

Key Performance Indicators – Alice Holt Café

These Key Performance Indicators (KPIs) along with the Management Regulations will be regarded as forming part of the Lease and will be used to monitor the Café's performance against the Forestry Commission's expectations.

The following scoring legend will be applied at review meetings and the tenant will receive a copy of this document after the review meeting. If corrective action is required (CAR), the expectation is that this will be rectified within an agreed timescale. An observation is recorded when objectives are partially met (i.e. some menus out of date/damaged), if they are not resolved by the next KPI review they become a CAR.

Implications of a CAR not being resolved within an agreed timescale will be considered to be a breach of the lease and may result in its termination.

For all indicators that include reference to the FC, a nominated representative of the FC, namely the Alice Holt site manager, should be sought as point of contact in the first instance. Full contact details for the management of this agreement shall be provided on commencement.

| Scoring Legend | |
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| 1 | Objective not met / corrective action required (CAR) |
| 2 | Objective partly met / Observation |
| 3 | Objective met |
| 4 | Objective met with standards exceeding expectation |

| Ref | Objective | How the objective will be measured | Score (1-4) | Comment / Corrective Action Required / timescale for action |
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| 1 | The Customer Offer | | | |
| 1.1 | <p>The tenant is operating as per agreed core opening times:</p> <p>(1) 09.00 – 16.00 (01 Nov – 31 Mar) (2) 09.00 – 17.00 (01 Apr – 31 Oct)</p> | <ul style="list-style-type: none"> <i>The tenant should seek consent by notifying the FC at least 7 working days in advance if they need to close the café or alter these opening times for any reason.</i> <i>Opening times should be clearly displayed on site, web pages and any answerphone message</i> <i>Random 'spot checks' throughout the year to ensure compliance.</i> | | |
| 1.2 | Menus and Tariffs are clear and well-presented and offer an appropriate good quality range of food and drink options. | <ul style="list-style-type: none"> <i>Are varying dietary requirements catered for on the menu?</i> <i>Is an appropriate range of hot and cold food available?</i> <i>Are menu's and tariffs clearly visible and well presented?</i> | | |
| 1.3 | A premises licence must be held by the tenant for the retail of alcohol. | <ul style="list-style-type: none"> <i>Is the premises licence displayed on the premises? In date and applicable?</i> | | |
| 1.4 | The tenant should endeavour to use food and drink that is local, free range and organic. | <ul style="list-style-type: none"> <i>Is a product list that states procurement methods and provenance available?</i> <i>Is information for the customer available on</i> | | |

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| | | <i>this in the café?</i> | | |
| 2 | Food Safety | | | |
| 2.1 | The tenant maintains all catering and kitchen equipment in a hygienic and functional condition. | <ul style="list-style-type: none"> • <i>Food Hygiene Rating assessed by East Hampshire District Council should be a minimum score of 4. The posters should be on display at all entrance points.</i> • <i>A suitable Food Safety Management Plan must be in place and available on request.</i> • <i>The tenant complies with all guidance set out by the Food Standards Agency.</i> | | |
| 2.2 | All food and waste food is stored in appropriate hygienic containers. | <ul style="list-style-type: none"> • <i>Appropriate system is in place to ensure compliance with guidance set out by the Food Standards Agency.</i> • <i>Evidence that stock is managed / rotated.</i> • <i>Temperature check and maintenance of chillers and freezers is in date / set up</i> | | |
| 2.3 | Suitable arrangements should be implemented for the following areas: <ol style="list-style-type: none"> 1) Pest Control 2) Cross contamination 3) Temperature Control 4) Defrosting foods 5) Personal hygiene arrangements | <ul style="list-style-type: none"> • <i>Appropriate management of these areas should be referenced in the Food Safety Management Plan.</i> | | |
| 3 | Customer service / staffing | | | |
| 3.1 | Staff have received relevant training to perform their duties. All permanent café | <ul style="list-style-type: none"> • <i>Training plan is in place and available on request and at review meetings.</i> | | |

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| | <p>staff will go on a Welcome Host Course run by Visit England, or similar, and this will form part of the ongoing training plan.</p> | <ul style="list-style-type: none"> • <i>Staff training records held and available on request.</i> • <i>Food hygiene training undertaken by all staff who handle 'high risk' foodstuff – Certificates should be available on site on request.</i> • <i>Visit England – Welcome Host Course for all staff, or similar</i> | | |
| 3.2 | <p>Customer facing staff are wearing uniform, have a smart appearance and wearing a name badge. All clothing to meet brand guidelines provided.</p> | <ul style="list-style-type: none"> • <i>Random 'spot checks' throughout the year to ensure compliance.</i> • <i>Monitor through VAQAS and customer feedback.</i> • <i>Monitor social media streams in advance of review meetings.</i> | | |
| 3.3 | <p>Customer service is fast and efficient. Customers do not wait in queues in excess of 10mins and receive food within 20mins. The public will be able to get in touch with café via phone and email and receive a response within 24hrs.</p> | <ul style="list-style-type: none"> • <i>Random 'spot checks' throughout the year to ensure compliance.</i> • <i>Monitor through VAQAS and customer feedback.</i> • <i>Monitor social media streams in advance of review meetings.</i> • <i>A written and efficiently delivered system is in place and practiced to deliver specially prepared food where required.</i> • <i>A written and efficiently delivered system is in place and practiced to manage queues</i> | | |
| 3.4 | <p>Levels of customer satisfaction are monitored and managed. All email or other forms of complaint or comment are</p> | <ul style="list-style-type: none"> • <i>There is a system in place to encourage and manage customer feedback.</i> • <i>Customer feedback forms are clearly visible on</i> | | |

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| | responded to within 48hrs. | <p><i>site, and content and branding agreed with FC in advance</i></p> <ul style="list-style-type: none"> <i>Copies of all comments cards should be sent to the FC.</i> <i>Social Media streams e.g. Trip Advisor are monitored by the tenant.</i> <i>Feedback will be discussed with the FC and items added to the KPI's when required to encourage ongoing improvement</i> | | |
| 3.5 | VAQAS – Visitor Attraction Quality Assurance Scheme – issues from the annual Visit England audit will be addressed with the Recreation Manager | <ul style="list-style-type: none"> <i>The FC has an annual visitor experience audit from Visit England. The tenant will work with the Recreation Manager to make sure that all café related items that need addressing from the audit are completed to an agreed standard and timescale</i> <i>Items from the VAQAS audit will be added to the KPI's and only removed after being signed off by the FC</i> | | |
| 4 | Health and Safety | | | |
| 4.1 | The tenant should have risk assessments in place for all aspects of the operation. | <ul style="list-style-type: none"> <i>Copies to be supplied to the Forestry Commission on request and seen at KPI review meetings. All risk assessments are in date and reviewed annually.</i> | | |
| 4.2 | The tenant is following best practice and complying with all relevant statutes with regard to COSHH rated substances. | <ul style="list-style-type: none"> <i>Inspection of Storage areas at review meetings.</i> <i>List of products used and how these are</i> | | |

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| | | <i>managed to ensure compliance with COSHH regs should be made available at review meetings.</i> | | |
| 4.3 | Accident reporting and RIDDOR systems in place. | <ul style="list-style-type: none"> <i>An accident book is available and all staff know its location.</i> <i>Spot check throughout the year asking staff.</i> | | |
| 4.4 | Compliance with Health and Safety at Work Act. | <ul style="list-style-type: none"> <i>Health and Safety Policy in Place.</i> <i>Poster displayed.</i> | | |
| 4.5 | Emergency Procedures and First Aid procedures in place – the café operator will be responsible for the first aid of their own staff and customers | <ul style="list-style-type: none"> <i>Emergency procedures for operation.</i> <i>Alice Holt site emergency procedures copy held and staff understand site roles and responsibilities in the event of an emergency.</i> <i>Training records should demonstrate that an appropriate number of staff are first aid trained. There should be at least one trained member of staff on site at all times.</i> | | |
| 4.6 | Fire procedures are in place. | <ul style="list-style-type: none"> <i>Fire policy and procedures should be in place.</i> <i>Copy should be available on request.</i> <i>Appropriate systems for managing and maintaining fire fighting equipment should be in place and available on request. Inspection stickers will be checked at review meetings</i> <i>Call point testing system is in place.</i> | | |
| 4.7 | The tenant will carry appropriate Employers and Public Liability Insurance. | <ul style="list-style-type: none"> <i>Copies of certificates will be supplied to the FC at KPI review meetings.</i> | | |
| 5 | Communication and Marketing | | | |
| 5.1 | Regular communications with the FC's site manager will be maintained. | <ul style="list-style-type: none"> <i>The Cafe Duty Manager will be in mobile contact at all times.</i> | | |

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| | | <ul style="list-style-type: none"> <i>This will be monitored throughout the year.</i> | | |
| 5.2 | Marketing materials are professional and well presented. | <ul style="list-style-type: none"> <i>Any marketing materials should be professionally designed, printed and displayed.</i> <i>The FC should have the opportunity to provide feedback on printed material before it is printed as per the brand guidelines.</i> | | |
| 5.3 | The tenant will follow FC Brand guidelines when applicable. | <ul style="list-style-type: none"> <i>The FC should be consulted over any significant projects where new designs are being developed.</i> <i>FC brand guidelines should be considered if appropriate.</i> | | |
| 6 | Finance | | | |
| 6.1 | Rent paid on time – principle and turnover. | <ul style="list-style-type: none"> <i>FC internal system in place to manage this.</i> | | |
| 6.2 | Service charge/Utility Recharge payments all paid as per agreement with the FC. | <ul style="list-style-type: none"> <i>FC internal system in place to manage this.</i> | | |
| 6.3 | Turnover records are kept by the tenant. | <ul style="list-style-type: none"> <i>A copy of turnover records are available on request. Turnover summaries should be available at KPI review meetings.</i> | | |
| 6.4 | Investment into building fixtures and fittings, staffing, marketing/branding including uniforms by tenant, as set out in ITT response or other supporting statements, has been delivered. | <ul style="list-style-type: none"> <i>Infrastructure in place as agreed</i> <i>All other aspects of the agreed ITT response are fully implemented</i> | | |
| 7 | Maintenance, repair and cleaning | | | |
| 7.1 | Maintenance plan in place e.g. fixtures & fittings, electrical appliances, lights, | <ul style="list-style-type: none"> <i>Inspection system in place and available on request.</i> | | |

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| | extractor fans, gutters, chairs, tables etc. Including fault log and repair/replacement procedure | <ul style="list-style-type: none"> • Evidence should be available that this system is being implemented. | | |
| 7.2 | All walls, floors, work surfaces, windows and doors must be clean and hygienic. | <ul style="list-style-type: none"> • Appropriate procedures and working practices are in place. | | |
| 7.3 | Waste management Litter inside and outdoor seating area. Tables are cleared within 10mins of customers leaving. | <ul style="list-style-type: none"> • Litter and waste should be cleared at regular intervals from interior and outdoor seating area – including the emptying of bins before they become full. • Random spot checks throughout the year to ensure objective is met. • Housekeeper / caretaker rostered to work | | |
| 7.4 | Fat traps; grease and clean at an appropriate interval. | <ul style="list-style-type: none"> • Appropriate system is in place to manage this. • Evidence through service records / invoices | | |
| 7.5 | Interior Decoration is carried out by the tenant. | <ul style="list-style-type: none"> • Re decorate within six months before the end of the term and at least once during the middle of the term. | | |
| 8 | Environmental | | | |
| 8.1 | The tenant complies with all environmental legislation and applies the principles set out in the FCs environmental management system where applicable | <ul style="list-style-type: none"> • Environmentally friendly products are used. • Re-usable crockery/cutlery & general food/drink provision to be used with the exception of take away requests • Food is of local provenance where practicable. • Efforts are made to minimise waste generated through the operation. • The FC's environmental policy statement is understood and a copy held. • The Waste hierarchy is understood and applied. | | |

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| | | <ul style="list-style-type: none"> • <i>Staff training carried out in this area.</i> | | |
| 8.3 | Appropriate management of waste. | <ul style="list-style-type: none"> • <i>The tenant is conforming with agreed procedures and using the correct skips including restricted / prohibited items.</i> • <i>The tenant is flattening all cardboard and ensuring non recycled waste is always pushed to the back.</i> • <i>These areas will be monitored by random spot checks.</i> | | |

Date of Review Meeting _____

Present at Meeting _____

Review meeting summary (Forestry Commission)

Review meeting summary (Tenant)

Signatures

On behalf of the Forestry Commission Name: _____ **Signed** _____

On behalf of **Tenant**

Name: _____ Signed _____

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