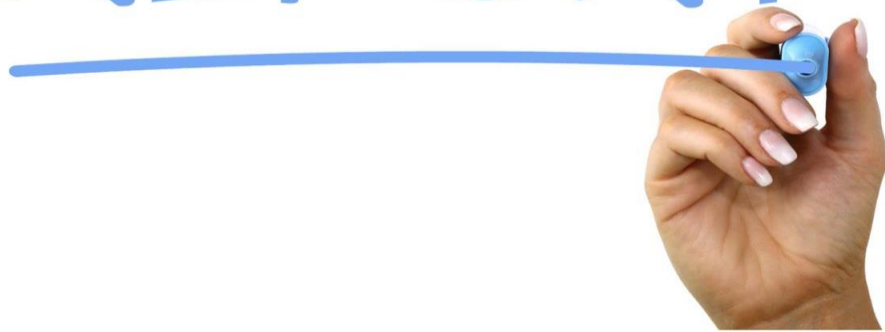


Individual Written

REPORT



Toppr (2018)

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Introduction

This report is focused on the Caribbean Kitchen and will demonstrate the understanding of the workplace cultural environment and the context of how the business works from within the catering industry.

The Pestle business tool will be used to help critically assess the impact of the environmental factors on the organisational culture of the Caribbean Kitchen, and the functioning of the cultural environmental factors, ethical dilemmas and ethical behaviour amongst employees likely to influence the culture of the Caribbean Kitchen.

It will also give details on the barriers encountered within the business, the affect has on its employees, and the general public from an Intrinsic and extrinsic point of view.

The report will also include the importance of the hierarchies' statues, sustainability and future recommendations to help enhance the workplace cultural within the Caribbean Kitchen.

What is organisational culture

Organisational culture stems from the attitude and mentality of the leaders and managers. Their frame of mind helps to determine what kind of organisational culture the company will aspire to, as the wrong approach can affect the entire company or business which usually develops spontaneously on its own accord, depending on the expectations and philosophy of the company. According to Sinclair (1993) "When things go wrong in organisations, managers look to the culture as both the source of problems and the basis for solutions."

Organisational culture starts at the top, a hierarchal structure with a unique identity which accommodate the said business, which also needs to be able to adapt and change. The company learns from its beliefs, thoughts, assumptions, perceptions and feelings as it progresses, implementing strong company values and a positive environment to attract and retain talented employees, Sinclair (1993) also states "the prevailing approach holds that creating a unitary cohesive culture around core moral values is the solution to enhancing ethical behaviour."

Pestle: Critical appraisal of the cultural structure

PESTLE and the SWOT, which are both macro-environmental factors analysis tools, was used to provide a critical appraisal of the cultural structure to examine the initial problems in further depth, finding and analysing internal and external elements of the Business.

The PESTLE framework looked at the macro-environmental elemental components used to strategically scan and analysis the managerial side of the Caribbean Kitchen

The PESTLE framework is an abbreviation of:

Political, **E**nvironmental, **S**ocial, **T**echnological, **L**egal and **E**nvironmental.

Please see appendix for Swot analysis tool (1*)

Caribbean Kitchen Pestle analysis

<u>Political</u> Public liability Insurance:	The Caribbean kitchen is covered by employee, property, and public liability insurance to protect the business of any claims as of now or in the near future. Howell, Kavanagh, Marriott, (2002) all agreed, Insurance companies are a network of organisations in which businesses and individuals make claims through an unfortunate turn of events.
Labour Laws	The Caribbean kitchen takes labour laws seriously within the business. Slavery, cheap labour, and child labour (children under the age of 14) is unethical and illegal in the UK and may result in prosecution or closure of the business. Sackett (2008) explains that children typically perform the same arduous tasks and work the same hours as adults,
Health and hygiene	The health and hygiene practise within the Caribbean kitchen is very stringent. Incorporating strong ethics within the business encourages good organisational culture to which all staff adhere to health and hygiene rules, wearing face masks and frequent washing of hands to deter the spread of the covid 19 which will be around for years to come. "Proper food handling, cleaning of surfaces etc., are important measures to reduce the burden of foodborne diseases (Finger, et al., 2019). In fact, Djekic et al. (2021) reported that COVID-19 has influenced food safety by improving staff awareness to hygiene practices in the food sector" was quoted by (Finger, et al., 2021).
Food safety	Food safety is the responsibility of Caribbean kitchen, to prevent cross infections and avoid bacteria carried through the food chain, the kitchen is cleaned thoroughly throughout the day, especially after deliveries.

	Havelaar et al (2011, p.5) state that “demands on food safety increase steadily. Due to the nature of 78 microbes and our food chain, measures to ensure food safety must be implemented on a 79 global scale, necessitating a global approach”.
Ukraine and Russian war	Ukraine supply most of the world with gas and oil. The present situation leaves the UK with limited supplies, which has affected business all over the world, the Caribbean Kitchen is not exempt as deliveries and the supply chain for the business have been affected.
<u>Economic</u> Gas prices	Gas, oil, and food prices have escalated, this in turn has led to wholesalers increasing their prices, resulting in the dilemma of the Caribbean Kitchen absorbing the increased costs, hence, reducing profit margins or passing these costs on to the consumer, risking subsequent loss of business.
Consumer debt	Energy supplies have more than doubled their prices which could force the Caribbean Kitchen into debt in order to continue trading. Presently, relationships with the bank manager are on good terms as past debts have always been paid on time. Credit is available, depending on the amount, this availability puts the business in good stance in the future.
Price fluctuation	Under the present circumstance of what is happening in Ukraine and Russia, and the on-going Covid 19 pandemic, price fluctuation has been driven by supply and demand, more price increase, in which the Caribbean Kitchen has had to adjust according to the requirements of the business. Harvey (2022) states that the government is working on the final details of a new energy security strategy, to be unveiled soon, that will boost renewable energy generation and could make planning permission for windfarms easier to obtain.
<u>Social</u> Customer service	Caribbean Kitchen offers an excellent customer service in a prompt and courteous manner, ensuring customers' requirements are met, which reflects on the culture of the Caribbean Kitchen ensuring the return of customers. According to, Lewis and Mitchell (1990) “Consumers are becoming more aware the alternatives on offer, and rising standards of service interpersonal interaction between an organisation's employees and its customers”
Racial equality	The Caribbean Kitchen is of diverse multicultural background, equal opportunities amongst employees help to encourage change for people

	of colour for a better future, as we still have a long way to go against racism and discrimination.
Religious beliefs	Religion provides a sense of purpose in the lives of many people, whether its attending church or going to the mosque, it will be with us always, providing structure and meaning. These aspects have the potential to impact positively and one's behaviour and mental health. The Caribbean Kitchen encourages staff to express religious different points of view.
<u>Technological</u> Communication	Knowing how to communicate with your customers is an important part of the business. The Caribbean Kitchen uses Technology to help communicate effectively with customers, through text, e-mail for customer feedback (testimonials)
Technological change	Keeping in line with the correct technology display systems speed up the business processes of payment methods, customer orders, accessing receipts, produces orders accurately, increasing efficiency within the kitchen and restaurant allowing for a smoother running of service within the cultural environment of the Caribbean Kitchen.
<u>Legal</u> Employment laws	Discrimination can be hard to determine when a complaint is issued. The Caribbean Kitchen • Keeps an up-to-date equality policy • Encourage staff to complain without bias returns • Provides ant-discrimination training for staff The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. (Equality Act 2010: guidance, 2015)
Consumer protection laws	Caribbean kitchen understands problems may arise but will take stringent steps to avoid unnecessary and careless situations that will affect the reputation of the business and inconvenience customers. An Act to make provision with respect to the liability of persons for damage caused by defective products; to consolidate with amendments the Consumer Safety Act 1978 and the Consumer Safety (Amendment) Act 1986; (Consumer protection act 1987)
Health and safety	The health and safety of all employees at the Caribbean kitchen is based on safe practise, common sense and showing regard for fellow workers. Staff will follow health and safety procedures, attend relevant training on equipment, harmful substances, how to avoid trips and falls. It shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees. (Health and safety at work etc. Act 1974)

Discrimination laws	The Caribbean Kitchen engages in employment law, as it is essential in business, and employees need to be protected. The Covid 19 pandemic has raised issues and caused a lot of illnesses, employees still need time off through long Covid aftereffects, which is a reoccurring virus with us for good and continuously affecting the population. Gender, disability, or religion etc., also need to receive equality. Employment rights act (1996) An Act to consolidate enactments relating to employment rights.
Data protection	Customer data is the responsibility of the Caribbean kitchen, which is covered by Norton online security as customer information is constantly under threat as cyber-crime increases. Data protection act 2018 is” An act to make provision for the regulation of the processing of information related to individuals; to make provision in connection with the information with the information Commissioner's function under certain regulations relating to information; to make provision for a direct marketing code of practise; and for connected purposes”
<u>Environmental</u>	
Environmental and sustainability policy	Taking care of the environment is imperative to the survival of future generations to come. Contributing towards the health of the environment, and being sustainable, it is never too late to start. The Caribbean kitchen starts with the avoidance of adding to the depletion of natural sources within the ecological system, customers' requirements can be met without sacrificing quality of life by focusing on fundamental areas such as: • Carbon footprint of waste food • Responsible packaging waste • Growing own produces Gov.UK (2013) • Reduce the use of energy, water and other resources. • Minimise waste by reduction, re-use and recycling methods. • Comply with all relevant environmental legislation/regulation. • Ensure that our policies and services are developed in a way that is complimentary to this policy.
Recycling standards	The Caribbean Kitchen likes to know the carbon footprint of the business has been reduced, this includes complying with the recycling standard methods and using, • Environmentally friendly packaging • Separating and disposing of waste correctly • Keep low usage, water & energy

	• Electric Transport Vehicles • Dispose of chemicals and solvents correctly
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Cultural web: Critical analysis of The Caribbean Kitchen Culture

The cultural web model was used to map the organisational culture of the Caribbean Kitchen by viewing and understanding the various elements that influence the business. It can also be used to map the culture of the future. Shili **(2008)**. The cultural web is a useful tool, linked to the structure of the said organisation, which encourages strategic development

Cultural Web

Stories
Caribbean cooking is all about West Indian seasoning & spices, mixed with an array of flavours which has influences from all over the world. The Caribbean kitchen started with Mothers own home cooking, the most popular dishes where curry goat and salt fish & ackee, along with her amazing deserts & special Christmas cake, provided enjoyment and pleasure for family & friends who! insisted on the food being served at parties and functions, this created a demand in the community, hence The Caribbean Kitchen was created, opening the door to the public.
Symbols
Caribbean kitchen likes to serve water crackers which is a traditional Jamaican favourite with locals, mixed olive, along with a selection of spicey dips at the bar for customers as an appetiser, also the Jamaican flag is prominent in cocktail drinks.
Rituals and routines
Positive motivational speeches amongst the staff before the first service
Focus on the wellness of employees

Encourage team members to bond

Training offered where and when needed

Power structure

The director/owner of Caribbean Kitchen holds the power of the business, will focus on strategic development plans and all delegated action required throughout the business.

- Encourage innovation
- Be lenient but fair
- Encourage diversity

Organisational structure

The business operates like a family team offering support, communication, and mentoring; even families have a lead member in charge, someone who gives orders and directions making sure the job gets done, allowing for coordination, stability, structural building, efficiency, and innovation, being a small business, innovation and efficiency is still prevalent for future development and growth.

(Tharp, 2009, P3) said "Culture is a complex issue that essentially includes all of a group's shared values, attitudes, beliefs, assumptions, artifacts, and behaviors".

Controls

The owner/manager of the Caribbean kitchen has full power and control of the business, with the support of the assistant manager, supervisor and chef discussions are made on the administration of the restaurant, working as a team but the manager is the team leader, and all final decisions are at the discretion manager.

The Caribbean Kitchen Ethical/Moral Dilemma

The Caribbean Kitchen has been faced with an ethical dilemma which involved the decision of continuing with organic foods or changing to a cheaper variety of non-organic foods, which would make a discrepancy in the quality of service expected by the customers and could be labelled as false advertising. The decision between the owner and manager caused a dilemma as the manager did not feel the customers needed to know whether the food was organic or not, dividing the cultural structure of the business.

How to improve ethical dilemma

In order to solve this ethical dilemma within the Caribbean Kitchen, the decision was made to advertise the availability of organic food when available, in the meantime, continuing to serve non-organic foods, letting customers be aware of the products they are consuming to avoid false advertising and misrepresentations of the Caribbean Kitchen.

The ethical thing to do when faced with a dilemma is to communicate with staff and customers by allowing the choice of organic or non-organic foods by incorporating the correct pricing of the products within the menu.

Recommendations: Solving the ethical dilemma would include researching more locally available organic produce so reducing transportation costs or the Caribbean Kitchen becoming even more sustainable by growing their own organic produce.

Sole Trader

When thinking about starting a business, it's crucial to know what sector your company is under.

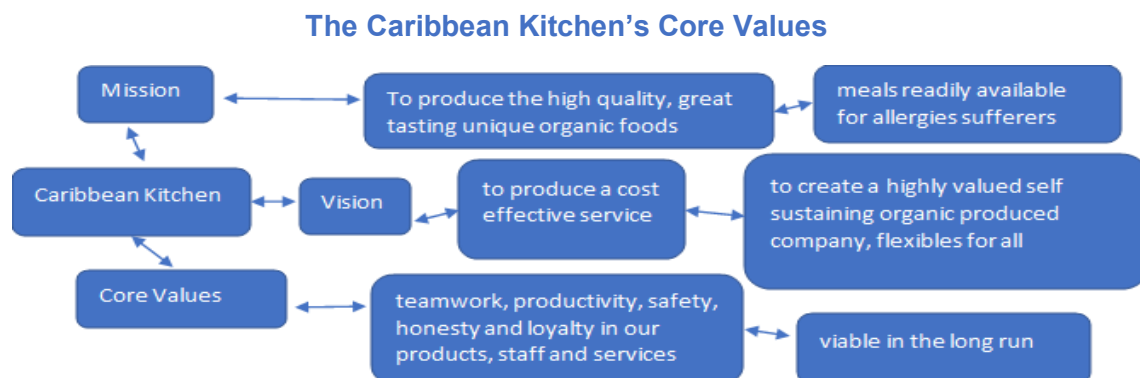
The Caribbean Kitchen is a sole trader ownership belonging to the private sector, being a small business as it grows it will eventually become a limited company.

The Advantages – low start up costs, sole owner of the business means entitlement of all profits after tax has been paid, can promote own culture and values,

Disadvantages – the owner is responsible for the actions of the employees, if the owner dies so does the business, personal assets are not protected, financial risk, long hours.

For further information on

Each form of business has traditional characteristics which may or may not be advantageous in a particular situation, an intelligent choice amongst alternatives usually depends on an understanding of their characteristics. (Fay,1998)



Barriers that may affect the functioning of the culture of Caribbean Kitchen

The Beers Model is used to highlight hidden barriers within businesses and companies by focusing on 6 essential questions, this helped the Caribbean Kitchen unearth unspoken problems, which had been seen as insignificant, signifying how the smaller issues tend to be the major problems preventing the business from moving forward. (Eisenstat and Beer, 2000) " The six barriers are silent killers because they are rarely publicly acknowledged or explicitly addressed".

1. unclear strategy and values, conflicting priorities

Lack of funds to keep the Caribbean Kitchen afloat would mean increased financial borrowing which would incur debts that would stifle the cash flow. Deep passion for the business can cloud judgement of the correct decisions to be made, buying surplus stock, directing funds in unnecessary areas of the business, and thinking you can do the job better than everyone else leads to conflicting priorities, over work and unnecessary stress can affect the functioning cultural balance of the business.

Recommendations: The Caribbean Kitchen has a clear business plan, which includes borrowing wisely and closely monitor finances, keeping account records updated, invest in hiring a business consultant, for professional up to day business advice. Also, control overheads more efficiently, monitor stock control, ask customers to pay upfront, this will help the business towards a clearer vision and focus on its objectives.

2. Ineffective senior team

Team performance within the Caribbean Kitchen would be affected through poor leadership from senior team members. Lack of communication and clear direction about the mission of the team and failure to involve employees of process change, selfish behaviour, blasé attitude, fear of speaking up, excessive politics, and toxic personalities would also be an issue.

Recommendations:

The Caribbean kitchen will promote staff who have the necessary leadership qualities in showing passion and enthusiasm in their work, be given authority to make constructive decisions, respect each other's position and authority within the business, delegate work wisely and allow staff to be able do the job they are paid to do, motivate staff to work as a productive team. The Caribbean Kitchen will also promote team coordination activities and providing training for all staff. Feedback will also be supported to reflect on mistakes made to avoid recurrences of previous situations to encourage a more harmonise cultural atmosphere amongst staff.

3. Leader style too top down or Laisser faire

Delegative leadership within the Caribbean Kitchen would leave the business vulnerable with no order or constructive direction, leaving question to the type of culture the business is trying to portray, also this hands-off approach can lead to low productivity and profits,

causing conflict within the organisational culture in the workplace, leading to cultural divide, affecting the ethical and moral behaviour of staff, and the flow of the business.

Recommendations:

Caribbean Kitchen is a small business which require leadership and guidance to avoid confusion. Managers and staff work together supporting each other as part of a team to achieve the set goals of the business, this in turn requires high efficiency and productivity to encourage a successful business for now and in the future.

4. Poor horizontal coordination and communication

The horizontal level of communication is the lower level of the hierarchy system in which information is distributed to staff. If communication is ineffective in this department of the Caribbean kitchen managerial authority could be reduce, encouraging rivalry, cultural conflict, time wasting, hindering workflow and productivity, resulting in possible disciplinary action from the top.

Recommendations:

The primary goal in the Caribbean kitchen is communication amongst its employees in keeping them informed of their organisational duties, goals and plans. Information is distributed on a need-to-know basis depending on the hierarchical level.

The amount of time spent on communication in-between departments is reduced through the feedback incorporated to resolve and discussion events or issues amongst its staff, impacting positively on the organisational efficiency of the business

5. Poor leadership, management skills and development

Lack of clarity and communication, no clear sense of direction or full understanding of what to expect in the future, unsolved disputes amongst staff, negative attitude from employees results in poor leadership and management, threatening the overall development of the Caribbean kitchen

Recommendations:

The Caribbean Kitchen manager and supervisors will be encouraged to undergo courses in leadership, motivation and problem solving in the workplace to help improve leadership skills, empathy, critical thinking and integrity to help support team member and staff which will improve business organisational culture.

6. Poor or closed vertical communication.

Vertical communication begins at the top of the hierarchy system hence distributing information down to the horizontal level of employees via managers etc, through poor or

closed vertical communication employee will develop dislike of managers, supervisors or each other as superiors neglect their responsibilities of sending Information which had not filtered down because of the issues between people at the top.

Recommendations:

The Caribbean Kitchen Is a culture of open communication helping staff understand each other on all levels. Managers, supervisors team leaders and lower-level staff, must communicate effectively on each level for the business to continue to be successful.

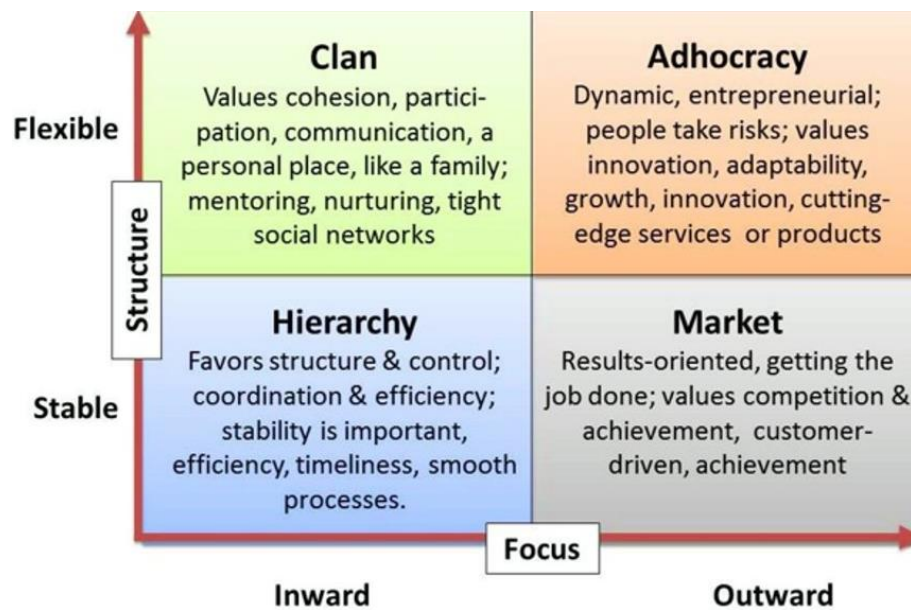
Organisational health check

Along with other tools used to assess the business an organisational health check was performed to help further assist the business, with strong results. The OHC gives a quick, benchmark assessment of an organisation's performance, it gives a clear picture of how well the systems, structure, operating model culture and procedures are linked with the business' goals and mission. See Appendices (2*)

Many leaders overlook organisational health because they lack a clear way to measure and improve it. (McKinsey and Company 2022)

Types of organisation culture

There are four types of organisational culture. Clan, Adhocracy, Hierarchy and Market which was discovered by Kim Cameron and Robert Quinn.



Quora, Inc. (2022)

The Caribbean kitchen allows a combination of all four types of culture, developing its own unique culture by taking what is needed to help the business develop and grow. There is no strict rule when it comes to developing a style of culture within the business as this usually progresses naturally overtime for it to work and cannot be forced or planned,

Tharp (2009 p.5) each of the different organization types have different cultural attributes, preferred methods and concerns for work.

Conclusion

After writing this report to demonstrate the understanding of the workplace culture and the context of the organisational structure within the Caribbean kitchen, it brought to light a number of issues, which may have stayed dormant within the business.

The **Pestle** analysis tools, was used to provide a critical appraisal of the cultural structure to examine the initial problems in further depth, finding and analysing internal and external elements, strategically scanned the business at macro level helping to give a closer view of important factors of the Caribbean Kitchen.

The **Cultural web** model was used to map the organisational culture of the Caribbean Kitchen, helping the business to understand the culture and what is involved in the development of a cultural background by viewing and understanding the various elements that influence the moral and ethical judgement and behaviour of employees.

The **Beers model** was used to highlight hidden barriers which prevented the effective functioning of the Caribbean Kitchen by focusing on 6 essential questions, this helped the business unearth unspoken problems, which had been seen as insignificant, signifying how the smaller issues tend to be the major problems preventing the business from moving forward

This report also concludes organisational culture within the company is an advantage, as it is a system which helps build structure that regulates performance of staff and productivity.

The culture of an organisation is inspired by the leadership, the hierarchical levels within the business can affect the cultural balance as people are product of their environment, this also applies to the workplace.

The importance of a culture within the business affects the whole network. The business can fail if the incorrect organisational culture is not introduced.

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Appendices

1. The SWOT analysis tool was also used to provide a critical appraisal of the cultural structure, this helped to examine the initial problems in further depth, finding and analysing internal and external aspects.

Swot Analysis Tool

Strengths	Weaknesses
• Unique own name branded recipes • Organic food in high demand	• In-experienced staff • Lack of space to grow own produce
Opportunities	Threats
• Future expansion of the business • Introduce own label brand • Introduce delivery service • Online store • Optimize business app	• Competitors impersonating the Caribbean Kitchen brand • Cheap imported produce • In-accessible ingredients • Delays due to covid 19 cases rising steeply again.

2.

Organisational Health Check

The Organisational Health Check will show how the Caribbean kitchen orchestrated in terms of overall good practice, helping identify the strengths and weaknesses of the business.

1. Stating our purpose	No	Nearly	Yes
1.1 We have a mission statement	☐	☐	☒
1.2 Our (current) aims (still) comply with our constitution	☐	☐	☒
1.3 We ensure that all the people working in our organisation understand its purpose at an appropriate level (staff and volunteers)	☐	☐	☒
Notes: The Caribbean Kitchen does its best to employ staff of a particular nature to in line with culture of the business			

2. Information on services and promotion of work	No	Nearly	Yes
2.1 We have an up-to-date leaflet or written information on our services	☐	☐	☒
2.2 We have a website or webpage with up-to-date information	☐	☐	☒
2.3 We make information available to users with special needs, on request	☐	☐	☒

2.4 We produce an annual report	☐	☐	☐	☒
2.5 We keep our stakeholders (e.g., funders and potential funders, key organisations and groups) informed about our work such as sending them our annual report or invite to AGM	☐	☐	☐	☒
2.6 We make use of the media to promote our work (press releases, radio etc.)	☐	☐	☐	☒
Notes: The Caribbean Kitchen survey show a high customer recommendation.				

3. Administration and paperwork	No	Nearly	Yes
3.1 We have a clear administrative system in place	☐	☐	☒
3.2 All our procedures are documented (so that staff and volunteers know what to do in case of absences or sudden staff changes)	☐	☐	☒
Notes:			

4. Finances	No	Nearly	Yes
4.1 We have written financial procedures (for banking, petty cash, cheques etc.)	☐	☐	☒
4.2 We produce quarterly reports (at least) on accounts	☐	☐	☒

4.3 Accounts and financial reports are presented to our Management Committee for review and planning (at least quarterly)	☐	☐	☒
4.4 We have a fundraising strategy which seeks funding from a variety of sources	☐	☒	☐
4.5 We know what level of reserves we need and what we can spend them on	☐	☐	☒
4.6 We have this amount set aside	☐	☐	☒
Notes:			

5. Internal Communication	No	Nearly	Yes
5.1 We hold regular staff meetings (as appropriate)	☐	☐	☒

5.2 Volunteers are invited to or represented at staff meetings	☐	☐	☐	☒
5.3 The minutes of staff or management meetings are available to all staff and volunteers	☐	☐	☐	☒
5.4 We communicate project updates internally on a regular basis	☐	☐	☐	☒
5.5 We hold an annual 'away-day' for teambuilding and/or planning for trustees, staff and volunteers	☐	☐	☐	☒
Notes:				

6. Governance or Management Committee	No	Nearly	Yes
6.1 We have a competent management committee and actively seek out people with appropriate skills	☐	☐	☒
6.2 We offer training and information to trustees on their roles and responsibilities, on legal issues and changes in legislation	☐	☐	☒
6.3 We have an induction procedure for new Committee members	☐	☐	☒
6.4 We invite our trustees to teambuilding, planning and social events	☐	☐	☒
Notes:			

7. Compliance	No	Nearly	Yes
7.1 We ensure that we comply with the regulatory requirements of our legal structure and submit accounts (where required) and other required material in a timely manner	☐	☐	☒
7.2 We comply with statutory regulation and have clear policies in place (including Health and Safety and Data Protection)	☐	☐	☒
7.3 We are complying with other required regulation applicable to our organisation (e.g., safeguarding)	☐	☐	☒
Notes:			

8. Equal Opportunities	No	Nearly	Yes
8.1 We have an Equal Opportunities policy that applies to all areas of our work	☐	☐	☒
	☐	☐	☒

8.2 We comply with the Equality Act (2011) legislation, including for recruitment of staff and volunteers and the provision of services	☐	☐	☐	☐	☐	☐	☐
8.3 We monitor Equal Opportunities and use this information to develop our services	☐	☐	☐	☐	☐	☒	☐
8.4 We include Equal Opportunities in our induction and offer training on equal opportunities to all staff, volunteers and trustees on a regular basis	☐	☐	☐	☐	☐	☒	☐
Notes:							

9. Staffing	No		Nearly		Yes	
9.1 All staff have an up-to-date contract of employment, job description and terms and conditions	☐	☐	☐	☐	☒	☐
9.2 We comply with employment and equal opportunities legislation and inform staff of relevant changes	☐	☐	☐	☐	☒	☐
9.3 All staff receive regular reviews, support and supervision	☐	☐	☐	☐	☒	☐
9.4 All staff are offered training and development activities	☐	☐	☐	☐	☒	☐
9.5 There is a personal file with records of review and supervision sessions and other information tracking personal development	☐	☐	☐	☐	☒	☐
Notes:						

10. Volunteers	No		Nearly		Yes	
10.1 We have a volunteer induction pack and procedure with information on our organisation and its policy	☐	☐	☒	☐	☐	☐
10.2 We offer to reimburse our volunteers expenses	☐	☐	☒	☐	☐	☐
10.3 Volunteers are covered by our insurance	☐	☐	☐	☐	☒	☐
10.4 Volunteers receive a clear task description, and their situation is reviewed informally or formally through regular support and supervision	☐	☐	☒	☐	☐	☐
10.5 We offer training and development opportunities to all our volunteers	☐	☐	☒	☐	☐	☐
10.6 We invite volunteers to social events	☐	☐	☒	☐	☐	☐
10.7 We hold exit interviews with volunteers	☐	☐	☒	☐	☐	☐

Notes: The Caribbean Kitchen will engage with volunteers in the near future

11. Training and Development	N o	Nearly	Yes
11.1 We identify the training needs of staff and volunteers through regular reviews or supervision	☐	☐	☒
11.2 We have an adequate budget for training and development	☐	☐	☒
11.3 We have an IT policy with a code of practice, which includes the use of internet, email and social media	☐	☐	☒
11.4 We evaluate training for the benefit of the trainee, the team and the organisation	☐	☐	☒
11.5 We have a written training policy linking training expenditure to our development or business plan	☐	☐	☒
Notes: The Caribbean Kitchen has specific training requirements for staff along with basic training			

12. Monitoring and Evaluation	N o	Nearly	Yes
12.1 Our services or projects have clearly defined outputs, including those agreed with funders	☐	☐	☒
12.2 We monitor our activities and collect information on 'soft outcomes' (case studies, anecdotal feedback etc.)	☐	☐	☒
12.3 We evaluate the results of our monitoring activities	☐	☐	☒
12.4 We measure our performance against indicators or quality standards	☐	☐	☒
Notes:			

13. Planning our Service Provision	N o	Nearly	Yes
13.1 We use monitoring data and user feedback to plan our services	☐	☐	☒
13.2 We have a work-plan or development plan and review it regularly (short, medium or long-term, as appropriate)	☐	☐	☒
13.3 We have a business plan (if applicable) and review it regularly	☐	☒	☐
	☐	☐	☒

13.4 Our planning process involves staff, volunteers (as appropriate) and trustees	☐	☐	☐	☐	☐	☐	☐
13.5 We involve service users in the planning process (indirectly, through feedback or directly, through representation)	☐	☐	☐	☐	☐	☒	☐
Notes:							

14. Networking and Partnerships	N o	Nearly	Yes
14.1 We actively network with other organisations	☐	☐	☒
14.2 We work in partnership with other organisations	☐	☐	☒
14.3 We evaluate our partnership working and include this info when planning	☐	☒	☐
Notes:			

15. Resources and Information Technology	N o	Nearly	Yes
15.1 Overall, we have sufficient resources to deliver our services effectively	☐	☐	☒
15.2 Our premises have been assessed for health and safety	☐	☐	☒
15.3 We use computers in several areas of our work (not just for typing letters)	☐	☐	☒
15.4 We back up our work on a regular basis (at least monthly)	☐	☐	☒
15.5 We have adequate technical knowledge or support, to cope with problems	☐	☐	☒
Notes:			