

University of Worcester
Catering Specification
Specification of Requirements

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1. Introduction and background

The University of Worcester's vision, as highlighted in the Strategic Plan 2007-2012 is to become a high quality University with an international reputation for excellent inclusive education.

The University currently provides services to approximately 8,000 full and part time students on the St Johns campus, however we are currently planning to expand the University and provide a second site in the city centre which is anticipated to be occupied progressively between 2009 and 2011.

In developing the premises to suit our proposed student expansion the University also wishes to review the current provision for catering across the site(s) which provide a service to students, staff and visitors throughout the year. The current contract provides an adequate service to the majority of users however, some areas need to be refreshed and revised to reflect amongst other things, new teaching and learning methods, the changing profile of student life, external and internal hospitality, sustainability and to dovetail with the remaining University strategic objectives.

2. Introduction to Specification

- 2.1 This Specification sets out the nature of the services to be provided under the Catering Services contract. Where quality standards are set out, they are the minimum acceptable level to be achieved on a consistent basis. The specifications are not exhaustive and are to be taken as indicative of the general standards which are to be achieved.
- 2.2 Where the services required are described, this is to give a broad indication of the type and volume of services currently envisaged. It is expected that the Contractor will co-operate with the University during the course of the contract to provide such services as are required and to develop and improve the services to meet changing needs.

3. Service Standards

- 3.1 Service is required Monday to Friday throughout the year, except Christmas Day, Boxing Day, Good Friday, Easter Monday, Easter Tuesday, May Day, Spring and Late Summer Bank Holidays. In addition to these statutory Bank Holidays, the University is closed on the Tuesday after Easter and the days between Christmas and New Year. Weekend opening is to be reviewed with the successful Contractor in line with the requirements of the University. There will be a variety of students and visitors on site at any time so a vending option should be available as a minimum.
- 3.2 The following services must be provided as a minimum:
 - 3.2.1 **Hot and cold over the counter service**- Available at times as specified in Annex A, each day for the provision of a range of hot and cold meals, snacks, baguettes, sandwiches inclusive of healthy eating

options and using fresh in season fruit, vegetables meat, poultry, fish and dairy and where specified organic and farm assured ingredients. A range of beverages (see 3.2.2 below) shall also be available which shall include fair trade and organic products.

- 3.2.3 Service must be prompt, friendly and efficient, recognising the needs and circumstances of the customer. No customer should take more than 5 minutes from entering the Hot and cold over the counter service to completing their till transaction.
- 3.2.4 **Beverages** – Fair trade Tea and coffee, speciality coffees, fruit juices, bottled water, soft drinks must be available in all outlets. The caterer must demonstrate their ability and willingness to make such products generally available.
- 3.2.5 **Vending Services** – Hot and cold drinks and food items including Confectionery and healthy options, to be kept stocked and priced consistently with counter prices shall be included within the stocking policy of vending. No fresh foods shall remain in the machines for longer than 24 hours.
- 3.2.6 **Temporary Services** – Where required and where practicable a limited range of hot and cold food, beverages and confectionery shall also be provided to the same standards as required for the Hot and Cold Over the Counter Service. This should include the use of organic, farm assured and fairly traded produce. An example of this requirement would be for University Open Days and UCAS fairs.
- 3.2.7 **Hospitality** - Hospitality services will be served in accordance with the requirements of the customer according to professional standards. Hot beverages will typically be served in insulated flasks of an appropriate size; food will be self-service from platters.
- 3.2.8 For buffet lunches and meals, for conferences, meetings and special occasions appropriate menus or signage will be displayed to inform customers of the content. Buffet options shall be designed for various function types and partial organic, farm assured and fairly traded and local produce items should be included as an option and menus should reflect available seasonal produce
- 3.2.9 Vegetarian products and items for special dietary requirements (e.g. religious, health, cultural) will be segregated and signed clearly. Plates, cups and cutlery shall take account of the need to promote sustainability.
- 3.3 Conferences, Meetings and function suites must be served, no later than 5 minutes before the time agreed with the customer. All rooms

must be cleared promptly following meetings – no more than 10 minutes after the notified time.

- 3.4 It is essential that the Contractor is flexible and responsive to the service needs of the University, staff, students, visitors and guests. Changes may be required at short notice.

4. Food/Quality Standards

- 4.1 The acceptable quality standard should reflect best practice and the standards that are expected in comparable organisations.

- 4.2 The Contractor shall ensure that at least 25% of the monetary value of the food supplied during any contract year is either:
- Produced in accordance with standards laid down in an assurance scheme accredited to EN 450011 or equivalent criteria, independently inspected by bodies that are similarly accredited; or
 - Organically produced as defined in EC Council Regulation 2091/91: or
 - Sourced from surrounding areas of Worcestershire, Herefordshire, Gloucestershire and Shropshire
 - Products supplied under FAIRTRADE Mark
 - A combination of all.

5. Meals, Menus and Dietary Requirements

- 5.1 The catering must be capable of being operated successfully within the constraints of space, facilities and services. The quality, freshness and presentation of food should be consistent throughout the meal service.
- 5.2 Throughout the contract period, the Contractor shall develop menus that offer a variety of foods to avoid menu fatigue or boredom on the part of customers and that respond to changes in fashion and taste. If there is a repeated menu cycle, it must be sufficiently long to avoid menu fatigue or boredom.
- 5.3 Seasonal and locally produced fresh produce shall be used in preference to frozen, tinned, dried, or otherwise preserved foodstuff and ready made meals should be kept to the minimum. The Contractor shall be aware of all potentially harmful additives and preservatives and ensure that the composition of dishes excludes additives.
- 5.4 The following specification represents the minimum standard of service that the Contractor is required to provide :
- Daily choice of breakfast items - sausages, bacon, (plus vegetarian options) eggs, vegetables (e.g. beans or mushrooms) cereals, fresh fruit, toast and pastries & yoghurt products
 - A daily minimum of 2 hot main course non-vegetarian options and 1 hot main course vegetarian option.
 - A varied main course fish option to be provided at least weekly.

- A daily choice of at least one potato option, one of which must not be cooked in fat.
 - Jacket potatoes, daily with a choice of at least two fillings, to be varied on a daily basis
 - At least one budget meal under £2.00 available daily including a variety of vegetarian and non vegetarian options
 - A daily selection of sandwiches, baguettes, wraps, bagels and other breads with a choice of brown, white and wholemeal and at least 8 fillings
 - A daily range of salads, where practical from a self service salad bar with a minimum of 8 choices
 - Daily selection of plain and fruit yoghurts
 - Daily selection of cakes and pastries baked on the premises
 - Daily selection of fresh fruit (whole and semi prepared)
 - Daily selection of hot and cold beverages
 - Daily selection fruit juices
 - Daily selection of crisps and confectionery
- Please note that the healthiest cooking methods should be employed in the preparation of all meals on site.

- 5.5 The Contractor must produce weekly lunch menus. The Contractor must ensure that the menu changes daily.
- 5.6 All menu items must remain available during the entire opening time periods. Suitable substitute items may be offered towards the end of mealtime service period in order to reduce food wastage.
- 5.7 All meals will enable customers the opportunity to select well balanced, nutritious choices; this should be actively promoted on site.
- 5.8 Food will, at all times, be presented to customers in an attractive and appetising manner. Food counters will be monitored constantly and filled, cleaned and adjusted to achieve this.
- 5.9 All menus displayed in the hot and cold over the counter service must highlight meals that contain healthy options, farm assured, locally sourced, organic, FAIRTRADE ingredients / products.
- 5.10 The Contractor shall provide menus that reflect the needs of ethnic minority customers, whether for cultural or religious reasons, in the planning and promotion of menus and selection of dishes.

6. Healthy and Nutritious Food

- 6.1 A selection of menu items, both hot and cold, will be provided, at each location, that promotes wholesome, healthy and nutritional food as well as providing customers with an opportunity to reduce salt, fat and sugar and increase fibre. It shall be possible for all customers to be

able to benefit from the 5 A DAY programme which aims to help people to become healthier by encouraging them to increase their consumption of fruit and vegetables. Portion sizes shall be of a level so that customers can assess if they have achieved the recommended daily intake.

Menus should promote healthy diets by offering healthier choices in accordance with current best practice.

7 Food Requirements

7.1 The Contractor will procure/advise on all necessary raw materials, which must be of an appropriate quality to produce safe food that is in all ways acceptable to customers. The Contractor is to implement and maintain the policies and procedures that are agreed on the basis of their tender proposals.

7.2 The Contractor shall use their purchasing power to negotiate keen market tested prices. Raw material prices quoted in the tender will be monitored throughout the contract and increases ahead of the general level of food inflation will not be accepted.

7.3 The Contractor shall ensure all food provided meets current UK laws governing the sale and consumption of food and provide assurance that current food law legislation has been complied with by, for example, supplying products that are certified as meeting EN 45011 or equivalent.

Clearly label any genetically modified products used;

7.4 Food Products

The Contractor shall:

- Adhere to the Meat and Livestock Commission's public sector specifications for cuts of beef, lamb as given on their web site;

and

- Ensure the percentage meat content of any processed food is clearly labelled, that it meets or exceeds the minimum requirements laid down in the new meat products regulations and complies with the definition of meat in the Food Labelling Regulations (SI 1499/1996), as amended.

- Ensure that beef-burgers and similar meat products (eg. Grillsteaks, patties) contain not less than 62 per cent meat content.

- Ensure that sausages consist of minced meat and cereal filler with other permitted ingredients in animal or synthetic casings.

Animal casings shall be of the same species as the meat used.

The meat used shall consist entirely of uncured, sound, wholesome meat and be free from bone, tendon and substantially free from connective tissue, rind and gristle. Offal cannot count towards the meat content and, if present, must be specifically labelled (e.g. kidney), i.e. the generic term offal cannot be used.

- Ensure that pork sausages have a minimum pork content of 42% of the product

- Ensure all poultry shall be to Grade "A" quality standard

Ensure that the origin and species of fish and fillets and the method of production (whether caught at sea or inland waters or farmed) are clearly labelled in menus and on display in line with the Labelling of Fish and Fish Products Regulations SI 461/2003

As a minimum all produce (fruit, nuts, vegetables, salad crops & mushrooms) to be of Class 1 standard as defined by the EC Marketing Standards for Fresh produce, published on the DEFRA web page.

Where there are no EC Class standards the principles of Class 1 will apply to their specification.

Eggs, or products containing eggs must be of Lion Quality 'CLASS A' [or equivalent].

Where products for ethical or religious diets are required, the Contractor is to agree with the University the standard of compliance. It is to agree specific assurance processes for this compliance and is to provide appropriate evidence.

Where organically produced food is specified, it must conform to EC Regulation 2092/91. To maintain best cost Organic food should be obtained in season and from organisations where distribution needs and therefore costs are minimal.

8. Hygiene and Food Safety

8.1 Food must be presented and served at an appropriate temperature for safety and eating quality. These temperatures must adhere to the information set out in the table below.

MENU ITEM	TEMP RANGE	
	MIN DEGREES C	MAX DEGREES C
Hot Meal	65	75
Cold meal	2	5
Salads	2	5
Cold Dessert	2	5
Ice Cream	-22	-6

Customers must be made aware of the contents of dishes, particularly where ingredients might give rise to allergic reactions (such as nuts).

The Contractor shall:

- Comply with all legislation and regulations including the Food Safety Act 1990, Food Premises (Registration) Regulations 1991, Food Hygiene Regulations (England) 2005 and Food Safety Temperature Control) Regulations 1995; plus Food Standards Agency codes of conduct and guidance;
- Use due diligence in the procurement, storage, preparation and usage of all food materials;
- Develop and implement appropriate operational policies, procedures and practices to ensure food safety and hygiene standards are

maintained at all times that comply with a safe catering programme based on Hazard Analysis and Critical Control Points (H.A.C.C.P). The Contractor shall provide

assurance in the form of documentary evidence that this has been done;

- Require any Contractor, manufacturer, wholesaler, distributor or other party involved in the Contractor's supply chain for this Contract to comply with all appropriate Food Safety and Labelling legislation, and any other subsequent amendments or changes made during the term of this contract.
- Maintain systems for ensuring food is handled, stored, prepared and cooked appropriately and provide daily evidence of food temperature control at the key points of delivery including time and temperature of cooking, processing and storage. Contractor's records shall be available for inspection;
- Ensure that all fridges and freezers are checked for correct operation a minimum of twice a day during the working week and temperatures recorded. Any problems with fridge or freezer temperatures shall be reported immediately to the University;
- Maintain an effective menu planning and food usage control system, to minimise the amount of waste generated and all waste must be recorded.

The contractor must provide the University with a procedure that deals with any instance of notifiable disease or illness in terms of how employees contact the department and what measures are taken to ensure that staff are fit to return to work after an illness.

The premises are subject to inspections by the local Environmental Health officer. The University may carry out additional inspections, these will not normally be announced in advance and will form part of the performance measuring programme outlined in this document.

Any matters that arise relating to hygiene must be referred immediately to the Catering Manager and then to the Contract Manager for the catering contract who will be responsible for resolving the problems in conjunction with the caterer.

The Contractor must comply with any directions given by the University in relation to fire safety and emergency evacuation of the premises.

Provide clear information containing the allergenic foods listed in Directive 2003/89/EC

9. Clearing and Cleaning

- 9.1 Customers in the hot and cold over the counter service are encouraged to clear dirty plates/trays to trolleys. However, the Contractor is responsible for cleaning tables and ensuring the dining area is kept clean and tidy throughout the period of service. In the event that debris is left on a table or anywhere else, it should be cleared within 5

minutes of the table being vacated. A self clean operation should be encouraged for visitors to the facility.

- 9.2 The Contractor shall ensure that, prior to use, surfaces used for hospitality are clear and clean and that after use these surfaces are left free from marks and spillage. If it is not possible to clean surfaces because a meeting is in progress the Contractor should return at the earliest opportunity to clear crockery, cutlery, spillages and food residue.
- 9.3 Cutlery and crockery are to be washed thoroughly, following the instructions of the dishwashing machine manufacturer and chemicals Contractor. They are to be stored in an appropriate manner and must be clean, dry, free of smears and stains when presented to customers at each meal.
- 9.4 The Contractor is responsible for maintaining designated areas (Kitchen, serveries, wash up and associated stock rooms) within the facility in a clean and tidy state, to standards that are to the satisfaction of the University. These standards must be maintained throughout the service period.
- 9.5 The Contractor is responsible for deep cleaning all kitchen, servery and Hot and cold over the counter service catering areas (i.e. wall areas above 2 metres in height, all ceiling surfaces and degreasing of all equipment) twice per year (or more frequently if required for example, extraction filters) in accordance with the specification for kitchen deep cleaning that will be supplied by the University. All deep cleans shall be supervised on site by the Contractor and subject to inspection and approval by the University before the catering areas can be brought back into use with any necessary corrective action identified as a result of any inspections being carried out by the Contractor, at their own expense.
- 9.6 Cleaning materials must be stored and used with due regard to the Control of Substances Hazardous to Health (COSHH) Regulations. They should be bought in concentrated form for dilution on site where this is the safest and most environmentally preferable option. Due regard must be paid to the environmental impact of the used chemicals. Once the chemicals proposed in their tender by the Contractor have been approved, they must not be changed without the prior approval of the University, such approval not being unreasonably withheld. A suitable and sufficient risk assessment should be forwarded to the university facilities department at least 48 hours prior to work commencing.
- 9.7 The University will determine whether the vermin control contract will be managed by itself or by the Contractor. The Contractor is to take action to effectively control vermin or pests in the catering areas in accordance with Food Standards Agency codes of conduct and guidance. The Contractor shall report to the University any evidence of infestation as soon as is practically possible.

10. Waste Minimisation, Recycling and Disposal

- 10.1 The contractor must comply with the University's Waste Management Strategy in all aspect of waste minimisation, recycling and disposal. Refuse is to be collected by the Contractor and removed to the designated area, where it is to be put into appropriate containers for re-cycling and composting with the residue safely stored for disposal as refuse. A separate bin must be provided for food waste. The Contractor is to co-operate with the University in encouraging customers to place their waste in segregated bins within the catering areas. The Contractor should actively promote programmes that encourage the reduction in the amount of waste that is generated.
- 10.2. The Contractor is to manage and dispose of waste products, materials and substances arising from the supply of the goods or service in compliance with the duty of care under section 34 of the Environment Protection Act 1990 and other relevant regulations; meet best industry practices and result in the least hazard to the environment; reduce waste by for example separating recyclable waste from waste going to landfill or incineration; and separate nonhazardous from hazardous waste, which has higher disposal costs.
- 10.3 The Contractor shall reduce the amount of waste produced from meals not consumed and waste more generally by:
- Avoiding the use of disposable cutlery, plates and cups and actively encourage innovative ideas such as 'Bring your own mug'. Where disposables must be used then they are to made from environmentally friendly products or must be able to be recycled
 - Serving milk, condiments and sauces in re-usable containers where it does not compromise food safety; and
 - Minimising packaging. The University currently encourages recycling and waste minimisation and expects the nominated contractor to do the same.

11. Packaging

- 11.1 The Contractor shall:
- Retain ownership of and take back all packaging materials unless otherwise agreed in writing by the parties;
 - Collect any packaging left at the University's premises within the period agreed in writing between the parties. Where no period is specified the Contractor shall return to the University's premises within seven working days of the issue of notification in writing by the University that packaging is to be collected by the Contractor.
 - If requested to produce evidence to satisfy the University that recycled materials have been used.
 - Use packaging that is capable of recovery for further use or recycling.

- Review packaging specifications periodically to ensure that no unnecessary limitations on the use of recycled materials exist.
- Minimise the use of non-returnable packaging and reduce the environmental impact (e.g. re-cycling) of packaging that is disposed of e.g. serving milk, condiments and sauces in reusable containers, rather than disposable/individual sachets, where this does not compromise food safety. Avoiding the use of disposable cutlery and plates/cups. Use serviettes made from unbleached, recycled material.

12. Energy and Water

- 12.1 The Contractor is responsible for managing the use of energy and water provided by The University (on the basis of a meter-supply or other arrangement). It is the Contractor's responsibility to minimise usage by utilising energy and water saving devices. Monitoring of consumption shall be reported to The University where metered arrangements exist.

13. Environmental Management Systems (EMS)

- 13.1 Within 12 months of commencement of the contract, the Contractor shall implement an EMS that specifically applies to the catering unit. The Contractor shall provide performance indicators.

14. Deliveries to Site

- 14.1 The Contractor shall help to reduce environmental impact by:
- Minimising the frequency/number of deliveries to the catering facility;
 - Encouraging suppliers to switch engines off when vehicles are stationary on a delivery for longer than 2 minutes;
 - Maximising the use of local produce
 - Utilise smaller vehicles for the delivery of produce
 - Maximise the use of fuel efficient vehicles, e.g. LPG and Bio-diesel.
 - Maximise the use of returnable forms of packaging for deliveries

15. Equipment

- 15.1 The existing inventory of heavy and light equipment (including crockery, cutlery and pump pots) will be provided by the University without charge to the Contractor or will be provided by the Contractor according to its tendered proposals.
- An equipment layout and inventory is provided in Appendix C
- 15.2 Any new equipment provided by the contractor should avoid products containing or manufactured using ozone depleting and high global warming potential substances such as hydrochlorofluorocarbons (HCFCs), HFCs, halons, carbon tetrachloride, 111 trichloroethane and bromochloromethane. Such substances should be reclaimed when servicing or disposing of equipment. Equipment should use resources, such as energy and water, efficiently (e.g. rated B or better under the EC's energy labelling scheme and are HCFC and HFC free if they use

refrigerants) and is to be specified to achieve value for money taking a whole life costs approach.

- 15.3 The Contractor will have a duty to take proper care of the equipment provided and to return it at the end of the contract in good condition, subject to fair wear and tear
- 15.4 The University (or the Contractor) will ensure that the premises and heavy equipment are maintained such as to comply with the appropriate legislation and manufacturers recommendations and to enable the Contractor to carry out its duties and responsibilities in relation to the Contract.
- 15.5 The Contractor will be required to manage the equipment maintenance contract on behalf of the University.
- 15.6 It will be the responsibility of the Contractor to maintain an inventory of heavy and light equipment, to be updated at least annually.

16. Consumables

- 16.1 The University will launder all tea towels and tablecloths.
- 16.2 The Contractor shall be responsible for the cost of all consumables which must be of good quality at all times and must have, either directly or indirectly, a minimum adverse environmental impact. e.g.
 - All food and drinks
 - Soap, paper towels
 - First aid supplies
 - Cleaning materials for daily needs
 - Office stationery
 - All other appropriate consumables

17. Staffing, Management and Training

- 17.1 The Contractor must provide sufficient trained management and staff of appropriate ability, skills and experience to provide a professional and efficient service to the specified standards. The Contractor shall also ensure that there is an adequate complement in reserve of trained, competent and security cleared staff, available to cover for holidays, sickness or any other absence or for late bookings.
- 17.2 The minimum standards of training are:
 - All staff are trained in basic food hygiene prior to commencing work and they hold or pass the Institute of Environmental Health Officers Basic Food Hygiene Certificate, or equal, within six weeks of commencing work;
 - Supervisory staff and cooks should hold an Intermediate Food Hygiene standard certificate;
 - Managers should hold an advanced or RIPHH Diploma Food Hygiene standard certificate;
 - All staff (including temporary/agency staff) must be fully inducted and trained in all areas of work in which they are involved in compliance with Health & Safety at Work Act and the Control of

- Substances Hazardous to Health (COSHH) Regulations; including but not limited to: use of all machines relevant to their work areas; handling and usage of cleaning materials; personal hygiene and presentation; and lifting and handling.
- 17.3 The Contractor shall provide certified documentary evidence of such training to the University on request. An annual training programme is to be prepared on the basis of individual assessments of competence and needs. Progress on the training is to be recorded and reported. Specific arrangements are to be made to ensure that new, temporary/casual and agency staff are appropriately trained and briefed for the tasks to be assigned to them.
- 17.4 The Manager or nominated Deputy shall be available at all times during the opening hours of the Services.
- 17.5 The Contractor shall maintain proper standards of food safety, personal hygiene and personnel apparel. Staff must be smart, wearing a clean uniform of a design to be agreed by the University but provided by the contractor. All staff must be appropriately dressed for their functions with protective clothing (including low heeled, non-slip sole shoes) when cooking, cleaning and carrying out other tasks.
- 17.6 The Contractor shall not retain at the premises any person who in the reasonable opinion of the University fails to conduct himself or herself in accordance with the standards of behaviour required by the University for its own employees. The Contractor is to implement its own disciplinary procedures to resolve any issues of conduct that are brought to its attention by the University.
- 17.7 The Contractor shall ensure that the General Catering/Chef Manager is fully aware of the obligations under this Agreement in relation to the operation of the Services and that the Manager complies fully with such obligations. It is a requirement of the contract that the General Catering/Chef manager attends Facilities meetings on a regular basis.
- 17.8 The Contractor is to co-operate with the University to provide a safe and appropriate working environment for the Contractor's staff.
- 17.9 The Contractor shall conform to the University's equal opportunities and valuing diversity policies, or any such subsequent policies, in every respect and not discriminate in relation to employment on the grounds of sex, sexual orientation, colour, race, ethnic or national origin, or religion.
- 17.10 The Contractor's staff will not be permitted to smoke whilst on duty, and there shall be no smoking on the University's premises unless it is in a designated smoking area.
- 17.11 The Contractor shall ensure appropriate cover for catering staff during any absence e.g. due to sick leave, annual leave, maternity leave and training.
- 18. Security**
- 18.1 The University will provide 24-hour security for the Hot and cold over the counter service and catering areas as an integral part of the site security and maintenance arrangements.

- 18.2 The Contractor shall comply with all security requirements placed upon them by the University, including the vetting of all staff members.
- 18.3 The Contractor shall ensure that all security arrangements for each catering facility are understood and adhered to by all catering staff.
- 18.4 Staff may be issued with photographic security passes and must wear them at all times.

19. Administration

The Contractor shall:

- 19.1 take full responsibility for stock control, ordering of and payment for all day-to-day consumable items and food and beverage provisions;
- 19.2 ensure that all sales are rung through the till(s) provided. Records are required of the daily transaction count in all service points with till(s) with a separate count for each period.
- 19.3 be responsible for providing a monthly trading statement showing details of income and expenditure. Any sum due to the University should be settled within 30 days. Any claim for payment from the contractor should be forwarded to the designated officer for scrutiny and approval, who shall, when the claims are found to be correct, certify the amount due for payment to the Contractor. The Contractor will confirm whom the designated officer is before each invoice is issued to allow for absence.
- 19.4 Maintain full and proper accounts to submit for Audit purposes and for examination by the University.
- 19.5 Maintain full and proper books of accounts and supporting documents which will be available for audit by the University or other nominees at any time. Supporting documents must include:
 - daily menu book recording quantities or portions of each dish and item prepared and sold
 - record of purchases and discounts received
 - a staff register and attendance record
 - daily transactions for all outlets
 - costs of labour
 - other overheads
- 19.6 The Contractor shall provide all necessary IT hardware and software to support the running of the facility.
- 19.7 The contractor will also be responsible to provide financial reporting as specified in Appendix G relating to Key financial and reporting performance indicators.

20. Marketing and Merchandising

- 20.1 The Contractor must endeavour to maximise customer satisfaction, including preparing a marketing programme detailing monthly activities, to the approval of the University, which includes promotion of sustainable, organic, healthy options, fair trade, menus, communications and promotions. The marketing programme must, as a minimum, include all national promotion activities, such as

FAIRTRADE fortnight. This must be discussed in advance and agreed by the University.

21. Customer Feedback

- 21.1 The Contractor shall encourage customer feedback (including displaying prominently suitable comment cards/book, setting up an intranet site) and shall deal promptly, reasonably, efficiently and courteously with customer comments and criticisms arising from the Contractor's operation of the Services. A record is to be kept of all comments and the resulting actions. The Contractor shall notify the University of any serious customer complaints as soon as it is reasonably practicable.
- 22.2 The Contractor shall conduct or cooperate with the University on any surveys of actual and potential customers which may be agreed as part of the monitoring of performance including sponsorship of incentives.

22. Auditing and Performance Monitoring

- 22.1 The University will monitor the Contractor's performance on the agreed basis as the KPI's listed in Appendix G. The Contractor shall maintain appropriate records and provide the University with such information and data, on a monthly basis, to facilitate monitoring operating/financial criteria. In the event of an unsatisfactory level of quality being sustained, the Contractor will be notified of the defaults and the time by which they must be rectified. If performance remains unsatisfactory, the contract may be terminated as set out in the Conditions of Contract.
- 22.2 The Contractor shall permit the University or its representative's at all reasonable times to enter the Catering Areas for the purpose of inspection.
- 22.4 The University reserves the right to audit the Contractor's accounts that are relevant to this contract.

23. Contract Management

The University will actively manage the contract by:

- 23.1 Appointing nominated Managers who will be responsible for all aspects of the catering Contract and will be the point of communication between the University and the Contractor. The Contractor will be informed in writing of any change in responsibilities.
- 23.2 The Contractor is required to appoint and inform the nominated Managers of the person who will be their point of communication and be authorised to speak on their behalf.
The nominated Manager must be informed in writing of any changes in the Contractor's responsibilities.
- 23.3 The nominated Managers and the Contractor's manager will hold formal minuted monthly meetings to discuss the performance of the Contractor and the Services. The dates and format for the meetings will be agreed. The Contractor will provide monthly performance

reports and analysis including data on the agreed key performance indicators.

24 Catering initiatives

The contractor must keep the University informed of any initiatives that they intend to introduce on site. This should form part of the regular meetings being held with the operational managers at the University.

Signed..... Designation
Print Name
Company
Date