

STRATEGIC PLAN 2019-2024





Leicester Services Partnership was formed from the joint partnership between the University of Leicester and the University of Leicester Students' Union in May 2017. It was the first of its kind in the UK within higher education. The partnership was created to unify and deliver all catering, retail and bars operations, conferencing and commercial activities across the university campuses.

Our goals are to:
Value our **CUSTOMERS** and engage with them to ensure excellent customer satisfaction.

Empower our **STAFF** with knowledge and skills to deliver success in a positive environment they can be proud of.

Demonstrate our responsibility to our planet through **SUSTAINABILITY** initiatives to reduce our use of non-renewable resources and wastage.

Communicate with our community through intelligent **MARKETING** to ensure clarity and transparency.

Ensure **FINANCIAL** sustainability by measuring and reporting our financial performance and empowering everyone within our organisation to demonstrate value for money.

Review our **GOVERNANCE** to ensure **COMPLIANCE** to safeguard our customers, employees, stakeholders and partners.

Ensure there is a balanced and affordable choice by offering **PRODUCTS** and services that reflect the needs of our customers.

Champion culture and diversity through our **VALUES** and **BEHAVIOURS** to create trust, respect and integrity.

We truly are 'Here for U' as we put our customers at the forefront of all that we do, by providing quality, fresh, sustainable and local food and drink, a professional and friendly service and engaging spaces for our students, staff and visitors.



We have a very exciting future ahead as Leicester Services Partnership continues to form as a new business and continues to deliver excellent services to staff, students and visitors.

My plans are to deliver a five-year strategy in order to shape our business and deliver clear measures of success to ensure a sustainable future.

I have worked at a senior level in higher education for nearly 20 years and fully understand the challenges of operating a commercial business whilst valuing and balancing the core activities of a University and a Students' Union.

I am a non-executive Director and Board Member of The University Caterers Organisation – TUCO. My role includes chairing the research group and I am also a member of the Finance Audit Committee ensuring compliance and governance and a member of the Sustainability Board.

I have a proven track record of moving a business operating at a deficit to one that operates at a profit whilst enhancing customer experience



I look forward to building a business we will all be proud of for many years to come.



GAVIN BROWN C.E.O

Leicester Services Partnership

Joint partnership between
The University of Leicester and Leicester Students' Union





OUR MISSION

“VALUE OUR COMMUNITY AND ENHANCE THEIR EXPERIENCE BY PROVIDING BEST IN CLASS SERVICES TO STIMULATE THE BODY, MIND AND SOUL.”

OUR VALUES & BEHAVIOURS



We will ensure every individual is valued and treated with respect and dignity.



We all have a duty to provide care and wellbeing in the workplace to ensure a safe working environment.



We will create an environment and culture where you are safe to talk openly and confidentially.



We will demonstrate professionalism through our tone, style, language and behaviour, creating loyalty through mutual support and respect.



We will develop trust and honesty through clear, consistent communications and actions.



We will work collectively to maintain a creative culture with positive energy to enjoy finding solutions to deliver results.



We will consider the needs and values of others through education and training.



We will champion equality and diversity

OUR CUSTOMER



PRIORITY ACTIONS

COMPARISONS

We will develop a mystery shopper programme with a benchmark against the highstreet.

- Achieve a customer satisfaction score of 80% or above.

TRAINING

We will train all staff to listen and communicate with our customers to improve all offers and services we provide.

- Outlet Managers to provide verbal feedback to the Marketing Team.
- Capture direct feedback from customers through surveys and social media platforms and implement improvement plans.

UNDERSTANDING

We will understand our customer needs by basing all our decisions on research, feedback and market intelligence.

- Three focus groups (Student Oadby, Student City, Staff) to be held termly and aim to implement changes within 1 term.
- Recognise the market segmentation of our diverse customer base.

THE CUSTOMER

Make customers the most important part of the business by providing a personalised service.

- Individualise, personalise and customise products and services, where possible
- Understand the market segmentation and catering to their needs

OUR STAFF



PRIORITY ACTIONS

ENVIRONMENT

Provide a working environment that creates a fun and positive culture.

- Senior Leadership Team will be visible and approachable by completing three 'back-to-floor' days annually and will be available for a face to face meeting once a term in each outlet.
- Launch an annual "Staff awards event" – enter a colleague for an award category; business of the year (outlet that has achieved highest change in turnover), rising star of the year etc.

COMMUNICATION

Ensure all staff are knowledgeable about products, services and the business overall.

- Divisional Managers will have face-to-face briefings with outlet team on a twice weekly basis.
- Every new product will be supported by product information and knowledge, which could include taste testing.

BEING CONSISTENT

Ensure we deliver a consistent quality in our products and services which meets our brand values.

- Define Standard Operating Procedures and brand values in our staff training passport.
- Ensure regular bite-sized refresher training.
- Have a suitable uniform policy.

EMPOWERING STAFF

Empower and include our staff to help shape the business and deliver our strategic plan.

- Provide a staff conference which includes permanent and casual staff.
- Staff along with their Divisional Manager are to create personal objectives that are linked to the strategic plan.
- Provide a business monthly update to all staff.
- Be involved with producing an annual business review.
- Current staff to have their job descriptions discussed with their Divisional Manager and HR manager and agree a way forward.

TRAINING

We will train and develop our staff to be multi-skilled and flexible to work across all locations.

- Create a skills and training record to keep staff fully informed.
- Offer and support job rotation.
- Identify key competencies by role.

"It is a pleasure working for Here For U. In an ever-changing business environment, Here for U has set the path in building those structures that will allow successes. Only by valuing the people, both employees and customers, we can go forward and Here for U actively works on this premise. Now it is all about staying focused."

Manolis
Team Leader
Leicester Services Partnership



"Within Here for U, I get to thrive in a busy working environment. Living close by makes it so convenient for me. I like learning a new skill every day and putting it into practice. I like working for a company that is very customer-focused, to see them happy makes me happy."

Vanita
Team Member
Leicester Services Partnership



SUSTAINABILITY



PRIORITY ACTIONS

IMPROVEMENT

Achieve a nationally recognised sustainable accreditation that provides us with a framework for continual improvement.

- Achieve the Sustainable Restaurant Association (SRA) accreditation.

STRATEGY

Develop and communicate a sustainable strategy with key stakeholders that support their ambitions, ethical credentials and league table rankings.

- Monthly Report(s) / Board Report.
- Sustainability Policy.
- Accreditation.
- Waste Strategy.
- Ethical / Sustainable Sourcing.

NON-RENEWABLE SOURCES

Increase our plant-based range to reduce our impact on non-renewable resources and animal welfare.

- Increase our vegetarian menu range from 40%.
- Develop sustainable procurement.
- Make decisions based on effective research.

SUSTAINABLE CHANGE

Develop a waste hierarchy to drive sustainable change within our working environment.

- Develop and implement a waste hierarchy for better reuse and recycling processes.

WELLBEING

Ensure healthy lives and wellbeing for our staff.

- Provide employment terms & conditions.
- Ensure we pay the national living wage.
- Ensure gender equality within the workplace.
- Champion equality and diversity.

MARKETING



PRIORITY ACTIONS

COMMUNICATION

Hold regular conversations with our staff.

- Communicate through monthly newsletters, savvy messaging, employee forums and communication boards in outlets back of house.

BRAND IDENTITY

Develop a corporate brand identity supported by individual brand personalities.

- Develop brand guidelines.
- Engage and work collaboratively with stakeholders.

BENCHMARKING

Demonstrate value for money by benchmarking locally and nationally.

- Annual reviews of local and national results shared with stakeholders.
- Arrange a mystery shopper to ensure good practise is adhered to.
- Achieve a mystery customer score above 80% benchmarked against the high street and similar competitors with a net promoter score above 40%.

DIGITAL PRESENCE

Develop a digital presence in line with customers generational needs.

- Ensure that the percentage of online vs print marketing matches customers value.
- Target customers needs, wants and values to be reviewed regularly through surveys and face to face feedback.
- Measure the Conversion Rate Optimisation of our website to improve conversion from visits to visitors.

TELLING A STORY

Align our promotional branding to reflect historical, local, ethical and quality communication.

- All advertising must tell a story about the decision making behind it, and backed up by relevant research.

FINANCE

PRIORITY ACTIONS

THE RIGHT INFORMATION

Provide meaningful information and tools for staff to help them make informed decisions for their area.

- Provide outlet specific profit and loss reports.

REACHING TARGETS

Empowering staff to make decisions to reach their financial targets.

- By 2021, deliver a break-even budget with a year-on-year improvement.
- Implement cost saving initiatives for the business to be in profit by 2023.
- Include Outlet Managers in the budget setting process.

STAYING IN FRONT

Present business cases to invest in our capital estate to ensure we are innovative and never left behind.

- Identify a capital programme in-line with Estates and Campus Services (ECS) capital programme.
- Produce a 5-year set of financial performance indicators.
- Develop a business model template.
- Have an outlet refurbishment programme.

VALUE FOR MONEY

Demonstrate value for money by completing benchmarking and price reviews to drive cost saving activities.

- Review all products purchased monthly to ensure best purchase price is achieved.
- Identify key areas of the business to be reviewed annually and present a business case to support cost benefit.

EXPLORE FINANCIAL INDEPENDENCE

Develop opportunities for working capital.

- Identify business systems to support financial independence.

GOVERNANCE & COMPLIANCE

PRIORITY ACTIONS

CONTINUAL IMPROVEMENT

We will develop Key Performance Indicators and report against them, to ensure transparency and continual improvement.

- Deliver a year-on-year financial improvement with a break-even budget by 2021 and continual financial sustainability.
- Achieve external accreditation for health and safety compliance of above 80%.
- Develop a multi-skilled and flexible workforce to reduce overtime payments and increase staff satisfaction.
- Implement staff surveys and skills matrix.

SAFEGUARDING

We will have robust policies and procedures to safeguard our employees, stakeholders and partners.

- Identify required policies and procedures and provide any missing ones.
- Adhere to financial regulations.
- All staff to have PREVENT training.
- Develop a staff training passport.

STAFF INDUCTION

All staff will receive induction, training and skills relevant to their role.

- Driven by staff training passport and job summary form.
- Appraisals.
- Develop and maintain a central location for all training and review the process annually.

VALUES AND BEHAVIOURS

Define the values and behaviours to shape the culture.

- Define our values and behaviours in our strategic plan.
- Embed it into the staff culture.

STRATEGIC PLAN

Develop a strategic plan.

- Produce a risk register.
- Ensure business continuity and review the process annually.
- Deliver success with the involvement of all staff members.

PRODUCT



PRIORITY ACTIONS

KEEPING IT CURRENT

Keeping current offerings fresh by using customers, staff, research and market intelligence.

- Develop new products.
- Arrange focus groups for developmental feedback.
- Provide taste testing of new products.
- Arrange seasonal launches in-line with promotional offers.
- Partner engagement with the University and Students' Union.

BALANCED CHOICE

Ensure there is a balanced choice through offering a range of healthy and nutritional products and indulgent treats.

- Provide nutritional and dietary information to customers and our staff.
- Provide visible communication of certified products.
- Ensure balanced choices are available.
- Varying food offering for breakfast, lunch and dinner.

VALUE FOR MONEY

Demonstrate value for money against our nearest competitors.

- Ensure affordable entry price point at peak times throughout the day.
- Provide customisable options and pricing structure.
- Implement a ladder of affordability across outlets.
- Pricing structure to be accessible for everyone.
- Benchmarking - locally and nationally.

CONSISTENCY

Ensure quality and consistency.

- Agree a service standard (Made and Purchased) and ensure products meet that standard.
- Ensure staff product knowledge and enthusiasm.

ENGAGE WITH THE COMMUNITY

Create a conversation and a dialogue around our products to engage with the community.

- Consider the product story, provenance and values.
- Review the supply chain and identify local and global opportunities.
- Create a closed loop story that demonstrates value of all partners.



"Here for U is a young company that I believe has a bright future combining the University and Students' Union staff to get ideas and suggestions from a variety of nationalities and customs. Being part of it will help me widen my ideas and allow me to meet new and interesting people in my everyday working life".

Mandy
Team Member
Leicester Services Partnership



