



# Catering Strategy

**Vision** To provide an outstanding commercially responsible on-campus experience within our catering, hospitality and delivered catering services through the development of our People, Planet, Product and Performance workstreams

**Mission** We aim to change the world for the better, one plate at a time

**Values** In all we do, we value – Fairness, Ambition, Inclusivity, Respect and Openness

**Enablers** Our four pillars by which we will deliver our strategy are: People, Planet, Product and Performance



**People**



**Planet**



**Product**



**Performance**

## 4 Pillars

- Seek to understand and listen to our customers, adapt to change and act on feedback to improve our services and performance
- Create and maintain a positive, flexible, vibrant and high-performing workforce delivering excellent customer service

- Support the university's science-based targets and environmental goals
- Engage our customers through signage, offers and accessible information about our achievements and commitments

- Aim to continuously improve the quality of our food, beverages and services
- To consistently match and exceed customer expectations
- To be market leaders within the university catering sector

- Offer excellent value for money through a three tier 'Good, Better, Best' pricing strategy
- Seek ways to expand our services and deliver a surplus to reinvest in and improve our facilities

## Our achievements so far

- ✓ Customer focus groups
- ✓ Customer surveys
- ✓ Apprenticeship schemes
- ✓ Recruitment fairs
- ✓ Succession plans – internal development/recruitment
- ✓ Recognised training, qualifications and courses
- ✓ Study tours

- ✓ 'Menus of Change' programme
- ✓ Klimato (CO<sub>2</sub> emissions)
- ✓ Food Made Good initiative
- ✓ MCS fish
- ✓ Food accreditations
- ✓ Too Good to Go programme

- ✓ Saijokai in-house concept
- ✓ Franchises (Subway, Costa, Starbucks)
- ✓ SMEs (Filthy Vegan)
- ✓ Mobile catering vans

- ✓ IT development
- ✓ Procure Wizard
- ✓ Kappture
- ✓ Digital menus and order points (two sites)
- ✓ Three tier pricing strategy – 'Good, Better, Best' (value to premium)

## Next steps

**1-2 years**

- Recruitment and succession planning strategy
- Staff Engagement and EDI programmes
- Student and staff wellbeing strategy
- Social media outreach for communication to students/staff/visitors
- Student food council
- Customer Satisfaction programme

- Increase our plant-based menus and use of seasonable menu cycles
- Sustainable transport initiative
- Open a 'Green' cafe that's environmentally friendly and sustainable
- Sustainable uniforms
- Allotment/Greenhouse programme to grow produce
- Develop waste reduction programmes

- Development and roll-out of a catering brand identity
- Create a 'Signage and Marketing' programme
- Develop a UoN coffee blend
- Create a refurbishment plan
- Win Industry Awards
- DC and Bars development plan

- Technological investments:
  - Delivery app
  - Wayfinding
  - Digital signage
  - Loyalty programme
  - Increased Investment in mobile catering
  - Additional digital order points

## Next steps

**2 years plus**

- Establish a Catering Academy to 'grow our own talent' – to address the national labour shortage and skills gap
- Develop a budgeting and healthy eating programme for students through the Catering Academy

- Feasibility study to partner with our UoN Farm to use in-house produce
- Green cafe to be carbon neutral
- 100% digital menus
- Partner with local business to reducing waste
- Programme to become carbon neutral across the operation

- Development of mobile catering to city-based events
- Create a 'fine dining' bistro
- Long term marketing strategy
- Launch a food hub bakery
- Develop more in-house concepts

- Create food and amenity hubs
- Review our business operating model