

T Level Technical Qualification in Management and Administration

**8715-312 Team Leadership and
Management**

**Grade standard exemplification material
Distinction - Summer 2024**

Version and date	Change detail	Section	Question
v1-0 October 2024	Original version published		

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Introduction

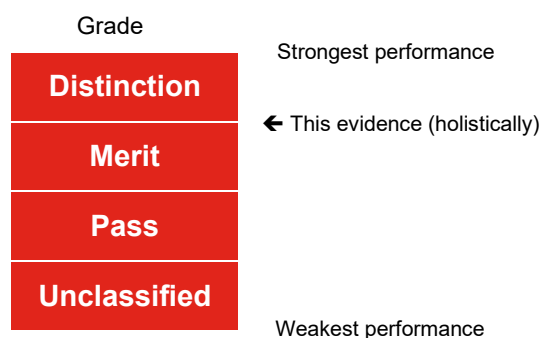
Summer 2024 Results

This document is aimed at providers and learners to help understand the standard that was required in the summer 2024 assessment series to achieve a distinction grade for the **8715-312 Team Leadership and Management** Occupational Specialism (OS).

The grade standard exemplification evidence (Grade SEM) provided for the distinction grade displays the holistic standard required across the tasks to achieve the distinction grade boundary in the Summer 2024 series.

The aim of these materials is to provide examples of knowledge, skills and understanding that attested to distinction competence in Summer 2024. 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 Occupational Specialism is graded Distinction, Merit, Pass or Unclassified.



The distinction grade boundary is based on a synoptic mark across all tasks. The materials in this Grade SEM are separated into two sections as described below. Materials are presented against a number of tasks from the assignment.

Task

This section details the tasks that the candidate has been asked to carry out. What needs to be submitted for marking and any additional evidence required including any photograph/video evidence. Also referenced in this section are the assessment themes the candidates were marked against when completing the tasks within it. In addition, candidate evidence that has been included or not been included in this Grade SEM has been identified within this section.

In this Grade SEM there is candidate evidence from:

- Task 1 – Research and Financial Analysis
- Task 2 – Project Strategic Planning
- Task 3 – Stakeholder Management
- Task 4 – Leading and Supporting the Team
- Task 5 – Coaching and Developing a Team Member
- Task 6 – Managing a Challenging Conversation

Candidate evidence

This section includes exemplars of candidate work, photographs of the work in production (or completed) and practical observation records of the assessment completed by centre assessors. This was evidence that was captured as part of the assessment and then internally marked by the centre assessor.

The Occupational Specialism brief and tasks can be downloaded from [here](#).

Important things to note:

- We discussed the approach to standard setting/maintaining with Ofqual and the other awarding organisations before awarding this year. We have agreed to take account of the newness of qualifications in how we award this year to recognise that students and teachers are less familiar with the assessments ([grading-arrangements-for-vtgsand-technical-qualifications-within-t-levels-in-the-academic-year-2023-to-2024](#)), whilst also recognising the standards required for these qualifications.
- The evidence presented, as a whole, was sufficient to achieve the distinction grade. However, performance across the tasks may vary (i.e. some tasks completed to a higher/lower standard than distinction grade).

Grade descriptors

To achieve a distinction, a candidate will be able to:

Demonstrate an exemplary performance that fully meets the requirement of the brief, demonstrating expertise in team leadership, effectively leading, managing and developing teams and individuals, building relationships with key stakeholders and customers and managing and implementing projects.

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

Demonstrate an exemplary use of project plans and data management tools in order to manage projects with a high degree of effectiveness, demonstrating extensive breadth and depth of knowledge and understanding of project management approaches.

Demonstrate relevant and comprehensive knowledge and understanding of leadership styles and when to adapt to individual needs and tasks. They will show understanding in the techniques and use of tools demonstrating a comprehensive awareness of coaching skills, including the importance of emotional intelligence.

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 – Research and Financial Analysis

Assessment number (eg 1234-033)	8715-312
Assessment title	Occupational Specialism

Candidate name	<first name> <surname>
City & Guilds candidate No.	ABC1234

Provider name	<provider name>
City & Guilds provider No.	999999a

Task(s)	1
Evidence title / description	<ul style="list-style-type: none">• SWOT Analysis• Written summary report• Summary of costs• Written response that identifies the best option for the project and the business, including identification of the decision-making tool used
Date submitted by candidate	DD/MM/YY

Task

Task 1 – Research and Financial Analysis

The purpose of this task is for you to research how to move the pizza business into a mobile catering unit. You may use the Internet for this task.

You must:

- Undertake a SWOT analysis of the factors that need to be considered in relation to moving the business into mobile catering.
- Write a summary report of your findings on developing the business that reflects both external and internal considerations.
- Review the financial information in response to moving into mobile catering. You should draft,
 - a summary of the costs for each of the different options provided in Figure 4 with consideration of
 - Staffing costs
 - Running costs
 - Set up costs
 - Return on Investment for each option to support a decision on which offers the best value for money and income potential
 - An overview of how these costs would be controlled and monitored through budgeting activities, including any governance arrangements.
- Determine the best of the three options proposed by the brothers to develop the mobile catering business based on your research. To do this, you should:
 - Use a decision-making tool to identify the best option
 - Write a response that explains why this is the best option in order to gain buy-in from the two owners.

Resources:

- Assignment Brief
- Figure 1a – Current staffing (Restaurant)
- Figure 1b – Fratelli Restaurant Organisation Chart (current staff)
- Figure 1c – Opening Hours (Restaurant)
- Figure 2a – Proposed Mobile Catering Unit staff – Organisation chart
- Figure 2b – Opening Hours (Mobile Catering)
- Figure 3a – Staff data - Mobile Catering Unit (Proposed)
- Figure 4 – Options for Mobile Catering - Set-up and staffing costs
- Internet access

Conditions of assessment:

- The maximum time allocated for this task is 8 hours
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- SWOT Analysis

- Written summary report
- Summary of costs
- Written response that identifies the best option for the project and the business, including identification of the decision-making tool used

Additional evidence for this task:

- Any notes produced of research undertaken including citation of sources

Candidate evidence

Introduction

Pizza Fratelli is a successful, small, family run restaurant owned by 2 brothers Marco and Gino di Salvo. The business has developed an excellent reputation for their wood fired pizzas. Recently, the customer base for the restaurant has grown and the profits have increased. However, they are now aiming to expand the business by considering mobile catering. They plan to launch this in 6 months, recover all set up costs within the first year of operating and have up to £120,000 to invest into this project.

Research

Factors to consider

- Licenses and permits
- Health and safety certificate
- Insurance
- Location
- Marketing
- Staff hours/shifts
- The unit, example van and gazebo

Food market

- The street food craze is growing in the UK.
- Satisfies not only hunger but weaves into daily lives.
- Due to Covid-19 pandemic, more people started eating out as indoor venues have shut down.
- Street food vans appear to be catching the eyes of many people in the past 10 years.
- There are around 2.5 billion street food enthusiasts around the world.
- There is a continuous growth of 20% with 7,000 units that sell street food around the UK.

SWOT analysis

The SWOT analysis technique helps you outline the strengths and weaknesses of the organization, as well as opportunities and threats that could happen in the future. Other benefits include, being able to visualise the project easily, simplifies issues and large amounts of data and can be used in many situations.

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Successful pizza restaurant. • Owned by 2 brothers. • Excellent reputation. • Customer base has grown. • Profits have increased. • Tony di Salvo is open to be creative, he is also a member of the family. • Walter Taz maintains team morale through changes. • The kitchen assists and pizza cooks are full time. 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • £120,000 may not be enough to spend. • May be resistance from staff as their work practises may change. • There will be changes in shift patterns, location and working outdoors in all weathers so this might not be suitable to all members. • Sam Can Lui requested a reduction in hours. • Jenny Jones struggles sticking to business policies and procedures.
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Street food is growing in the UK. • Larger audience. • More profit. • Less money spent on advertising as your more open. • Travel to events easier and grow the business. • Good brand exposure. • Guaranteed business – at events people can only buy from the food outlets available. • Vary pricing depending on event. 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Containers that store food can become damaged during travel, exposing food to contamination. • A location may not have electrical or water connections. • Food that is improperly stored can cause illnesses – Against health and safety act 1974. • Dirty or cramped kitchens can cause slips and trips – Against health and safety act 1974.

PESTLE Analysis

Political

One Political factor that should be considered is Brexit.

- 65% of catering professionals have noticed the cost increase of raw ingredients since Britain left the EU.
- Supplier contracts may be impacted.
[Impact of Brexit on catering and hospitality – Daily Business \(dailybusinessgroup.co.uk\)](https://www.dailybusinessgroup.co.uk/news/impact-of-brexit-on-catering-and-hospitality)

Another factor is taxes and duties.

There may be changes in tax policies which can impact the profitability.

[PESTEL Analysis of UK Restaurant Industry \(academiaanalysis.com\)](https://www.academiaanalysis.com/pestel-analysis-of-uk-restaurant-industry)

Economical

An economical factor that could impact mobile catering is inflation.

- Inflation impacts the cost of raw materials, labour costs and consumer spending. All of which can seriously impact the profitability and growth of the business.
[How Inflation Is Affecting The Food Industry In The US \(restaurantware.com\)](https://www.restaurantware.com/news/how-inflation-is-affecting-the-food-industry-in-the-us)

Competition can also impact the business economically.

- Competition can lead to price wars.
[PESTEL Analysis of UK Restaurant Industry \(academiaanalysis.com\)](https://www.academiaanalysis.com/pestel-analysis-of-uk-restaurant-industry)

Social

Social media is a great tool to use as it allows the organisation to connect with customers. This could also help with advertising what events the business will be attending to gather a larger audience.

[The benefits of Social Media for the catering industry - SME News](https://www.sme-news.com/news/the-benefits-of-social-media-for-the-catering-industry)

Food culture and trends could affect Pizza Fratelli, as the event they are planning to attend may not fit in with the theme or culture.

[PESTEL Analysis of UK Restaurant Industry \(academiaanalysis.com\)](https://www.academiaanalysis.com/pestel-analysis-of-uk-restaurant-industry)

Technological

There are several different technological factors that have affected the UK restaurant industry in recent years.

One of which includes online ordering and delivery. Nowadays, people use concepts like JustEat and Deliveroo which allows them to order their food in the comfort of their homes. Therefore, less people may buy from mobile catering units.

<https://www.cateringinsurance.co.uk/2019/05/29/how-does-technology-impact-the-catering-industry/>

It is important for a mobile catering business to have advanced technology. This allows the restaurant to deliver a higher standard of service and good quality. It also allows you to

create a more efficient operation which is important as it is street food so customers wouldn't want to wait a long time for their food.

[How is technology revolutionising the catering and hospitality industry? - Restaurant Update \(restaurant-update.co.uk\)](#)

Legal

One of the most important legal factors are the health and safety regulations. These are laws that the UK government has established to which restaurants must follow to ensure safety of employees and customers. This links to the health and safety act 1974.

[Mobile Catering Risks - Moving Food](#)

Another law that must be considered when expanding to a mobile catering business is the licensing laws.

https://streetfoodcentral.com/what-food-truck-catering-license-do-i-need-for-the-uk/?utm_content=cmp-true

Environmental

Climate change has an impact on mobile catering as staff will have to work outdoors in different weathers. This factor also influences the availability and cost of ingredients.

[PESTEL Analysis of UK Restaurant Industry \(academiaanalysis.com\)](#)

The environmental act 2021 was passed by the government to ensure the businesses are running as sustainably as possible. It is important to follow as not only it reduces food waste, but also builds a better reputation.

[Are you ready for the Environmental Act 2021? | Public Sector Catering](#)

Written Summary Report

The internal factors that are and will affect the business are most importantly the staff. There is a huge area of interest within the workplace currently. For example, Tony di Salvo is going to be involved in the mobile catering unit and he is working full time. Considering the owners are his father and uncle and it is a family business, it is most likely that there is always a backup store owner that has a huge interest in the business and there is a less risk of Pizza Fratelli being shut down therefore the staff can have job security. He also shows drive and ambition as he is willing to branch out and be more creative with menus and this can help with interesting customers on the street. However, he lacks confidence with dealing with colleagues therefore, if there is a problem with work culture and demotivated staff, he is less likely to make other staff feel passionate and encouraged to the change. Another members of staff that has one of the biggest influences is Sam Can Lui. She does contain strengths such as 10 years of catering experience which would be used on training other staff if needed as she can share her knowledge and it is done correctly and dealing effectively with suppliers however, she is not fully convinced and encouraged for the need for change and moving the business forward. She has also requested a reduction in hours which is an issue as she can be really needed when training, so it is important for her to be flexible.

Other internal strengths this business includes is the success of it. Since Pizza Fratelli is already successful, it has a better chance of making itself known and getting into events as customers are already aware of the restaurant and know they can trust it. To add to this, Pizza Fratelli already has a great reputation and has already increased its customer base, therefore opening a mobile catering unit can attract even more customers as they don't have to stop by a restaurant, in fact they can fit in eating to their day while on the go!

Another internal factor that is important is the change in shift patterns, travel to location and working outdoors in all different types of weather. This can discourage the staff to move to mobile catering as the shifts might not comply with the availability of certain staff, as well as this, the events that Pizza Fratelli will be attending might be too far for the employee to attend and can cause lateness therefore, some staff may change to working some days at the restaurant and some days mobile catering however good management will be needed as the staff may mix up the days where they work. The weather impacts the staff's attitude to work and performance as some days the weather can be unpleasant to work in.

An internal weakness this business also has is that although Jenny Jones has customer experience and is passionate about her job, she struggles with sticking to business policies and procedures. This is a disadvantage for the business especially because it is a food industry therefore it is extremely important that each member of the staff is following policies and procedures correctly. Not following them can cause many issues for the business and customers and there can be a health and safety risk for example illnesses and food contamination. To solve this issue, each member of the staff will go through training to maintain a safe environment.

There are also many external factors that may impact a business. These can also be referred to as PESTLE factors.

The political factors that will impact the project are Brexit and taxes and duties. According to Daily Business, 65% of catering professionals have noticed cost increases in raw ingredients ever since Britain has been voted to leave the EU. This means that the cost of resources to set up the mobile catering will increase and therefore prices of food will have to increase. Another way Brexit impacts the business is because supplier contracts may be impacted, As reported in the Big Hospitality, single market trade will need to change when dealing with EU businesses, which could make trade more complicated and therefore might lead to only being able to get resources from the UK rather than globally. Taxes and duties have a huge

impact on the way a business run. As said on Academia Analysis, the restaurant industry is subject to various taxes and duties, such as value-added tax also known as VAT and import duties on food and drink. There may also be a change in tax policies which can impact the profitability of restaurants.

Inflation and competition have an impact on the business economically. Inflation impacts the costs of raw materials, labour costs and consumer spending. All of which can seriously impact the profitability and growth of the business. According to Restaurant ware, this pervasive impact extends to labour costs, as general price level escalates, minimum wage rates may rise. However, balancing the need to fairly pay the employees with the imperative of managing overall expenses can become difficult. Due to the increase of raw materials and the business most likely making prices higher, there will be a difference in consumer spending. To afford resources, food will be more expensive however, the customers may not be willing to spend the money. Another economic factor is competitors. There are already around 2.5 billion street food enthusiasts around the world, therefore competition is high. This can result in price wars while the more competitors there is, the lower the prices will be to attract more customers.

Social factors including social media, food culture and trends focuses on how the society would impact Pizza Fratelli. SME News shows that social media is one of the best marketing strategies especially in todays generation. Great tool to use as it allows the organisation to connect with customers. This could also help with advertising what events the business will be attending to father a larger audience. Food culture and trends is important to consider when moving to mobile catering as the event they are planning to attend may not fit in with the theme or culture.

There are several different technological factors that have affected the UK restaurant industry in recent years.

One of which includes online ordering and delivery. Nowadays, people use concepts like JustEat and Deliveroo which allows them to order their food in the comfort of their homes. Therefore, less people may buy from mobile catering units. Additionally, it is important for a mobile catering business to have advanced technology. This allows the restaurant to deliver a higher standard of service and good quality. It also allows you to create a more efficient operations which is important as it is street food so customers wouldn't want to wait a long time for their food.

It is extremely important for a business to follow all laws and regulations. According to Moving Food, one of the most major legal factors are the health and safety regulations. These are laws that the UK government has established to which restaurants must follow to ensure safety of employees and customers. This links to the health and safety act 1974. As well as this, licensing laws must be followed when running a mobile catering business. As said on Street Food Central, when having a food truck, you should also have permits such as Level 2 Food Safety and Hygiene, register with local authority, public liability insurance, risk assessments and LPG gas and PAT testing certificate.

Lastly, you must consider the environment. The environmental act 2021 was passed by the government to ensure the businesses are running as sustainably as possible. It is important to follow as not only it reduces food waste, but also builds a better reputation. Climate change has an impact on mobile catering as staff will have to work outdoors in different weathers. This factor also influences the availability and cost of ingredients.

Summary of Costs

Forecasting Budget

Up to £120,000 to invest into project.

Sales target - £115,000

$115,000 / 10 = 11,500$ = how much pizza to sell

Average sales price per pizza - £10

$5,720 + 9200 = £14920$

Running cost - £5,720

Raw materials - £9,200

Option 1 – new van

First year:

$£20,000 + £18,000 + £800 + £1200 + 49140 = £89,140$ total without running costs and raw materials

$£89,140 + £14920 = £104,060$

Total with running costs and raw materials = £104,060

Option 2 – Second- hand van

$£21,000 + £8,000 + £500 + £43,160 = £72,660$ (without running costs and raw materials)

$£72,660 + £14,920 = £87,580$

Total with running costs and raw materials = £87,580

Option 3 – Small van (second hand), trailer, oven, gazebo

$£7,000 + £4,000 + £1,500 + £3,500 + £750 + £1,250 + £61,100 = £79,100$ (without running costs and raw materials)

$£79,100 + £14,920 = £94,020$

Total with running costs and raw materials = £94,020

Forecasting analysis

After looking at the cost of all these options, in my opinion option 1 is the best. The reason for this is because, although it is the most expensive option, it has a 5-year warranty meaning it cover any labour or parts over that timeframe if the van will need repairing due to any issues, however in option 2 the warranty is 6 months which is not enough time to test it out especially when needing to travel to all sorts of locations, and option 3 has no warranty. To add to this a second-hand van is most likely to break down so if you look outside the box, purchasing a second-hand van can be more expensive for the future as repairing can be costly. Another benefit option 1 can bring to the business, is the larger oven with capacity to cook 4 pizzas at a time. Since Pizza Fratelli is planning to expand to mobile catering, it is important that pizzas are cooked more efficiently as customers at events or on the street in

general will prefer to get the food quicker rather than waiting a long time. The staffing requirements are also for the cook, driver and catering assistant to work 30 hours per week and cover peak times and weekends. This is an advantage to the organisation because Pizza Fratelli is then more flexible to attend more events and be suitable for more people, helping it develop.

Governance and Budget Control

Purpose:

The whole purpose of governance is to determine who can make decisions, who is responsible for how an organisation behaves and performs and who has the authority. It helps the business to improve performance, mitigate risks and enable safer and faster growth by creating a corporate environment with a clearer purpose, which also results in managers making more strategically aligned decisions, higher trust between stakeholders and defining issues. Overall, it provides a framework for managing organisations.

Personnel responsible for Budget Control:

Personnel	Responsibilities
Project executive	Store Manager – Overseeing all aspects of the project e.g., planning, organising and supervising staff
Project sponsor	Staff (waiting staff, cooks, assistants – aligning the project with business goals, strategy and objectives)
Project manager	Store Manager – Prepare budget based on project scope and managing stakeholder expectations internally and externally
Project coordinator	Team leader – coordinating project schedules, resources, equipment and information. Also handling financial documents and planning.

Budget recording and Monitoring:

The budget logs will be kept on an excel spreadsheet, this way we don't have to worry about losing any paper documents of the budget and it is more easy and clearer to read. It will be logged by the project manager and the project executive the personnel plans and prepares a budget based on the project scope. The spending will be authorised by the house of commons, which if agreed to, prepares the way for the legislation authorising the spending or taxation. Auditing will be used every 2-3 months to identify and improper use of funds, which identifies resource misappropriation and helps determine a budget. Auditing can also help identify the actual cost vs the estimated cost and see how well we are managing spending and expenses and the budget itself.

Change request and increasing the budget:

If wanting to regard a request for an increased budget, a manager should be contacted, then them and the business owners can discuss and decide on approving any major changes or spending for the project.

Cost Vs Benefit analysis

Example	Cost	Benefit	Challenges	Viability
Option 1	<p>£20,000 + £18,000 + £800 + £1200 + £49140 = £89,140 (without running costs and raw materials)</p> <p>£89,140 + £14920 = £104,060</p> <p>Total with running costs and raw materials = £104,060</p> <p>+ training (£2000) = £106,060</p>	<p>+ 5 year warranty on parts and labour included with the price of the van.</p> <p>+ oven has the capacity to cook 4 pizzas at a time so more efficient.</p> <p>+ staff work 30 hours per week.</p> <p>+ peak times and weekends are covered which is what Marco and Gino are aiming to start doing.</p> <p>+ Fratelli branding on the van so helps with brand awareness and exposure to public.</p>	<p>- Costly.</p> <p>- Staff will only be able to work in a van so it can get cramped.</p> <p>- health and safety risk as staff can easily trip, food can be open and contaminated.</p> <p>- a new van may not be needed as you can buy second hand vans that might work just as good.</p>	<p>> Even though it is the most expensive option and a new van is bought, this can be more suitable when thinking long-term as less money will be spent if needing to repair therefore it is only required to pay more now.</p> <p>> It requires more time and availability from the staff.</p>

Example	Cost	Benefit	Challenges	Viability
Option 2	<p>£21,000 + £8,000 + £500 + £43,160 = £72,660 (without running costs and raw materials)</p> <p>£72,660 + £14,920 = £87,580</p>	<p>+ second hand van</p> <p>+ already converted to pizza production.</p> <p>+ 6 month warranty on parts.</p>	<p>- 6 month warranty might not be enough as the van still will be freshly bought and repairing might not be needed yet.</p> <p>- the warranty is only on parts.</p>	<p>> it is the most affordable option.</p> <p>> The culture can worsen as staff might be annoyed working in a cramped area.</p> <p>> its not suitable for long-term as</p>

Pizza Fratelli
Family-run pizza perfection

	<p>Total with running costs and raw materials = £87,580</p> <p>+ training (£2000)</p> <p>= £89,580</p>	<p>+ oven capacity to cook 3 pizzas at a time.</p> <p>+ affordable</p>	<p>- staffing requirements don't cover peak times/weekends so not flexible.</p> <p>- health and safety risk as the work is only done in the van, therefore there can be food spillage and lead to contamination, and it is crowded so staff can slip or burn themselves easier while making food.</p>	<p>it only has a 6-month warranty so if needing repairment after 6 months, you must pay extra.</p> <p>> can be a struggle for team to enhance skills.</p> <p>> customisation of van and branding can attract more customers.</p>
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Example	Cost	Benefit	Challenges	Viability
Option 3	<p>First year:</p> <p>£7,000 + £4,000 + £1,500 + £3,500 + £750 + £1,250 + £61,100 = £79,100 (without running costs and raw materials)</p> <p>£79,100 + £14,920 = £94,020</p> <p>Total with running costs and raw materials = £94,020</p> <p>+ training (2000)</p> <p>= £96,020</p>	<p>+ Good for price as you get a gazebo and trailer.</p> <p>+ You already have the equipment with the price.</p> <p>+ Second hand van which is cheaper.</p> <p>+ More spacious.</p>	<p>- Not every public place or event will allow a gazebo and trailer to be parked and stood up as it can take too much space.</p> <p>- no warranties so you will have to pay for repairments and checking of the quality of the van.</p> <p>- oven only cooks 2 pizzas at a time.</p> <p>- the most expensive annual staffing cost.</p>	<p>> Not suitable for long term as the van can easily have electrical and mechanical issues in the future therefore more money will have to be spent on repairing and checking frequently.</p> <p>> the gazebo can be a nice way of welcoming customers.</p> <p>> Employees can use their skills better as there is more space to move.</p>

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				> it is the only option with a trailer; therefore, it has better storage.
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Written Report

Hello Marco and Gino,

I hope you both are doing well. I have been informed that Pizza Fratelli is aiming to move the business to mobile catering as well as still running the restaurant. I thought about all the 3 options that have been proposed and concluded that option 1 will be the best as it complies the most with the goals as well as being good for the business development in general.

One advantage of using option 1 is, that the new van will have a 5- year warranty on parts and labour. This is useful since the staff may travel to different locations around the UK therefore, if any damage is caused, your repairments are covered and you don't have to worry about spending the money unexpectedly. You have also mentioned that the mobile catering will be running from Wednesday to Sunday 12 noon – 8pm and possibly all day depending on the event, therefore it is best to have staff that cover peak times and weekends just like the staff requirements that option 1 provides whereas in other options there are less hours provided which can slow down the development process as the business wouldn't be as flexible. It is also extremely important for street food to give customers food quickly as it is not a restaurant where they can just sit and wait, and the option I chose provides you with a large oven that is capable of cooking 4 pizzas at a time making work more efficient. To make this project work, each member of staff will be trained to adapt to the new working practices and ensure they are following the new policies and procedures that are made.

Thank you for taking your time reading this and I am hoping to hear from you soon.

Student Name

Team Leader

Pizza Fratelli

Family-run pizza perfection.

Visit us online at our website: www.pizzafratelli.co.uk

References

[Starting in a Mobile Catering Business: What to Consider - Big Box Containers](#)

[The Growth of the British Street Food Van - Restaurant Update \(restaurant-update.co.uk\)](#)

[The advantages of using mobile catering for events - Pro Fry Ltd](#)

[Mobile Catering Risks - Moving Food](#)

Task 2 – Project Strategic Planning

Assessment number (eg 1234-033)	8715-312
Assessment title	Occupational Specialism

Candidate name	<first name> <surname>
City & Guilds candidate No.	ABC1234

Provider name	<provider name>
City & Guilds provider No.	999999a

Task(s)	2
Evidence title / description	<ul style="list-style-type: none">• Strategic project plan• GANTT chart• Risk log• Presentation slides
Date submitted by candidate	DD/MM/YY

Task

Task 2 – Project Strategic Planning

The purpose of this task is for you to produce a project strategy for developing the mobile catering business using the best option outlined in Task 1. As part of this task, you should consider overall objectives, tasks, timescales, resources and costs for the project.

You must:

- Prepare a strategic project plan for the project, that includes SMART objectives, tasks, timescales, resources and costs for the project.
- Produce a GANTT chart that details what is required at each stage of the project, including how progress will be monitored.
- Produce a risk log for the project, that includes the degree of risk and any potential mitigations that could be considered. The log should include the risks associated with,
 - The initial delivery of the project, including how it will be implemented
 - The long-term changes that this project will bring to the organisation, including any financial or legislative risks
- Prepare a set of presentation slides that seeks to engage internal stakeholders with the project and advise how they will be involved. The slides should include presentation notes, details of your strategic project plan, including how you will monitor progress and keep to timescales and how they will mitigate against risks. You will **not** be required to deliver the presentation.

Resources

- Assignment Brief
- Figure 2a – Proposed Mobile Catering Unit staff – Organisation chart
- Figure 3a – Staff data - Mobile Catering Unit (Proposed)
- Figure 3b – Staff profiles - Mobile Catering Unit
- Figure 4 – Options for Mobile Catering - Set-up and staffing costs

Conditions of assessment:

- The maximum time allocated for this task is 6 hours
- You must carry out the task on your own, under controlled conditions

What must be produced for marking:

- Strategic project plan
- GANTT chart
- Risk log
- Presentation slide

Candidate evidence

Strategic Project Plan

The goal
Expand Pizza Fratelli into mobile catering within 6 months

SMART objectives
Make sure that the staff that are moving to the mobile catering unit are trained
Implement new policies and procedures regarding DPA Act and H&S Act.
Get lisencing and permits
Purchase a new van and create Fratelli branding

Strategic project plan
Research what license is needed and apply for it.
Train atleast one member of staff so that they can train and help the rest of the team
Consider legislations such as Data Protection Act and Health and Safety Act when creating new policies and procedures.
Review the new van before purchasing it to see if it is suitable for the business.

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Milestone	
Month 1	Team meeting to introduce the project and idea to the staff and gather opinions, consider new policies and procedures, set KPI's
Month 2	Implement the new policies and procedures based on legislations and introduce what changes will be made for example in shift patterns and delegate tasks. Start Audits.
Month 3	Start the training, make quality checks, getting a liscence ,research what new resources will be needed and create a budget plan.
Month 4	Purchase any new resources that will be needed for example a new van. Start advertisments to the public and create branding on the van. Monitor KPI's.
Month 5	Develop new systems, review progress. Think of different marketing and advertisement ways.
Month 6	Gain feedback from some of the public. Be ensured everything is working correctly.

Task	Resource	Cost	Timescale
Training the staff	Team leader and trained staff	£600	Month 3
Implement DPA Act 2018 and H&S Act	Policy process, experienced manager	£0	2 weeks
Get liscencing	Internet access	£1,000	Month 3
Purchase new van	Internet access	£21,200	Month 4
Branding the van	Project sponsor	£800	Month 4
Marketing and advertisement	Social media, van branding, posters in restaurant	£1,000	Month 5

GANTT Chart

	Task	Responsibility	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Initiation stage	Team meeting introducing the project and gathering staff's opinions and KPI's	Team leader & project executive	█																								
	Create new policies and procedures	Project manager & team leader			█																						
	Research (e.g PESTLE)	Team leader		█																							
	Shift patterns change	Team leader			█		█																				
	Order resources which are needed	Project manager & project sponsor & project co ordinator											█					█									
Planning stage	Implement new policies	Project manager & team leader															█										
	Audits	Team leader							█				█					█					█			█	
	Training	Team leader & any trained staff																		█							
	Meeting to discuss the next steps	Team leader & project executive								█																	
	Implement KPI's	Team leader								█																	
	Develop new systems	Project co ordinator & Team leader												█				█									
	Get lisenace	Project Co ordinator & Team leader													█												
Evaluation stage	Quality checks	Team leader & project executive													█							█				█	
	Feedback from customer and staff	Team leader & staff																									█
	Review the policies and procedures	Project executive & Store manager																				█					
	Team meeting discussing the progress made and KPI's	Team leader & project executive													█									█			
	Marketing and advertisements	Team & team leaders																█					█				

Risk Log


Risk ID	Risk	Mitigation	Likelihood	Severity
1	Demotivated staff	Use nudge theory, tell the team about as much benefits the change will give as possible.	Medium	High
2	Project resulting to be over the budget	Make budget plan and ensure the right resources are used correctly	Low	Medium
3	Staff not following new policies and procedures correctly	Training will be provided	Medium	High
4	No license for certain events or places	Research before attending what license is needed and apply for it if we don't have it.	Low	High
5	Scope creep - project objectives aren't reached	Complications when completing tasks	Low	Medium
6	Shift patterns changing causing some staff to not be flexible	Have a meeting with chosen staff and discuss availability times and transport	Medium	Low
7	High costs	Spend money cautiously, incase more money for resources needed, money will be available for emergencies.	Medium	Low

Key				
Low	Medium	High		

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Presentation Slides

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The family-run pizza perfection

By [REDACTED]

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- **Past**
 - Small, successful, family-run business
 - Excellent reputation
 - Customer base has grown in the recent months
 - Profits increased
- **Present**
 - Plan to expand the business to mobile catering
 - Up to £120,000 to invest
- **Future**
 - Change in opening hours (all day events)
 - Change in shift patterns – ran by staff who work both at the restaurant and the mobile catering unit

Benefits of expansion



LARGER AUDIENCE AND
GOOD BRAND EXPOSURE



MORE PROFIT



GUARANTEED CUSTOMER
AS PEOPLE WILL WANT
FOOD AT EVENTS



TRAVEL TO DIFFERENT
PLACES HELPING THE
BUSINESS GROW



STREET FOOD IS
GROWING IN THE UK

How will stakeholders be involved?



One staff member in the unit will be trained first, they will then train the rest of the team that will be in mobile catering. Each member will gain knowledge and skills and will be given an idea of how the unit will work to develop more understanding.



KPI's will be managed by the team member and the manager. They will track them using a CPD log so they can continue improvement and manage ways they can increase performance



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SMART objectives:

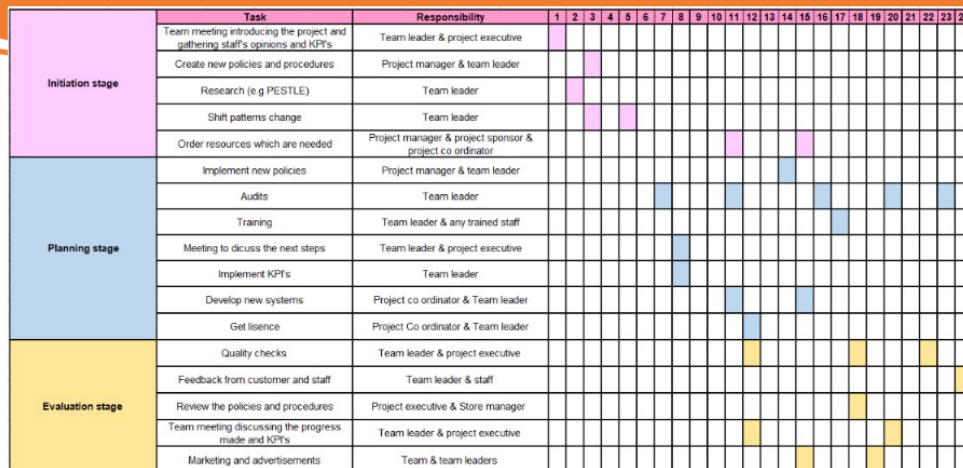
SMART objectives
Make sure that the staff that are moving to the mobile catering unit are trained
Implement new policies and procedures regarding DPA Act and H&S Act.
Get lisencing and permits
Purchase a new van and create Fratelli branding

Strategic project plan + cost:

- How the SMART objectives will be reached:

Strategic project plan	Task	Resource	Cost	Timescale
Research what license is needed and apply for it.	Training the staff	Team leader and trained staff	£600	Month 3
Train atleast one member of staff so that they can train and help the rest of the team	Implement DPA Act 2018 and H&S Act	Policy process, experienced	£0	2 weeks
Consider legislations such as Data Protection Act and Health and Safety Act when creating new policies and procedures.	Get lisening	Internet access	£1,000	Month 3
Review the new van before purchasing it to see if it is suitable for the business.	Purchase new van	Internet access	£21,200	Month 4
	Branding the van	Project sponsor	£800	Month 4
	Marketing and advertisement	Social media, van branding, posters in restaurant	£1,000	Month 5

Monitoring time – Gantt chart



Monitoring time – Milestone

Milestone	
Month 1	Team meeting to introduce the project and idea to the staff and gather opinions, consider new policies and procedures, set KPI's
Month 2	Implement the new policies and procedures based on legislations and introduce what changes will be made for example in shift patterns and delegate tasks. Start Audits.
Month 3	Start the training, make quality checks, getting a lisenca ,research what new resources will be needed and create a budget plan.
Month 4	Purchase any new resources that will be needed for example a new van. Start advertisements to the public and create branding on the van. Monitor KPI's.
Month 5	Develop new systems, review progress. Think of different marketing and advertisement ways.
Month 6	Gain feedback from some of the public. Be ensured everything is working correctly.

Potential risks and mitigating them:

Risk ID	Risk	Mitigation	Likelihood	Severity	Key	
1	Demotivated staff	Use nudge theory, tell the team about as much benefits the change will give as	Yellow	Red	Low	Green
2	Project resulting to be over the budget	Make budget plan and ensure the right resources are used correctly	Green	Yellow	Medium	Yellow
3	Staff not following new policies and procedures correctly	Training will be provided	Yellow	Red	High	Red
4	No license for certain events or places	Research before attending what license is needed and apply for it if we don't have it.	Green	Red		
5	Scope creep - project objectives aren't reached	Complications when completing tasks	Green	Yellow		
6	Shift patterns changing causing some staff to not be flexible	Have a meeting with chosen staff and discuss availability times and transport	Yellow	Green		
7	High costs	Spend money cautiously, incase more money for resources needed, money will be available for emergencies.	Yellow	Green		

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Processes that will be used in this project:

PDSA

- Plan
- Do
- Study
- Act

SCRUM

- Involves sprint
- Only move on to next task after completing the first one.

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Q & A

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Thank you for
listening!

Task 3 – Stakeholder Management

Assessment number (eg 1234-033)	8715-312
Assessment title	Occupational specialism

Candidate name	<first name> <surname>
City & Guilds candidate No.	ABC1234

Provider name	<provider name>
City & Guilds provider No.	999999a

Task(s)	3
Evidence title / description	<ul style="list-style-type: none">• Stakeholder map• Stakeholder engagement plan• Time-management plan
Date submitted by candidate	DD/MM/YY

Task

Task 3 – Stakeholder management

The purpose of this task is for you to conduct an analysis of all stakeholders involved in the project of moving into mobile catering.

You must:

- Produce a stakeholder map to identify all stakeholders in the project including their level of power/interest.
- Produce a stakeholder engagement plan. You should detail the best methods for communicating and engaging with key stakeholders throughout the project, and how you will manage this. You should provide justifications for your reasoning.
- With reference to appropriate time-management tools or techniques, you should produce a plan for how you will manage your own time effectively throughout the managing of the project.

Resources

- Assignment Brief
- Figure 1a – Current staffing (Restaurant)
- Figure 1b – Fratelli Restaurant Organisation Chart (current staff)
- Figure 2a – Proposed Mobile Catering Unit staff – Organisation chart
- Figure 3a – Staff data - Mobile Catering Unit (Proposed)
- Figure 3b – Staff profiles - Mobile Catering Unit

Conditions of assessment:

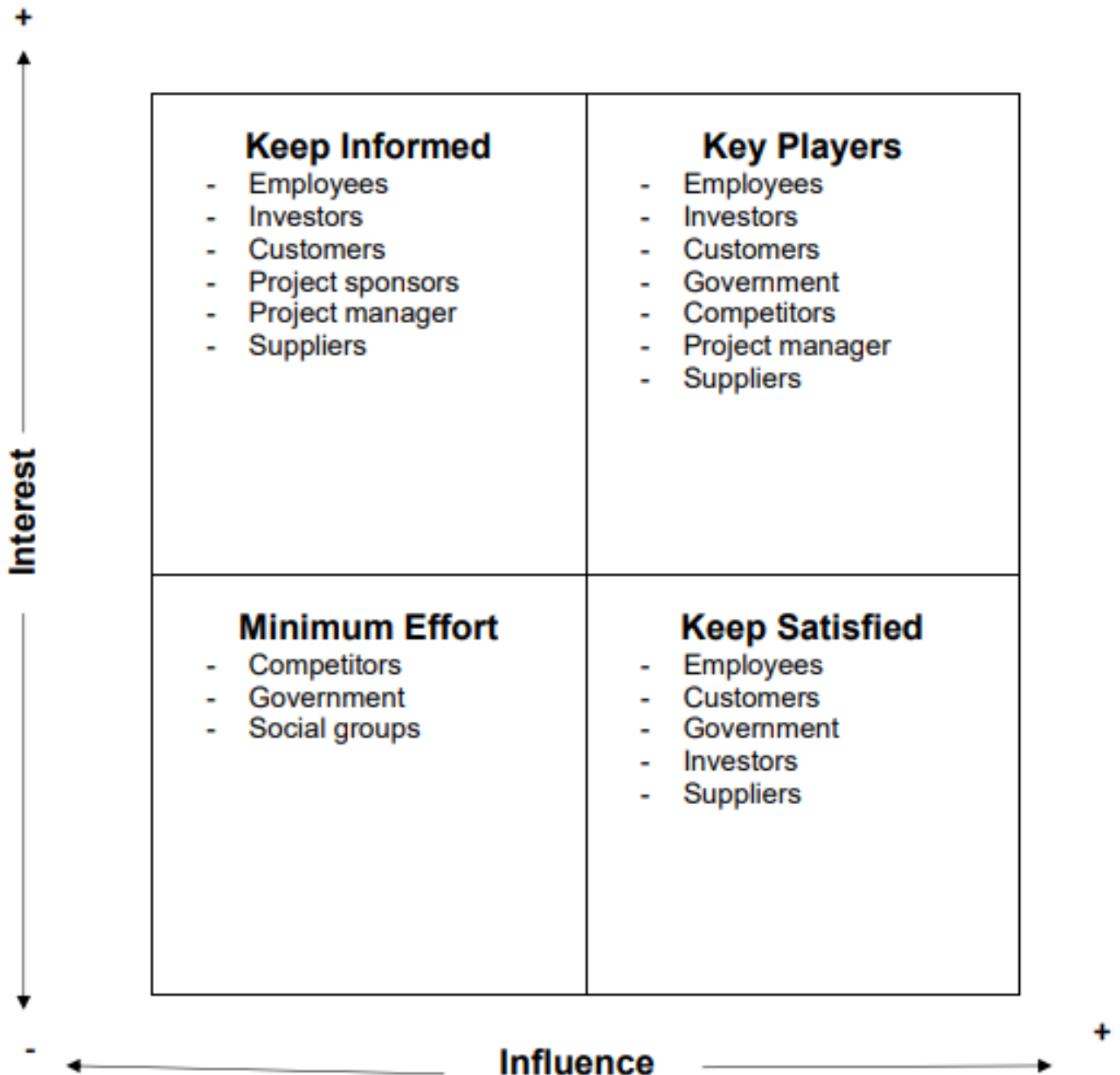
- The maximum time allocated for this task is 6 hours
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- Stakeholder map
- Stakeholder engagement plan
- Time-management plan

Candidate evidence

Stakeholder Map



Stakeholder map analysis

Stakeholders have the biggest impacts on a business as they are responsible for how an organisation works. A stakeholder analysis allows you to outline what stakeholders have the biggest interest or influence on a business.

The stakeholders that Pizza Fratelli should be most connected to are, the employees, investors, suppliers and customers. Employees produce the products and without them the business wouldn't be able to run, therefore it is important that their needs are understood and acknowledged so they stay motivated and have a better work performance.

Investors help the business financially. They are willing to invest into the business and help it develop, achieve goals and complete projects successfully.

Suppliers are key as without them Pizza Fratelli wouldn't have any resources to make products from. To stay connected the business can build trust by always paying back the correct amount and staying in contact if there are any issues. This will build a loyal bond between the supplier and the restaurant, and you are certain that if perhaps you run out of products, you always have access to the supplies.

Lastly, customers. These and employees are in my opinion the most important stakeholders. Without customers the business will receive no profit, therefore, the employees should provide good quality and services to keep customers satisfied and encourage them to carry on buying products.

However, some stakeholders also bring conflict into the business. This includes customers, competitors, social groups, government, suppliers, investors and even employees. Although it is important to keep suppliers, customers, government, investors and employees satisfied, they also could cause issues for the business.

For example, if the employees are not satisfied with how the business will run, they will refuse to produce high work performance meaning the quality of products will decrease. Even just one staff members can cause an impact to the workplace as it will ruin the work culture, demotivating staff. Due to this, the customers will be dissatisfied and refuse to purchase from the company again, causing a profit loss and a bad reputation on Pizza Fratelli. If the investors notice a decrease in profit and poor reputation, they will not be willing to invest any money into the business. To manage these conflicts, each staff members will have a whole idea on any changes being made and the benefits, provided with training, being rewarded after each completed goal and if needed, nudge theory will be used where we encourage the individual to see positives so they themselves will want to improve their attitude and performance towards work. We will also gather as much feedback from the customers so we can value their point of view and change anything that is being done wrong which will avoid losing buyers and satisfy investors.

Conflict with suppliers can be caused by not paying for resources on time and poor communication. If a company has not paid at a certain time or hasn't paid the correct amount, this ruins the suppliers trust making them not wanting to provide anything. As well as this, poor communication will make the supplier feel less valued and cause the business to be disorganised in case any obstacles occur, and no one is informed about them. To manage this, the organisation must build a strong bond with the supplier and have a calendar or a to do list to keep track of payments.

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Governments can cause conflict in the business as they always make new legislations. If a company doesn't keep track of this, it can cause many problems such as warnings and the business shutting down temporarily or permanently. To help with this, the manager should keep track and research if there are any laws brought out and make new policies and procedures for the business to follow. Provide any training if staff are struggling to follow new rules.

Competitors can bring huge conflict into the business as there is always a chance of losing loyal customers by differentiation in prices, changes in prices or quality. One change of their can make you lose profit. To manage this, analyse customers needs and keep track of new trends to draw the public's attention. This leads to the last stakeholder that could bring conflict which are social groups.

Social groups may dislike the way a business works for example of how it affects the environment or even if politics are involved ext. They can also make a bad reputation for the business and to manage this, the best way is to not involve any politics and inform employees to keep work and political belief separate and be as eco-friendly as possible.

Stakeholder Engagement Plan

Stakeholder	RAG Risk	Area of influence	Stakeholder manager	Engagement approach	Engagement tool	How frequent
Customer	High	Profits & sales	team leader & staff	Inform, consult, collaborate	Feedback surveys, social media & websites	Each 1-2 months
Team	High	Sales, quality, using new systems	Team leader & manager	Inform & consult	Meetings, email & teams	Every 2-4 weeks
Social groups	Low	Reputation	team leader & manager	Inform & consult	Feedback surveys, social media & websites	Not often
Supplier	Medium	Raw ingredients & resources	Team leader & manager	Inform, consult, collaborate	Meetings, emails & phone calls	About 1- 2 months
Investor	Medium	Finance	Team leader & manager	Inform, consult, collaborate	Meetings, emails & phone calls	About 2-3 months
Owner	High	Data & management team	Team leader & manager	Inform & consult	Meetings, emails & teams	Every 1-2 months
Competitor	Medium	Customers & prices	Staff, team leader, manager	Consult & collaborate	Meetings & emails	Not often
Government	Medium	Legislations, policies & procedures	Team leader	Collaborate	Check ups	Not often

Key	Low	Medium	High
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Stakeholder engagement plan analysis

Stakeholder engagement plan defines what communication style is going to be used with stakeholders, how much they impact the business, what area they influence, who manages them, how and when to engage with them and what tools they will use to engage with them.

The most important stakeholders like customers, team, supplier, investors, and owners will be engaged with the most as they have the biggest impact on the business and help it run the most. This is so that they are updated and informed clearly on any new changes that will be made, risks, and goals.

Stakeholders such as competitors, government and social groups won't be engaged with often as they aren't going to be informed about every key detail that is going on in the organisation.

The communication methods that will be used with suppliers, investors, owners and the team are meetings, emails & phone calls. If necessary, meetings that are specific and involve groups can be done in person and over the internet using zoom, so the team lead or manager is sure that everyone has heard and understood the topics. Emails will allow the stakeholders to get key information that isn't urgent but still important. As well as this, sending emails is more time efficient for the individual as they can send one email to multiple people. Managers and team leaders can also communicate with suppliers and investors through phone calls if it is urgent to one person or small information that doesn't require writing an email. However, although social groups will not be engaged with often, both them and customers will be able to engage using feedback surveys, social media and our website. This will allow us to get the public's viewpoint and review what we can improve on or add to the business to keep them satisfied.

The communication methods that will be used with government will be check-ups. For example, we will get regulations such as ISO to confirm that the business runs legally.

Competitors may be contacted by meetings and emails about customers and prices or even collaboration, however they will also not be a main priority.

Time Management Plan

Tools	Benefits for Team success	Benefits for project success
Gantt chart	<ul style="list-style-type: none"> + specifically shows what tasks should be completed and by what time, so it allows the team to stay organised. + gives task individually, this way the team can be clear on who is doing what. 	<ul style="list-style-type: none"> + increases productivity. + allows specific tasks to be completed on time. + it is separated into 3 stages, so it is easier to identify what task to focus on at each stage.
Milestones	<ul style="list-style-type: none"> + gives a better understanding of the project goals. + rewarded after each completed month creating motivation. 	<ul style="list-style-type: none"> + helps track projects and easier to identify how many months there is left and what to do in each month. + gives the project structure.
To-do list	<ul style="list-style-type: none"> + easier way to use scrum/sprint. Staff makes sure that the first task is completed before moving on to the next one. + keeps staff organised. 	<ul style="list-style-type: none"> + avoids tasks being forgotten. + more goals are achieved.
Kanban	<ul style="list-style-type: none"> + identifies resources for tasks visually. 	<ul style="list-style-type: none"> + improved workflow + improved delivery times
Outlook calendar	<ul style="list-style-type: none"> + gives clear understanding of when a task should be completed by 	<ul style="list-style-type: none"> + improves efficiency + avoids missing deadlines
Monthly check up lists	<ul style="list-style-type: none"> + staff can prepare for what must be completed in the month. + scrum/sprint process – won't move onto the next task without completing the first one. + can identify process that may slow down productivity – easy to improve. 	<ul style="list-style-type: none"> + avoids missing tasks. + ensures that they month is completed, and you can move on to the next one.

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Time management analysis

Time management avoids missing deadlines and keeps track of the time to achieve a goal. The table above shows different time management tools and the benefits they bring to the team and to the projects and helps to determine which tools will be the most suitable for the organisation to use.

Task 4 – Leading and Supporting the Team

Assessment number (eg 1234-033)	8715-312
Assessment title	Occupational specialism

Candidate name	<first name> <surname>
City & Guilds candidate No.	ABC1234

Provider name	<provider name>
City & Guilds provider No.	999999a

Task(s)	4
Evidence title / description	<ul style="list-style-type: none">• Team Meeting agenda• Email to team• Meeting minutes with clear actions• Reflection on leadership style to use with the team on the project• Observation Record Form
Date submitted by candidate	DD/MM/YY

Task

Task 4 – Leading and Supporting the Team

The purpose of this task is for you to lead and support the team through the project moving to a mobile catering option. You are required to support the team through the change, detailing their roles and responsibilities and including how the change will be managed. You also need the support of the wider team of all Pizza Fratelli staff to ensure the project is a success.

You must:

- Write an agenda for an initial 30 minute team meeting to discuss moving the business into mobile catering.
- Write an email to the project team attaching the agenda and detailing the reason for holding the meeting that will encourage participation from all the team in the new project.
- Chair the meeting to discuss the move into mobile catering with the team, ensuring that concise meeting minutes with clear actions are captured. The meeting minutes will be shared with the brothers for monitoring progress of the project and team morale.
- Produce a reflection on the most appropriate leadership style that you should use to continue to engage with and support the team members in order to encourage ownership of the project. As part of your reflection, consider how your use of leadership style, emotional intelligence and own behaviour during the meeting impacted on others navigating change, including what went well and what could have been done differently.

Resources

- Assignment Brief
- Figure 1a – Current staffing (Restaurant)
- Figure 1b – Fratelli Restaurant Organisation Chart (current staff)
- Figure 2a – Proposed Mobile Catering Unit staff – Organisation chart
- Figure 2b – Opening Hours (Mobile Catering)
- Figure 3a – Staff data – Mobile Catering Unit (Proposed)
- Figure 3b – Staff Profiles – Mobile Catering Unit
- Figure 5 – House Style

Conditions of assessment:

- The maximum time allocated for this task is 4 hours.
- You will have 1.5 hours to complete the agenda and email elements of this task.
- The 'chair a meeting' part of the task will last for 30 minutes.
- The remaining time (2 hours) will be spent on the reflection element.
- You must carry out the task on your own, under controlled conditions

What must be produced for marking:

- Team Meeting agenda
- Email to team
- Video recording of chairing a meeting
- Meeting minutes with clear actions
- Reflection on leadership style to use with the team on the project
- Observation Record Form

Candidate evidence

Meeting agenda

Date:04/03/2024

	Topic	Speaker	Schedule Minutes
1	Introduction	Team leader	1 minute
2	The situation – Past, present & future	Team leader	3 minutes
3	Benefits of expansion	Team leader	4 minutes
4	How is the team involved?	Team leader	3 minutes
5	Q&A	Team leader & team	3 minutes
6	SMART objectives	Team leader	2 minutes
7	Strategic project plan + costs	Team leader	2 minutes
8	Gantt chart	Team leader	3 minutes
9	Milestones	Team leader	2 minutes
10	Risks & mitigation	Team leader	1 minute
11	Processes that will be used	Team leader	2 minutes
12	Q&A	Team leader	3 minutes
13	End of the meetings	Team leader	1 minute

Email

Email attachments: Meeting agenda

Expanding Pizza Fratelli to mobile catering!

Hello everyone,

I would like to introduce a new project; therefore, I am inviting you all to our first meeting where we can discuss this new idea of expanding into a mobile catering unit. It is important that everyone will be informed of the benefits that this expansion will bring to the team and to the business in general, and what changes will be made. As your team leader, I value your opinion and would be open to hear any ideas that you think could help with this project. Your participation is needed.

More topics that will be brought up in the meeting are:

- The team's involvement
- Objectives and strategic plan
- Time management
- Risks
- Processes that will be used

The changes that will occur are different opening times and where the staff will work. The staff that have been chosen are Tony di Salvo, Sam Can Lui, Walter Taz, Jenny Jones, and Sophie di Salvo.

Any issues regarding these choices or the meeting, will be discussed at the meet up or please email me privately.

Thank you.

Student name

Team Leader

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Meeting Minutes

Meeting title: Pizza Fratelli expansion

Meeting date: 7/03/2024

Location: Meeting room D15

Minutes	Action	Who?	By when?
What did you consider when using timescales?	Review the strengths and weaknesses so that tasks are completed by the deadline.	Team leader	The 1 st month
Are there any other risks you could consider?	I should have thought more about what could have happened if the data protection or the health and safety acts.	Team leader	1 st -2 nd month
I want to learn how to cook, can I?	To make it easier, I will provide training to be a cook at a restaurant before trying in the unit, so it gives you more space to practise.	Team leader	2 nd month
I am worried about my health and safety since we have always worked at a larger environment. How could you help?	Training will be provided, and everyone will be given their own section to work from so they have their own individual space.	Team leader	2 nd month
I want to only travel within the North west.	We will either get a current member of staff that works at the restaurant for the remaining period and make sure they will be trained or hire and train people outside the workplace that would be willing to	Team leader	2 nd -3 rd month

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	cover in situations like that.		
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Reflection on Leadership Style

While leading this project I felt confident but also slightly nervous. I have gained my confidence over time when I was managing and helping to plan different events throughout my course which involved creating Gantt charts, presentations, and budget planning.

One leadership style that I considered and used in this project is democratic leadership. This meant I have made decisions with the input of employees by gaining feedback and making solutions to any problems. It is a collaborative and consultive style where each member has an opportunity to be involved and give their opinion. Democratic leadership has helped me identify how to go through with the expansion while also keeping the team motivated and equal as it allows everyone to give their point of view of the project. However, I am still responsible for making the final decision.

Another leadership style that I have considered was the autocratic leadership. Opposite to the democratic style, the leader makes all the decisions without any input from the staff. They hold all the power and responsibility in the project and the team is expected to follow any tasks that are being delegated without any say. Furthermore, I have decided to not use this style as in my opinion, this expansion to mobile catering is a huge change to the team and their thoughts should be valued. This sort of leadership style would increase the risk of demotivated staff, discouragement, and low staff performance as it may be harder for them to follow policies and procedures.

The Laissez-faire leadership style consists of providing the team with correct resources and information and allowing them to work without any supervision, giving them the freedom to plan and make decisions. The reason this has been considered and not used is because the employees are not familiar with working at a mobile catering unit, and they are used to working in larger work environments at the restaurant. Giving them a free hand would cause a variety of complications such as data protection and health and safety risks, missed deadlines, conflict as some people may not agree with certain tasks or changes, and low-quality services and products. With such change, it is crucial that they have a team leader that will organise, lead and plan the project to ensure everything is being done correctly and safely.

Lastly, a leadership style that was also considered was the coaching style leadership. The team leader nurtures the team and strengthens each member's abilities, so they work to the full potential. Coaching leadership has a huge focus on the staff's strengths and weaknesses and would help the project as it makes sure everyone has a high work performance a full knowledge and understanding of the expansion. This style has been slightly used as it is important the staff are developed, and I am sure that they can complete tasks by the deadline due to their abilities.

During this project I had some weaknesses. At the meeting, I was slightly nervous as I was unsure of how the team will react to the project I presented and if they would want to go through with it. I didn't know if my presentation had enough detail or have I spoken too fast for them to understand me, however I have overcome that as I was motivated to go through with the project and know that the mobile catering unit will bring plenty benefits to the employees as well as to Pizza Fratelli. As the meeting went on and I gathered feedback, and it has been revealed that some staff are worried as they are working in a much smaller environment. I provided them with solutions such as more training and giving every team member their own section to work in because I want everyone to feel as comfortable as

possible when going through with the expansion. However, to some questions it took me longer to answer which I am afraid will appear to the employees as if I am not fully prepared to carry out the project, but I still managed to find solutions and answers as soon as I thought the questions through properly.

My main strength was my confidence. I made sure I have spoken clearly and provided as much information and benefits. This shown that I am certain that the project will be successful giving the employees that security that they can trust me. I did my best to go over everything with detail for example with why we are using processes such as PDSA (plan, do, study, act) and SCRUM, why I have used the gantt chart and milestones to monitor time, what the objectives are ext. This will give the team a clear overview of why the expansion is needed and how it will be done. Showing employees that they are supported, important and their participation is needed when I asked for feedback and asked for questions frequently, has hopefully made them feel valued and more encouraged to proceed with the project. For example when they have been worried about travelling far and only staying in the north west, I made it clear that if they travel beyond their usual distance to work, we as a company will make sure they get paid for their time, and if they are not comfortable with travelling past the North West we will either hire or get someone who is currently working for Pizza Fratelli to cover for them. I wanted them to know that their opinion also matters as I am aware it may be hard to continue with such a change.

In the future, I would improve on being more relaxed as I feel like I was slightly nervous which caused me to stutter a few times and that may not have made a good impression to the workers. I would also add more risks, so everyone is more aware and cautious when working. However, I am pleased with the way I used my emotional intelligence to remain confident and supportive. Overall, I am pleased with the way the meeting turned out and how the team reacted to the project.

Occupational Specialism Observation Record

(Task 4 Leading and Supporting the Team)

8715-30 T Level Technical Qualification in Management and Administration

8715-312 Team Leadership and Management

Candidate name	
City & Guilds candidate No.	
Date	

Provider name	
City & Guilds Provider No.	

Record observation notes below to inform external marking. Notes must be detailed, accurate and differentiating. They should identify areas of strength and weakness to distinguish different levels of performance quality for each of the prompts below.

Range of communication techniques
Ppt task 2 used – icons, not crowded, good vibrant colours. Some slides too much writing e.g. stakeholders involved. Ask for Q&A. Eye contact

Presentation of information clearly and coherently
Rationale behind points stated and justification given for plans, ideas etc. See changes slide and smart objective example. Learner expands on what is said in the powerpoint. Leader explains use of performance management tools and how they will help. GANTT overview. Learner has a logical plan for each stage. Resources are broken down in strategic plans. Risk mitigation again learner expands, gives examples etc.

Use of questioning and listening techniques
Q&A open discussion. I made learner go back to slides, she did smoothly.

Providing opportunities for questions and clarifications

Learner let me interrupt and answered any questions.
Did ask if anyone had any questions and had Q&A slots.
Q&A feedback – supportive.

Any other aspects

Tutor questions to candidate	Candidate responses
Timescales – Q2	See how the benefit of staff member – experience, motivation, skills to see which tasks match.
Risks – Q2	Analyse teams strengths and weaknesses – not done enough then gives team plan what to develop next.
Process – Q2	More on data protection, loss of data or breaches. Need to analyse more. Health and safety of staff.

Tutor signature

Date

X	
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If completing electronically, double click next to the 'X' to add an electronic signature once the record is **finalised**.

Task 5 – Coaching and Developing a Team Member

Assessment number (eg 1234-033)	8715-312
Assessment title	Occupational specialism

Candidate name	<first name> <surname>
City & Guilds candidate No.	ABC1234

Provider name	<provider name>
City & Guilds provider No.	999999a

Task(s)	5
Evidence title / description	<ul style="list-style-type: none">• Coaching Plan• SMART objectives and personal development plan• Observation Record Form
Date submitted by candidate	DD/MM/YY

Task

Task 5 – Coaching and developing a team member

The purpose of this task is for you to coach a member of the team, Tony di Salvo. Tony is not confident in their ability to move into an Acting Team Leader role. Your aim is to demonstrate how you will support them during the project and the change in their job role which will involve them running some of the shifts, supervising staff and training them to be multi-skilled on the mobile business. Your tutor will take on the role of Tony di Salvo as part of this task.

You must:

- Produce a coaching plan to detail an appropriate coaching technique and model to support Tony
- Run an initial coaching session with Tony, using the coaching model and technique detailed in the coaching plan. The coaching session should last for a maximum of 30 minutes. During the coaching session candidates are required to:
 - Agree and set SMART objectives with Tony in order for them to feel confident in their job role after the change moving to mobile catering.
 - Develop a personal development plan with Tony, including the SMART objectives agreed in the coaching session and timescales.
- Produce the final personal development plan following the coaching session, including SMART objectives as agreed with Tony.

Resources

- Assignment Brief
- Figure 2a – Proposed Mobile Catering Unit staff – Organisation chart
- Figure 3a - Staff Data – Mobile Catering Unit (Proposed)
- Figure 3b – Staff Profiles – Mobile Catering Unit

Conditions of assessment:

- The maximum time allocated for this task is 4 hours, including a maximum 30-minute coaching session
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- Coaching plan
- Recording of initial coaching session
- SMART objectives and personal development plan for Tony
- Observation Record Form

Candidate evidence

Coaching Plan

Coach name:	<i>Student name</i>		
Coachee Name:	Tony Di Salvo		
Date: 14.03.2024	Start time: 11:15am	Location: D6	Session no. 2
Aim of the coaching session: Help Tony gain his confidence so can successfully move into an Acting Team Leader role. Understand the concerns Tony has. Analyse strengths and weaknesses. Address SMART objectives.			
Techniques used in this coaching: The model we will use is GROW. This stands for: Goal Reality Options What they will do. This model makes it simple for the coach and the coachee to identify what the goal of coaching will be, help determine what is stopping the coachee from moving forward, explore what could help with moving forward and allow the client to review and choose what they will do.			

Goals What is your main worry with your new role of an acting team leader? What could we do that you think will improve your confidence? How is this project making you feel so far?
Summary by coach: Tony's answers: Q1. There might be a gap in the training and no detail explanation of role and feels like conflict resolution may not be addressed as I am not confident enough to speak.

Tony has been informed that he will be provided with a document overviewing the job role as well as new policies and procedures.

Q2. Introduce to current and new team members and have team building sessions.

Q3. Rag rating – 5-6/10

Reality

What is your current situation?

What would you want to do specifically?

Would you need any extra support?

What are your strengths?

What are your weaknesses?

Summary by coach:

Tony's answers:

Q1. I have worked with my family; I am creative and reluctant to teach – help with communication problems & lack of confidence.

Q2. I would like to confidentially train staff and be provided with exact knowledge on the role, health and safety and surrounding areas that we will be moving to.

Q3. Yes, send me external training or a leader talking about leadership roles (motivational speaker)

Tony has been informed that the leadership style that will be used is autocratic

Q4. Skilled cook, confident to ask for a leader – asked for help.

Q5. Less confident, scared no intimate feedback and feeling neglected.

Tony has been informed that there will be regular meetings and fast responses.

Will do

How do you plan to achieve these set objectives?

Do you think there will be problems with achieving these?

Summary by coach:

Q1. Attend meeting, follow health and safety policy and read the overview of the job.

Q2. No, as long as there is good communication, good feedback time and training.

Other questions from coachee:

How will GROW help?

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Tony has been informed that GROW will allow us to analyse the goal, help us identify risks and see what we could do to mitigate the risks and achieve the goal as well as identifying what Tony also wants to do and value his opinion.

How to deal with conflict when lack of confidence?

We will do coaching sessions to build assertiveness and provide correct knowledge and information on the job role and policies.

Tony's feedback:

- Valued free time, will train this includes no gaps.
- Encouraged to ask questions and answers concerns.
- Will print out policies and procedures.
- Job shadowing

Coachee signature:	Tony di Salvo
Coach signature:	<i>Student name</i>

SMART Objectives and Personal Development Plan

Tony di Salvo's personal development plan:

SMART Objectives	Target Date:	Actions to help support achieving objectives:	Resources needed:	Progress update:
Get an overview and knowledge on the Action Team Leader role.	20/04/2024 1 st month of the project	Meetings will be held to provide knowledge and an overview of responsibilities as an action team leader.	Document with job role description, policies and procedures.	Tony is open to learn in his free time about the policies and procedures and his job role.
Get fully trained on the role.	25/05/2024 By the end of the 2 nd month of the project	Professional training will be given so Tony can practise the role and gain his confidence.	Trainer	Tony is pleased to hear that he will be trained. He requested a leader and motivational speaker and would like to be given feedback.
Feel comfortable when engaging with customers and the team.	01/05/2024 End of month 1, start of month 2	In the training, you will be told how to correctly engage with the team and customers, you will be told if you made a mistake.	Policies and procedures and job shadowing.	Tony will revise his job role and policies. He will be watching the trainer do the job role so he can see how to interact with customers and staff.
Learn to be assertive	03/05/2024	When you have been trained and provided with full knowledge, it will be your responsibility to assure everyone is following policies and procedures, you must inform	Policies and procedures and job shadowing.	Motivational speaker will allow Tony to boost his confidence. He will know the policies and will know when something isn't done correctly, therefore he

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		staff if something isn't done correctly.		can inform the other staff.
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Occupational Specialism Observation Record

(Task 5 Coaching and developing a team member)

8715-30 T Level Technical Qualification in Management and Administration

8715-312 Team Leadership and Management

Candidate name	
City & Guilds candidate No.	
Date	

Provider name	
City & Guilds Provider No.	

Record observation notes below to inform external marking. Notes must be detailed, accurate and differentiating. They should identify areas of strength and weakness to distinguish different levels of performance quality for each of the prompts below.

Use of questioning and listening techniques
<ul style="list-style-type: none">- Confidently explained why we are having the meeting- Explained GROW- Good eye contact – speaks clearly

Engaging with team member
<ul style="list-style-type: none">- Continuously asked questions – kept engaged.- Repeated my questions and concerns- Highlighted risks and set objectives

Discussion and development of SMART objectives
<ul style="list-style-type: none">- Practice role (1:1) meeting- Team building sessions- Explain my role in detail – send documents of my role- Information about area will be provided- Provide health and safety policy- External training and motivation speaker talking about leadership style

Any other aspects

- Answered all my questions and concerns as they were being raised.
- Continuously encouraging me to ask questions and assuring me she will be there to help.
- Mentioned risk that may occur - with customers space
- Value my free time

Tutor questions to candidate	Candidate responses
How will the coaching technique used in this session make me feel more confidence in my job role as a Team Leader?	<ol style="list-style-type: none"> 1. Give confidence 2. Overview of complying with the role 3. Show reality 4. Options provided to move forward 5. Choosing and reviewed what best for me
How will these SMART objectives help me in the transition of the mobile catering business?	<ol style="list-style-type: none"> 1. Get an overview of team leader role – 1st month 2. Get fully trained by the end of the 2nd month 3. To feel comfortable when engaging with staff and customers – role play and job shadowing – end of month 1 and start of 2 4. Learn to be assertive with documents provided by month one.
How can I develop my skills and confidence when dealing with difficult staff and more experienced team members?	<p>1:1 meeting (see progress)</p> <p>Role play</p> <p>Knowledge of policy and procedure (assertive and assured)</p> <p>External training (motivational speaker)</p> <p>Regular team meeting (to know everyone)</p> <p>Job shadow – to give confidence and skills</p>

Tutor signature	Date
<p>X</p>	

If completing electronically, double click next to the 'X' to add an electronic signature once the record is **finalised**.

Task 6 – Managing a Challenging Conversation

Assessment number (eg 1234-033)	8715-312
Assessment title	Occupational specialism

Candidate name	<first name> <surname>
City & Guilds candidate No.	ABC1234

Provider name	<provider name>
City & Guilds provider No.	999999a

Task(s)	6
Evidence title / description	Written Summary of Response Action Plan
Date submitted by candidate	DD/MM/YY

Task

Task 6 – Managing a challenging conversation

The purpose of this task is for you to support your team through the change of moving into mobile catering.

Following a request from Sam Can Lui to reduce their working hours, the only viable option was to offer them part time hours as a Catering Assistant on the mobile catering unit. However, during a team meeting, Sam raises some strong negative opinions on the decision to move the business into mobile catering. They attempt to influence other members of the team with their negative opinions. Sam cannot understand why the business needs to do this and insists that extending the restaurant premises would be just as productive and staff would not need to change job roles and be inconvenienced. Their behaviour and communication have become a cause for concern due to them becoming aggressive.

As the Team Leader, you are required to respond constructively to Sam's behaviour and set a clear outline of objectives and goals so that they remain on track.

You should consider the impact of Sam's behaviour on other members of the team ensuring collective team objectives are achieved in relation to supporting the move to mobile catering and continue to deliver excellent customer service.

You must:

- Write a summary about Sam's negative behaviour during the meeting that reflects:
 - why this behaviour is not conducive to a productive work environment
 - how you would respond to Sam following their negative behaviour during the team meeting
- Develop an action plan that shows the steps you will take to support Sam through the change. You should consider:
 - The most effective leadership style that you would use to achieve a positive outcome
 - How you will demonstrate anti-discriminatory practice and equal opportunities
 - How SMART objectives will be used to support Sam to meet both personal and collective team objectives, and why these are important

Resources

- Assignment Brief
- Figure 1a – Current Staffing – Restaurant
- Figure 1b – Fratelli Restaurant – Organisation Chart (current staff)
- Figure 2a – Proposed Mobile Catering Unit staff – Organisation chart
- Figure 3a – Staff data - Mobile Catering Unit (Proposed)
- Figure 3b – Staff profiles - Mobile Catering Unit

Conditions of assessment:

- The maximum time allocated for this task is 4 hours
- You must carry out the task on your own, under controlled conditions

What must be produced for marking

- Written summary of response to negative behaviour
- Action Plan that includes the leadership style to be used, how anti-discriminatory practice and equal opportunities will be demonstrated and the SMART objectives that will be used to support Sam

Candidate evidence

Written Summary of Response

I am writing this report as there has been strong negative opinions and aggressive behaviour from Sam Can Lui. The reason for this is due to their disagreement on expanding Pizza Fratelli into a mobile catering unit. As a Team Leader it is my responsibility to address this conflict as if continued:

Staff will be discouraged and demotivated to go forward with the project as Sam is providing a negative work environment into the workplace. Their behaviour can cause the rest of the teams' opinions to change resulting in members resisting to work at the unit leaving us with no one to run the area.

Sams perspective on this change will lower her work performance which can impact the restaurant itself as well as other team members performance due to her negative behaviour, which can cause low quality products and service.

If Sam proceeds to not use her full potential into this project, goals will be impacted for the business and for others which will cause more conflict in the workplace.

At Pizza Fratelli, we do our best to respect staff; ensure everyone is treated equally and with respect therefore, this unfair behaviour and aggression will not be tolerated.

Response to Sam Can Lui

I have written my response to Sam Can Lui which states what will be addressed at the team meeting and discussing the impacts of her attitude towards this project and solutions.

Your actions and communication have been a concern.

For starters, your negative behaviour towards the expansion has become aggressive and unfair towards your colleagues and managers and this will not be tolerated in the workplace. This has now come across as selfish as implementing this attitude in the environment can occur in you ruining success for not only yourself, but also your team members which is against our values.

I am aware that you have requested shorter working hours, however the only option we have is to offer part time hours. We can discuss if you have any issues with this offer to understand and help with your worries so I can provide solutions to your concerns. However, if not agreeing to either of these work hours. No further negotiation will be made as I have given you the only viable options.

Furthermore, you suggested extending the restaurant premises and insist that would be just as productive and staff would not need to change job roles. I appreciate your ideas, but in the team meeting I have given you numerous benefits of this expansion and the reason for why we are moving to a mobile catering unit, however you have continued to maintain this perspective. For instance, with this expansion we can create brand exposure as we have the ability to travel around the UK and reach a larger target audience. Street food has also been growing in the UK therefore with our advantage of already having a good customer base, we

can be ensured this project will be a success. Yes, some job roles may need changing, so to help we will provide special training, policies and procedures, and a document overviewing the job role to ensure you will have all the knowledge and understanding until you are comfortable. Before finishing the project, we will do practise days to get used to our job roles and help with any obstacles that are identified.

There will be regular team meetings every 1-2 months and we can provide regular coaching sessions to personally discuss any weaknesses or setbacks that you may be worried of occurring. You have been a loyal worker and a trustworthy kitchen. We want you to move into this exciting change as we believe you are extremely suitable for this expansion, and we would love to provide you with help so you can improve on your behaviour; performance and treat team members with respect.

Leadership style used to achieve a positive outcome

The leadership styles that will be used are autocratic and democratic leadership. I have chosen these styles as I feel they will be the most suitable for maintaining a positive outcome as well as managing Sam's behaviour.

Autocratic leadership will allow me to make decisions, with the input of the team's ideas and concerns to help make the final choices. I believe this will be effective with Sam's situation as I listen to their worries and ideas while still being assertive, knowing what is best and it reminds them that they do not make the final decisions. For instance, Sam's current behaviour will not change my mind about this project, and I can only help make them feel confident about it as I know it is the right choice. This can also be an advantage to any communication issues which are reoccurring as the team can feel open and valued to address their thoughts.

Democratic leadership will help with the issue of impacting other team members and the project. More to say, Sam will be fully aware that they are responsible for their own actions and if any conflict happens, the team will be less impacted by negative attitude. Since they have full responsibility, Sam makes the choice whether they will want to stay at the restaurant, (which we will then need to hire someone else for this role) or will comply with the idea of moving into a mobile catering unit as we want to avoid conflict as much as possible.

I will also be using the GROW model (Goal, Reality, Options, Will do). This model makes it simple to identify what the goal is, what is stopping Sam from moving forward, explore how we could help with moving forward and allow the client to review what they will do. This will be beneficial because we can then understand Sam's issue and help them develop and feel more positive about the expansion.

Action Plan

Name: Sam Can Lui **Position:** Kitchen Assistant **Date:** 19/03/2024 **Team Leader:**
Student Leader

Behaviour to improve	SMART objectives	Development resources	Date to be completed	Leadership style and impact	Success measures
Aggressive behaviour	Attend coaching sessions to help prevent aggression	A coach, communication skills.	20/04/2024	Democratic – responsible for own actions and allowed to take a short break if needing to calm down.	Others have noticed that Sam has a better attitude towards their work and the staff.
Poor communication	Training will be provided and coaching sessions if necessary to improve confidence and communicate.	Training, confidence, positive attitude.	20/04/2024	GROW model – help identify what is stopping Sam from communicating effectively.	Sam has been more open to discussing their thoughts and ideas at team meetings and maintained a positive attitude when there was a disagreement.
Encourage to expand	Sam feeling confident and positive about the change.	Nudge theory, positive behaviour, confidence	10/04/2024	Autocratic – Sam will still give ideas but will understand that Team leader makes final decision.	Sam's work performance has increased.
Shorter working hours	Sam agreeing to part time hours	Make new shifts for Sam which are flexible for them	30/03/2024	Democratic – Sam can tell us what days and hours are best for them.	Sam has agreed to work part time hours improving their behaviour towards work.

Get in touch

The City & Guilds Quality team are here to answer any queries you may have regarding your T Level Technical Qualification delivery.

Should you require assistance, please contact us using the details below:

Monday - Friday | 08:30 - 17:00 GMT

T: 0300 303 53 52

E: technical.quality@cityandguilds.com

W: <http://www.cityandguilds.com/tlevels>

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