



The Oakwood Centre

CATERING SPECIFICATION

Oakwood Centre Catering Tender

Woodley Town Council (WTC)

Oakwood Centre

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1 Introduction

1.1 The Oakwood Centre

The Oakwood centre is a multipurpose building in Woodley, Berkshire - providing a café space with inside and outside seating along with the town council offices, a theatre and hireable rooms. The centre is located in the pleasant surroundings of Woodford Park and within 100m of the town centre.

The centre has a number of meeting and function rooms which cater for social events, business meetings and community group meetings of up to 150 people and is available to hire 7 days a week (excluding bank holidays – however the café is free to operate on bank holidays).

The Centre is owned by Woodley Town Council and opened in 2004. Since that time there has been a café and catering provision in the building – operated by a professional catering partner.

Clients are not permitted to bring their own food for consumption in the centre, although they can use their own professional caterer for events/bookings.

1.2 Scope of works

This Specification is for the concession to operate a café and provide catering services to hirers at the Oakwood Centre, Headley Road, Woodley. This includes buffet lunches and tea/coffee provision.

Over the life of the contract, other catering concessions may be included.

The objective of this Specification is that the Service Provider delivers the catering service using best industry practice. In the event that there is any difference between statutory requirements and this Specification, the higher standard shall prevail.

The minimum opening hours for the café are 10:00-16:00, Monday to Sunday.

There are limited production and storage facilities on site.

Although customers are not permitted to consume items inside the café that have been purchased from elsewhere, the Service Provider will not have exclusive catering rights within the Centre. Hirers are permitted to use their own professional caterer.

The turnover net of VAT for business lunch, tea/coffee and function catering for the year 1st April 2023 to 31st March 2024 was approx £6,000.

1.3 Client objectives

Woodley Town Council (the Client) is seeking to work with a Service Provider who demonstrates the following characteristics:

- has a passion for delivering good food and service
- is open and transparent
- is innovative
- is commercially aware
- operates in a sustainable manner
- is flexible to adapt to changing needs
- supports local suppliers

1.4 Timetable for Tender Exercise

The timetable for this tender process is as follows:

Activity	Date	Comments
Tender documentation issued	17/06/24	
Tender Showround	1/07/24 – 05/07/24	This is your opportunity to inspect the facilities
Tender documents returned by 13.00 (1 p.m.)	12/07/24	Please submit electronically using the accompanying “Submission Document”
Short-List produced	19/07/24	We will be notifying all those who submit a tender of our decision as soon as possible after this date
Presentations and Clarification Meetings with Shortlisted Tenderers	Week commencing 22/07/24	This will be an opportunity for those who have been shortlisted to present their proposals in more detail and to answer follow up questions
Consideration of preferred bidder and approval	Target date 30/07/24	This will be a confidential meeting of the Council’s Strategy and Resources Committee

1.5 Site Visits

All Tenderers are invited to attend the Oakwood Centre during the week of 1st July – by appointment only, to gain an understanding of the building, layout and operation.

2 Service requirements and standards

2.1 General requirements

The Service Provider shall, at all times, provide a high-quality service, to the satisfaction of the Client.

The Service Provider shall ensure that all activities undertaken by them, or by others on their behalf, conform to all legislative requirements, and that any legal notices required are prominently displayed.

Within the constraints of the facilities and equipment, the Service Provider shall offer freshly prepared and attractively garnished food and beverages, served in a friendly and efficient manner.

The Service Provider shall ensure that they have traceability in their food supply chain and are able to identify the origin of all meat used.

The Service Provider shall deliver the service to a consistently high standard, and there shall be only minimal fluctuations in the standard of food and service offered over time.

All items on offer shall be appropriately labelled with both their contents and the selling price for customers.

2.2 Menu range

The menu range shall be proportional to the size of the café and the facilities available.

The Service Provider shall offer, as a minimum:

Hot Beverages

Full range of hot beverages including tea and ground coffee to branded high street coffee shop standard, hot chocolate etc. All tea and coffee shall be Fairtrade, Rainforest Alliance or triple certified.

Cold Beverages

Full range of cold beverages including fresh fruit juices, carbonated drinks and bottled water. Free tap water shall be available.

Bakery Products

Freshly baked products, pastries and cakes.

Breakfast Menu

Hot and cold options.

Sandwiches, rolls or wraps

To be prepared fresh each day, including healthy, vegetarian and vegan options. Leftover product to be discarded at the end of each day or donated to charity.

Fresh Fruit

A selection of either pots of cut fresh fruit or individual fresh fruits to be available, suitable for all age groups.

Children's Menu/Selection

Children's menu to reflect the quality of the adult menu, including the quality of the bread and fillings used in sandwiches.

Bar/Alcohol

A choice of beers, cider, still and sparkling wines suitable for theatre intervals, film screenings and hospitality/booked events.

Ice Cream and Confectionery

Varied selection of high quality wrapped or scoop ice cream products to be available throughout the year, including a range suitable for children.

Selection of high-quality confectionery, including Fairtrade options and a range suitable for children.

A selection of savoury snacks, including options suitable for film screenings.

2.3 Business and event catering

The Service Provider shall offer buffet and catering options for business and community clients, including bespoke options for social events.

Whenever possible, 48 hours' notice will be given for food and 24 hours for beverage requirements. However, the Service Provider will be expected to respond to short-notice requests, as and when requested. For most bookings, significantly longer notice is provided.

Due to the nature of the business, short notice changes to events may be required. The Service Provider shall make every effort to accommodate these and be as responsive as possible.

There shall be no minimum order value or minimum number of covers that events are provided for.

The standards required in respect of the service of events are of equal importance to the menu choice and quality of food.

The Client shall invoice hirers for business catering – the Service Provider shall subsequently invoice The Client for the same.

The Service Provider shall invoice hirers directly for social events catering provision.

2.4 Vending

There is currently no vending provision on site. The Client is open to exploring vending options as a means of widening the hours of service, particularly regarding the evening service. Vending machines shall not be used to the detriment of the core service.

2.5 Catering consumables

Items shall be sold either on crockery, for consumption in the café, or in customers' own clean, reusable cups, or in disposables, for consumption elsewhere.

The Service Provider shall provide all environmentally friendly disposables required for the operation of the catering services.

Disposable serviettes shall be available for both take-away items and items consumed in the cafés.

3 Service delivery

3.1 Customer care

The Service Provider shall offer the highest level of customer care, delivered by staff who are friendly, positive and enthusiastic in dealing with customers at all times.

Appropriate training and guidance shall be given to all staff to deliver a customer-orientated service, with queuing being kept to a minimum prior to customers being served and during the service process.

The Service Provider shall operate a customer feedback system. All complaints shall receive a response within 48 hours and be copied (complaint and response) to the Client.

3.2 Management

The Service Provider shall nominate a Manager who shall act as the first point of contact for the Client.

The Service Provider's Manager shall be empowered to make decisions on behalf of the Service Provider in respect of the operation and finance of the contract.

In the absence of the Manager, a suitably qualified replacement shall be provided.

The Service Provider's Manager shall attend monthly meetings with the Client's delegated representatives to discuss financial and operational performance and potential for improvement.

The Service Provider shall adequately supervise all services, including those in the evening, at weekends and on bank holidays, and shall ensure that the level of service delivery is consistent, whilst adjusting the product offer to the number of users and their requirements.

The Service Provider's management shall be proactive in the development of innovative ideas that will improve the quality of service to customers or reduce the costs to the Client.

3.3 Staffing

The level of staffing is for the Service Provider to determine. However, the Service Provider shall ensure that there is a sufficient level of trained and competent staff to provide the service. They shall also ensure that an adequate reserve of trained and competent staff is available during weekends, bank holidays, holidays, sickness and any other absence.

The Service Provider shall ensure continuity in post, so far as is within their control, of skilled and supervisory staff engaged in delivering the Service Provider's duties and responsibilities as outlined in this Specification.

3.4 Uniforms

All members of staff shall be provided with and wear appropriate uniform including safety shoes and name badges.

Uniforms shall be kept clean and changed when required.

Agency, temporary and weekend staff are required to be dressed to the same standard as permanent employees. The Service Provider's logo may be present on uniforms.

3.5 Confidentiality

During the course of their duties, the Service Provider's staff may become aware of confidential information. Should this be the case, such information must not be communicated to any third party, and the Client must be informed.

3.6 Equality and diversity

The Council, in carrying out its functions, is under a duty to eliminate discrimination, promote equality of opportunity and foster good working relationships. The Service Provider shall not unlawfully discriminate within the meaning and scope of the Equality Act 2010, the Human Rights Act 1998 or other relevant or equivalent legislation or any statutory modification. In addition, the Service Provider shall at all times comply with the Council's Equalities Policy.

3.7 TUPE

The Service Provider shall supply, within seven days, any information requested in writing by the Client in respect of TUPE, for whatever reason. **The Service Provider will be responsible for establishing and actioning all requirements under TUPE. This may apply to staff currently employed by the existing service provider.**

3.8 Training

The Service Provider shall ensure adequate training for all their staff, including, but not limited to:

- The tasks they have to perform
- All relevant rules and procedures of the Client
- All relevant rules and procedures concerning food hygiene
- All relevant rules and procedures concerning allergens
- All relevant rules and procedures concerning health and safety at work
- All relevant rules and procedures concerning fire risks and fire precautions
- First aid
- Financial procedures
- Building fire evacuation and other emergencies
- Opening and closing of the Centre

The Service Provider shall prepare a training plan for their staff, on at least an annual basis, to be made available to the Client on request, and shall ensure that appropriate training and refresher training take place.

The Service Provider shall ensure that all staff are trained in food hygiene commensurate with their duties prior to commencing work, and that they hold or pass the CIEH Level 2 Award in Food Safety in Catering, or equivalent, within six weeks of commencing work.

Any trainees, apprentices or those undertaking work experience shall be suitably supervised at all times.

4 Hygiene, health & safety

4.1 General requirements

The Service Provider shall operate a documented quality system in respect of the food offer, service delivery and standards of health, safety and hygiene.

The Service Provider shall ensure that all activities undertaken by them, or by others on their behalf, conform to all legislative requirements, and that any legal notices are prominently displayed.

The Service Provider shall maintain a Food Hygiene Rating Scheme score of 5.

4.2 Food hygiene

The Service Provider shall ensure that, in the provision of the service, the Service Provider's staff conform to all relevant requirements of United Kingdom and European law, and good practice in relation to food hygiene and in particular to Regulation 852/2004 on the Hygiene of Food Stuffs.

The Service Provider shall implement and operate a system of Hazard Analysis and Critical Control Points as required by the Food Safety and Hygiene (England) Regulations 2013.

The Service Provider shall report on a quarterly basis on food safety and health and safety matters, in a form agreed with the Client.

The Service Provider shall permit any of the Client's appointed staff, consultants or the local Environmental Health Officer or similar, to inspect the premises without notice, at any reasonable time. The Service Provider shall co-operate with any such inspection and allow any such person to take and test samples of food, equipment or materials used, or to be used, in the service.

Disposable gloves may be worn for food preparation activities, such as preparation of fish, but shall be changed on a regular basis. The use of disposable gloves will not reduce the requirement for hand washing between tasks.

4.3 Temperature control

The Service Provider shall ensure at all times that appropriate temperature control is used. Frozen food items shall be stored below -18°C, chilled foods shall be stored and served below 5°C and hot foods, on the completion of cooking, shall be kept above 63°C. The temperature of high-risk hot foods shall be checked and recorded on the completion of cooking or regeneration and every 20 minutes thereafter during hot holding.

Two-hour rules which apply to food service and display:

- Cold foods that are chilled to below 5°C can be kept without refrigeration for up to two hours. If any food is left after this time, it shall be disposed of. It may not be further refrigerated or used.
- Hot foods that fall below 63°C may be reheated once to 75°C or above and kept for up to two hours. If any food is left after this time, it shall be disposed of.

Any regenerated food shall achieve a minimum temperature of 75°C.

All fridges and freezers, including display fridges, shall be checked for correct operation on a twice daily basis, and temperatures recorded.

All equipment faults shall be reported to the Client within 24 hours.

4.4 Food storage

The Service Provider shall ensure that all food is stored in an appropriate manner, wrapped and dated, and disposed of should the “use by” or “best before” date be exceeded.

All food shall be stored at least 42cm above finished floor level.

Single-use food containers shall not be re-used for either food storage or any other purposes.

4.5 Food labelling

The Client will require the Service Provider to provide accurate food menu labelling, in accordance with the Food Information Regulations 2014 (as amended). This will include, but not be limited to, the following:

- country of origin
- levels of fat, sugar and salt in food
- genetic modification
- food allergens
- vegetarian/vegan
- calorific value

4.6 Cleaning

The Service Provider shall operate to the highest standards of cleanliness and shall ensure that a checklist is completed for each catering area at the end of each day and countersigned by a supervisor. These signed checklists will be retained for inspection by the Client, the Environmental Health Officer and any external party duly authorised by the Client.

The Service Provider shall clean all food contact surfaces at the start and finish of the working day, and between tasks. All surfaces shall be cleaned using neutral detergent and then disinfected using a product that complies with BSEN1276: 1997 and 2009 or BSEN13697: 2001 (or equivalent). Products containing bleach shall not be used.

Disposable paper towel shall be used for the drying of catering equipment that does not air dry after dishwashing. Linen tea towels shall only be used for the polishing of glassware and cutlery.

The Service Provider shall implement a colour coded system for cleaning cloths. Kitchen and café cloths shall be blue. A separate yellow cloth shall be used for the cleaning of steam wands on coffee machines. All disposable cloths and scouring pads shall be changed on a daily basis.

Floor mops shall be rinsed out after use and stored head upwards in an appropriate rack. Floor buckets shall be rinsed and stored inverted to dry. Mop heads shall be laundered or replaced on a regular basis.

The Service Provider will be responsible for the cleaning of all catering areas up to a height of 2 metres. The Service Provider shall arrange for the deep cleaning of catering equipment and areas above 2 metres on a twice-yearly basis, and ventilation hoods and filters/baffles on a monthly basis.

The Service Provider will be responsible for the cleaning of all café table tops and chairs. Any spillages on tables or floors shall be cleaned immediately.

The Service Provider shall clear all waste food and crockery, cutlery and glassware from function rooms in a timely manner at the conclusion of a room booking. The Client will be responsible for cleaning the rooms.

4.7 Personal hygiene

The Service Provider shall employ only persons who are in good health and have a high standard of personal hygiene.

Clean uniforms shall be worn on duty, and staff shall wash and sanitise their hands prior to commencing work, after using the toilet, and between different catering activities.

4.8 Health & Safety at Work

The Service Provider shall ensure the highest standard of health and safety at work, including full compliance with the Health & Safety at Work Act 1974 (as amended), the Management of Health & Safety at Work Regulations 1999 and the COSHH Regulations 2002 regarding the storage and use of chemicals.

Appropriate training shall be provided to staff, particularly in respect of the use of heavy kitchen equipment.

The Service Provider shall take general fire precautions in respect of areas under their control and shall conform to the Regulatory Reform (Fire Safety) Order 2005.

The Client will provide adequate fire-fighting equipment in café areas and will provide training for the Service Provider's staff in the use of such fire-fighting equipment.

4.9 Smoking

The Service Provider's staff shall not smoke or vape while on duty or in uniform, under any circumstances, in any part of the Client's premises.

5 Quality control

5.1 General requirements

The Service Provider shall at all times provide a consistently high-quality service, to the satisfaction of the Client, that meets or exceeds the standards of the Service Provider's Tender and the Key Performance Indicators. It is expected that the Service Provider shall operate a customer feedback scheme in an appropriate format and share the results with the Client.

5.2 Key Performance Indicators

The Client will use a set of Key Performance Indicators (KPIs) to systematically measure the Service Provider's performance. Each KPI that is measured shall be classified as green (meets the contract standard), amber (requires improvement) or red (unacceptable).

The Service Provider shall endeavour to deliver to the contract standard in all areas. 'Requires improvement' is an indication that rectification is required and if the rectification does not take place within an agreed timeframe, the KPI will then be scored as 'unacceptable'.

The scoring of any KPI as 'unacceptable' will be regarded as a serious failure in service delivery. The Service Provider will not be scored 'unacceptable' on a KPI if it is due to the direct action, or inaction, of the Client.

KPIs may be amended from time to time, in line with the changing requirements of the Client.

5.3 Self-monitoring

The Service Provider shall operate a systematic and documented quality control system, self-monitor and report the results to the Client on a monthly basis.

5.4 Client monitoring

The Client will be responsible for the management of the Service Provider. The Client representative will monitor the quality, value for money for customers and financial performance of catering provision to ensure that the Key Performance Indicators are being achieved.

The Service Provider shall meet formally with Client representatives (normally the Clerk /Deputy Clerk/Bookings Manager) on a monthly basis.

5.5 External monitoring

The Client may, from time to time, use external consultants to monitor the catering service. Monitoring will be against the standards in the Specification and KPIs.

The Service Provider shall co-operate with the Client's consultants and facilitate access to catering areas and records associated with the provision of the service.

6 Marketing

6.1 General requirements

The Service Provider shall make every effort to maximise the volume of trade via appropriate, professional marketing.

The Service Provider will be responsible for the funding of production of advertising and marketing materials, and all such materials shall be subject to the agreement of the Client.

The Service Provider shall actively advertise the catering service outside the buildings with the agreement of the Client.

The Service Provider shall provide up-to-date information on the catering offers for the Council's websites and provide it in an electronic form to the Client.

The Service Provider shall make use of appropriate social media channels to inform customers and promote the catering services. The Service Provider shall gain written approval from the Client before publicising any major changes to the offer, tariff, opening times, branding or management/staffing. Client approval will not be necessary for minor changes that would not affect the reputation of the Centre.

The Service Provider shall not, without the consent of the Client, display any sign, notice or material containing their name or symbol/logo, or any other signage to indicate the identity of the Service Provider, within the public areas. Consent by the client shall be unreasonably withheld.

The Service Provider shall use tasteful, professional and appropriate point-of-sale material.

All foods shall be accurately described, and the tariff shall be prominently displayed.

6.2 Marketing plan

The Service Provider shall prepare an annual, quantified marketing plan, which shall be agreed with the Client prior to implementation, identifying how the business will be developed, what promotions will take place, what material will be used and how results will be monitored. When agreed, the marketing plan shall be implemented by the Service Provider.

7 Environment & sustainability

7.1 General requirements

The Service Provider shall ensure that they operate in a manner which minimises the impact on the environment, including but not limited to:

- The efficient use of energy and water;
- The use of biodegradable cleaning materials;
- The composting of food waste;
- The recycling of waste including cans, bottles, glass and plastic cups;
- The purchase of recycled items, where available
- The reduction of food miles

7.2 Food sourcing

The Service Provider shall ensure that all animal products have been produced to a standard that meets or exceeds United Kingdom standards (or equivalent) of welfare and production.

Eggs (shell on, liquid and pasteurised) shall be sourced from suppliers that do not use conventional cages. Products containing egg shall also meet the same standard.

The Service Provider shall only use fish from sustainable sources, which is MSC certified or equivalent.

Only palm oil from sustainable sources shall be used.

7.3 Waste streams

In order to minimise waste, the Service Provider shall adopt the following approach:

- Prevent
- Reduce
- Reuse
- Recycle

The objective of the Client is to achieve zero waste going to landfill. Organic waste shall be composted or used to produce energy and all metal, glass, plastic, paper and card recycled.

The Service Provider shall remove all waste from the kitchen, café and bar areas to bins in locations specified by the Client. All waste shall be appropriately segregated, taking into account the recycling policy of the Client. Where appropriate, waste shall be bagged and sealed. All cardboard waste shall be flattened prior to disposal. Where possible, food waste shall be composted.

The Service Provider will be responsible for the disposal of waste cooking oil. This shall be via an approved sub-Service Provider, with documentation available for inspection as to the disposal route. Waste oil shall not be allowed to build up in the catering areas.

7.4 Pest control

The Client will provide a pest control service. The Service Provider shall take appropriate action, so as not to encourage vermin or pests in the catering areas. The Service Provider shall report to the Client any evidence of infestation, as soon as practically possible, and this should not, in any event, be longer than 24 hours.

8 Finance

8.1 General requirements

The objective of the Client is to operate the catering service at a reasonable price for customers, whilst providing a reasonable return for the Council.

The Client does not guarantee the volume of sales, events or any other revenue streams.

Demand for catering services fluctuates throughout the day, over the week and over the year.

8.2 Tariff

The tariff should be competitive against local catering outlets, to attract the maximum number of customers. The Service Provider shall notify the Client of any price increases.

The tariff increase will only in exceptional circumstances (such as abnormally high food inflation), or where there has been an adjustment in excise duty or VAT on an item, be greater than the increase in the Consumer Price Index.

8.3 Tills and till procedures

All transactions (cash, credit card or debit card) shall be processed via a till.

Till receipts shall be issued to all customers when requested.

Till rolls and daily sales records shall be retained for a period of 36 months and shall be made available to authorised Client personnel on request.

Sales data shall be shared with the Client on a monthly basis.

The Service Provider will be the registered merchant in respect of all credit card machines and equipment and will pay all costs associated with its installation, terminal and rental fees.

8.4 Purchasing

The Service Provider will be responsible for the procurement of all consumable goods required to provide the service.

Where the Service Provider's nominated suppliers are unable to supply to the quality, range or price required by the Client, the Service Provider shall source products from non-nominated suppliers who can demonstrate the appropriate due diligence and hygiene standards.

Wherever possible, the Service Provider should endeavour to purchase local produce and actively support sustainable policies.

8.5 Staffing

The Service Provider will be responsible for all labour costs, including basic pay, National Insurance, training, holiday and sick pay, and weekend, evening and bank holiday enhancements.

The Service Provider shall at no time pay wages lower than the Real Living Wage and shall take account of the local demographic and employment characteristics to set a rate of pay that will attract a good calibre of staff.

The Service Provider will be responsible for the payment of employer pension contributions.

The Client will be responsible for redundancy costs where the redundancy occurs as a direct result of the Client's actions, for example, the closure of the café to use the space for alternative purposes.

The Service Provider will be responsible for redundancy costs in all other circumstances.

8.6 Sundries

Cost for utilities and waste are included in the concession fee arrangement.

The Client will not be liable for any loss of stock or profit in the event of an interruption in supply.

The Service Provider shall pay for all catering sundries, including cleaning materials, disposables, stationery, printing, uniforms, PPE and laundry, marketing materials and translation, insurance, licences and transport.

The Service Provider shall provide their own PCs and bespoke software if they require it. All information held on the PCs, including event bookings and other management information relating to the Client, shall be made available to the Client on request.

The Client will be responsible for the payment of business rates.

8.7 Concession fee

The Service Provider shall pay a concession fee for the operation of the catering services. This shall be a percentage of net turnover (all sales excluding VAT).

The Service Provider shall guarantee the minimum fixed sum, which shall increase in line with CPI on an annual basis.

The concession fee will be payable on a monthly basis and be due 14 days after the month end.

8.8 Capital investment

The Service Provider will be responsible for the provision of coffee machines and till systems and other light equipment.

Where the Service Provider offers capital investment in the facilities (e.g. provision of heavy equipment, new service counter etc.) as part of this contract, the cost of any equipment or works shall be no greater than if the Client procured them themselves.

Any agreed capital investment shall be depreciated on a straight-line basis over the initial term of the contract. (For example, £10,000 over 5 years would be £2,000 per year.) In the event of early termination, the undepreciated value shall be repaid by the Client to the Service Provider.

Ownership of the facilities/equipment provided as capital investment shall transfer to the Client at the end of the contract term.

8.9 VAT

The Service Provider shall act as principal in respect of VAT.

8.10 Management information

On a monthly basis, the Service Provider shall produce a financial statement for the trading period, breaking down income, food costs, labour, sundries and concession payable in a format required by the Client, within 7 days of the month end.

8.11 Open book accounting

The Service Provider shall operate a fully open book accounting policy, and the Client or their delegated representative may, with or without notice, examine all records and accounts in relation to this contract, located at either the Client's premises or the Service Provider's premises.

The Service Provider shall submit an annual statement of turnover verified by their external auditors.

8.12 Insurance

The Service Provider will be responsible for Employer's, Public and Product Liability and stock insurance. The Client will not be responsible for any excess that the Service Provider has accepted liability for in exchange for a reduced premium.

The Service Provider shall maintain the following insurance values:

Public Liability	£5 million
Employer's Liability	£10 million
Product Liability	£2 million

9 Facilities & equipment

9.1 General requirements

The Client will be responsible for the fabric of the buildings and will maintain the structure of the café.

Any defects or damage to Client premises shall be reported immediately to the Client or their representative.

No alterations shall be allowed to the fabric of the premises without the prior written approval of the Client.

The Client will be responsible for the equipment items owned by the Client, as stated in the inventory. This includes relevant safety checks and maintenance.

9.2 Security

The Service Provider will be responsible for ensuring that the catering areas of the Café are secured at the end of each day.

If the Service Provider's staff are required to be at the Centre prior to or after the Client's staff, the Service Provider shall be responsible for unlocking and locking the Centre.

The Client will be responsible for the provision and maintenance of security alarms in the café as part of the overall building security.

9.3 Keys

Keys to the café and catering areas will be issued to the Service Provider for locking and unlocking the facilities.

If the Service Provider or their staff lose keys, the Client may replace the locks and charge the cost to the Service Provider if this is considered necessary.

9.4 Deliveries

Deliveries can only be received when the Service Provider's staff are on site.

Neither the Client nor its other contractors' staff are permitted to sign for or receive the Service Provider's goods. All goods shall be delivered via the kitchen entrance.

9.5 Car parking

There will be no car parking spaces available to the Service Provider or their sub-contractors, and the Service Provider must make their own arrangements for car parking at their own cost.

There is free parking available at Woodford Park Leisure Centre.

9.6 Heavy equipment

The Client will be responsible for the provision and maintenance of heavy equipment.

The Service Provider shall ensure that the activities within all kitchen areas do not exceed the maximum extraction capacities of the ventilation systems.

The Client will, at their discretion, replace heavy equipment.

The Client will not be liable for any losses incurred by the Service Provider in the event of heavy equipment failure.

Any breakages or damage due to the Service Provider's negligence shall be paid for by the Service Provider.

The Service Provider shall report to the Client all requests for maintenance on a monthly basis and keep a log of all such requests, and the date of their completion.

The provision of coffee machines will be the responsibility of the Service Provider.

9.7 Light equipment

The Service Provider will be responsible for providing the stocks of light equipment, including crockery and cutlery, and for replacement and purchase as required.

Appropriate crockery, glassware and cutlery must be available for each of the catering requirements.

The style of light equipment shall be agreed with the Client.

All light equipment in use must match. Mixed patterns of crockery and cutlery are not acceptable except where this is a design element of the catering concept, which has been agreed with the Client.

9.8 PAT testing

The Service Provider will be responsible for arranging annual portable appliance testing (PAT) and earth bonding of all catering and other equipment associated with the delivery of all catering services in accordance with Health and Safety Executive guidance. This shall be carried out by a specified sub-contractor.

10 Resolution of Issues/disputes

It is the Client's intention that any disputes with the Service Provider should be resolved promptly and effectively. The Client will behave both fairly and reasonably towards the Service Provider, and it will introduce a four-stage process to resolve disputes:

- Stage 1 The Client will raise points with the Service Provider verbally. The Service Provider shall respond in writing within 3 days, identifying what action they have taken to resolve the situation.
- Stage 2 If issues have not been resolved within the 3 days of Stage 1, the Client will write to the Service Provider, formally identifying the area of dispute and the Service Provider shall respond in writing within 7 days, identifying what action they have taken to resolve the situation.
- Stage 3 If the dispute has not been resolved within the 7 days of Stage 2, the Client will write, formally warning the Service Provider and identifying the area of dispute, and the Service Provider shall respond in writing within 7 days, identifying what action they have taken to resolve the situation.
- Stage 4 If the dispute has not been resolved within the 7 days of Stage 3 and no acceptable formal response has been received from the Service Provider, the Client will issue a final warning. The Service Provider shall respond to this final warning within 48 hours and if, at the end of 48 hours, the area of dispute is not resolved or no acceptable formal response has been received, the Client may, at its absolute discretion, terminate the contract with immediate effect.

In the event of termination, the Client will not be liable for any costs or consequential losses incurred by the Service Provider.

In the event of a serious dispute, the Client may, at their discretion, proceed immediately to a stage that is appropriate to the issue that has occurred.

11 Appendix A - Key Performance Indicators

The attached file provides Key Performance Indicators (KPIs). These will be used to measure the standard of performance in the contract.

11.1 Food Service Standards

Menu	Unacceptable	Requires Improvement	Meets Contract Standard
Product range	Limited choice available	Reduced choice if later replenished	All customers receive full choice to end of service.
Healthy and vegetarian/vegan options	No choice of healthy or vegetarian options, i.e. only 1 item available. No vegan option.	Choice of healthy, vegetarian and vegan options available but limited at points in service.	Wide range of quality healthy, vegetarian and vegan options available at all times.
Allergen information	Allergen information unavailable, incomplete or inaccurate.	Allergen information available on request.	Comprehensive allergen information available and on all items prepacked for direct sale.
Variety and innovation	No innovation. Insufficient choice or notable discrepancy in quality.	Limited innovation, restricted choice for some events/demographics.	Innovative food offer, range of products for all occasions with high appeal to whole customer base.
Choice of milks	Only one variety of cows' milk. No non-dairy milk option.	2 varieties of cows' milk. 1 non-dairy milk available.	Skimmed, semi-skimmed and whole cows' milk and 2 or more non-dairy milks available.

Quality	Unacceptable	Requires Improvement	Meets Contract Standard
Food temperatures	Hot, chilled and re-heated food served at incorrect temperatures. Any falsification of records.	Items fall 1-2°C below temperature, but action is taken to replace routinely.	No items outside correct temperature range. Proactive approach to maintaining temperatures by both recording and operational practices.
Portion sizes	Portions too large or too small. Inconsistency in portion size.		Portion sizes consistently meet the requirement.
Accompaniments	Salt, pepper, sauces and accompaniments not available.	One non-key item missing from range.	All appropriate accompaniments, salt, pepper and sauces available.
Grab & go production	Failure to make products fresh.		Products made fresh each day.
Coffee standard (if branded)	Failure to comply with brand standard.	One single compliance error.	Consistent compliance in delivery of product and service.
Disposables and packaging	Less than 90% biodegradable and recyclable disposables in use.	90-99% biodegradable and recyclable disposables in use; not all elements of food offer can be transported in environmentally friendly packaging.	100% of food offer can be placed in biodegradable or recyclable disposables without impact on food quality.

Presentation	Unacceptable	Requires Improvement	Meets Contract Standard
Food presentation	Food poorly arranged or presented so as to be unattractive and unappetising. No garnish.	Most but not all items appropriately presented.	All food is appropriately presented.
Counters and display cabinets presentation	Counters and display cabinets are badly arranged, with no attention to detail exhibited.	Minor improvements required to enhance counters and display cabinets.	Counters and display cabinets are well presented.
Display cabinet stocks	Stock levels are depleted and not replenished, appropriate to the point in service.	Minor reduction in choice at particularly busy service, if subsequently addressed.	Display cabinets well stocked.

11.2 Staffing & Service Delivery

Uniforms	Unacceptable	Requires Improvement	Meets Contract Standard
Uniform standards	Significant number of staff not wearing suitable clothing. Excessive supplier branding. Wearing of jewellery (other than wedding rings or small sleeper earrings) or strong perfume or aftershave.	Frayed, discoloured or badly fitting clothing.	Suitable clothing & aprons being worn by operators.
Uniform hygiene	Heavily soiled uniforms in use.	Soiled uniforms from previous day's activity.	Clean uniform or only slight soiling of clothes, directly attributable to day's activity.

Personal hygiene	Unacceptable	Requires Improvement	Meets Contract Standard
Personal hygiene practices	Not washing hands prior to food service. Staff reporting for work when ill. Infrequent hand washing or changing of disposable gloves. Use of food sinks for hand washing. Smoking on site or in uniform.	One minor infringement of personal hygiene issues that would not affect food safety.	Good personal hygiene practices. Staff washing hands regularly. Correct use of disposable gloves.
Wash hand basins	Anti-bacterial soap or disposable hand towel not available at each basin. Legally required signage not visible within the immediate vicinity of basin. Nail brushes in use.	Signage missing from one basin, unless there is only one basin in the area.	Wash hand basins fully stocked, with correct signage in place.

Working practices	Unacceptable	Requires Improvement	Meets Contract Standard
Colour coding	Any single incident that poses a serious risk to food safety.	One minor breach of colour coded system.	Correct colour coded boards and knives in use.
Sanitiser use	Sanitiser not being used or not available.	Sanitiser being used occasionally.	Sanitiser being used regularly.
Cloth management	Cloths being used for different tasks without sanitising in between. Cloths are not disposed of at the end of the day. Use of tea towels for drying equipment or oven cloths for cleaning. Use of soiled oven cloths.	One minor cloth weakness that does not pose a risk to food safety.	Good management of cloths. Use of multi-coloured cloth system for different tasks. Oven cloths changed daily or before if soiled.
Health and safety compliance	Any incident that poses a serious risk to health and safety, or non-adherence to Safe Systems of Work.	Any incident that poses a minor risk to health and safety.	Strict adherence to all legislative, regulatory and in-house safety codes; good staff knowledge of requirements.

Efficiency of service and attitude of staff	Unacceptable	Requires Improvement	Meets Contract Standard
Customer experience	Rudeness or discourtesy of any nature. Off-hand or casual attitude.	Staff are polite but not proactive in customer care.	Staff are pleasant/courteous at all times.
Service delivery	Staff shortages which result in failure to deliver the service to the normal standard. Queues not managed.	Low level absence affecting service.	Efficient service with adequate staff cover. Proactive queue management.
Opening hours	Opens late or closes early (more than five minutes in each case). Short term changes not agreed with Council.	Short opening delay (less than five minutes).	Open at stated times.

Customer feedback	Unacceptable	Requires Improvement	Meets Contract Standard
Response to complaints	Complaints are not dealt with after more than 5 working days. Complainant receives no feedback. Several complaints are received.	Complaints not responded to within 5 working days.	Complaints resolved and outcome confirmed within 48 hours.

Training	Unacceptable	Requires Improvement	Meets Contract Standard
Training plan and records	Staff not holding Level 2 Food Safety. Training plan not completed. Food hygiene refresher training not completed annually. Induction training not undertaken.		Fully implemented training plan, including food hygiene. All staff (including temporary) fully trained, with current training records.
Barista staff training	No barista training provided or planned for. Delay of more than one week in provision of barista training. Untrained operators regularly operating machinery.	Delay of up to one week in provision of barista training.	Barista training provided immediately on commencing in post.

Management	Unacceptable	Requires Improvement	Meets Contract Standard
Management/supervisor presence	A manager/supervisor cannot be contacted. Managers are covering for other staff.	Manager/supervisor is required to leave site outside busy service period; cover provided.	Duly authorised manager/supervisor available.
Event bookings menus and pricing	Response to enquiries takes more than 72 hours.	Response to enquiries made within 72 hours.	Response to enquiries made within 48 hours.
Meeting attendance	Management fails to attend more than 2 consecutive meetings, or a pattern of non-attendance occurs.	Management fails to attend 2 consecutive meetings.	All meetings are attended by appropriate management.

11.3 Hygiene, Health & Safety

Kitchens	Unacceptable	Requires Improvement	Meets Contract Standard
Standard of hygiene	Heavy soiling of any food surfaces or equipment. Dirt in food areas. Cleaning checklist not completed. Any other action or standard where food safety or health and safety are compromised.	Soiling from previous day's activities.	Slight soiling due to the day's activities.
Kitchen organisation	Disorganised, cluttered kitchen environment. Any action or standard where food safety or health and safety are compromised.	Limited clutter due to day's activities. Equipment uplift not yet actioned.	Area well organised & free from obsolete catering equipment.
Dishwashing standards	Marked/stained/damaged crockery or cutlery in use. Any action or standard where food safety or health and safety are compromised.	Slight smearing on cutlery or crockery.	Utensils, crockery and cutlery regularly washed; dishwasher clean.
Food waste separation	Food waste not separated.	Small quantity of food waste not separated.	Food waste consistently separated.
Refuse management	Full refuse bags not removed. Inadequately sealed bags.	Delay in transfer of refuse.	Correctly sealed refuse, regularly removed.
Cardboard recycling	Empty boxes left in food areas.	Delay in transfer of items for recycling.	All boxes flattened, with regular removal in place.
Single-use food containers	Re-use of single-use food containers.	One single-use food container re-used.	No single-use food containers re-used.

Servery/front of house	Unacceptable	Requires Improvement	Meets Contract Standard
Standard of presentation and hygiene	Counters appear untidy and disorganised. Soiling from previous day's activities.	Heavy soiling due to the day's activities.	Counters are appropriately presented. All surfaces clear of debris and excess equipment. Slight soiling due to the day's activities.
Café seating area	Failure to clean tabletops during service hours or spillages in seating area.	Slight soiling of tables or chairs, or short delay in cleaning of spills.	Proactive approach to café maintenance; visual checks made at beginning and end of service.
Cutlery and condiments trays	Soiled or dirty tray, condiments or cutlery.	Slight soiling.	Free of debris and soiling.

Refrigeration & freezer units	Unacceptable	Requires Improvement	Meets Contract Standard
Standard of hygiene	Dirt or grime visible on internal or external surfaces, or door seal. Accumulated food deposits visible within units.	Soiling from previous day's activities.	Visually and microbiologically clean to food hygiene requirements. Slight soiling due to the day's activities.
Food storage temperatures	Chilled foods stored above 8°C. Frozen food stored above -18°C (except ice cream).	Chilled foods stored between 5°C & 8°C.	Chilled foods stored below 5°C. Frozen food stored below -18°C.
Product labelling	Products are incorrectly wrapped or labelled routinely. Previous labels not removed from containers.	One item incorrectly wrapped or labelled.	All food products wrapped, labelled, dated and stored correctly.
Separation of raw and cooked products	Raw and cooked products not separated adequately.	Poor separation of raw and cooked products, where food safety is not compromised.	Good separation of raw and cooked products.

Stock management	Food in storage past its 'use by' date.	Only minor labelling errors are found and food safety is not compromised.	No items are in stock that have exceeded their 'use by' date.
Freezing/defrosting practices	Use of hot water/other heat source to defrost frozen produce. Defrosting at ambient temperatures. Any freezing on site of high-risk items.	Minor error where food safety is not compromised.	All products defrosted overnight in a refrigerator.

General storage areas	Unacceptable	Requires Improvement	Meets Contract Standard
Standard of hygiene	Heavy soiling of any food surfaces or equipment. Dirt in food areas. Cleaning checklist not completed. Any other action or standard where food safety or health and safety are compromised.	Soiling from previous day's activities.	Visually and microbiologically clean to food hygiene requirements. Slight soiling due to the day's activities.
Product storage & labelling	Products are not wrapped correctly. Inaccurate and incomplete labelling.	Minor labelling errors only, where food safety is not compromised.	All food products wrapped, labelled, dated & stored correctly.
Stock management	Food served after its 'best before' date. Food in storage is more than 7 days past its 'best before' date.	Food in storage up to 7 days after its 'best before' date.	No items beyond their 'best before' date.
COSHH management	Chemicals are not used or stored appropriately.	Minor error where safety is not compromised.	Chemicals stored in a well-ventilated, secure storage area, away from food products.
COSHH data sheets	COSHH data sheets not available.	COSHH data sheets out of date.	All data sheets are available near COSHH store and in site manual.

General equipment	Unacceptable	Requires Improvement	Meets Contract Standard
Equipment condition	Build-up of dirt or grime on equipment surfaces. Equipment damaged due to poor standards of care.	Poor standard of cleanliness.	Clean and well maintained. Slight soiling due to the day's activities.
Light equipment standards	Significant shortages of light equipment, impacting service. Damaged light equipment.	Minor storage issues. Slight inconsistency in utensil standards.	Adequate stock of light equipment available; separate utensils for each dish.

Food safety	Unacceptable	Requires Improvement	Meets Contract Standard
HACCP/Assured Safe Catering systems	System not in use or only partially completed. Manuals missing.	One item not completed up to date, where food safety is not compromised.	Assured Safe Catering/HACCP systems in use. Food safety/health & safety manuals up to date.
Statutory notices	Statutory signage not in place, out of date or completed with incorrect contact details.	24-hour delay in posting signage, where food safety/health and safety are not compromised.	All signage in place and correctly completed.
Spill kits and emergency procedures	No spill kit, or spill kit in place without written procedure or list of staff trained in use.		Spill kit and written procedure in place; list of users prominently sited.

Daily monitoring systems	Unacceptable	Requires Improvement	Meets Contract Standard
Cleaning schedules and rotas	System not in use or only partially completed. Falsification of records.	One item not completed up to date, where food safety is not compromised.	Cleaning schedules are in place and signed off by management on weekly basis. Spot checks in place.
Food and equipment temperature monitoring/systems	Temperatures not complete or recorded incorrectly. Any falsification of records.	One item not completed up to date, where food safety is not compromised.	Food and equipment temperature monitoring/systems in place.

11.4 Marketing

Point of sale material & tariff	Unacceptable	Requires Improvement	Meets Contract Standard
Point of sale material standards	Soiled material or material over one week out of date. Unprofessional signage.	Signs out of place.	Pleasant, innovative point of sale material. Correct use of any branded offer material, adherence to font size, typeset, etc.
Menu information	No nutritional information provided, or information contains errors.	Minor omission from signage where food safety/health and safety not compromised (i.e. not applicable to allergen advice).	Menus denote vegetarian & vegan options, allergen advice, healthy choices, sustainability criteria and provenance.
Customer information notices	Customer information notices not available or incorrectly positioned. Spelling mistakes. Cracked signs.	Signage out of place.	All customer information notices correct and displayed in the appropriate positions.
Town Council staff discount	Discount system is inconsistent.	Consistent staff discount system.	Consistent staff discount system, incentivising use of café.
Value for money	No affordable options. Perception of poor value for money.	Affordable options available.	High perception of value for money.
Product price lists	No price list or incorrect tariff on display.	One price missing.	Correct prices displayed on menu, till point and point of sale.
Tariff compliance	More than one instance of incorrect charging per week.	Single instance of incorrect charging.	Correct tariff and charging.

Promotions	Unacceptable	Requires Improvement	Meets Contract Standard
Annual strategic marketing plan	Marketing plan not in place after 7 days or not followed as set out.	7-day delay in implementation of plan.	Annual marketing plan in place, followed correctly and evaluated each quarter against quantifiable results. Results inform business going forward and future promotional activity.
Promotion implementation	Expired promotions still in place after a week. Key dates missing from promotional activity.	48-hour delay in implementation of promotion.	Promotions running in line with annual marketing plan agreed by Council. Benefit evaluated at end of promotion.
Appropriateness of promotions	Unapproved or inappropriate promotions. Over-promotion of unhealthy products/insufficient healthy promotions.	Promotions in place but lacking in creativity.	Variety of promotions in place to drive income and value for money perception.

11.5 Sustainability

Sustainability strategy	Unacceptable	Requires Improvement	Meets Contract Standard
Environmental plan & working towards net zero	No progress towards net zero.	Basic plan with appropriate milestones.	Detailed plan with achievable milestones.
Environmental information dissemination and education/training	No environmental training and information available or planned.	Minimal or infrequent environmental training.	Environmental activities inform management personal development plans.

Waste management	Unacceptable	Requires Improvement	Meets Contract Standard
Waste streams	Incorrect use of waste streams. Any waste fats, oils or grease discarded in sinks.		Operates within approved waste streams.
Management of food waste	Any food waste sent to landfill; incorrect use of waste streams.	Use of waste disposal units in kitchens.	No food waste goes to landfill; correct use of waste streams.
Reduction in packaging waste	Supplier management and purchasing practices achieve no packaging reduction.	Supplier management and purchasing practices achieve limited packaging reduction.	Purchasing from suppliers who have adopted packaging reduction strategies.
Use of biodegradable cleaning materials	Less than 80% use of biodegradable cleaning materials. Incorrect dosing of chemicals.	80-89% of biodegradable cleaning materials in use.	90%-99% of cleaning materials are biodegradable, without impact on quality standards. Reduction in packaging demonstrated via use of concentrated chemicals.

Energy and water efficiency	Unacceptable	Requires Improvement	Meets Contract Standard
Equipment management	Non-critical equipment left on after use. No instructions and/or checklists in place for turning equipment off and on.	Non-critical equipment left on between tasks.	Non-critical equipment routinely turned off immediately after use. Accurate 'heat up' times adhered to. Audit of processes in place.
Energy & water use – reduction in consumption	Consumption not monitored or not reduced year on year.		Working practices support reduced consumption. Consumption reduced year on year.

11.6 Finance

Operational finance	Unacceptable	Requires Improvement	Meets Contract Standard
Concession fee	Concession fee incorrect or paid more than 30 days after the month end.	Concession fee correct & paid within 30 days of the month end.	Concession fee correct & paid within 14 days of the month end.
Annual budget	Budget not agreed or submitted before start of financial year.	Budget agreed less than two months before start of financial year.	Budget submitted and agreed two months prior to start of financial year.
Customer deposits	Deposits not held separately from other funds.		Deposits held separately from other funds.
Customer invoices	Invoices incorrect & raised more than 7 days after an event.	Invoices correct & raised within 7 days of an event.	Invoices correct & raised within 2 days of an event.

Reports	Unacceptable	Requires Improvement	Meets Contract Standard
Weekly, monthly and annual reporting mechanisms	Delays in or failure to issue reports. Client monitoring indicates that Service Provider's management information is incorrect.	Minor errors in reporting, where identified prior to review.	Timely issue of reports without error.
Open book accounting	Inaccurate, incomplete or late accounts.	Full accounts presented within 6-10 working days of month end.	Full accounts and supporting management information presented monthly within 5 working days of month end, including full P&L report and details of all rebates and discounts received.

11.7 Facilities & Equipment

Equipment maintenance	Unacceptable	Requires Improvement	Meets Contract Standard
Equipment management	Damaged due to poor standards of care. Failure to request (and log) maintenance within 48 hours of breakdown.	Failure to request (and log) maintenance within 24 hours of breakdown.	All maintenance calls logged and maintenance log data issued promptly to the Client.
Coffee machines	Out of service for longer than 48 hours.	Fixed or replaced within 48 hours.	Fixed or replaced within 24 hours (Monday-Friday).
Portable Appliance Testing (PAT)	PAT testing delayed by more than two weeks. Pressure vessel testing and insurance inspection overdue.	PAT testing delayed by up to two weeks, with request submitted/appointment confirmed.	PAT testing carried out promptly. All items tested. Pressure vessel testing and insurance inspection current.
Building and services faults reporting	Failure to report building or services faults within 2 days.	24-48 hour delay in reporting faults, where food safety or health and safety are not compromised.	All building and services faults reported and logged within 24 hours.

Deep cleaning	Unacceptable	Requires Improvement	Meets Contract Standard
Deep cleaning schedule	Failure to complete deep clean within one week of programmed date; cleaning undertaken by untrained or incorrectly equipped staff.	Up to 7 days' delay in completing deep clean or not to the correct standard.	Deep cleaning undertaken by specified subcontractor to the correct standard. Documentation signed by operator and catering manager. COSHH managed correctly. PPE managed correctly.
Deep cleaning processes	Any action or standard where health and safety are compromised.	Single instance of missing document, where health and safety are not compromised.	All deep cleaning staff correctly trained and accredited. All risk assessments and safe systems of work up to date and used correctly.
Ventilation cleaning	Failure to complete ventilation clean within one week of programmed date; cleaning undertaken by untrained or incorrectly equipped staff.	Up to 7 days' delay in completing ventilation clean or not to the correct standard.	Ventilation cleaning undertaken by specified subcontractor to the correct standard. Documentation signed by operator and catering manager. COSHH managed correctly. PPE managed correctly.

12 Appendix B – Inventory

Equipment Provided by Woodley Town Council

The following heavy equipment will be provided by the council.

Qty	Model	Description
Main Kitchen		
1		Undercounter fridge
1		Lincat open top range oven
1		Lincat grill
1		Daewoo Commercial Microwave
1		Hobart Dishwasher
1		Water softener
1		Extraction system
3		Large wash up sink with mixer taps
1		Small hand wash sink
Satellite Kitchen		
3		Electrolux single door fridge
1		Heated display unit
2		Mobile hot cupboard
1		Lincat open top range oven
1		Extraction system
1		Large wash up sink with mixer taps
1		Small hand wash sink
Servery area		
1		Bottle cooler
1		Zanussi counter fridge