

## Appendix 2 - DRAFT Café Service Standards & Performance Indicators

Item Reference	Description	Measurement	Weighting	Mark	Score	Maximum Possible Score	
<b>Social Outcomes</b>							
Social Outcomes: Open Space cafés as places to meet and make friends; cafés as places offering healthy food at affordable prices; cafés supporting a strong sense of place and designed identity in the landscape, supporting distinctiveness.							
1.1	Quality food and a balanced menu using seasonal ingredients that caters for a variant of users. Menus and prices are clearly displayed to actively promote products and allow quick and easy decision making.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	5	15	15	
1.2	Changes to core menu provided to reflect seasonal dishes. Caterer communicates regarding proposed changes to menus, service style, and other operational matters.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	2	5	10	10	
1.3	Staff are consistently polite, courteous and proactive. Staff display product knowledge and awareness of ingredients for all menu items	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	5	15	15	
1.4	Customer complaints are fewer than xxx per quarter (to be agreed at the commencement of the lease). Caterer deals with all complaints received within 5 working days for written complaints. Customer have access to feedback forms and user satisfaction surveys are carried out by the tenant on a regular basis.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	2	5	10	10	
1.5	Queuing times are consistently below 7 minutes at different times of the day. It is accepted there may be unusual circumstances but general objectives should remain.	1=>10 Occurrences of longer queue times observed, 3=5-10 Occurrences & 5=<5 Occurrences	2	5	10	10	
1.6	Wait times for meal delivery to table is consistently below 20 minutes at different times of the day. It is accepted there may be unusual circumstances but general objectives should remain.	1=>10 Occurrences of longer queue times observed, 3=5-10 Occurrences & 5=<5 Occurrences	2	5	10	10	
1.7	Café achieves and maintains a food hygiene rating of 4 or above.	1=No & 5=Yes	3	5	15	15	
1.8	Café to hold or support a number of relevant events and to have a notice board for local groups to display local activities and events (certain events may need to be agreed in advance between the City of London and the café leaseholder).	1=No & 5=Yes	2	5	10	10	
<b>Environmental Outcomes</b>							
Environmental Outcomes: cafés buildings operating as carbon efficient structures; cafés supporting local food production and environmentally friendly growing.							
2.1	Café design and ambiance clearly reflects the Heath landscape, activity base and type of visitor to create a unique and distinctive destination (to be discussed at the commencement of the lease).	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15	
2.2	All areas kept clean in accordance with best industry practice at all times including the following - Kitchen areas (floors, walls, kitchen apparatus and equipment), Servery Areas (floors, walls, kitchen apparatus and equipment, Refrigeration, Stores (Score agreed following a walk through the premises):	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15	
2.3	External and internal tables are cleared and sanitised within 3 minutes of being vacated. Litter is picked at least twice a day within the designated area. Service yard and refuse storage area is maintained in a clean manner and kept clear of obstruction (Score agreed following a walk through the premises).	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15	
2.4	Caterer adopts a responsible procurement process where possible e.g. MSC Fish, Red Tractor Meat, Fairtrade and other Ethically traded products etc. and makes customers aware of this	1=No & 5=Yes	3	5	15	15	
2.5	Environmentally friendly packaging, including plates, bags, cups and crockery are utilised at all times.	1=No & 5=Yes	3	5	15	15	
2.6	Building achieves A-C rating for energy efficiency. Caterer implements procedures to minimise energy consumption.	1=No & 5=Yes	3	5	15	15	
2.7	Caterer implements good waste management practices including recycling.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15	
<b>Economic Outcomes</b>							
Economic Outcomes: Open Space cafés as places of employment, places where people can acquire new skills and centres of entrepreneurial activity. Open Space cafés as elements in vibrant urban centres.							
3.1	Sufficient numbers of management and staff are provided to perform the services.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15	
3.2	Caterer shows evidence of continuous improvement and development in response to customer feedback and the City of London Service Standards.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15	
3.3	Prices benchmarked to 6-8 other local cafés (including 2 park cafés) six-monthly and prices charged to be no higher than the average price plus 10%	1=No & 5=Yes	3	5	15	15	
3.4	Caterer employs local staff (insert % and define local).	1=No & 5=Yes	3	5	15	15	
3.5	Caterer provides training and development opportunities for staff.	1=No & 5=Yes	3	5	15	15	
3.6	Fixed rent invoice paid within terms / Top up rent invoice paid within terms.	1=No & 5=Yes	3	5	15	15	
3.7	Monthly management information is provided within 7 days of month end. Annual budget presented by (insert date).	1=No & 5=Yes	3	5	15	15	
3.8	Budgeted turnover levels achieved (measured against agreed forecast).	1= more than -5%, 2= between -1% and -5%, 3= on budget, 4= between +1% and +10%, 5 = +10%	3	5	15	15	
<b>Total Quarterly Score:</b>					<b>284</b>	<b>320</b>	<b>89%</b>

Notes: Total Pass Score = (To be agreed) % of Maximum Score Achievable i.e. scored an average of 3 out of 5 (or 5 where Yes/No responses)  
Weighting Scale: 3 = High Priority to 1 = Low Priority

It is proposed that the scoring would be undertaken by representatives from the City of London and the Café Working Party and comprise of a walk through the premises, a meeting with the leaseholder and then a discussion to agree the scores.