

Balanced Scorecard to show measures and monitoring of CSR

Balanced Scorecard		KPI/Form of measure	Who measures it	Document Links/ how its measured
Customer	Regional meetings	To meet 3 times per year	TUCO Regional Chairs TUCO COO/PA	Overview Document PA Diary
	Board Meeting	To meet 3 times per year	TUCO COO/PA	PA Diary
	Competitions Group	To meet 3 times per year	TUCO COO/PA	PA Diary
	Conference Planning Group	To meet 3 times per year	TUCO COO/PA	PA Diary
	Learning and Development	To meet 3 times per year	TUCO COO/PA	PA Diary
	PEL Advisory Group	To meet 3 times per year	TUCO COO/PA	PA Diary
	PEL Board Meeting	To meet 3 times per year	TUCO COO/PA	PA Diary
	PEL Comms Group	To meet 3 times per year	TUCO COO/PA	PA Diary
	Sustainability Group	To meet 3 times per year	TUCO COO/PA	PA Diary
	TUCO Team Meeting	Meet monthly	TUCO COO/PA	PA Diary
	UKUPC Heads Meeting	To meet 3 times per year	TUCO COO/PA	PA Diary
	Chefs' Challenge Competition	Annual	TUCO COO/PA	PA Diary
	Partners' Events	To meet 2 times per year	TUCO COO/PA	PA Diary



	Joint contracting group meeting	3 times a year	TUCO COO, PA	PA Diary Overview document
	National Purchasing Group	To meet 3 times per year	COO, PA	PA Diary Overview document

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	TUCO Conference	Annually	TUCO Board, COO,	PA Diary Overview document
	Contract management via Timeline document	To ensure supplier details are kept up to date throughout the contract period, TUCO document and monitor key policies, certificates, industry standards and accreditations for each supplier. All records are kept on the timeline document, which is updated in line with Intend notification of certifications expiring and new contracts commencing.	TUCO Category Managers	Overview document
	Independent food audits	STS audit all TUCO suppliers on an annual basis as and when supplier accreditation is due for renewal.	STS & TUCO Category Managers	Overview document, due dilligence



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	Annual Value For Money report for members.	Annually	H2O Publishing Members	H2O Publishing Overview document Members
Financial	A spend analysis is carried out on all suppliers on a quarterly basis. This is	Spend analysis carried out on a Quarterly	TUCO admin team	Overview document, S drive Documents

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	reported annually to the board and to members and clients as part of their value for money reports.	basis.		Information is summarised at contract reviews
	TUCO work closely with Quenelles who are the UK's leading authority on wholesale food pricing. They provide a fully audited food price benchmark service to a broad range of clients. Reports are carried out on a quarterly, bi-annual and annual basis. These are sent to regional chairs and distributed between members and clients.	Reports are carried out on a quarterly, biannual and annual basis, depending on the framework agreement.	CPI & TUCO Category Managers	CPI reports on S Drive Overview document CPI documents
	It is the policy of TUCO Ltd to adopt a life cycle approach to tendering, and ongoing Contract Management. Total Cost of Acquisition (TCA) also known as Total Cost of Ownership (TCO) – is a concept that includes all the costs associated with buying, using & disposing of goods, services, or assets.	As necessary	TUCO Category Managers	Overview document Lifecycle Procurement document



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	<p>TUCO now provides suppliers with access to a free, online tool that helps them create a Sustainability Action Plan for their business. The tool is designed to support and develop the supply chain as part of an ongoing commitment to embedding sustainability in procurement process. A key feature of the tool is the inclusion of content specifically addressing the requirements of the new Modern Slavery Act.</p>	<p>Reports downloaded from system</p>	<p>TUCO Category Managers</p>	<p>NetPositive system, Modern Slavery Statement, Sustainability Policies.</p>
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Internal Business Process	<p>Market strategy document via TWP</p>	<p>Created at tender stage of the procurement process.</p>	<p>TUCO Category Managers</p>	<p>S drive Overview document</p>
	<p>TUCO work closely with WRAP, which was set up in 2000 to help recycling take off in the UK and to create a market for recycled materials.</p>	<p>Annual meeting - Diary</p>	<p>TUCO COO and Sustainability Champion - Diary</p>	<p>Diary Overview document</p>
	<p>MSC and TUCO Ltd work together to launch a TUCO Group Accreditation Programme. This enables members and clients to achieve the MSC certification simpler, quicker and with less expense. The accreditation programme is monitored on an annual basis with a MSC representative.</p>	<p>Annual meeting – diary</p>	<p>TUCO Category Manager and MSC representative</p>	<p>Diary Overview document</p>



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	To support and contribute to the sustainability agenda of TUCO members and clients, The TUCO Sustainability Group 'Terms of Reference' [hyperlink] has been developed to communicate sharing best practice, developing sustainable principles and embedding them into all aspects of TUCO's core values. This will be monitored on an annual basis by the sustainability group.	Reviewed annually	Sustainability group	S drive: minutes of meetings Sustainability Group Terms of Reference Overview document Minute
Knowledge, Education,	Sustainable Procurement training	annual	COO & Category Manager via PDR	PDR Overview document

Balanced Scorecard and Growth		KPI/Form of measure	Who measures it	Document Links/ how its measured
	CIPS on-line Ethical Training	Annual	COO & Category Manager via PDR	PDR
	Achilles EU Procurement training	As needed	COO & Category Manager via PDR	PDR
	Contract reviews to discuss environmental plan	Annually	Category Managers	S drive Website Overview document



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	<p>Provide sponsorship to the following organisations.</p> <ul style="list-style-type: none"> • Green Gown Food & Drink • Footprint Sustainability in Education • CUBO Best Catering • SRA Society • Cost Sector Catering in Education 	Annual sponsorship	TUCO Board	Invoicing Overview document
	Communicate sustainability throughout Catering departments within our membership by issuing a weekly newsletter produced by Footprint.	Weekly	Footprint Ltd	Newsletter Footprint S drive Website Magazine
	Communicate sustainability throughout Catering departments within our membership by issuing a monthly magazine.	Monthly	H2O Publishing COO TUCO Board TUCO Office staff	Magazine Website
	TUCO invest significant funds into Research & Development [hyperlink website] each year to help members and clients keep up to date on main activities within the industry thus enabling them to position themselves at	As necessary	TUCO Board	Overview document

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	the forefront of their marketplace.			



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	TUCO Ltd provide learning and development to members to help assist and support sustainability[hyperlink to website].	All courses are offered to members in each TUCO region either face to face or via webinars to reduce carbon footprint. All courses are advertised on the website and in the TUCO magazine.	TUCO Consultant	Website Magazine Meetings Overview document
	Balanced scorecard will be reviewed annually with the TUCO office.			