

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

**Business Support (313)**

**Guide Standard Exemplification  
Materials  
Pass – Sample 2022**

**First teaching from September 2022  
Version 1.0**

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## 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 attests to minimal threshold competence. In this document all exemplar evidence attests as examples of a minimal threshold competence. 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. Minimal threshold competence 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 minimal threshold competence. 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 standard of minimal threshold competence 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 minimal threshold competence.

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 pass (threshold competence), a candidate will typically be able to:**

Demonstrate an acceptable performance that meets the requirements of the brief, demonstrates adequate technical skills and techniques for providing business support, such as time management, document creation, drafting documentation and maintaining accurate and acceptable quality records.

Demonstrate an acceptable ability to identify and interpret information from appropriate sources and makes use of appropriate information to make decisions to support business support activities.

Demonstrate an acceptable use of techniques and tools required to support business support tasks. An attempt is made to demonstrate breadth and depth of knowledge and understanding of business support principles and processes.

Complete relevant tasks and the level of performance meets an acceptable level.

Demonstrate understanding and skills to engage and communicate with stakeholders in order to build sound working relationships that lead to the acceptable planning and execution of a brief. Demonstrates the selection and use of communications and media that are suitable for the intended stakeholder engagement.

Select appropriate clear verbal and written communication methods.

## **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

<p><b>P - Political</b></p>	<p><b>Considerations and Risks</b></p> <ul style="list-style-type: none"> <li>• Government</li> <li>• council approval</li> <li>• business rates</li> <li>• visa requirements for staff</li> <li>• price controls</li> <li>• stability of local government</li> <li>• potential changes to legislation tax policies</li> <li>• charity grants and funding</li> </ul> <p>Risk:</p> <ul style="list-style-type: none"> <li>• Not getting approval from the local council to open the Café</li> </ul>
<p><b>E - Economic</b></p>	<ul style="list-style-type: none"> <li>• Current UK economic situation</li> <li>• currency inflation</li> <li>• interest rates</li> <li>• taxation level</li> <li>• current impacts in relation to sourcing products and suppliers</li> </ul> <p>Risk:</p> <ul style="list-style-type: none"> <li>• Café products increasing in price, loss of profit</li> </ul>
<p><b>S - Social</b></p>	<ul style="list-style-type: none"> <li>• Culture</li> <li>• attitudes to new Café opening</li> <li>• customer needs</li> <li>• age and gender preference</li> <li>• price limitations and local spending habits</li> <li>• fair trade</li> <li>• options for dietary requirements</li> <li>• options for vegans and vegetarians</li> </ul> <p>Risk:</p> <ul style="list-style-type: none"> <li>• Not meeting customer needs, effect on reputation</li> </ul>
<p><b>T - Technological</b></p>	<ul style="list-style-type: none"> <li>• New technology for Cafés</li> <li>• ability to donate or 'round up' order to donate amounts to the charity</li> <li>• digital menu screens</li> <li>• SMS and MMS messages to customers</li> <li>• working with online order delivery companies</li> <li>• payment processes</li> <li>• EPOS systems</li> <li>• contactless payments</li> </ul>

	<ul style="list-style-type: none"> <li>• order and collection options</li> <li>• pre-payment options</li> <li>• loyalty schemes</li> <li>• digital marketing and online advertising to target audience</li> </ul> <p>Risk:</p> <ul style="list-style-type: none"> <li>• Not having the right technology in the Café may risk profits</li> </ul>
<b>L - Legal</b>	<ul style="list-style-type: none"> <li>• Local authority trading standards</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>Risk:</p> <ul style="list-style-type: none"> <li>• Expensive legal costs if not followed</li> </ul>
<b>E - Environmental</b>	<ul style="list-style-type: none"> <li>• Local environment in Manchester</li> <li>• Sustainability</li> <li>• waste management</li> <li>• green practices</li> <li>• Pollution</li> <li>• transportation and fuel usage</li> <li>• carbon footprint</li> <li>• Recycling</li> <li>• use of biodegradable packaging</li> </ul> <p>Risk:</p> <ul style="list-style-type: none"> <li>• Cost of following environmental rules</li> </ul>

## 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> Michael Woodhead</p>																	
<p><b>What I need to do</b></p> <p>I will need to plan and open a new Café in Manchester. I will need to know how many staff, where it's going to be, suppliers, and what it's going to sell.</p> <p>The project will be successfully completed when the new Café has successfully launched.</p> <p>The project will need to be cost efficient and consider environmentally friendly practices.</p> <p>I know that I will need to undertake the following tasks:</p> <ul style="list-style-type: none"> <li>• Find a new location for the Café</li> <li>• Advertise and recruit staff for the Café</li> <li>• Setup local suppliers to supply food and drink</li> <li>• Create a menu</li> <li>• Decorate the Café and add furniture</li> <li>• Setup internet and EPOS for Café</li> <li>• Do an advertising campaign to launch the new Café</li> <li>• Provide staff training on customer service and EPOS operations</li> <li>• Launch Café</li> </ul>																	
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Café Staff</li> <li>• Internal departments e.g. IT, Marketing</li> <li>• Equipment e.g. EPOS, internet</li> <li>• Suppliers e.g. food and drink, utilities</li> </ul>																	
<p><b>Timescales</b></p> <table border="1"> <thead> <tr> <th>Milestone</th> <th>How this will be achieved?</th> <th>Delivery Date</th> </tr> </thead> <tbody> <tr> <td>Find a new location for the café</td> <td>Work with local estate agents to search the Manchester area for a suitable location.</td> <td>15/06/2021</td> </tr> <tr> <td>Advertise and recruit staff for the café</td> <td>Advertise online and create job descriptions for new staff.  Interview for new staff.  Provide/arrange staff training.</td> <td>01/08/2021</td> </tr> <tr> <td>Setup local suppliers to supply food and drink to the café</td> <td>Local suppliers to be appointed based on the menu offering.</td> <td>30/06/2021</td> </tr> <tr> <td>Devise and agree on a café menu</td> <td>Menu to be agreed by management in terms of service offering and prices for each item. Supplier to be appointed against each item.</td> <td>20/06/2021</td> </tr> </tbody> </table>			Milestone	How this will be achieved?	Delivery Date	Find a new location for the café	Work with local estate agents to search the Manchester area for a suitable location.	15/06/2021	Advertise and recruit staff for the café	Advertise online and create job descriptions for new staff.  Interview for new staff.  Provide/arrange staff training.	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
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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
Setup 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 and 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 use a time management theory/model when working on a new project.

I would suggest using Covey's Matrix model. Covey's Matrix is a box divided into four key areas with each representing how your time is divided up according to importance and urgency of the task itself.

Box 1 – Important, Urgent

Box 2 – Important, Not Urgent

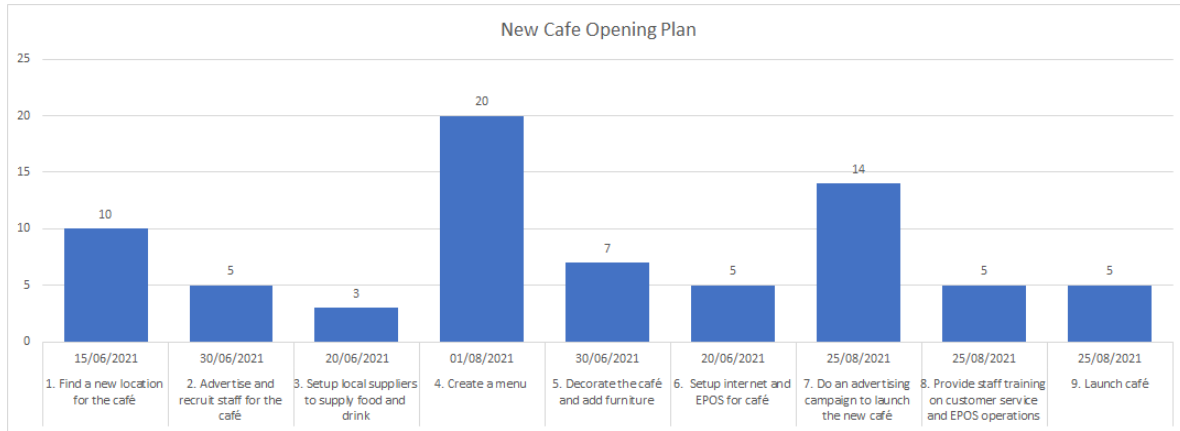
Box 3 – Not important, Urgent

Box 4 – Not important, Not Urgent

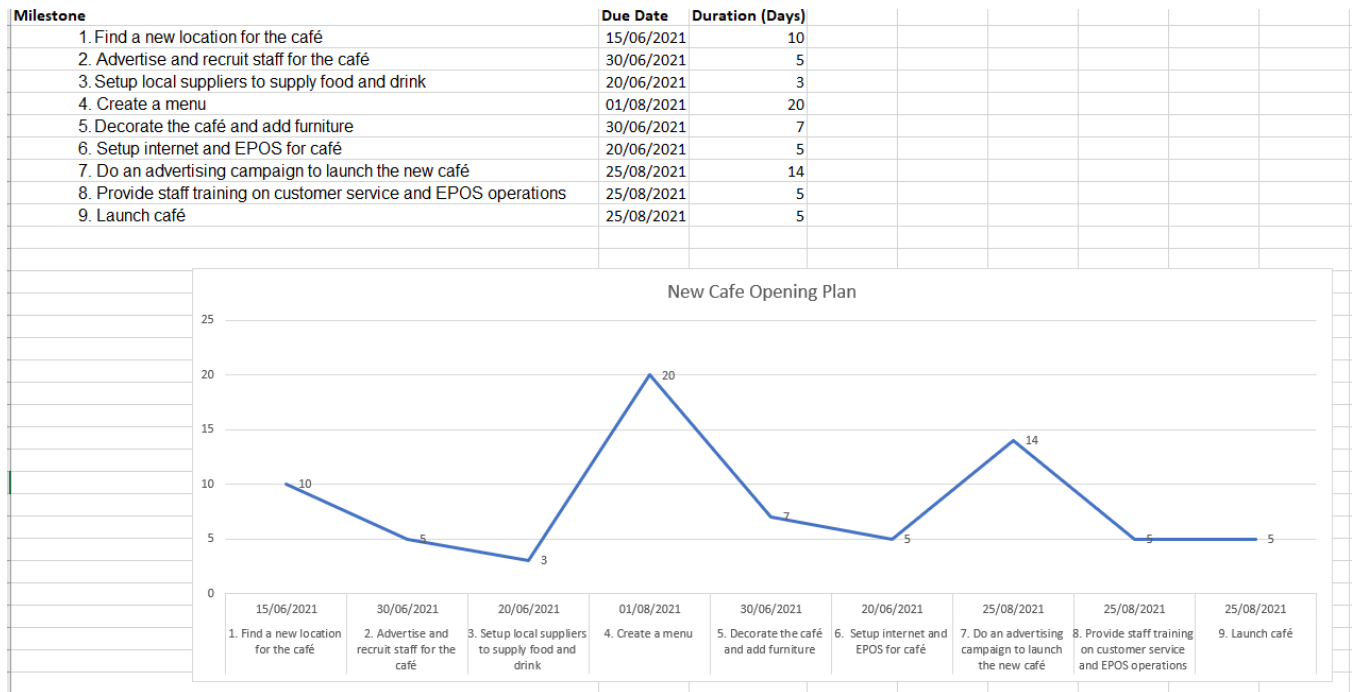
I will keep reviewing all the tasks in the project plan using these categories to ensure I prioritise my work accordingly.

# 1.3 Visual Timeline of Project Plan

## Chart View



## Data View



## 1.4 Outline Waste Proposal Document

<b>Proposal:</b> Reduction of Waste for IncludeAll	
This document aims to outline ideas that IncludeAll can use to reduce waste in its Cafés and to become more environmentally friendly.	
<b>Ways to reduce waste for IncludeAll</b>	
<b>1</b>	Create recycling stations at all Café sites for use by customers. This will reduce the overall amount of waste generated.
<b>2</b>	Introduce a reusable mug scheme across the Café locations where customers could receive a small amount off their drink for using their own mug. This encourages customers to be more environmentally friendly through reusing their own mugs.
<b>3</b>	Implement a stock management system to ensure minimal waste in the kitchen in relation to out of date foods. Food could be rotated and used before approaching the expiry date. This means that staff know which food to use in orders, so should reduce the chance of food going out of date before it is used.
<b>4</b>	Donate left over foods to homeless people at the end of each day. This means that food is not created as waste but goes to a good cause.
<b>5</b>	Record all food waste and ensure staff record food waste accurately on the EPOS system. This will ensure all food waste can be watched. This will allow management to confirm exactly what stock needs ordered therefore not overstocking.
<p><b>Other considerations</b></p> <p>I will need to ensure that the ways proposed to reduce waste meet the law when it comes to:</p> <ul style="list-style-type: none"> <li>• Handling waste in a safe way so that it does not cause any harm to anyone</li> <li>• Making sure that the proposed ways of reducing waste do not impact the environment.</li> </ul> <p>The ways that I have recommended for reducing waste will mean that people will need to do things differently to make these happen and for them to be effective. They may see the changes as a good or a bad thing. In order to introduce them positively it would be helpful for the organisation to use a change management model to introduce these changes. I would use Lewin's Change Management Model as an approach to implementing change in relation to reducing waste. This approach opens the organisation up to change, allows change to happen and then allows the changes to be embedded as normal within the organisation. This would support stakeholders to buy-in to the new ways of operating.</p>	

## Commentary

The PESTLE analysis developed has shown that the candidate has identified an acceptable range of considerations needed for the launch of the new Café. Although the considerations have been presented in quite high-level detail, they do show a relatively broad range of considerations across the different SWOT categories. The candidate has briefly made an attempt to consider risks associated with each identified consideration at a high-level, without however providing any quantification or prioritisation of the level of risk presented.

The project plan developed has an acceptable structure with some consideration of the range of activities to be taken in relation to the launch of the new Café. The candidate has made an attempt to consider how one time management theory (Covey's Matrix) could be used to ensure timelines are met. The theoretical understanding is sound but lacks contextualisation to the specific project being undertaken.

The candidate has developed an example of a visual timeline, with an attempt made to consider how the project plan activities will be executed. The use of a chart and data view provides two different ways of visualising the timeline of the project.

The candidate has developed a proposal document that provides an attempt at identifying recommendations for reducing waste, with some reasoning evident to justify how proposed recommendations will support waste reduction. The candidate has made an attempt to consider how waste reduction recommendations need to comply with laws and has shown an awareness that they may have an impact on stakeholders. An attempt is made to use a change management approach (Lewin's) to support stakeholder buy-in. Consideration of Lewin's model demonstrates a sound understanding of the approach, but which would benefit from greater contextualisation to the proposal itself.

## **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



## Part 2 - Stakeholder's Expectations

<b>Stakeholder</b>	<b>Expectations</b>
Customers	Want a good choice of food and drink, good value for money and good service
Suppliers	Want orders to be placed on time and to be paid on time. Easy access to the café.
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.
Community	Expect that the shop will look good and the area clean and tidy and that the shop will get involved with the local community activities.
Newspapers	Kept updated with current information on the café including launch date, deals/offers, menu sample, newspaper coupons. Expect that they will be able to have press coverage of the Café launch.

## 2.2 Stakeholder Engagement Plan

Stakeholder	Potential role	Communication Methods
Customers	Keep business going by buying products.	Advertising campaigns, e.g. social media, newspaper adverts  Customer feedback forms in the Café, which will allow customers in the café to directly say how much they like the Café and its food and drink product offering
Suppliers	To fulfil orders for stocks and supplies on time and in full.	Weekly order update by phone or email to ensure communications are received, and therefore supplies are met and stock flows  Regular meetings with the suppliers, either online or face to face
Government	To check the business is meeting all its legal requirements re. taxes, health and safety, food hygiene etc.	Online forms on Govt website  Inspections, arranging over email  Formal reporting e.g. finance reports, insurance reports, tax reports
Community	To ensure the Café meets local needs and is an asset to the community.	Word of mouth  Local advertising campaigns  Networking with contacts from Community led Groups via social media, email, open day events to be seen and allow to engage with face-to-face to build rapport
Newspapers	To publicise the Café in a positive way and make sure everyone knows about us and what we serve.	Email  Phone  Recorded interviews upon launch  Ask newspapers to advertise the Café launch



## **2.3 Meeting Materials**

### **Email to the Team**

#### **Team Meeting**

*Email Attachments* – Project plan - Stakeholder engagement plan

Hi,

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’ in the business. In order to outline our plans, and give you chance to contribute, an online meeting has been arranged for:

#### **Tuesday 21 September from 9am**

Please let me know if you can attend and I will send you joining details nearer the time.

By now you should all have seen the project plan, but I am attaching a copy to this email in case you have not had chance to read it. I also attach the stakeholder engagement plan so you will see how we intend to develop engagement throughout the project.

It is really important for the success of the business that we understand our customers and their expectations so we can adapt to meet these. We also want to have some community events to involve the local people and to involve local press in the launch. It is important to all of us that this new café is a success, and we engage with everyone involved.

I look forward to speaking to you all on the 21<sup>st</sup>, so please let me know ASAP if you can attend.

Best wishes,

*Michael*

Michael Woodhead

**Business Support Administrator**

**IncludeALL**

Training & Employment

Email (**michael\_woodhead@includeall.org**)

Contact Number (0800 12345)

**IncludeALL**

Training & Employment

## Team Meeting Agenda

### Team Meeting

Tuesday 21 September 9am

### AGENDA

- |   |                       |
|---|-----------------------|
| 1. Welcome and Introductions  | Michael Woodhead (MW) |
| 2. Introduction to Stakeholder Engagement Plan                                      | Head of Marketing     |
| 3. Presentation on plan and approach to stakeholder engagement, including questions | MW                    |
| 4. Roles and responsibilities to deliver the plan                                   | Head of HR            |
| 5. Next steps   | MW                    |
| 6. Date and time of next meeting  | MW                    |

## Minutes Template

# Include ALL

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*Date, time, and location of meeting (Online or in person) -*

*In attendance -*

*Apologies -*

<b>Minute</b>	<b>ACTION</b>	<b>WHO</b>	<b>BY WHEN</b>	<b>SIGNED OFF</b>
<p>This will capture what is said in the meeting and the issues raised</p> <p><i>e.g. Head of Marketing asked for any contact names for local press in Manchester.</i></p>	<p>What actions need to be taken as a result of the minute.</p> <p><i>List of local contacts to be compiled and forwarded to the marketing department</i></p>	<p><i>Michael Woodhead</i></p>	<p><i>30 September</i></p>	<p>Date when actions signed off at next meeting or could be carried forward</p>
<p>Date and time of next meeting</p>				

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

### **IncludeALL**

Training & Employment

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

#### **What is the concern?**

It is estimated that the cost of the enhanced fitting will be 3 times the cost of regular windows.

#### **Why are eco-friendly windows and solar panels important?**

The eco-windows have a 10 year guarantee the regular ones only 3. In addition, the regular windows can lose up to 50% of the heat from the building whilst the eco-friendly ones guarantee no more than 10%.

The eco-friendly solar panels are also guaranteed to be 50 % more effective than regular ones and so, again, the long-term gain will more than cover the initial outlay. With the prospect of utility costs rising then the new panels are even more attractive providing hot water throughout the building.

#### **Why should we adopt the eco-friendly windows and solar panels?**

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

#### **Conclusion**

The eco 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 predict but 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 in the short term it is good for the environment and in the long term it will cost the company less.

## Commentary

The candidate demonstrates they are able to produce a stakeholder map which includes a range of external stakeholders that will be impacted by the launch of the new Café and with some consideration of what their expectations may be. The expectations identified, whilst appropriately recognised with specific stakeholders, tend to be considered in a relatively superficial way. There is little development of understanding to the broader range of expectations that stakeholders are likely to have.

There is an acceptable range of different communication methods that can be used for each stakeholder in the stakeholder engagement plan, with an attempt made to consider which communication method is most suitable to be used for each stakeholder. The stakeholder engagement plan is used to identify the potential role of a range of different stakeholders. A range of different communication methods are provided for each, with some acceptable reasoning for some of the methods provided. For example, understanding the need for phone/email communication with suppliers as a way of ensuring communication is received to support supply ordering.

The meeting materials developed provide an acceptable attempt at detailing how stakeholder engagement will be responded to in line with the project brief. The email and agenda provide confidence that an adequate level of detail is provided to attendees. The minutes template uses a simple but adequate template with a range of fields included which would allow information to be recorded. However, further sectioning and breakdown of fields would support more accurate and consistent minute taking.

The candidate has developed a written report that provides an acceptable response to the internal stakeholder's objection. Recommendations are made that show understanding of the issue with some reasoning presented to justify the suggestions made. The response focuses largely on the environmental and sustainability issues that justify the reason for the proposal – but which do not specifically appear to directly address the objector's concern and show how he can be brought on board.

## 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 on why a Whistleblowing Policy is needed

IncludeALL has decided to introduce a Whistleblowing policy to protect staff that want to bring forward any issues or raise concerns. The policy will enable them to do this in a confidential and supported way. The benefit for the company is that it can be made aware of any problems early on and will also be seen as a caring employer.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>• Clear written process</li><li>• Seen as good practice</li><li>• Guarantees anonymity</li><li>• Staff security</li><li>• Legal protection</li></ul>	<ul style="list-style-type: none"><li>• May encourage staff to 'grass' on each other</li><li>• Needs to be managed carefully</li><li>• Will take up a lot of staff time to investigate</li></ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>• Could make company more attractive to possible applicants</li><li>• Identify all issues in the company</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 – time wasters.</li><li>• Possibility of more employment tribunals cost and time</li><li>• Needs to be tightly worded to avoid time wasting</li></ul>

### 3.1.1 Research on Whistleblowing Policies

Organisation	Main points from policy
Guide Dogs	<ul style="list-style-type: none"> <li>• Reviewed every 3 years</li> <li>• Covers all employees and volunteers, interns, casual workers or volunteers and agency workers</li> <li>• Culture of openness and accountability</li> <li>• Purpose of policy to encourage reporting of suspected wrongdoing</li> <li>• Defines types of whistleblowing that the policy covers</li> <li>• Named whistleblowing officer and their responsibilities</li> </ul>
Mind UK	<ul style="list-style-type: none"> <li>• Encourages disclosure by staff members</li> <li>• Policy applies to national, local, and retail</li> <li>• How to report whistleblowing – phone number and online</li> <li>• Guiding principles of the policy clearly laid out at the beginning of the policy</li> <li>• Contact for the independent whistleblowing charity body if concerns are unresolved</li> </ul>
Barnardo's	<ul style="list-style-type: none"> <li>• Standards that policy is created on – openness, integrity, accountability</li> <li>• Examples of the types of concerns that may be raised</li> <li>• Concerns can be present, past, or based on something that is likely to happen in the future</li> <li>• Policy includes those that access the charity's services for support and charity donors</li> <li>• Section on how to raise a concern</li> <li>• Section on how Barnardo's will respond to each concern</li> <li>• Appeals and taking the issue outside of the charity</li> </ul>

From my research, I can see that there are key things that need to be included in IncludeALL's policy including the main concerns that can be raised within the whistleblowing policy and the process that will happen.



### **3.2 Draft Whistleblowing Policy**

#### **'IncludeAll' Whistleblowing policy**

The company is going to introduce a Whistleblowing policy to protect staff that want to raise concerns about anything within the workplace except personal grievances. The following flowchart will explain how it works.

#### **Whistleblowing Policy Flowchart**

Whistleblower formally raises concerns with line manager or HR

Manager/HR to review concern/issue  
and decide on next steps

HR/Line Manager should inform Whistleblower withing 2 working days  
that their complaint is being investigated.

HR manager to decide  
if there is a need to investigate?

**Yes**

Carry out investigation and  
refer to  
colleagues or

**No**

HR to address and close  
  
other authorities

Notify the Line Manager and/or HR manager  
of the outcome

Tell the Whistleblower  
the matter has been dealt with

Whistleblower can consider raising the matter further if they want to.

#### **Sources:**

- [www.gov.uk](http://www.gov.uk)
- Whistleblower – Wikipedia <https://en.wikipedia.org/wiki/Whistleblower>

## **Controlled Document**

**Document Name: Whistleblowing Policy**

**Document Reference Number: Pol 1**

Document Version Number1

Agreed by HR Committee on: 6 January 2021

Approved by Board of Directors on: 14 January 2021

Review Schedule: Every two years

Next review due: January 2023

## **Whistleblowing Policy**

1) IncludeAll is committed to being an open, honest, and accountable employer. It encourages openness in its dealings between the management and those working within 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, in any way, as a result.

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

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

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.

3a) Individuals should in most cases, first report their concern to their line manager or HR manager, who is expected to respond to that matter.

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. They may involve their union representative to be involved in the process.

3c) The Whistleblower will be informed in writing within 20 working days that their case is being investigated and an agreement reached about confidentiality/anonymity.

3d) A decision will be taken by the HR manager on whether there is an issue to be addressed.

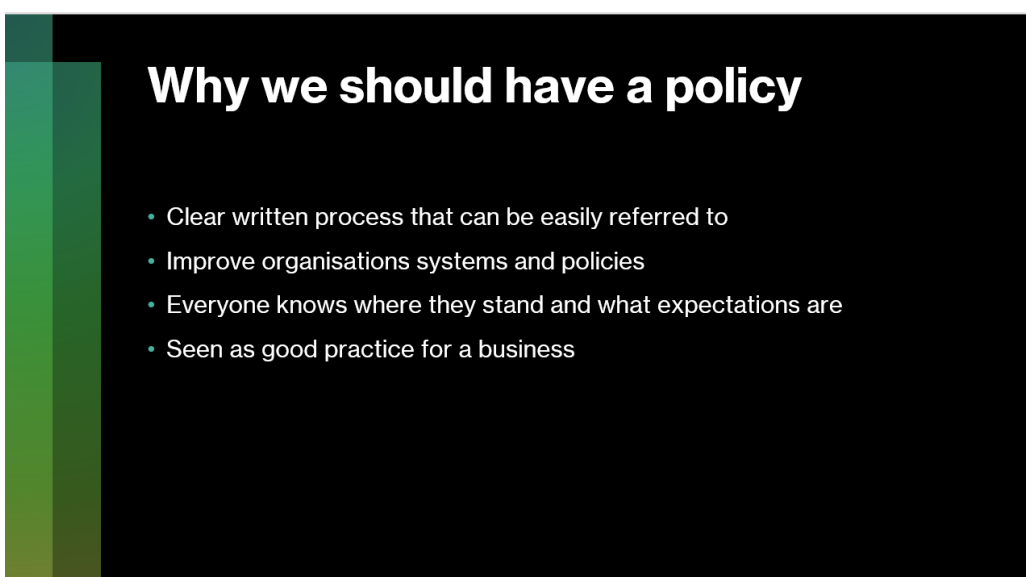
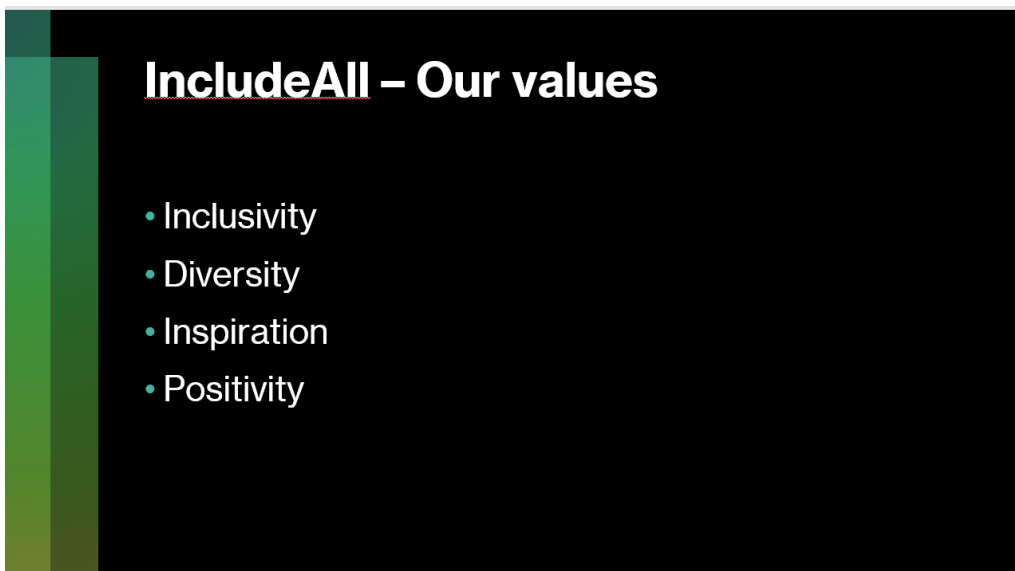
3e) If it is found there is no reason for further investigation, the Whistleblower and their manager (if appropriate) will be formally notified.

3f) If it is found there is an issue that is covered by the policy, then this will be fully investigated with reference to the relevant authorities/colleagues. Appropriate action will be taken

3g) 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 this right, and a final decision will be made by the CEO.

### 3.3 PowerPoint Presentation Slides



## And more -

- Can find out what the real problems and issues in the company are and deal with these quickly
- Guarantees anonymity of employees
- Offers security for staff
- Legal protection for company
- Could make company more attractive to possible applicants

## Objections

- May encourage staff to 'grass' on each other

*We should let everyone know it is a formal process and a last resort for serious situations*

- Needs to be managed carefully

*HR can control the process and ensure its purpose is set and followed correctly*

- Will take up a lot of staff time to investigate cases

*This may be hard to avoid, but the benefits outweigh the downside*

- Process can be very lengthy and staff may leave before the end of an open case

*This might happen but this does not mean that there should not be a Whistleblowing policy in place and cases investigated*

## My recommendation is

- **Include**All need to implement this Whistleblowing policy to protect both an organisation and the valuable staff that work within it
- Short-term increased workloads to produce and implement the policy will only need to be done once, the policy can remain in place for many years to come protecting both the business and the staff.



**Thank-you.**

- Any questions?

### **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.**

Michael presented a PowerPoint presentation that showed a 'Whistleblowing' Policy that he recommended for IncludeAll. He used presentation software to deliver the presentation.

Michael had a set of presentation slides that had some details in relation to 'Whistleblowing' and with some proposals for how these could be implemented at 'IncludeAll'. He raised numerous points, which often were quite factual, but didn't elaborate strongly as to how they would support 'IncludeAll' as an organisation.

Michael was clear in his presented points. He talked briefly through various different points and provided assurances that he understood 'Whistleblowing'. He used clear and simple language throughout the presentation and talked to me as the audience.

Michael ended his presentation with a brief summary of his recommendation. He raised a few points around the recommendation that showed he had considered these in relation to 'IncludeAll'.

Overall, this was an acceptable presentation with the information presented well, and with some detail provided on a recommendation for a new 'Whistleblowing' Policy for 'IncludeAll'.

## Commentary

The SWOT analysis identifies an acceptable overview of 'Whistleblowing' with some considerations made for how this policy relates to the context of IncludeAll. Some opportunities and impacts are identified, with some consideration of both the organisation, and individuals within the organisation. The candidate has identified points within each category of the SWOT. Points identified show an understanding of 'whistleblowing' but are typically at a surface level, e.g. 'staff security'.

The candidate has made an attempt to demonstrate the use of additional research of 'Whistleblowing' in other organisations. Key points identified within the research undertaken are presented with some evidence of linking these findings to how they would support IncludeAll as an organisation.

The candidate has developed an acceptable draft 'Whistleblowing' policy with some consideration for a clear and logical structure. There has been an attempt to produce a flowchart of the policy, that shows some consideration for structure and order of steps.

The presentation slides are developed to an acceptable standard. The slides consider the main points of the 'Whistleblowing' policy with some links made to the context of IncludeAll throughout. There is an outline of potential benefits, which are considered relatively broadly and with the main focus being on how these will benefit the organisation. An attempt is made to recommend benefits of the policy with some links made to the project brief and with some reasoning evident.

During the presentation delivery, the candidate demonstrates an acceptable understanding of the 'Whistleblowing' policy, that reflected the slides presented. The candidate focused on key and succinct factual points, rather than developing these into a stronger rationale that would have supported the recommendations further.



## **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

	Location(s)	Trip total
<i>Week 1</i>	Newquay	150
<i>Week 2</i>	Birmingham	565.60
<i>Week 3</i>	Cardiff	193.90
<i>Week 4</i>	Glasgow, Edinburgh	346.50
<i>Week 5</i>	Liverpool, Newcastle	374.30
<i>Week 6</i>	Oxford, Coventry	379.50

## 4.2 Evidence of quotations

The quotes below reflect the travel itinerary that I have put together for the new café manager starting on Monday 6 September 2021.

### Trip 1 (Week 1)

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

London (Head Office) to Newquay

Newquay to London (Head Office)

Flight from London Gatwick to Newquay return leaving on 7<sup>th</sup> September:

easyJet 17:10 LGW 1h 20 Direct 18:30 NQY

easyJet 20:10 NQY 1h 10 Direct 21:20 LGW

11 deals from **£50**

Select →

4/5 rating for COVID-19 safety measures

Train from London Euston to Newquay leaving on 7<sup>th</sup> September:

2:04 PM - 7:15 PM (5 hr 11 min)

📄 ↶ 🖨

🚆 GWR > 🚆 GWR

2:04 PM from Paddington Station

🚶 1 min

☰ SCHEDULE EXPLORER

2:04 PM London

2:04 PM Paddington Station

🚆 GWR Penzance

∨ 4 hr 9 min (13 stops) · Platform 3

6:13 PM Par

🚶 Walk

About 1 min

6:23 PM Par

🚆 GWR Newquay


∨ 52 min (6 stops) · Platform 3

7:15 PM Newquay (NQY)

7:15 PM Newquay

Dep. From	Dur. Chg.	Arr. To	Status	Based on 1 adult
Departs at <b>14:04</b> London Paddington [PAD]	5h 11m 1 change(s) <a href="#">view details</a>	Arrives <b>19:15</b> Newquay [NQY]	<b>on time</b>	<b>CHEAPEST FARE</b> <b>£68.90</b> <a href="#">Buy Now</a> Off-Peak <a href="#">Other tickets</a> Other services you can travel on
Buy from			Great Western Railway	

Accommodation for 2 nights in Newquay:



**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](#) >



**OYO Godolphin Arms Hotel**

Henver Road, Newquay, TR7 3BL, England

**Newquay**

- 1.2 miles to city centre
- 2.0 miles to Watergate Bay Beach

**7.8 Good**  
68 Hotels.com guest reviews

Free parking Pet-friendly Restaurant Bar

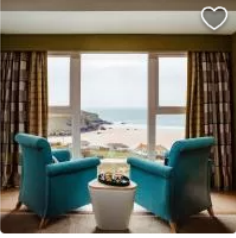
Bathtub

**24% off**  
~~£287~~ **£215**  
for 2 nights including taxes & fees

Collect stamps

**BOOK NOW**

✓ Free cancellation  
✓ Pay at property available



**Bedruthan Hotel & Spa** ★★★★★

[Newquay](#) · [Show on map](#) · 4.5 miles from centre

Beachfront

**Single Room**  
1 single bed

**Only 2 rooms left at this price on our site**

**Very good 8.2**  
265 reviews

2 nights, 1 adult  
**£165**  
Includes taxes and charges

[See availability](#) >

**Total for Trip 1: £150**

## Trip 2 (Week 2)

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

London (Head Office) to Birmingham

Birmingham to London (Head Office)

Train from London Euston to Birmingham New Street (Return)

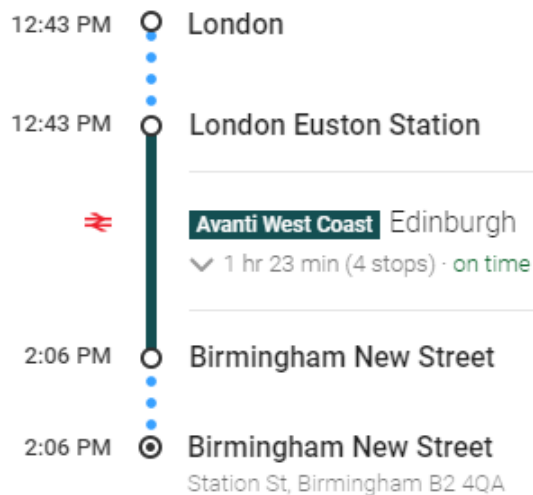
12:43 PM - 2:06 PM  
(1 hr 23 min)



Avanti West Coast

12:43 PM from London Euston Station · on time  
every 40 min

SCHEDULE EXPLORER



Departs at <b>12:59</b> London Euston [EUS]	1h 26m 0 change(s) <a href="#">view details</a>	Arrives <b>14:25</b> Birmingham New Street [BHM]	 on time	<b>£26.60</b> Off-Peak <a href="#">Other services you can travel on</a>	<b>Buy Now</b> <a href="#">Other tickets</a>
Buy from Avanti West Coast					

Accommodation for 2 nights in Birmingham:



### Hotel du Vin & Bistro Birmingham

Church Street, Birmingham, B3 2NR, England

#### Birmingham Business District

- 7.3 miles to Birmingham Airport (BHX)
- 0.6 miles to Arena Birmingham

**8.4** Very good

271 Hotels.com guest reviews

- Parking available
- Pet-friendly
- Restaurant
- Bar

**£574**

for 2 nights  
including taxes & fees

Collect stamps

**BOOK NOW**

- Free cancellation
- Pay at property available



### Hotel Indigo Birmingham

The Cube, 200 Wharfside Street, Birmingham, B1 1PR, England

#### The Westside

- 7.5 miles to Birmingham Airport ( BHX )
- 0.5 miles to Arena Birmingham

**8.4** Very good

168 Hotels.com guest reviews

- Parking available
- Restaurant
- Internet access
- Connecting rooms available

~~£578~~ **£539**  
for 2 nights  
including taxes & fees

Collect stamps

**BOOK NOW**



### Genting Hotel

Pendigo Way, Birmingham, B40 1PU, England

**Birmingham**

**£620**  
for 2 nights  
including taxes & fees

**Total for Trip 2: £565.60**

### Trip 3 (Week 3)

Sunday 19<sup>th</sup> to Friday 24<sup>th</sup> September 2021

London (Head Office) to Cardiff

Cardiff to London (Head Office)

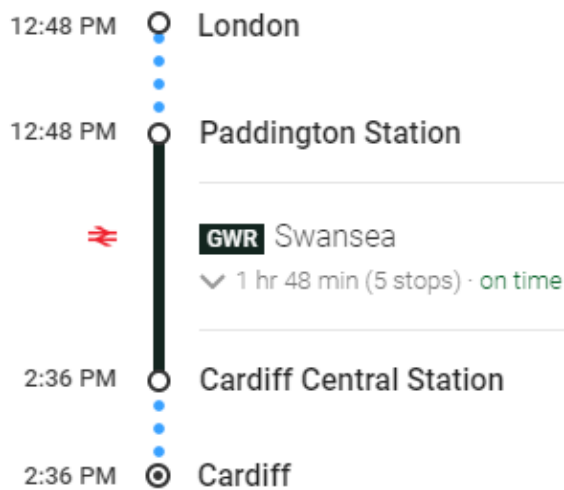
Train from London Euston to Cardiff:

12:48 PM - 2:36 PM  
(1 hr 48 min)



12:48 PM from Paddington Station · on time

SCHEDULE EXPLORER



Departs at <b>12:48</b> London Paddington [PAD]	1h 48m 0 change(s) <a href="#">view details</a>	Arrives <b>14:36</b> Cardiff Central [CDF]	 on time	<b>CHEAPEST FARE</b> <b>£48.90</b> <a href="#">Buy Now</a>
Buy from Great Western Railway			Advance	Other tickets
Ticket valid for this service only				

Departs at <b>15:18</b> London Paddington [PAD]	1h 51m 0 change(s) <a href="#">view details</a>	Arrives <b>17:09</b> Cardiff Central [CDF]	 on time	<b>£67.20</b> <a href="#">Buy Now</a>
Buy from Great Western Railway			Advance	Other tickets
Ticket valid for this service only				

Accommodation for 2 nights in Cardiff:



**Clayton Hotel Cardiff** ★★★★★

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

Booked 2 times for your dates in the last 6 hours

**Standard Double Room** – 2 people  
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 >](#)



**The Riverhouse**

59 FITZHAMON EMBANKMENT, Cardiff, CF11 6AN, Wales

**Riverside**

- 0.4 miles to city centre
- 22 miles to Bristol International Airport (BRS)

**8.6 Fabulous**  
12 Hotels.com guest reviews

**£169**  
for 2 nights  
including taxes & fees

[Collect stamps](#)

[BOOK NOW](#)



**Village Hotel Cardiff**

29 Pendwyallt Road, Coryton, Cardiff, CF14 7EF, Wales

**Whitchurch**

- 4.1 miles to city centre
- 25 miles to Bristol International Airport (BRS)

**7.4 Good**

**£280**  
for 2 nights  
including taxes & fees

[Collect stamps](#)

[BOOK NOW](#)

**Total for Trip 3: £193.90**



### Trip 4 (Week 4)

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

London (Head Office) to Edinburgh

Edinburgh to Glasgow

Glasgow to London (Head Office)

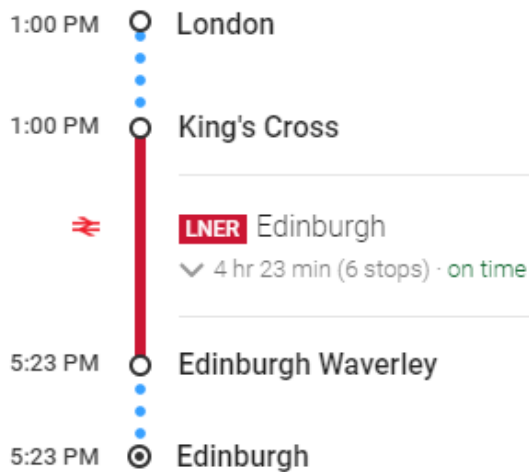
Train from London to Edinburgh:

1:00 PM - 5:23 PM  
(4 hr 23 min)







1:00 PM from King's Cross · on time  
every 30 min

SCHEDULE EXPLORER



Departs at <b>13:00</b> London Kings Cross [KGX] <small>Platform 8</small>	4h 23m 0 change(s) <a href="#">view details</a>	Arrives <b>17:23</b> Edinburgh [EDB]	 on time	<b>£76.00</b> <a href="#">Advance</a> <a href="#">Other tickets</a>	<a href="#">Buy Now</a>
Buy from London Northwestern Railway				Ticket valid for this service only	

Flight from London to Edinburgh:

	easyJet LTN - EDI	11:45 - 13:00 1h 15m	None Direct flight	£52 Min. return flight	Remove 
	easyJet · U2 15			EDI 13:00 Mon, 15 Nov Edinburgh · Edinburgh Airport	
LTN 11:45 Mon, 15 Nov London · Luton Airport					

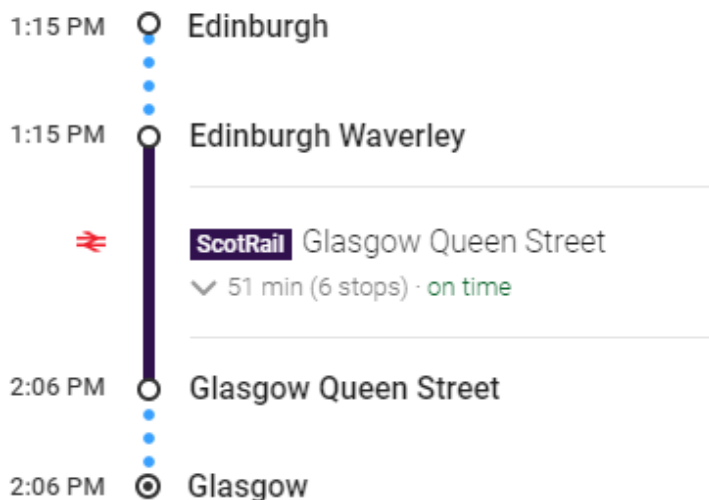
Train from Edinburgh to Glasgow:





1:15 PM - 2:06 PM (51 min)   



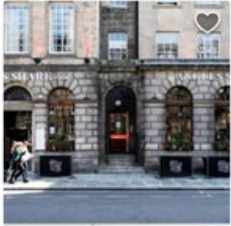
1:15 PM from Edinburgh Waverley · on time  
every 30 min

 SCHEDULE EXPLORER



Departs at <b>13:15</b> Edinburgh [EDB] Platform 11	51m 0 change(s) <a href="#">view details</a>	Arrives <b>14:06</b> Glasgow Queen Street [GLQ] Platform 4	on time	<b>CHEAPEST FARE</b> <b>£13.50</b> Buy Now Off-Peak Other tickets   Other services you can travel on
Departs at <b>13:20</b> Edinburgh [EDB] Platform 10	1h 07m 1 change(s) <a href="#">view details</a>	Arrives <b>14:27</b> Glasgow Queen Street [GLQ] Platform 5	on time	<b>£15.80</b> Buy Now Anytime Other tickets   Ticket valid for this service only


Accommodation for 2 nights in Edinburgh:



**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**

**Fabulous** 8.8  
 882 reviews  
**Location 9.5**  
 2 nights, 1 adult  
**£138**  
 Includes taxes and charges

[See availability >](#)



**Britannia Hotel Edinburgh**  
 69 Belford Road, Edinburgh, EH4 3DG, Scotland

**West End**  
 • 1.0 mile to city centre  
 • 1.0 mile to Grassmarket

**6.6 Good**  
 452 Hotels.com guest reviews

[Parking available](#) [Pet-friendly](#) [Restaurant](#)  
[Bar](#) [Internet access](#)

**£148**  
 for 2 nights  
 including taxes & fees  
[Collect stamps](#)

[BOOK NOW](#)

✓ Free cancellation  
 ✓ Pay at property available




**Holiday Inn Express Edinburgh - Leith Waterfront**  
 Britannia Way, Edinburgh, EH6 6JJ, Scotland

**Leith**  
 • 2.0 miles to city centre  
 • 2.3 miles to Grassmarket

**£312**  
 for 2 nights  
 including taxes & fees  
[Collect stamps](#)

[BOOK NOW](#)

Accommodation for 2 nights in Glasgow:



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

**Limited-time Deal**

**Premium Queen Room** – 2 people  
 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  
~~£298~~ **£143**  
 Includes taxes and charges

[See availability >](#)



**Kelvin Hotel West End**  
 15 Buckingham Terrace, Glasgow, G12 8EB, Scotland


**Glasgow Westend**  
 • 1.8 miles to city centre  
 • 1.2 miles to The SSE Hydro

**7.8 Good**  
 30 Hotels.com guest reviews

[Parking available](#) [Pet-friendly](#)

**£240**  
 for 2 nights  
 including taxes & fees  
[Collect stamps](#)

[BOOK NOW](#)



**Maldron Hotel Glasgow City**  
 50 Renfrew Street, Glasgow, G2 3QB, Scotland

**City Centre Glasgow**  
 • 0.4 miles to city centre  
 • 1.1 miles to The SSE Hydro

**20% off**  
~~£279~~ **£223**  
 for 2 nights  
 including taxes & fees  
[Collect stamps](#)

**Total for Trip 4: £346.50**

### Trip 5 (Week 5)

Sunday 10<sup>th</sup> to Thursday 14<sup>th</sup> October 2021

T Level Technical Qualification in Management and Administration – Business Support – Guide Standard Exemplification Materials - Pass

London (Head Office) to Liverpool  
 Liverpool to Newcastle Upon Tyne  
 Newcastle Upon Tyne to London (Head Office)

Train from London Euston to Liverpool:

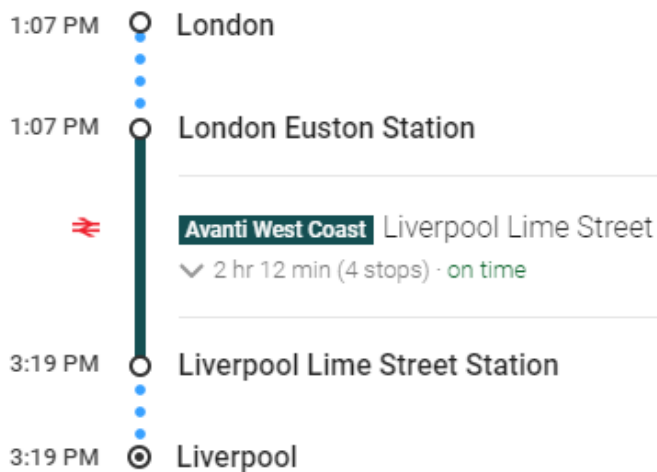
1:07 PM - 3:19 PM  
 (2 hr 12 min)



Avanti West Coast

1:07 PM from London Euston Station · on time  
 every 60 min

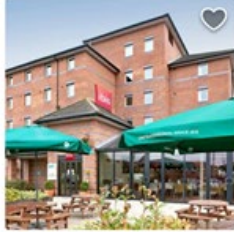
SCHEDULE EXPLORER



Departs at <b>13:07</b> London Euston [EUS]	2h 12m 0 change(s) <a href="#">view details</a>	Arrives <b>15:19</b> Liverpool Lime Street [LIV]	on time	<b>CHEAPEST FARE</b> <b>£66.10</b> Buy Now Off-Peak Other tickets Other services you can travel on
Buy from Transport for Wales				

Departs at <b>15:07</b> London Euston [EUS]	2h 13m 0 change(s) <a href="#">view details</a>	Arrives <b>17:20</b> Liverpool Lime Street [LIV]	on time	<b>£171.30</b> Buy Now Anytime Other tickets Other services you can travel on
Buy from Avanti West Coast				

Accommodation for 2 nights in Liverpool:



**ibis Liverpool Centre Albert Dock – Liverpool One** ★★★★

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

**Standard Double Room** – 2 people  
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 >](#)



**Marlborough Hotel**  
21 Crosby Road South, Liverpool, L22 1RG, England

**Crosby**  
• 4.6 miles to city centre  
• 5.1 miles to Albert Dock

**8.8 Fabulous**  
47 Hotels.com guest reviews

**£266**  
for 2 nights including taxes & fees

[Collect stamps](#)

[BOOK NOW](#)

✓ Free cancellation



**Britannia Adelphi Hotel**  
Ranelagh Place, Liverpool, L3 5UL, England

**Liverpool City Centre**  
• 0.6 miles to city centre  
• 0.8 miles to Albert Dock

**£278**  
for 2 nights including taxes & fees

[Collect stamps](#)

[BOOK NOW](#)

## Travel from Liverpool to Newcastle-upon-Tyne

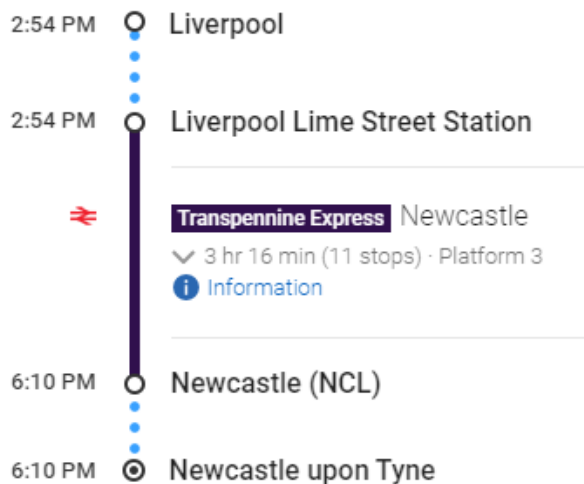
2:54 PM - 6:10 PM  
(3 hr 16 min)







**Transpennine Express**

2:54 PM from Liverpool Lime Street Station


[SCHEDULE EXPLORER](#)



Tickets and information

Departs at <b>14:54</b> <b>Liverpool Lime Street [LIV]</b> Platform 3	3h 16m 0 change(s) <a href="#">view details</a>	Arrives <b>18:10</b> <b>Newcastle [NCL]</b> Platform 4		<b>£79.20</b>	<a href="#">Buy Now</a>
Buy from TransPennine Express				<a href="#">Advance</a>	<a href="#">Other tickets</a>
				 Ticket valid for this service only	
Departs at <b>16:12</b> <b>Liverpool Lime Street [LIV]</b> Platform 5	3h 55m 1 change(s) <a href="#">view details</a>	Arrives <b>20:07</b> <b>Newcastle [NCL]</b>	 <a href="#">on time</a>	<b>£86.90</b>	<a href="#">Buy Now</a>
Buy from TransPennine Express				<a href="#">Anytime</a>	<a href="#">Other tickets</a>
				 Other services you can travel on	

Accommodation for 2 nights in Newcastle Upon Tyne:



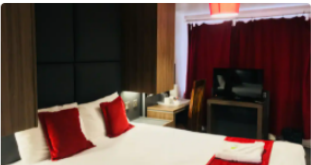
**Royal Station Hotel- Part of the Cairn Collection** ★★☆☆

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



**Hotel Express Newcastle Gateshead**  
 Cuthbert St, Gateshead, NE8 1AF, England


**Gateshead**

- 1.1 miles to city centre
- 6.8 miles to Newcastle (NCL-Newcastle Intl.)

6.2 Good

**£223**  
 for 2 nights including taxes & fees  
[Collect stamps](#)

[BOOK NOW](#)  
 ✓ Free cancellation



**Grand Hotel Gosforth Park**  
 High Gosforth Park, Newcastle-upon-Tyne, NE3 5HN, England

**Newcastle-upon-Tyne**

- 4.5 miles to city centre
- 3.5 miles to Newcastle (NCL-Newcastle Intl.)

**£193**  
 for 2 nights including taxes & fees  
[Collect stamps](#)

[BOOK NOW](#)

**Total for Trip 5: £374.30**

## Trip 6 (Week 6)

Sunday 17<sup>th</sup> to Thursday 21<sup>st</sup> October 2021

London (Head Office) to Oxford

Oxford to Coventry

Coventry to London (Head Office)

### Train from London to Oxford

16:58 - 17:42

44 min

16:58 from Paddington Station

**16:58** ○ **Paddington Station**  
(Platform 6)  
(London)

GWR towards Great Malvern

**17:42** ○ **Oxford**

**Tickets and information**  
GWR - [Buy tickets](#) - 0345 700 0125

These directions are for planning purposes only. You may find that construction projects, traffic, weather or other events may cause conditions to differ from the map results, and you should plan your route accordingly. You must obey all signs or notices regarding your route.

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

Departs at **16:58** **London Paddington [PAD]** 44m 0 change(s) [view details](#) Arrives **17:42** **Oxford [OXF]** Platform 4  on time **£44.60** [Buy Now](#)

Buy from

[First Class Advance](#) [Other tickets](#)

Ticket valid for this service only

### Train from Coventry to London:

Departs at **16:31** **Coventry [COV]** 1h 02m 0 change(s) [view details](#) Arrives **17:33** **London Euston [EUS]**  on time **£38.80** [Buy now](#)

Buy from


[Off-Peak](#) [Other tickets](#)

Other services you can travel on



Departs at <b>15:49</b> Coventry [COV]	1h 37m 0 change(s) <a href="#">view details</a>	Arrives <b>17:26</b> London Euston [EUS]	✓ on time	<b>£16.00</b> <a href="#">Off-Peak</a>	<a href="#">Buy now</a> <a href="#">Other tickets</a>
Buy from London Northwestern Railway			<a href="#">Other services you can travel on</a>		

Accommodation for 2 nights in Oxford:



**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  
~~£196~~ **£186**  
Includes taxes and charges

[See availability](#)



**Hampton by Hilton Oxford**  
Grenoble Road, Oxford, OX4 4XP, England

**Oxford**

- 3.2 miles to city centre
- 3.4 miles to University of Oxford


**8.6 Fabulous**  
408 Hotels.com guest reviews

**£338**  
for 2 nights  
including taxes & fees

[Collect stamps](#)

[BOOK NOW](#)

✓ Free cancellation  
✓ Pay at property available



**Holiday Inn Oxford**  
Peartree Roundabout, Oxford, OX2 8JD, England

**Oxford**

- 3.1 miles to city centre
- 2.9 miles to University of Oxford

**£268**  
for 2 nights  
including taxes & fees

[Collect stamps](#)

[BOOK NOW](#)

Travel from Oxford to Coventry:



Oxford

Coventry

Leave now

OPTIONS

Send directions to your phone

4:39 PM–5:27 PM 48 min


**CrossCountry**

4:39 PM from Oxford

DETAILS

Departs at <b>16:39</b> Oxford [OXF] Platform 4	47m 0 change(s) <a href="#">view details</a>	Arrives <b>17:26</b> Coventry [COV] Platform 4	✓	<b>£17.10</b> <a href="#">Advance</a>	<a href="#">Buy Now</a> <a href="#">Other tickets</a>
Buy from CrossCountry				Ticket valid for this service only	

Accommodation for 2 nights in Coventry:



**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](#)



**Scarman - Warwick Conferences**

The University of Warwick, Coventry, CV4 7SH, England

**Coventry**

- 3.0 miles to city centre
- 8.5 miles to Birmingham Airport ( BHX )


**8.4 Very good**  
24 Hotels.com guest reviews

**£220**  
for 2 nights including taxes & fees

[Collect stamps](#)

[BOOK NOW](#)

- ✓ Free cancellation
- ✓ Pay at property



**Village Hotel Coventry**

Dolomite Avenue, Coventry, CV4 9GZ, England

**Coventry**

- 1.6 miles to city centre
- 8.5 miles to Birmingham Airport ( BHX )

**8.0 Very good**

**£180**  
for 2 nights including taxes & fees

[Collect stamps](#)

[BOOK NOW](#)

**Total for Trip 6: £379.50**

**Total for all Trips and Accommodation: £2009.80**

### **4.3 Sign-off approval request**

Hello,

Please find attached the Travel Itinerary for the new Café Manager. I used a flight comparison website, a train comparison website, and a hotel comparison website to identify suitable travel arrangements and find the cheapest options for each trip and each hotel stay.

The total cost for the travel will be £2009.80, including hotels.

This travel itinerary is efficient in both time and money because I have compared options for each stage of the journey across different travel options and providers, always selecting the cheapest option. I have also compared hotel costs in each area for two-night stays, allowing the new Café Manager to spend two full weekdays in each Café location and picking the cheapest accommodation for them to do so. It is also efficient because the new Café Manager needs to visit the new Café locations in the first 6 weeks of their new role, and I have organised one trip a week.

As the amount is greater than £501, I need your approval, can you approve this for me please and I will make all bookings.

Many thanks,

*Michael*

Michael Woodhead

**Business Support Administrator**

**IncludeALL**

Training & Employment

Email (**michael\_woodhead@includeall.org**)

Contact Number (0800 12345)

## Commentary

The travel itinerary produced is an acceptable example that shows some consideration for identifying effective options available for the travel schedule and includes detail of cost for each option presented. The overview is simple and effective, with details of the itinerary provided in a table format. The quotations provided present an acceptable range of options that meet organisational procurement limits.

The approval sign-off request demonstrates understanding of the need for approval. The request provides some reasoning for why the options are the most effective, with some links to the project brief. Considerations have mostly focused on cost, rather than explore a fuller range of approaches that may have added further efficiencies (such as the order of travel).

## **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

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## Introduction - Coaching for Café Managers

This information pack will use the GROW coaching model as a basis to help guide and develop effective coaching sessions and improve your skills to achieve performance and goals.

### 1. Coaching

Coaching will be used in the workplace. It can benefit both you and the organisation through self-development and better motivation. A coaching relationship requires trust, so a coaching contract can be used to agree how to work together. Before starting, it is good to ask yourself the following questions:

What is the aim of coaching?

What are the key skills of coaching?

### 2. Coaching Methods, Tools and Techniques

We will use a widely known model, Whitmore's (2002) **GROW** model. It has four steps Goals, Reality, Option and Will. It allows the coach to visit a topic or issue through questioning. The approach also helps focus on current knowledge, skills, and behaviour.

It is important for a coach to understand each step, and to be able to manage timekeeping and focus so the coachee stays on track.

### 3. GROW Model

<b>Goals</b> SMART Goal setting - What do you want?
<b>Reality (Current)</b> What is happening now?
<b>Options</b> What could you do? Identify different actions
<b>Will/Way Forward</b> What will you do? By when?

## 4. Coaching Skills

There are a range of techniques that could be helpful to the coach such as, listening and questioning and giving feedback. Let's start by looking at these areas and the types of questions asked. Develop these skills by using them daily.

Tips for an effective coaching conversation	
<b>Listening Active Listening</b>	<ul style="list-style-type: none"> <li>• Look at the coachee's body language. What does it tell you?</li> <li>• Pay attention.</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>Clarifying</b>- Summarising, repeating the question.</li> <li>• <b>Reflective</b> – What's in your way or slowing your down to achieve?</li> </ul>
<b>Giving Feedback (FEED technique)</b>	<ol style="list-style-type: none"> <li>1. Frame – What do I want to discuss? How long will it take?</li> <li>2. Evidence – Describe what you have seen, heard? What was the impact?</li> <li>3. Evaluation- Summarise including good performance and development areas.</li> <li>4. Discussion – Ask further questions to find out more.</li> </ol>

When you start to use coaching with your team, observations will take place to provide feedback and support your personal development.

## 5.2 Coaching Plan

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### Coaching Plan

A coaching plan must be used and is based on the GROW model, this will help to show how you agreed goals and outcomes followed by a review of actions. The coach will use listening skills and open questioning to gain agreement to the plan.

EXAMPLE COACHING PLAN SESSION 1
<b>Coach's name and e-mail:</b>
<b>Date, time, location, length of coaching session:</b>
<b>Aim of the session</b> <i>(For example)</i> <i>Agree outcomes of coaching during each session on programme.</i> <i>Begin to create a personal development plan to achieve aims and improve skills.</i> <i>Agree some SMART Targets and actions prior to next meeting.</i>
<b>Models and techniques for session:</b> <i>For example, GROW model, open questions, reflection</i>
<b>GOAL - The desired outcome.</b>  <b>What do you want to achieve?</b>  <b>When do you want to achieve this by?</b>  <b>How challenging is this for you?</b>  <b>How will you know when you have got there?</b>  <b>How important is this to you?</b>
<b>Summary of goals</b>
<b>REALITY – What is the current situation? (How important is it?)</b>  <b>In terms of your goal where are you now?</b>



**What have you done about it so far?**

**What is holding you back?**

**How realistic is this?**

**Review of reality**

**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?**

**What do you think is the best course of action?**

**OPTIONS – review**

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

**What are you actually going to do?**

**What support do you need and from whom?**

**Who else needs to know?**

**How are you going to move forward?**

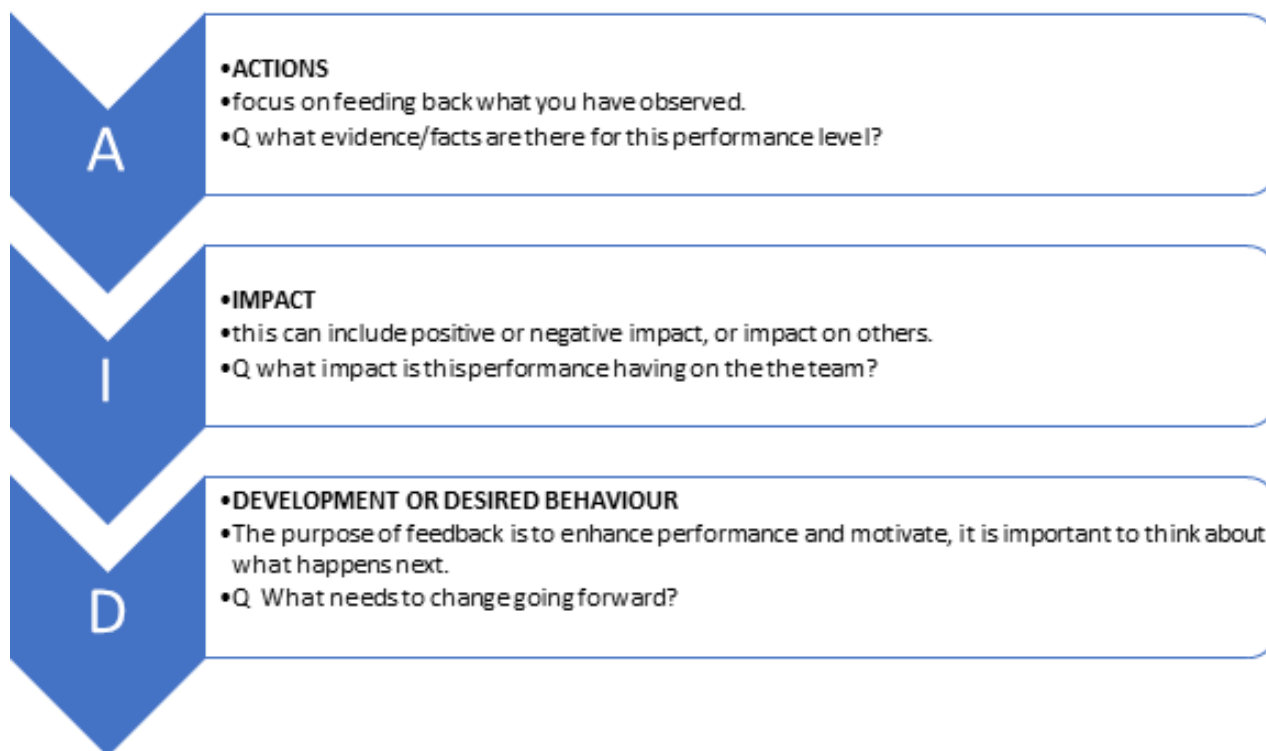
**WILL – review**

**Next Session Date:**

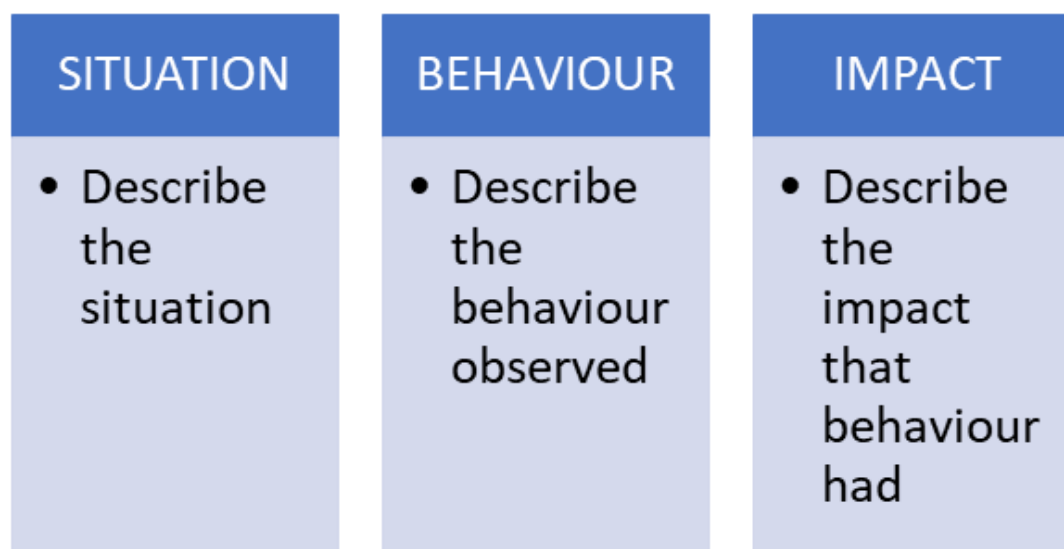
## Feedback Models

It is important to give feedback to help develop and improve someone.

AID is a model that can be used to aid performance and give positive feedback, here are some questions to show how it works.



Another feedback model that can be used to help performance is the SBI model of feedback, this is objective and bases feedback on facts.



### 5.3 List of questions

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### Coaching Questions

- The GROW model will be used.
- Open questions will be asked to allow the coachee to focus on SMART goals.
- The coach will use their listening skills.
- A summary will be carried out to look at and agree next actions for development planning.

#### **GOALS**

What do you want to achieve in your new role?  
When do you want to achieve this?  
How challenging is this for you?  
How will you know when you have got there?  
How important is this to you?

Summary: So, we you have agreed to ...

#### **REALITY**

In terms of your goal where are you now?  
What have you done about it so far?  
What is holding you back?  
How realistic is this?

Summary: So, you need to get on board and do....

#### **OPTIONS**

What do you want to do?  
What could you learn that will help you?  
Where could you find help?  
What other options do you have?  
What do you think is the best course of action?

Summary: So you have agreed to look at ...

#### **WILL/WAY FORWARD**

What are you going to do?  
What will you do first and by when?  
What support do you need and from whom?  
Who else needs to know?  
How will you move forward?

Summary: So, the actions are ...

## Commentary

The candidate has produced an information pack that shows an understanding and knowledge of coaching. The candidate has identified the use of a single coaching technique (the GROW model) and coaching skills to be used during the coaching sessions with the new café manager. Some justification is provided that acceptably reflects the intention of the coaching activity and use of this model and how it will support the new café manager to develop into their new role.

The candidate has produced an acceptable coaching plan, within a logical sequence that is aligned with the project brief and organisational context and includes accurate timings. The plan is aligned to the content of the information pack. There is an attempt to demonstrate use of the GROW model selected and includes some details on overall aims of the coaching session. Knowledge and understanding are demonstrated, e.g. the role of different feedback techniques, but often lacks contextualisation to the specific coaching plan and how it would be used to support the new café manager.

The candidate has developed an acceptable list of questions that would suitably reflect a realistic life scenario when applying the GROW model and associated techniques outlined. Some justifications are provided for the approach to questioning selected but are provided at a relatively superficial level, for example, recognition of the use of open questioning, active listening.

## **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 Location	Local Specialism	Local Specialism Unit Sales	Lasagne Unit Sales	Chips Unit Sales	Curry Unit Sales	Pasta Unit Sales	Sausage Roll Unit Sales	Burger Unit Sales
Newquay	Cornish Pasty	3159	4708	7085	5467			
Birmingham	Groaty Pudding	1895	6318	8505	9536			
Cardiff	Glamorgan Sausage	4749	1895	5824				
Glasgow	Polony Roll	3159	2843	6277			7094	
Edinburgh	Hog Roast Roll	5504	4728	6581			7106	
Liverpool	Toad in the hole	4739	3791	8529	6796			
London	English Breakfast	9477				7509		12636
Newcastle Upon Tyne	Pan Haggerty	1580		6278		3451	5885	
Oxford	Scone	5506				4015	4736	
Coventry	Cheese fries	8909					6837	7860

## 6.2 Spreadsheet

		Local Specialism Unit		Lasagne Unit	Chips Unit	Curry Unit	Pasta Unit	Sausage Roll Unit	Burger Unit
Café Location	Local Specialism	Sales		Sales	Sales	Sales	Sales	Sales	Sales
Newquay	Cornish Pasty	3120	3120.00	4650	6998	5400			
Birmingham	Groaty Pudding	1872	1872.00	6240	8400	9418			
Cardiff	Glamorgan Sausage	4690	4690.00	1872	5752				
Glasgow	Polony Roll	3120	3120.00	2808	6200			7006	
Edinburgh	Hog Roast Roll	5436	5436.00	4670	6500			7018	
Liverpool	Toad in the hole	4680	4680.00	3744	8424	6712			
London	English Breakfast	9360	9360.00				7416		12480
Newcastle Upon Tyne	Pan Haggerty	1560	1560.00		6200		3408	5812	
Oxford	Scone	5438	5438.00				3965	4678	
Coventry	Cheese fries	8799	8799.00					6753	7763
			<b>TOTAL</b>	23984	48474	21530	14789	31267	20243
			<b>TOTAL</b>	59960	121185	53825	36972.5	78167.5	50607.5

### **6.3 Report on Recommended Core Meals**

I have established the five most popular products across the locations in terms of sales. In order to find out which five products the Cafés should offer, I used last year's sales figures and the projected stock levels of 1.25% increase on last year.

The five core meals that should be selected for all locations are:

- Chips
- Sausage Roll
- Burger
- Cheese Fries
- Lasagne

The reason for my selection of these core meals is due to looking at the popularity of the products from this year's sales and in line with the organisation's 1.25% increase in stock. This means that the figures contained within the data inventory document detail potential for the above products as they show that with this stock increase in place, sales can be high making more profits for IncludeAll. Although cheese fries are a local specialism in Coventry, I believe that the popularity of them in the IncludeAll Café there and the figures calculated from the 1.25% increase in stock will make them a success across other Café venues and therefore should be part of the core meal offering. By offering these five core meals, the costs will be controlled for the overall business as there is less variation in products and less costs allocated to purchasing a wide range of food. This coupled with the high projected sales as shown in the data inventory document means that this is an efficient step for IncludeAll to grow and improve.



## Commentary

The candidate demonstrates that they are able to develop a data inventory document, accurately extracting data in order to calculate a 1.25% increase on previous year sales. The data inventory document is of an acceptable standard, with some consideration for clarity of layout.

There is an adequate attempt to use the data from the inventory to create a spreadsheet. The use of data is however minimal, with a focus on the use of overall sales data. The data used however is adequate for supporting some analysis of sales to take place. For example, a comparison of overall sales based on different locations.

The report developed shows that the candidate has undertaken some analysis using the data provided. The analysis shows a focus on overall sales in order to draw conclusions on the most appropriate meals to stock in the cafés. The candidate demonstrates some ability to extract data to support their recommendations, with some justification for the approach taken provided.

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