HOW TO BROKER APPROPRIATE PROVISION

You have received a referral from a colleague who has made the following notes from their initial conversation with the employer. In your groups, analyse the scenario allocated to you and consider how you would prepare for an employer visit. Discuss and make notes on the following:

1. The possible Basic Skills needs (or other training needs).

2. What funding stream you’d access monies from.

3. The questions you’d raise or the solutions you may propose to the employer (including where you’d go to source training provision).

Scenario One
Dolphin Caye, location: city centre, 30 employees

Company background and structure: Family run restaurant which specialises in Caribbean (Creole) cuisine – mid range. Established in 1980 by a husband and wife team when they came to the UK. Mr & Mrs Farnett – are partners in the business and both take joint responsibility for some of the management issues, marketing, finance and recruitment. Mainly part time staff made up of 4 managers, 2 chefs, 2 trainee chefs, 6 kitchen assistants/porters and 16 waiting staff (mix of students and several middle aged women).

Prior/current training: Currently have 2 trainees on Apprenticeships in Food Preparation and Cooking and some front of house staff on NVQs in Customer Service/Food Service. Already have a good relationship with their provider (national).

Situation: Downturn in customers possibly due to service levels. One of the managers has noted that communication (verbal and written) is not what it should be between kitchen staff and the waiting team. No smooth system for logging orders and frequent wrong orders being taken out to customers. Managing Directors not involved very much with kitchen management nor seem to be aware of it. Managers have expressed an interest in more staff completing a Level 2 in Customer or Food Service.
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Scenario Two
CyPress Ltd is a small charitable company, 6 employees plus volunteers, London.

Company background and structure: Cypress Ltd specialises in producing and printing a weekly newspaper in Greek for the Cypriot community in north London. The company has only 6 salaried personnel but is supported by many volunteers from the local community and other businesses who offer services free of charge.

Prior/current training: The manager knows that the print operators have poor literacy skills in English: the year before both of them had been encouraged by their daughters to take advantage of the free courses available at the learndirect centre a few doors down the street. Both men attended for a few weeks and had been awarded a certificate for basic IT skills and one for Adult Basic Literacy at Entry Level 2. These certificates are displayed on the print room wall, but neither men had felt inclined to try and progress further through learndirect. The manager wants them to improve their literacy skills and thinks that if they do this will have more confidence about learning new skills.

Situation: A local businessman has offered to pay for a new computerised printing system to replace the old printing presses. The manager is keen to take up this offer but can’t afford to pay for the training that the staff will need. In addition, he knows that the 2 men who share the printing responsibilities are highly skilled in their field and will not be confident about starting to learn something new. Both men are afraid that they might lose their jobs but the manager wants to retain them in another capacity, for which they would still have to retrain.
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Scenario Three
Treats, rural location East of England, 90 employees

Company background and structure: Established in 1965, they produce a range of bespoke chocolate goods - particularly for special occasions. The Managing Director is a member of the founding family and also part of the senior management team heading up operations, sales, production and administration. During the last 18 months they have recruited a large influx of Polish migrant workers who have recently arrived in the UK. Low skilled labour has been sought initially to deal with the increase in sales following the closure of a competitor.

Prior/current training: Mainly at senior level, accessed funds for Leadership and Management only.

Situation: Even though sales are healthy, profits margins are not as high as anticipated and there are suspicions in the management team that chocolate is being pilfered. The production manager is keen to review the production processes and in particular investigate the accuracy of the work being carried out on the production line where boxes must be filled with orders to a maximum of 5 kilos. The training manager, on the other hand, sees ESOL classes as a priority and would like for staff to go through an initial assessment.
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**Scenario Four**

**Splash Sauces: out of town location, South West, 43 employees**

**Company background and structure:** This is one of around 30 England-wide franchise operations trading under the Splash Sauces trademark and name since 1997. They make expensive, high quality sauces and dressings with ingredients sourced locally and through fair-trade suppliers. The factory and distribution outlets are all established on out-of-town business estates in areas designated for ESF support. The franchise operators have all invested individually and are Board members but have a locally recruited management team and employees. Management and staff have all bought into the brand ethics and high production values.

**Prior/current training:** The company has a strong commitment to training and has just achieved Investor in People status for the second time. It has a good relationship with a training provider located some 50 miles away who regularly send trainers to work with individuals one-to-one and with groups of production floor and management teams on-site. This training was initially facilitated by a Union Learning Rep and supported through a regional Union Learning Fund project.

**Situation:** As a result of the company’s last Investor in People re-assessment, they undertook a training needs analysis. This revealed skills gaps at Levels 2 and 3 and that some shopfloor workers had poor basic numeracy and that some newly promoted team leaders (who would be required to produce reports and appraisals) had poor literacy skills. The HR manager wants to introduce a training programme including some Basic Skills where appropriate. She has asked if this can be arranged through Train to Gain funding and be delivered with the training provider with whom they have such a good working relationship. This provider does not have a Train to Gain delivery contract.