that it has policies and procedures in place in order to earn its place as a larger organisation and to prevent potential loss of this growth. For example, through a case raised which turns negative as there is no process in place to safeguard both the business and the individuals within it.

### **3.4 Practical Observation record**

#### **Task**

Deliver the presentation to your CEO in order to gain approval for your recommendations. You will have 15 minutes to deliver your presentation. Presentation software may be used to create the presentation.

#### **The following notes were made through observation of the presentation.**

Maxwell presented a PowerPoint presentation that outlined his recommendations for IncludeAll in terms of developing a new 'Whistleblowing' policy. The presentation was undertaken using PowerPoint software, addressing me as the CEO.

Maxwell clearly demonstrated that he had considered the development of his presentation slides, with the purpose to 'sell' the proposal to the audience. Throughout the presentation, Maxwell spoke clearly and succinctly at all times, clearly elaborating on key points and ensuring that his tone of communication was considered to align with the content being delivered, and the type of meeting being held.

Maxwell talked through his understanding and knowledge of 'Whistleblowing' and immediately connected this understanding to IncludeAll as an organisation. He aligned with confidence how a 'Whistleblowing' policy links to the organisation's values. There were numerous benefits outlined, which were clearly and thoughtfully described and articulated.

Maxwell summarised the presentation with a detailed overview of his recommendation, which was fully supported by justifications that backed up points that had been raised through the presentation.

Overall, the presentation was strongly and confidently delivered, and it was evident that Maxwell had considered the most optimal way to deliver the content of his presentation and to make recommendations for the proposal of a new 'Whistleblowing' policy.

## Commentary

The SWOT analysis evidences a balanced but well considered overview of 'Whistleblowing'. There is a developed consideration of a range of opportunities and impacts for both the organisation, and individuals within the organisation. Within each 'category' of the SWOT, the candidate has demonstrated a broad range of diverse considerations, that include those of a short-term and long-term nature. The points identified reflect an informed level of understanding of how a 'Whistleblowing' policy impacts the organisation. For example, that a strength is staff being more secure at work, which is linked to them appreciating that 'Whistleblowing' gives them an avenue to raise concerns.

The candidate has demonstrated the use of additional research of 'Whistleblowing' in other organisations. The candidate has clearly articulated points from research carried out that could positively influence the development of a new 'Whistleblowing' policy. The points identified through research are linked clearly to 'IncludeAll' as an organisation.

The 'Whistleblowing' policy drafted has been very well and thoughtfully considered. There is a well-developed introduction that provides an overview and background to the policy. The process element of the policy has been logically and coherently structured and is illustrated with a clear flowchart that is easy to follow for its intended audience.

The presentation slides developed follow a logical sequence, that aligns the fundamental elements of 'Whistleblowing' alongside the values of 'IncludeAll' as an organisation. A wide range of benefits for both the organisation and the team have been considered and are aligned to the recommendations for a new 'Whistleblowing' policy. There are well drawn-out justifications to reflect the benefits of adoption of the new policy.

Through the presentation delivery, it is evident that the candidate has a firm understanding of the policy that they have developed. The candidate proactively 'sells' the benefits of the process, with a response that is supported by strongly developed justifications for the outlined benefits aligned to 'IncludeAll' as an organisation.

## **Task 4**

### **Prepare documentation for a new Café Manager**

For Task 4 candidates need to produce the following pieces of evidence:

4.1 Travel Itinerary with costs

4.2 Evidence of quotations in line with the organisation procurement limits

4.3 Sign-off approval request

## Candidate evidence

### 4.1 Travel Itinerary with costs

The table below summarises the travel itinerary overview for the new Café manager, with a breakdown of costs for each section of the itinerary.

	Travel from	Travel to	Cost (£)	Hotel (£)
<b>Week 1</b>				
Tues 7 September	London	Oxford	20.20	178
Thurs 9 September	Oxford	London	20.20	
<b>Week 2</b>				
Sun 12 September	London	Cardiff	26.80	145
Tues 14 September	Cardiff	London	26.80	
Weds 15 September	London	Newquay	50.00	170
Fri 17 September	Newquay	London		
<b>Week 3</b>				
Sun 19 September	London	Birmingham	33.00	137
Tues 21 September	Birmingham	Coventry	4.90	120
Fri 24 September	Coventry	London	26.70	
<b>Week 4</b>				
Week in London Café				
<b>Week 5</b>				
Sun 3 October	London	Liverpool	66.10	114
Tues 5 October	Liverpool	Newcastle	23.80	115
Thurs 7 October	Newcastle	London	22.10	
<b>Week 6</b>				
Sun 10 October	London	Edinburgh	26.99	140
Tues 12 October	Edinburgh	Glasgow	15.50	143
Thurs 14 October	Glasgow	London	22.99	
<b>Total costs</b>			<b>363.19</b>	<b>1262</b>



## 4.2 Evidence of quotations in line with the organisation procurement limits

The new Café manager will start employment on Monday 6<sup>th</sup> September 2021. The journeys below have been taken from price comparison websites sourcing the best possible price and therefore the option for 3 quotes was undertaken by using comparison websites.

### Trip 1 (Week 1)

Tuesday 7<sup>th</sup> to Thursday 9<sup>th</sup> September 2021

London (Head Office) to Oxford

Oxford to London (Head Office)

16:58 - 17:42

44 min

16:58 from Paddington Station

Dep	Arr	Chg	Dur	Single
16:58	17:42	0	44m	£20.20

**Single tickets (1 Adult)**

Standard Class Advance Single £20.20	Anytime Day Single £35.60	Anytime Day Single £38.60 <small>London Underground Zone 1</small>
1st Class Advance Single £44.60 <small>Only 2 left</small>	Anytime Day Single (1st Class) £62.00	View more single tickets

Dep	Arr	Chg	Dur	Single
18:32	19:27	0	55m	£20.20

**Single tickets (1 Adult)**

Standard Class Advance Single £20.20	1st Class Advance Single £26.00 <small>Only 7 left</small>	Off-Peak Day Single £28.80
Off-Peak Day Single £31.80 <small>London Underground Zone 1</small>	Anytime Day Single £35.60	View more single tickets

**Add another journey**

You could collect 80 points with these tickets

**Total: £40.40**  
(All passengers)

**Continue**

### Need help?

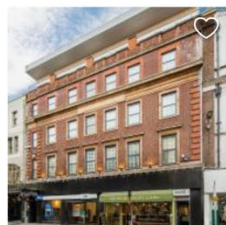
Answers to the top 10 questions we're asked about tickets, refunds and reservations

**Total for Trip 1: £40.40 excluding hotel**

**Hotel for Trip 1: £178**



<input type="checkbox"/> Properties with additional health & safety measures	27
<b>Star rating</b>	
<input type="checkbox"/> 3 stars	6
<input type="checkbox"/> 4 stars	12
<input type="checkbox"/> 5 stars	5
<input type="checkbox"/> Unrated	9
<b>Distance from centre of Oxford</b>	
<input checked="" type="checkbox"/> Less than 1/2 mile	
<input type="checkbox"/> Less than 1 mile	70
<input type="checkbox"/> Less than 2 miles	106
<b>Fun things to do</b>	
<input type="checkbox"/> Pub crawls	4
<input type="checkbox"/> Library	3
<input type="checkbox"/> Cycling	3
<input type="checkbox"/> Massage	2
<input type="checkbox"/> Karaoke	2
<b>Deals</b>	
<input type="checkbox"/> All deals	13
<b>Reservation policy</b>	
<input type="checkbox"/> Free cancellation	31
<b>Meals</b>	



### The George Street Hotel ★★★★★

Oxford City Centre, Oxford · [Show on map](#) · 0.2 miles from centre

#### Deluxe Double Room – 2 people

1 double bed

**FREE cancellation**

You can cancel later, so lock in this great price today.

**Only 4 rooms left at this price on our site**

Good **7.9**  
1,554 reviews

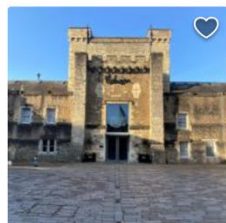
**Location 9.3**

2 nights, 2 adults

~~£107~~ **£178**

Includes taxes and charges

[See availability >](#)



### Malmaison Oxford ★★★★★

Oxford City Centre, Oxford · [Show on map](#) · 0.2 miles from centre

#### Standard Double Room - Annex – 2 people

1 large double bed

**FREE cancellation**

You can cancel later, so lock in this great price today.

Very good **8.2**  
2,945 reviews

**Location 9.4**

2 nights, 2 adults

**£388**

Includes taxes and charges

[See availability >](#)



### Turl Street Mitre

Oxford City Centre, Oxford · [Show on map](#) · 0.1 miles from centre

#### Deluxe Double Room with Shower – 2 people

1 double bed

**FREE cancellation**

You can cancel later, so lock in this great price today.

Superb **9.1**  
187 reviews

**Location 9.8**

2 nights, 2 adults

~~£106~~ **£186**

Includes taxes and charges

[See availability >](#)

### Trip 2 (Week 2)

Sunday 12<sup>th</sup> to Friday 17<sup>th</sup> September 2021

London (Head Office) to Cardiff

Cardiff to London

London to Newquay

Newquay to London (Head Office)

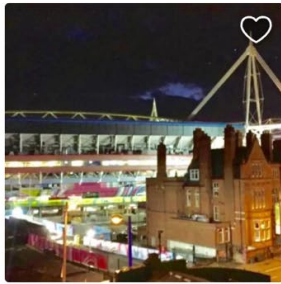
OUT	RETURN	TOTAL																				
<b>Sun 12 Sept 2021</b> London Paddington to Cardiff Central	<b>Tue 14 Sept 2021</b> Cardiff Central to London Paddington	+ / - 3 days £26.80 <b>£53.60</b> 1 Adult																				
^ Earlier	^ Earlier	<a href="#">Continue</a>																				
<table border="1"> <thead> <tr> <th>Standard</th> <th>1st class</th> </tr> </thead> <tbody> <tr> <td> <b>16:42 → 18:34</b>                      Plat. 4 estimated                      1h 52m, 0 changes  <input checked="" type="radio"/> <b>£26.80</b> Limited availability  <input type="radio"/> £67.90 Limited availability                 </td> <td></td> </tr> <tr> <td> <b>17:43 → 19:32</b>                      Plat. 1 estimated                      1h 49m, 0 changes  <input type="radio"/> <b>£26.80</b> Limited availability  <input type="radio"/> £67.90 Limited availability                 </td> <td></td> </tr> <tr> <td> <b>18:30 → 21:20</b>                      Plat. 1 estimated                      2h 50m, 2 changes  <input type="radio"/> £49.90  <input type="radio"/> £173.60                 </td> <td></td> </tr> <tr> <td> <b>18:35 → 21:31</b>                      Timetable unconfirmed                      2h 56m, 1 change                 </td> <td></td> </tr> </tbody> </table>	Standard	1st class	<b>16:42 → 18:34</b> Plat. 4 estimated 1h 52m, 0 changes <input checked="" type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £67.90 Limited availability		<b>17:43 → 19:32</b> Plat. 1 estimated 1h 49m, 0 changes <input type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £67.90 Limited availability		<b>18:30 → 21:20</b> Plat. 1 estimated 2h 50m, 2 changes <input type="radio"/> £49.90 <input type="radio"/> £173.60		<b>18:35 → 21:31</b> Timetable unconfirmed 2h 56m, 1 change		<table border="1"> <thead> <tr> <th>Standard</th> <th>1st class</th> </tr> </thead> <tbody> <tr> <td> <b>16:18 → 18:09</b>                      Plat. 2 estimated                      1h 51m, 0 changes  <input type="radio"/> <b>£26.80</b> Limited availability  <input type="radio"/> £56.20 Limited availability                 </td> <td></td> </tr> <tr> <td> <b>16:27 → 18:43</b>                      Plat. 2 estimated                      2h 16m, 2 changes  <input type="radio"/> <b>£26.80</b> Limited availability  <input type="radio"/> £110.50 Limited availability                 </td> <td></td> </tr> <tr> <td> <b>16:27 → 19:09</b>                      Plat. 2 estimated                      2h 42m, 1 change  <input type="radio"/> <b>£26.80</b> Limited availability  <input type="radio"/> £49.90 <b>Only 1 left</b> </td> <td></td> </tr> <tr> <td> <b>17:20 → 19:14</b>                      Plat. 2 estimated                      1h 54m, 0 changes  <input checked="" type="radio"/> <b>£26.80</b> Limited availability  <input type="radio"/> £56.20 Limited availability                 </td> <td></td> </tr> </tbody> </table>	Standard	1st class	<b>16:18 → 18:09</b> Plat. 2 estimated 1h 51m, 0 changes <input type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £56.20 Limited availability		<b>16:27 → 18:43</b> Plat. 2 estimated 2h 16m, 2 changes <input type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £110.50 Limited availability		<b>16:27 → 19:09</b> Plat. 2 estimated 2h 42m, 1 change <input type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £49.90 <b>Only 1 left</b>		<b>17:20 → 19:14</b> Plat. 2 estimated 1h 54m, 0 changes <input checked="" type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £56.20 Limited availability		<a href="#">Quick buy ticket</a>
Standard	1st class																					
<b>16:42 → 18:34</b> Plat. 4 estimated 1h 52m, 0 changes <input checked="" type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £67.90 Limited availability																						
<b>17:43 → 19:32</b> Plat. 1 estimated 1h 49m, 0 changes <input type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £67.90 Limited availability																						
<b>18:30 → 21:20</b> Plat. 1 estimated 2h 50m, 2 changes <input type="radio"/> £49.90 <input type="radio"/> £173.60																						
<b>18:35 → 21:31</b> Timetable unconfirmed 2h 56m, 1 change																						
Standard	1st class																					
<b>16:18 → 18:09</b> Plat. 2 estimated 1h 51m, 0 changes <input type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £56.20 Limited availability																						
<b>16:27 → 18:43</b> Plat. 2 estimated 2h 16m, 2 changes <input type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £110.50 Limited availability																						
<b>16:27 → 19:09</b> Plat. 2 estimated 2h 42m, 1 change <input type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £49.90 <b>Only 1 left</b>																						
<b>17:20 → 19:14</b> Plat. 2 estimated 1h 54m, 0 changes <input checked="" type="radio"/> <b>£26.80</b> Limited availability <input type="radio"/> £56.20 Limited availability																						
v Later	v Later	OUT 16:42 (Sun 12 Sept) London Paddington to Cardiff Central 1h 52m, 0 changes <b>Advance Single £26.80</b> • Specified train only. No refunds. • Only valid on booked Great Western Railway services and required connecting Great Western Railway services.																				
		RETURN 17:20 (Tue 14 Sept) Cardiff Central to London Paddington 1h 54m, 0 changes <b>Advance Single £26.80</b> • Specified train only. No refunds. • Only valid on booked Great Western Railway services and required connecting Great Western Railway services.																				

Flight from London Gatwick to Newquay return leaving on 15<sup>th</sup> September

<b>easyJet</b> 17:10 LGW → 18:30 NQY 1h 20 Direct	11 deals from <b>£50</b> <a href="#">Select</a>
<b>easyJet</b> 20:10 NQY → 21:20 LGW 1h 10 Direct	
4/5 rating for COVID-19 safety measures	

**Total for Trip 2: £103.60 excluding hotel**

**Hotel for Trip 2: £145 + £170**



### Millennium Apartment 👍👍👍👍

Managed by a private host

[Cardiff Centre, Cardiff](#) · [Show on map](#)

**Two-Bedroom Apartment** – 👤👤👤

Entire apartment · 2 bedrooms · 1 living room · 2 bathrooms

· 861.1feet<sup>2</sup>

3 beds (2 doubles, 1 sofa bed)

**Only 1 left at this price on our site**

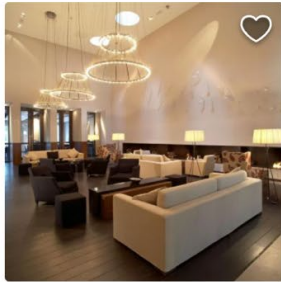
Good 7.8  
75 reviews

2 nights, 1 adult

**£162**

Includes taxes and charges

[See availability >](#)



### Park Plaza Cardiff ★★★★👍

[Cardiff Centre, Cardiff](#) · [Show on map](#)

**Superior King Room** – 👤

1 extra-large double bed

**FREE cancellation · No prepayment needed**

You can cancel later, so lock in this great price today.

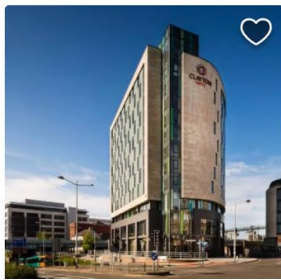
Very good 8.5  
3,543 reviews

2 nights, 1 adult

**£208**

Includes taxes and charges

[See availability >](#)



### Clayton Hotel Cardiff ★★★★👍

[Cardiff Centre, Cardiff](#) · [Show on map](#)

Booked 2 times for your dates in the last 6 hours

**Standard Double Room** – 👤

1 double bed

**FREE cancellation · No prepayment needed**

You can cancel later, so lock in this great price today.

Fabulous 8.7  
6,035 reviews

**Location 9.5**

2 nights, 1 adult

**£145**

Includes taxes and charges

[See availability >](#)

Breakfast included



### The Glendevor ★★★

[Newquay City Centre, Newquay](#) · [Show on map](#) · 0.2 miles from centre

· Beach nearby

**Large Family Room** – 👤👤👤

3 beds (2 singles, 1 double)

**Breakfast included**

**FREE cancellation**

You can cancel later, so lock in this great price today.

**Only 1 room left at this price on our site**

Very good 8.5  
1,279 reviews

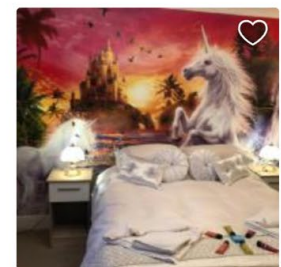
**Location 9.3**

2 nights, 1 adult

**£260**

Includes taxes and charges

[See availability >](#)



### Jasmine House 👍

[Newquay](#) · [Show on map](#) · 0.7 miles from centre · Beach nearby

**Standard Double Room with Shared Bathroom and Toilet**

– 👤

1 double bed

**FREE cancellation · No prepayment needed**

You can cancel later, so lock in this great price today.

**Only 1 room left at this price on our site**

Superb 9.1  
361 reviews

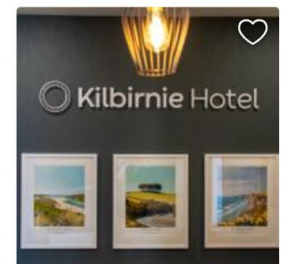
**Location 9.3**

2 nights, 1 adult

**£100**

Includes taxes and charges

[See availability >](#)



### The Kilbirnie Hotel ★★★

[Newquay](#) · [Show on map](#) · 0.6 miles from centre · Beach nearby

**Single Room** – 👤

1 single bed

**FREE cancellation**

You can cancel later, so lock in this great price today.

**Only 1 room left at this price on our site**

Good 7.8  
1,577 reviews

2 nights, 1 adult

**£170**

Includes taxes and charges

[See availability >](#)

**Trip 3 (Week 3)**  
**Sunday 19<sup>th</sup> to Friday 24<sup>th</sup> September 2021**  
 London (Head Office) to Birmingham  
 Birmingham to Coventry  
 Coventry to London (Head Office)

**OUT**  
Sun 19 Sept 2021

^ Earlier

Standard	1st class
<p><b>16:20</b> → <b>17:52</b> Timetable unconfirmed</p> <p>London Euston → Birmingham New Street</p> <p>1h 32m, <a href="#">0 changes</a></p>	
<p><b>16:40</b> → <b>18:03</b> <input type="radio"/> £41.80 <input type="radio"/> £87.20</p> <p>Plat. 15 estimated</p> <p>London Euston → Birmingham New Street</p> <p><span style="color: orange;">⚠</span> 1h 23m, <a href="#">0 changes</a></p>	
<p><b>17:00</b> → <b>19:03</b> <input checked="" type="radio"/> <b>£33.00</b> <input type="radio"/> Not available</p> <p>Plat. 2 estimated</p> <p>London Marylebone → Birmingham Moor Street</p> <p><span style="color: orange;">⚠</span> 2h 3m, <a href="#">0 changes</a></p>	
<p><b>17:05</b> → <b>18:39</b> <input type="radio"/> £41.80 <input type="radio"/> £87.20</p> <p>London Euston → Birmingham New Street</p> <p><span style="color: orange;">⚠</span> 1h 34m, <a href="#">1 change</a></p>	

[+ Add a return](#)

We've selected a ticket based on price and your search time  
Feel free to pick a different one

**TOTAL**  
**£33.00**  
1 Adult

Continue >

Quick buy ticket

OUT Sun 19 Sept

London Marylebone to Birmingham Moor Street

2h 3m, 0 changes

**Super Off-Peak Single** £33.00 ▾

You've selected the 17:00, but you can travel on any eligible super off-peak train.

- Selected off-peak trains.
- Valid only for travel via (changing trains or passing through) High Wycombe.
- Travel also permitted to stations near Birmingham Moor Street. [View stations](#)

**Cheapest** Single fares from £4.90

**OUT**  
Tue 21 Sept 2021  
Birmingham New Street to Coventry

^ Earlier

Standard	1st class
<p><b>17:04</b> → <b>17:26</b> <input type="radio"/> £5.00 <input type="radio"/> £7.50</p> <p>Plat. 1 estimated</p> <p>22m, <a href="#">0 changes</a></p>	
<p><b>17:10</b> → <b>17:30</b> <input checked="" type="radio"/> <b>£4.90</b> <input type="radio"/> £7.50</p> <p>Plat. 2 estimated</p> <p><span style="color: orange;">⚠</span> 20m, <a href="#">0 changes</a></p>	
<p><b>17:14</b> → <b>17:46</b> <input type="radio"/> £5.00 <input type="radio"/> £7.50</p> <p>Plat. 4A estimated</p> <p>32m, <a href="#">0 changes</a></p>	
<p><b>17:53</b> → <b>18:22</b> <input checked="" type="radio"/> <b>£5.00</b> <input type="radio"/> £7.50</p> <p>Plat. 5 estimated</p> <p>29m, <a href="#">0 changes</a></p>	

[+ Add a return](#)

**TOTAL**  
**£5.00**  
1 Adult

Continue >

Quick buy ticket

OUT Tue 21 Sept

Birmingham New Street to Coventry

29m, 0 changes

**Anytime Day Single** £5.00 ▾

You've selected the 17:53, but you can travel on any eligible train.

- Travel any time of day.

A booking fee of £0.80 will apply to this transaction



OUT  
Fri 24 Sept 2021  
Coventry to London Euston

+ Add a return

Standard 1st class

17:31 → 18:34  
Plat. 1 estimated  
1h 3m, 0 changes  
£27.20 Limited availability  
£65.70 Limited availability

17:48 → 19:24  
Plat. 1 estimated  
1h 36m, 0 changes  
£26.70  
£51.30

18:31 → 19:33  
Plat. 1 estimated  
1h 2m, 0 changes  
£27.20 Limited availability  
£65.70 Limited availability

18:49 → 20:27  
Plat. 1 estimated  
1h 38m, 0 changes  
£26.70  
£51.30

Later

+/- 3 days £10.80

TOTAL  
£26.70  
1 Adult

Continue >

Quick buy ticket

OUT Fri 24 Sept  
Coventry to London Euston  
1h 36m, 0 changes


Off-Peak Single £26.70  
You've selected the 17:48, but you can travel on any eligible off-peak train.

- Any off-peak train.
- Valid on West Midlands Railway and London Northwestern Railway services only.

A booking fee of £1.05 will apply to this transaction

Total for Trip 3: £64.70 excluding hotel  
Hotel for Trip 3: £137 + £120

Breakfast included



**Staybridge Suites Birmingham, an IHG Hotel** ★★★★☆ Promoted

Birmingham City Centre, Birmingham · [Show on map](#)

Room Selected Upon Check-In – 2 people  
1 double bed


Breakfast included  
FREE cancellation • No prepayment needed  
You can cancel later, so lock in this great price today.

Superb **9.2**  
2,615 reviews

Location **9.4**

2 nights, 1 adult  
**£187**  
Includes taxes and charges

See availability >



**AC Hotel by Marriott Birmingham** ★★★★★ Promoted

Birmingham City Centre, Birmingham · [Show on map](#)

Guest room, Twin/Single Bed(s) – 2 people  
2 single beds

FREE cancellation • No prepayment needed  
You can cancel later, so lock in this great price today.  
Only 7 rooms left at this price on our site


Fabulous **8.9**  
2,161 reviews

Location **9.5**

2 nights, 1 adult  
**£208**  
Includes taxes and charges

See availability >

Breakfast included



**Holiday Inn Express - Birmingham - City Centre, an IHG Hotel** ★★★★☆ Getaway Deal

Birmingham City Centre, Birmingham · [Show on map](#)

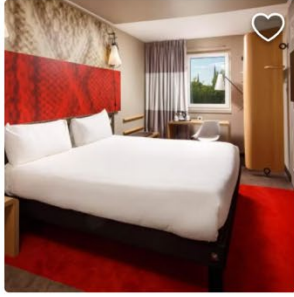
Standard Double Room – 2 people  
1 double bed

Breakfast included  
FREE cancellation  
You can cancel later, so lock in this great price today.

Fabulous **8.8**  
3,991 reviews

2 nights, 1 adult  
**£137**  
Includes taxes and charges

See availability >



### ibis Coventry Centre ★★★★★

Coventry · [Show on map](#) · 0.4 miles from centre

**Double Room** – 2 people

1 double bed

**FREE cancellation**

You can cancel later, so lock in this great price today.

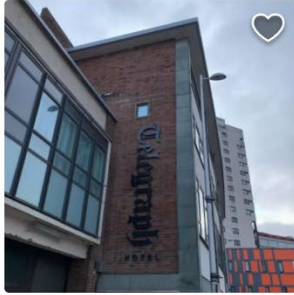
Very good **8.2**  
1,885 reviews

3 nights, 1 adult

**£147**

Includes taxes and charges

[See availability](#) >



### Telegraph Hotel - Coventry ★★★★★

Coventry City Centre, Coventry · [Show on map](#) · 0.2 miles from centre

**Snug Room (no window)** – 2 people

1 large double bed

**FREE cancellation • No prepayment needed**

You can cancel later, so lock in this great price today.

**Only 3 rooms left at this price on our site**

Superb **9.2**  
133 reviews

**Location 9.7**

3 nights, 1 adult

**£243**

Includes taxes and charges

[See availability](#) >



### Britannia Hotel Coventry ★★★

Coventry City Centre, Coventry · [Show on map](#) ·

0.2 miles from centre

**Single Room** – 1 person

1 single bed

**FREE cancellation • No prepayment needed**

You can cancel later, so lock in this great price today.

Review score **6.3**  
3,448 reviews

3 nights, 1 adult

**£120**

Includes taxes and charges

[See availability](#) >

## Trip 4 (Week 5)

Sunday 3<sup>rd</sup> to Thursday 7<sup>th</sup> October 2021

London (Head Office) to Liverpool

Liverpool to Newcastle Upon Tyne

Newcastle Upon Tyne to London (Head Office)

**OUT**  
Sun 3 Oct 2021  
London Euston to Liverpool Lime Street

Standard 1st class

18:08 → 21:13  £66.10  £132.90  
3h 5m, 1 change

18:29 → 21:19 Timetable unconfirmed  
2h 50m, 1 change

19:05 → 21:23  £66.10  £132.90  
Plat. 16 estimated  
2h 18m, 0 changes

20:05 → 22:28 Timetable unconfirmed  
2h 23m, 0 changes

Later

**TOTAL**  
£66.10  
1 Adult

Continue >

Quick buy ticket

OUT Sun 3 Oct  
London Euston to Liverpool Lime Street  
2h 18m, 0 changes

**Off-Peak Single** £66.10

You've selected the 19:05, but you can travel on any eligible off-peak train.

- Any off-peak train.
- Travel is allowed via any permitted route.
- Travel also permitted from stations near London Euston and to stations near Liverpool Lime Street. [View stations](#)

A booking fee of £1.75 will apply to this

**OUT**  
Tue 5 Oct 2021  
Liverpool Lime Street to Newcastle

Standard 1st class

16:01 → 19:52  £86.90  £118.80  
Plat. 4 estimated  
3h 51m, 2 changes

16:12 → 20:07  £38.30 Limited availability  £118.80  
3h 55m, 1 change

16:54 → 20:11  £39.90 Limited availability  £68.30 Only 3 left  
3h 17m, 0 changes

17:54 → 21:15  £23.80 Limited availability  £54.50 Only 2 left  
3h 21m, 0 changes

**TOTAL**  
£23.80  
1 Adult

Continue >

Quick buy ticket

OUT 17:54 (Tue 5 Oct)  
Liverpool Lime Street to Newcastle  
3h 21m, 0 changes

**Advance Single** £23.80

- Only valid on booked TransPennine Express services.
- Travel also permitted from stations near Liverpool Lime Street. [View stations](#)

A booking fee of £1.00 will apply to this transaction

**Cheapest** Single fares from £22.20

**OUT**  
Thu 7 Oct 2021  
Newcastle to London Kings Cross

Standard 1st class

17:59 → 20:55  £30.40 Only 2 left  £60.00 Only 2 left  
Plat. 3 estimated  
2h 56m, 0 changes

18:29 → 21:39  £22.20 Only 4 left  £60.00 Only 2 left  
Plat. 4 estimated  
3h 10m, 0 changes

18:35 → 22:00  £76.20  £206.00  
3h 25m, 1 change

19:02 → 22:09  £22.20 Only 4 left  £60.00 Only 2 left  
Plat. 3 estimated  
3h 7m, 0 changes

**TOTAL**  
£22.20  
1 Adult

Continue >

Quick buy ticket

OUT 18:29 (Thu 7 Oct)  
Newcastle to London Kings Cross  
3h 10m, 0 changes

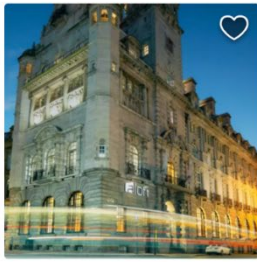
**Advance Single** £22.20

- Specified train only. No refunds.
- Only valid on booked London North Eastern Railway services and required connecting services.

**Total for Trip 4: £112.10 excluding hotel**

**Hotel for Trip 4: £114 + £115**





### Aloft Liverpool By Marriott ★★★★★

[Liverpool City Centre, Liverpool](#) - [Show on map](#)

Booked 2 times for your dates in the last 24 hours

**Aloft King Room, Guest room, 1 King** -

1 extra-large double bed

**FREE cancellation - No prepayment needed**  
You can cancel later, so lock in this great price today.

**Fabulous** **8.8**  
2,484 reviews

**Location 9.5**

2 nights, 1 adult

**£170**

Includes taxes and charges

[See availability](#) >



### ibis Liverpool Centre Albert Dock – Liverpool ★★★★★

[Liverpool City Centre, Liverpool](#) - [Show on map](#)

**Standard Double Room** -

1 double bed

**FREE cancellation - No prepayment needed**  
You can cancel later, so lock in this great price today.

**Very good** **8.3**  
7,935 reviews

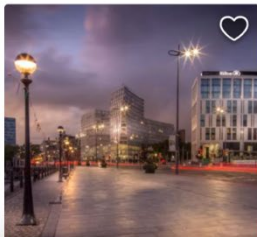
**Location 9.4**

2 nights, 1 adult

**£114**

Includes taxes and charges

[See availability](#) >



### Hilton Liverpool City Centre ★★★★★

[Liverpool City Centre, Liverpool](#) - [Show on map](#)

**King Hilton Guest Room** -

1 large double bed

**FREE cancellation - No prepayment needed**  
You can cancel later, so lock in this great price today.

**Fabulous** **8.7**  
4,637 reviews

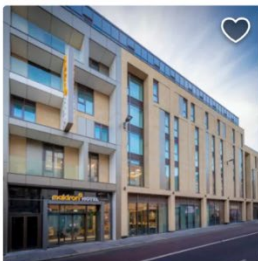
**Location 9.6**

2 nights, 1 adult

**£236**

Includes taxes and charges

[See availability](#) >



### Maldron Hotel Newcastle ★★★★★

[Newcastle City Centre, Newcastle upon Tyne](#) - [Show on map](#)

0.2 miles from centre

**Deluxe Double Room** -

1 double bed

**FREE cancellation - No prepayment needed**  
You can cancel later, so lock in this great price today.

**Superb** **9.2**  
6,959 reviews

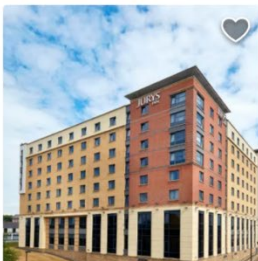
**Location 9.6**

2 nights, 1 adult

**£135**

Includes taxes and charges

[See availability](#) >



### Jurys Inn Newcastle ★★★★★

[Newcastle City Centre, Newcastle upon Tyne](#) - [Show on map](#)

0.6 miles from centre

**Getaway Deal**

**Standard Double Room (2 Adults)** -

1 double bed

**FREE cancellation**  
You can cancel later, so lock in this great price today.

**Very good** **8.1**  
6,490 reviews

2 nights, 1 adult

**£117**

Includes taxes and charges

[See availability](#) >



### Royal Station Hotel- Part of the Cairn Collection ★★★★★

[Newcastle City Centre, Newcastle upon Tyne](#) - [Show on map](#)

0.3 miles from centre

**Double Room** -

1 double bed

**FREE cancellation - No prepayment needed**

**Very good** **8.2**  
6,562 reviews

**Location 9.4**

2 nights, 1 adult

**£115**

Includes taxes and charges





**Trip 5 (Week 6)**  
**Sunday 10<sup>th</sup> to Thursday 14<sup>th</sup> October 2021**  
 London (Head Office) to Edinburgh  
 Edinburgh to Glasgow  
 Glasgow to London (Head Office)

All flights selected? [Continue](#)

Outbound

**London Luton to Edinburgh**  
 47 people currently looking  
[3 week view >](#)

Sat 9 Oct	Sun 10 Oct	Mon 11 Oct
Dep Arr: 07:05 / 08:25 £28.99 +	Dep Arr: 13:50 / 15:10 £26.99 +	Dep Arr: 08:50 / 10:10 £26.99 +
	Dep Arr: 15:45 / 17:00 £26.99 +	Dep Arr: 12:25 / 13:45 £24.99 + <b>LOWEST FARE</b>
	Dep Arr: 19:20 / 20:35 £26.99 +	Dep Arr: 19:15 / 20:30 £26.99 +

Basket £26.99  
[Change currency >](#)  
 Adult 1 x £26.99  
 Your flight options  
 You have not selected seats yet  
 Your cabin bags  
 Small cabin bag 1 x Included  
[Add more flights >](#)  
[Continue](#)

**COVID-19 TRAVEL HUB**  
 Fly with confidence  
 Travel comfortably and confidently at every stage of your journey with us.  
[Find out more >](#)

Non-refundable. Changeable subject to fees.  
 Price includes all applicable taxes and fees.

Your search: **Edinburgh (Waverley) to Glasgow** · Single journey · 1 Adult · [Add a railcard](#) [Change](#)

[Train • £13.50](#) [Coach • £7.00](#)

**Cheapest Single fares from £13.50**

OUT Tue 12 Oct 2021

[+ Add a return](#)

Standard 1st class

<b>17:41</b> → <b>19:11</b> Plat. 9E estimated Edinburgh (Waverley) → Glasgow Central 1h 30m, 0 changes £15.50 Not available
<b>17:45</b> → <b>18:34</b> Plat. 11 estimated Edinburgh (Waverley) → Glasgow Queen Street £15.50 Not available

TOTAL  
**£15.50**  
 1 Adult  
[Continue >](#)  
[Quick buy ticket](#)

OUT Tue 12 Oct  
 Edinburgh (Waverley) to Glasgow Central  
 1h 30m, 0 changes  
**Anytime Day Single £15.50**  
 You've selected the 17:41, but you can travel on any eligible train.  
 • Travel any time of day.  
 • Travel is allowed via any permitted route.

All flights selected? [Continue](#)

Outbound

**Glasgow to London Luton**  
 58 people currently looking  
[3 week view >](#)

You can also fly to London Luton from: **Edinburgh**

Wed 13 Oct	Thu 14 Oct	Fri 15 Oct
Dep Arr: 09:10 / 10:25 <b>LOWEST FARE</b> £22.99 +	Dep Arr: 07:05 / 08:20 £28.99 +	Dep Arr: 17:20 / 18:35 £25.99 +
Dep Arr: 21:00 / 22:15 <b>LOWEST FARE</b> £22.99 +	Dep Arr: 20:50 / 22:05 <b>LOWEST FARE</b> £22.99 +	Dep Arr: 20:50 / 22:05 <b>LOWEST FARE</b> £22.99 +


Basket £22.99  
[Change currency >](#)  
 Your fares Adult 1 x £22.99  
 Your cabin bags  
 Small cabin bag 1 x Included  
[Add more flights >](#)  
[Continue](#)

**COVID-19 TRAVEL HUB**  
 Fly with confidence  
 Travel comfortably and confidently at every stage of your journey with us.  
[Find out more >](#)

Non-refundable. Changeable subject to fees.  
 Price includes all applicable taxes and fees.

**Total for Trip 5: £65.48 excluding hotel**  
**Hotel for Trip 5: £140 + £143**

**Breakfast included**



**Holiday Inn Express Edinburgh – Royal Mile, an IHG Hotel** ★★★★★ Promoted

[Old Town, Edinburgh](#) · [Show on map](#) · 0.3 miles from centre

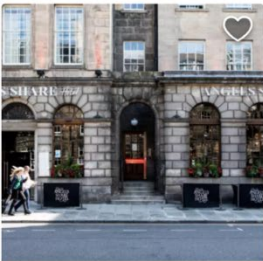
**Getaway Deal**

**Standard Room** – 2 people  
Beds: 1 double or 2 singles

**Breakfast included**  
**FREE cancellation**  
You can cancel later, so lock in this great price today.

2 nights, 1 adult  
**£188**  
Includes taxes and charges

[See availability >](#)



**Angels Share Hotel** ★★★★★ Promoted

[New Town, Edinburgh](#) · [Show on map](#) · 0.6 miles from centre

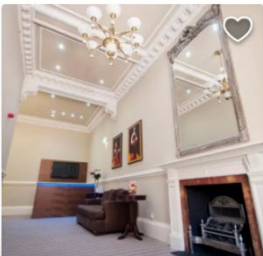
Booked 2 times for your dates in the last 12 hours

**Classic Single Room** – 1 person  
1 single bed

**FREE cancellation**  
You can cancel later, so lock in this great price today.  
**Only 1 room left at this price on our site**

2 nights, 1 adult  
**£138**  
Includes taxes and charges

[See availability >](#)



**Palmerston Suites** ★★★★★ Promoted


[West End, Edinburgh](#) · [Show on map](#) · 1 miles from centre


**Junior Suite** – 2 people  
Private suite  
1 double bed

**FREE cancellation**  
You can cancel later, so lock in this great price today.  
**Only 2 left at this price on our site**

2 nights, 1 adult  
**£140**  
Includes taxes and charges


[See availability >](#)



**YOTEL Glasgow** ★★★★★ 

Glasgow City Centre, Glasgow · [Show on map](#) · 0.5 miles from centre  
· Metro access

**Limited-time Deal**

**Premium Queen Room** –   
1 large double bed

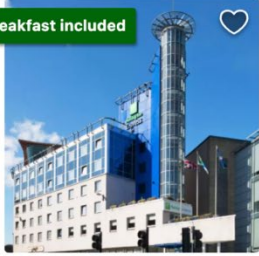
**FREE cancellation** · **No prepayment needed**  
You can cancel later, so lock in this great price today.

**Very good** **8.5**  
1,015 reviews


**Location 9.4**

2 nights, 1 adult  
~~£238~~ **£143**  
Includes taxes and charges

[See availability](#) >




**Breakfast included**

**Holiday Inn Express - Glasgow - City Ctr Theatreland, an IHG Hotel** ★★★★★  Promoted

Glasgow City Centre, Glasgow · [Show on map](#) · 0.1 miles from centre  
· Metro access

**Getaway Deal**

**Double Room** –   
1 double bed

**Breakfast included**  
**FREE cancellation**  
You can cancel later, so lock in this great price today.


**Fabulous** **8.7**  
2,862 reviews

**Location 9.4**


2 nights, 1 adult  
**£147**  
Includes taxes and charges

[See availability](#) >



**Hotel Indigo Glasgow, an IHG Hotel** ★★★★★  Promoted

Glasgow City Centre, Glasgow · [Show on map](#) · 0.4 miles from centre

**Feature King Room** –   
Multiple bed types

**FREE cancellation**  
You can cancel later, so lock in this great price today.

**Fabulous** **8.7**  
1,096 reviews

**Location 9.4**

2 nights, 1 adult  
**£202**  
Includes taxes and charges

**Total for all travel: £363.19 excluding hotels**  
**Hotels: £1262**  
**Total for travel including hotels: £1625.19**

### **4.3 Sign-off Approval Request**

Hello,

Please find attached the travel Itinerary for the new Café Manager. The travel options researched have been the most cost effective as I used a flight comparison website and a hotel comparison website to ensure best value for money for these elements.

The total cost for the travel will be £363.19, in addition I have decided based on the travel arrangements that hotel stays would be appropriate. The cost for the hotels is an additional £1262. Therefore, the total cost will be £1625.19. This will therefore require evidence of 3 quotations as per the organisational procurement limits. You will see from the use of comparison sites more than 3 options have been checked where possible.

I have been given a plan that details the new Café Manager will be visiting all IncludeAll Café sites as they commence their role so that they can be introduced to the organisation. My travel itinerary is designed with efficiency in mind so that travelling between sites is set-up so as that the next Café location to be visited is in close proximity to the previous reducing the time spent travelling. For example, as the Café Manager is travelling to each site from central London, this has been taken into account. As they need to visit both Edinburgh and Glasgow, I have ensured that the visits to both these Cafes is done on the same trip. I have made the same decision with Newquay and Cardiff sites, Birmingham and Coventry sites, and Liverpool and Newcastle Upon Tyne, grouping these locations together in one trip. This means that I have ensured the new Café Manager will visit all sites as requested, but in the most efficient order and in the six-week timeframe as requested. This should save cost, and also makes best use of the new manager's time. By including two-night accommodation at each Café location, I have made sure that the new Café Manager is able to spend two full weekdays at each site as well.

As the total amount is greater than £501, I will also require approval from a senior manager. Can you arrange this approval for me please and I will proceed to make all bookings?

Kind regards,

*Maxwell*

Maxwell Prime

**Business Support Administrator**

**IncludeALL**

Training & Employment

Email ([maxwell\\_prime@includeall.org](mailto:maxwell_prime@includeall.org))

Contact Number (0800 12345)

## Commentary

The candidate demonstrates that they can produce a comprehensive travel itinerary that has been clearly considered. The itinerary has been clearly and visually depicted – with consideration given to the overview of the schedule, as well as displaying the associated costs, broken down in detail for clarity. The travel itinerary takes into account that this needs to be easily read, reviewed and signed off by a senior manager.

The candidate provides evidence of quotations that adhere to organisational procurement limits, and which includes comparison between different options. The candidate has demonstrated that the most cost-effective options have been selected at all times.

The sign-off request provides exemplary detail on the need for approval and provides justification of why the presented options in the travel itinerary are the most efficient for the new Café Manager. For example, determining a sequence of visits that are based on proximity support both control of costs and time. The request for authorisation based on organisational procurement limits has been justified appropriately in line with the project brief.

## **Task 5**

### **Techniques and tools to coach the new Café Manager**

For Task 5 candidates need to produce the following pieces of evidence:

- 5.1 Information Pack
- 5.2 Coaching Plan
- 5.3 List of questions

## Candidate Evidence

### 5.1 Information Pack

# IncludeALL

Training & Employment

## Introduction - Coaching for Café Managers

To support you in your new management role, IncludeAll has organised a set of coaching sessions for you in order to support your development in your new role. This information pack has been provided which contains information on a recognised coaching model and some key techniques that will be used in your coaching sessions in order to help guide and develop you in your new position.

IncludeAll believes that through effective coaching, the organisation can drive performance to achieve its business objectives and help you achieve individual and team goals.

### 1. Skills and knowledge aligned to coaching

Before having coaching sessions, it is useful to ask yourself the following questions:

- What do you know about coaching?
- What do you think is the aim of coaching?
- What areas would you like to work on during your coaching sessions?
- What skills and knowledge do you have that you think would be useful to discuss and work on via coaching?
- What skills, knowledge or behaviours do you need to develop?

### 2. Coaching

Coaching is used in the workplace to unlock a person's potential, to maximise job performance and focus on the needs of the coachee. Benefits coaching can bring to both you and the organisation include, amongst others, improved motivation and performance and self-development. The coaching relationship requires trust, confidentiality, responsibility, and ownership and so a coaching contract is used with an initial meeting to set boundaries and agree how to work together.

### 3. Coaching Methods, Tools and Feedback Techniques

There are a range of different techniques that we can take to coaching when supporting people into a role. Some of these techniques are quite simplistic, such as targeting the use of effective questions. Targeting effective questions helps to focus coaching sessions and ensure that the conversation remains on track to the targeted outcome. Furthermore, I could support your coaching sessions with the use of a guided conversation, which would be helpful to provide a structure for you as the coachee and allow you to be supported to focus the conversation productively against your key objectives in your new role as a Café Manager. Coaching models are widely used, and these include John Whitmore's (2002) **GROW** model. This will be an appropriate coaching model to begin your coaching journey and will be used by me as your coach in your first coaching session.



It has four steps (outlined below) and due to its flexibility can be applied in all coaching interactions. It will allow for us to be fluid and jump forward or back during your coaching sessions, to explore a topic or issue through questioning, which will be beneficial as you are new to the role and may not know areas that you would benefit from focusing on as yet. The approach also helps focus on your existing knowledge and competencies, so you can feel confident in applying what you already know to your new role.

During the coaching session, the GROW model will be used to guide you step-by-step and will ensure that you are kept on track with areas of discussion. I will also ensure that you focus on a set skill, behaviour, or knowledge area within each session, allowing you to make progress on each session.

Other coaching frameworks that may be used that build on the GROW model include ARROW (Somers M) and OSCAR (Whittleworth & Gilbert, 2002). These also follow a step-by-step process to help move you towards your set outcomes in the longer-term as you grow and develop in your new role.

#### 4. Coaching Models

In order to support you at the start of your coaching journey, the below information is provided so that you are able to gain further insight into each of the above coaching models and feel more prepared for what your coaching experience may be like.

<b>Goals</b>	SMART Goal setting - What do you want? Short- and long-term goals.
<b>Reality (Current)</b>	What is happening now? Explore the current situation.
<b>Options</b>	What could you do? Identify and evaluate different action strategies.
<b>Will/Way Forward</b>	What will you do? By when? What's next?

<b>Aims</b>	Short and long term, make sure they are SMART.
<b>Reality</b>	Explore past to present, identify obstacles, what's working and what isn't.
<b>Resources</b>	What can be used to help overcome obstacles to achieve the goal, e.g., people, process, technology, relationships etc.
<b>Options</b>	Avoid prejudging solutions, find creative ways to overcome obstacles.
<b>Way forward</b>	Narrow down the options, make sure they are SMART

<b>Outcome</b>	Determine outcome and goals of the session.
<b>Situation</b>	Clarify individual current situation and feelings.
<b>Choices</b>	Generate choices and consider consequences.
<b>Actions</b>	Determine next, immediate steps in their chosen process.
<b>Reviews</b>	Develop a plan to return back to and review.

## 5.2 Coaching Plan

This coaching plan will detail how I will run the initial coaching session with the Café Manager. This will include information on the communication skills and feedback techniques I will use to establish an effective coaching relationship and ensure the new Café Manager is supported on their coaching journey, making the most of each coaching session.

At the beginning of the coaching journey, some important things to consider are:

- Informing the new Café Manager of what practicalities need to be covered at the start of the coaching sessions
- Informing the new Café Manager clearly about what is involved in the coaching process and what is meant by the term coaching contracting
- Ensuring I am clear how the discussions, topics, and conclusions I engage in and make during each coaching session are recorded and can be used again as the coaching sessions progress

This coaching plan below demonstrates how I will be using the GROW model during the coaching sessions and details what sort of questions I may ask to generate discussion, as well as what communication skills and feedback techniques I will use.

The coaching plan template below will be used to capture and monitor the progress of the new Café Manager during each coaching session. It will capture the flow of conversation between myself as the coach and the Café Manager as the coachee, ensuring that key details discussed are captured as well as evidence outcomes produced from using the GROW coaching model. This will also allow for the capturing of agreed actions from each coaching session held, ensuring that the actions are monitored against the agreed timescales designed to aid personal development in a supportive and efficient way. The agreed actions from the coaching session will be reviewed at the conclusion of the session to aid ownership by the coachee.

It is important to have a robust coaching plan to ensure that the coaching that takes place both aids individual performance as well as create an environment that supports the overall needs of the business.

<b>EXAMPLE COACHING PLAN – SESSION 1</b>	
<b>Coachee Name and Email:</b>	
<b>Coach’s Name and Email:</b>	
<b>Date, time, location, length of coaching session:</b>	<b>No of sessions in coaching programme = 6</b>
	1
	2
	3
	4
	5
	6
<b>Aim of the session - For example:</b>	
<i>Agree outcomes of coaching during each session on programme.</i>	

*Begin to create a personal development plan to achieve aims and improve skills.*

*Agree SMART Targets and actions prior to next meeting.*

**Models and techniques for a coaching session - For example:**

*GROW model, open questions, reflection*

*(Here are some example questions that I would ask for each section of the GROW coaching model in my coaching sessions with the new Café Manager. A summary and review section are included so I can record and track agreed actions and monitor progress at each step.)*

**GOAL - The desired outcome.**

What do you want to achieve?

When do you want to achieve this by?

How challenging is this for you?

How will you know when you have got there?

What are the intermediate goals you need to meet?

How important is this to you?

**Summary of goals** *(I will summarise discussion and gain agreement on what needs to be developed specifically).*

**REALITY – What is the current situation?**

In terms of your goal where are you now?

On a scale of 1:10, how do you feel about the current situation?

Reflecting on your current situation, what is good about it?

Reflecting on your current situation, what is bad about it?

What have you done about it so far?

What is holding you back?

On a scale of 1-10 how realistic is that?

What is the reality of the situation?

**Review of reality** *(I will summarise in terms of actions and goals outlined by the new Café Manager)*

From the session...

**OPTIONS – What paths are open to achieve my goals.**

What do you want to do?

What could you learn that will help you?

Where could you find help with this?

What other options do you have?

Who else do you know who could help you with this?

What are the advantages and disadvantages of your ideas?

**OPTIONS – review** *(This section allows me to look further into options with the new Café Manager as needed)*

We have agreed to look further into:

**WILL/WAY FORWARD – How committed are you to these actions?**

What are you going to do?

What will you do first and by when?

What will you do next and by when?

What support do you need and from whom?

Who else needs to know?

How are you going to move forward?

**WILL – review** *(This allows me to identify the actions needed and agree the way forward and next actions with the new Café Manager)*

Next session *(Add date, time, and location of next meeting)*

Coach signature	Date

One of the important parts of the coaching sessions will be the recording of what I discuss with the new Café Manager so that I am able to refer back to this in the future as they develop in their role. This will allow both myself and the new Café Manager to easily track their progress on goals and outcomes, as well as effectively use their coaching sessions to translate discussions into agreed actions.

## Structured Note Taking

Coachee's Name: Session number: Date:
Current situation:
Overall goal:
Alternatives explored and selected option (s):
Change plan and agreed actions:

## Coaching Communication Skills and Feedback Techniques

There are a range of techniques that I will use with you during a typical coaching session such as: Goal setting, Johari window, performance checklists, listening and questioning, clarifying, and giving feedback. All of this helps to build development in skills, knowledge, and behaviours relevant to the new Café Manager's role that they wish to work on. Some of these are also designed to build trust between myself and the new Café Manager.

Techniques for an effective coaching conversation	
<b>Listening</b>  <b>Active Listening</b>	<ul style="list-style-type: none"> <li>• Face the coachee so I can see their body language and ensure that the discussion is positive.</li> <li>• Pay attention to the coachee so that I can engage in a meaningful discussion on the assigned topics for that coaching session.</li> </ul>
<b>Types of Questions</b>	<ul style="list-style-type: none"> <li>• <b>Closed</b> e.g., How many times did you speak to your Admin supervisor?</li> <li>• <b>Open</b> – What else happened?</li> <li>• <b>Forward focused</b> – How will you raise the issue with your Admin supervisor?</li> <li>• <b>Hypothetical</b> – If you could change one administration process, what would it be?</li> <li>• <b>Behavioural</b> – What specifically did you say to your Admin supervisor?</li> <li>• <b>Clarifying</b>- Summarising, repeating the question.</li> <li>• <b>Reflective</b> – What's in my way to achieving this, slowing me down?</li> </ul>
<b>Giving Feedback</b>  <b>(FEED technique)</b>	<ul style="list-style-type: none"> <li>• <b>Frame</b> – What do I want to discuss? How long will it take?</li> <li>• <b>Evidence</b> – Describe what you have seen, heard? What was the impact?</li> <li>• <b>Evaluation</b> - Summarise your conclusions about good performance and development areas.</li> <li>• <b>Discussion</b> – Ask questions to find out the whole story/gain perspective.</li> </ul>

# IncludeALL

## Training & Employment

### Feedback Techniques

There are several frameworks and questioning approaches that can be used to aid performance or examine challenges when coaching, these can help me put a coaching plan in place for the new Café Manager to move forward. Feedback should be constructive and if there is a high level of trust, feedback will be welcomed to help personal development and learning. The questions below can be used and changed to suit context or a style of communication:

What would you like to achieve out of the session/meeting?
What did you notice about your performance?
What went well/what challenged you?
If you could do it again, what would you do differently?
What will it be like when you can do that?
Can I make a suggestion?
What will you do about it in the future?

### The CEDAR Feedback Model

This is a five-stage feedback model that aids coaching conversations. I will be able to use this feedback technique to help the new Café Manager understand the situation and identify future options. Feedback should be given on a regular basis as well as having formal discussion at a set time during coaching sessions.

Context	Involves opening the conversation and setting the context, it is important the person is aware of the value of feedback.
Examples	Give examples that are factual and have been observed, give enough to bring the point to life.
Diagnosis	Now the person receiving the feedback understands that specific areas have been identified. At this stage, the coach will ask the coachee what they think happened and why, allowing time for the person to speak and actively listening to the coachee.
Actions	Have identified some of the issues, you can move on to ask the coachee about their thoughts and future actions.
Review	The conversation concludes and is wrapped up.

## 5.3 Coaching Questions

# IncludeALL

## Training & Employment

I have considered what questions I will ask the new Café Manager during the first coaching session. These questions are framed around the structure of the GROW model framework.

These questions will be effective as they are simple and quick to ask, making them useful for the busy new Café Manager with a high workload. They also are designed to allow the coachee the opportunity to expand and focus on their priorities, objectives and goals using a SMART goal format (Specific, Measured, Attainable, Realistic, Timely). Some of the questions may be in a scaling format which will be used to effectively measure or provide a rating to a particular question.

When asking the new Café Manager these questions during the first coaching session, it is important to consider the pace of questioning and using active listening skills to allow time for them to reflect on what may be most important to them. If necessary, clarifying the question will ensure that motivation of the new Café Manager is maintained ensuring their commitment to their new role and that they remain forward focused.

Stage	Intention	How will I undertake this?
Exploration	Understand what the individual wants to achieve.	<p>Use of open questions to gain clarity about their goals and the desired outcome. These will include questions such as:</p> <ul style="list-style-type: none"> <li>• What would you like to accomplish in your new role as Café Manager?</li> <li>• When do you want to achieve this by?</li> <li>• How challenging is this for you?</li> <li>• How will you know you have got there?</li> <li>• What are the immediate goals you need to meet?</li> <li>• How important is this to you?</li> </ul> <p>I will look to clarify and summarise the initial exploration stage by asking:</p> <ul style="list-style-type: none"> <li>• So, a summary of your SMART goal is ....</li> </ul>
Current situation	What is the current situation and how important is it?	<p>Use of open and reflective questions to understand the situation. These will include questions such as:</p> <ul style="list-style-type: none"> <li>• Reflecting on your new role so far, what is good about it? What is bad about it?</li> <li>• In terms of your goal what have you done about it so far?</li> <li>• Where are you now?</li> <li>• On a scale of 1:10 how do you feel about it?</li> <li>• What is the reality of the situation?</li> </ul>



		<p>I will look to summarise the section on the current reality by asking:</p> <ul style="list-style-type: none"> <li>• So, let's review the session, I can see you realise that you need to take action on xxx and accept responsibility for changing the current xxx...</li> </ul>
Options	<p>What paths are open for the individual to achieve their goals?</p>	<p>Use of reflective and forward focused questions. These will include questions such as:</p> <ul style="list-style-type: none"> <li>• What do you want to do?</li> <li>• What could you learn that will help you achieve?</li> <li>• Where could you find help with this?</li> <li>• What other options do you have?</li> <li>• Who else do you know who could help you with this?</li> <li>• What are the advantages and disadvantages of your ideas?</li> </ul> <p>I will look to summarise the section on the current reality by asking:</p> <ul style="list-style-type: none"> <li>• So, reviewing your options you have agreed to look further at ....</li> </ul>
Next steps	<p>What is the individual going to do to achieve their goals, and how committed are they to these actions?</p>	<p>Use of forward focused and reflective questions. These will include questions such as:</p> <ul style="list-style-type: none"> <li>• What are you going to do?</li> <li>• What will you do first and by when?</li> <li>• What will you do next and by when?</li> <li>• What support do you need and from whom?</li> <li>• Who else needs to know?</li> <li>• How are you going to move forward?</li> </ul> <p>I will look to summarise the next steps by asking:</p> <ul style="list-style-type: none"> <li>• So, now you have identified the actions you want to take are... and the way forward is...</li> </ul>

## Commentary

The candidate has produced an information pack that shows a developed level of understanding and knowledge of different coaching models and techniques. The candidate has shown consideration of a range of different coaching techniques that might be used, with an informed level of justification for the coaching technique selected to be used during the coaching sessions with the new café manager. The response justifies the reasons why this will be the most effective approach to support the new café manager into their new role. For example, the candidate identifies that the fluidity of the approach is ideal for a new café manager who may not know the areas of coaching that would most benefit them at the outset.

The candidate has produced a coaching plan that follows a well-considered structure, that aims to maximise the effectiveness of the coaching activity. There is a succinct alignment to the content of the information pack, and a strong level of justification provided for the approach developed. The response shows a developed understanding of how the coaching model is used and how it supports and strengthens the development of the aims of the coaching session. For example, commentary under each stage provides clarity on why this is being undertaken, and the benefit it brings to the coaching session.

The candidate has developed a list of informed and considered questions that effectively support and develop the new café manager to embed coaching into their practice. The questions have been succinctly and logically structured around the GROW model. Informed justifications are provided that rationalise the use of the questions in response to the task. The questions have been clearly selected to support the coachee to ask questions of themselves. They are short, succinct, and clearly focused to provide optimal opportunity for the coachee to respond from their own perspective.

## **Task 6**

### **Create a spreadsheet to analyse business data**

For Task 6 candidates need to produce the following pieces of evidence:

- 6.1 Data Inventory document
- 6.2 Spreadsheet
- 6.3 Report on recommended core meals

## Candidate evidence

### 6.1 Data Inventory document

Projected Stock Levels (including 1.25% increase on previous year sales)

Café	Specialism	Local Specialism			Lasagne			Chips			Curry			Pasta			Sausage Roll			Burger			
		Total Y1 stock	Total Y1 Sales	Total Y2 stock	Total Y1 stock	Total Y1 Sales	Total Y2 stock	Total Y1 stock	Total Y1 Sales	Total Y2 stock	Total Y1 stock	Total Y1 Sales	Total Y2 stock	Total Y1 stock	Total Y1 Sales	Total Y2 stock	Total Y1 stock	Total Y1 Sales	Total Y2 stock	Total Y1 stock	Total Y1 Sales	Total Y2 stock	
Newquay	Cornish Pasty	3420	3120	3159	4736	4650	4708	7089	91	7085	6500	1100	5467										
Birmingham	Groaty Pudding	2072	1872	1895	6342	6240	6318	8488	88	8505	9468	50	9536										
Cardiff	Glamorgan Sausage	4720	4690	4749	1967	1872	1895	5842	90	5824													
Glasgow	Polony Roll	3210	3120	3159	2826	2808	2843	6260	60	6277							7031	7006	7094				
Edinburgh	Hog Roast Roll	5866	5436	5504	4738	4670	4728	6548	48	6581							7054	7018	7106				
Liverpool	Toad in the hole	4805	4680	4739	3782	3744	3791	8516	92	8529	7692	6712	6796										
London	English Breakfast	9436	9360	9477										7536	120	7509					12575	12480	12636
Newcastle Upon Tyne	Pan Haggerty	1960	1560	1580				6235	35	6278				3464	56	3451	5879	5812	5885				
Oxford	Scone	5758	5438	5506										4035	70	4015	4760	4678	4736				
Coventry	Cheese fries	9684	8799	8909													6848	6753	6837	7808	7763	7860	
		<b>Totals</b>			24391	23984	24283	48978	504	49079	23660	7862	21799	15035	246	14975	31572	31267	31658	20383	20243	20496	

## 6.2 Spreadsheet

		Local Specialism Unit							Lasagne Unit		Chips Unit		Curry Unit		Pasta Unit		Sausage Roll Unit		Burger Unit	
Café Location	Local Specialism	Sales	Stock Waste	Total units	% of stock sold	Total profit from sales	Profit lost from waste	Total revenue	Sales	Stock Waste	Sales	Stock Waste	Sales	Stock Waste	Sales	Stock Waste	Sales	Stock Waste	Sales	Stock Waste
Newquay	Cornish Pasty	3120	300	3420.00	91.23	7800	750	7050	4650	86	6998	91	5400	1100						
Birmingham	Groaty Pudding	1872	200	2072.00	90.35	4680	500	4180	6240	102	8400	88	9418	50						
Cardiff	Glamorgan Sausage	4690	30	4720.00	99.36	11725	75	11650	1872	95	5752	90								
Glasgow	Polony Roll	3120	190	3310.00	94.26	7800	475	7325	2808	18	6200	60					7006	25		
Edinburgh	Hog Roast Roll	5436	430	5866.00	92.67	13590	1075	12515	4670	68	6500	48					7018	36		
Liverpool	Toad in the hole	4680	125	4805.00	97.40	11700	312.5	11387.5	3744	38	8424	92	6712	1250						
London	English Breakfast	9360	76	9436.00	99.19	23400	190	23210							7416	120			12480	95
Newcastle Upon Tyne	Pan Haggerty	1560	400	1960.00	79.59	3900	1000	2900			6200	35			3408	56	5812	67		
Oxford	Scone	5438	320	5758.00	94.44	13595	800	12795							3965	70	4678	82		
Coventry	Cheese fries	8799	885	9684.00	90.86	21998	2212.5	19785									6753	95	7763	45
								<b>Total units</b>	23984	407	48474	504	21530	2400	14789	246	31267	305	20243	140
									59960	1018	121185	1260	53825	6000	36972.5	615	78167.5	762.5	50607.5	350
								<b>Total stock units</b>	24391		48978		23930		15035		31572		20383	
								<b>Total profit from sales</b>	59960		121185		53825		37587.5		78930		50957.5	
								<b>Profit lost from waste</b>	1017.5		1260		6000		615		762.5		875	
								<b>Total revenue</b>	58943		119925		47825		36972.5		78167.5		50082.5	
								<b>% of stock sold</b>	98.303		98.96		88.85		98.3638		99.034		98.2829	
								<b>Locations selling product</b>	6		7		3		3		5		2	

## 6.3 Report on recommended core meals

I have used the available data to capture the total sales and wasted stock from the food stock and annual sales data of IncludeAll into a spreadsheet. From this information, I have looked at calculating and considering the following information:

- The total profit that would have come from sales of individual products
- The profit that was inevitably lost through products that were wasted
- The overall percentage of stock units that were sold
- The number of locations selling each stock item

This information has helped me to identify which products are consistent across the sites, as well as what value of sales they have made, and also the amount of waste that has come from selling these products.

Based on my analysis, the five core meals that should be selected for all locations are:

<b>Chips</b>	Was the most popular item across all café sites and sold the most of any item – resulting in the most profit for the organisation. The level of waste is generally low, and sales have been consistently high across seven sites.
<b>Sausage Roll</b>	The second most popular item across café sites – with high profits, and low waste observed. Consistently popular.
<b>English breakfast</b>	Although only sold as a local specialism currently, the product showed the highest sales of any of the local specialisms. This is combined with a very low waste level. Overall revenue of £23,210 from one location suggests that if this product was sold more widely, it could contribute significantly to the organisation.
<b>Burger</b>	Total sales are proportionately very high given that the product was only offered at two sites. There is minimal stock waste. This product would appear to offer an excellent opportunity for the organisation to market at more sites and increase revenue.
<b>Lasagne</b>	Although selling smaller numbers of units across six locations, the product has proven consistently popular – again there is low waste, and so this would seem more valuable in terms of its popularity.

By offering these five core meals, costs will be streamlined as funds are only being allocated to products which sell well and are projected to continue to do so with the 1.25% increase in stock levels. This ensures that there is cost efficiency in mind with the above food offering across all Café sites, generating bigger profits across the board for IncludeAll securing growth in the longer-term after the launch of the new Café in Manchester.

These food products also have low waste levels as shown by my data analysis which means that when IncludeAll spends their funds on these offerings, it pays off as profit margins are kept high with customer sales.

There are some potential risks that IncludeAll should consider with this recommendation, such as:

- The most popular meals selected may not become popular across all locations when other products are removed from the cafés
- Customers could become bored of a simplified menu offering at all locations
- Suppliers may not be able to provide all meals to all locations

These risks will need to be explored more fully, but despite of these, I am confident based on my analysis that the recommended meals provide the best offer for IncludeAll to implement across all locations.

## Commentary

The candidate demonstrates that they can accurately extract data in order to produce a data inventory document that clearly shows a comparison of Year 1 total stock, sale units and projected Year 2 stock. The inventory document is of an exemplary standard, that has been clearly and visually developed with a logical structure.

The candidate has demonstrated the development of a spreadsheet that validly considers the entire range of data that is available. Data has been optimally utilised and considered in a way that will support a detailed analysis of stock and sales. For example, the candidate has developed formulae that calculates the percentage of stock sold, total profit from sales, profit lost from waste and overall 'revenue' to aid effective analysis. The spreadsheet follows an informed and developed format that supports a structure for multiple data elements to be directly compared, using different variables.

The candidate has developed an exemplary report of recommended core meals. The candidate demonstrates that they have considered multiple factors when analysing the data available in order to determine a recommendation. There are clearly developed justifications that provide rationalised and informed evidence for the recommendation provided. For instance, identification of a high profit, low waste item sold as a specialism could be more profitable to the organisation if sold at multiple sites. An element of consideration is given to potential risks that may influence the recommendation.

The T Level is a qualification approved and managed by the Institute for Apprenticeships and Technical Education.

Copyright in this document belongs to, and is used under licence from, the Institute for Apprenticeships and Technical Education, © 2021. 'T-LEVELS' is a registered trademark of the Department for Education. 'T Level' is a registered trademark of the Institute for Apprenticeships and Technical Education. 'Institute for Apprenticeships & Technical Education' and logo are registered trademarks of the Institute for Apprenticeships and Technical Education.

We make every effort to ensure that the information contained in this publication is true and correct at the time of going to press. However, City & Guilds' products and services are subject to continuous development and improvement, and the right is reserved to change products and services from time to time. City & Guilds cannot accept responsibility for any loss or damage arising from the use of information in this publication.

The City & Guilds of London Institute. All rights reserved. City & Guilds is a trademark of the City & Guilds of London Institute, a charity established to promote education and training registered in England & Wales (312832) and Scotland (SC039576). City and Guilds Group Giltspur House, 5–6 Giltspur Street London EC1A 9DE.