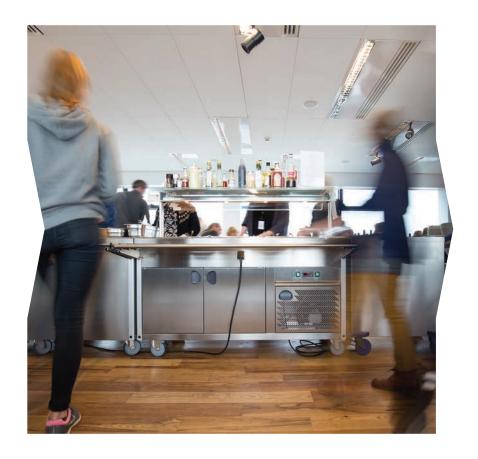


CONTENTS



1 INTRODUCTION

The University Caterers Organisation was founded over 50 years ago as a professional membership organisation for in-house caterers working in Higher and Further Education institutions. TUCO has evolved and is now also a specialist procurement agent, supporting multiple sectors to purchase hospitality commodities and has become an agent of change for its members and the catering sector.



2 OUR VISION

Support and enhance public sector catering through procurement excellence and learning opportunities.

3 OUR AIMS, OBJECTIVES & KEY PERFORMANCE INDICATORS

To deliver against our vision we have developed the following aims and objectives. Our success will be monitored through the delivery of our Key Performance Indicators.

AIM
OBJECTIVE
KPI'S

SHARE

Stimulate collaborative growth and a culture of best practice

70% of full members attend a regional meeting

20% increase in readership of the TUCO magazine

We increase engagement at all levels with our partners

AIM OBJECTIVE KPI'S

III LEARN

Be the first choice training provider for our members

60% of full members using our academy services

 700_0 of full members attend our conferences

35% of full members take part in our competitions

AIM OBJECTIVE KPI'S

£ BUY

evidence based, data driven value for money procurement solutions

15% increase in spend on TUCO framework agreements

of universities utilise TUCO digital services

of members use TUCO further competition service

AIM OBJECTIVE KPI'S

Y GROW

Ensure our members have the networks, tools and resource to grow their business

Deliver research with impact for our members

full members undertake an efficiency review

10 member case studies delivered annually

4 OUR VALUES



TRANSPARENCY

In everything we do, we will be open, visible and approachable.



WELLBEING

We will provide a comfortable and healthy working environment.



Working hard and effectively to deliver value for our stakeholders.



EQUALITY

We will always be

honest with our

#TUCOfamily

We will embrace diversity and treat everyone fairly.



We work together to share knowledge and support each other to grow as a team.







5 | DEVELOPING OUR STRATEGY

A range of key stakeholders has been actively involved in the development of this strategy and these inputs have enabled TUCO to develop a strategy that reflects both current activity and future priorities. To achieve this, we carried out the following activities:



Member survey, (83 respondents)



Discussion with 90% of TUCO staff



Interviews with a cross-section of regional chairs and board members

During the strategy development process, stakeholders categorised TUCO activities in two ways:



Key Business Activities; delivering a range of established and valued benefits for members



Cross Cutting Priorities; cutting across all areas of work and critical to the long-term success of TUCO

Four cross-cutting priorities have been identified as a result of this process and these are presented together with a range of commitments, which will shape our activity over the duration of this strategy.

Key business activities will be managed as part of our day-to-day operational planning processes and be reported as part of the annual monitoring of this strategy.

6 OUR STRATEGY

This strategy guides both decision-making and activity undertaken on behalf of our members until 2024. It shapes the programmes we deliver, the services we provide and the management of our business and finances. It allows TUCO to set appropriate operational targets, provide guidance to the executive office and ensure exceptional levels of value for money for our members. This strategy will be supported by a series of implementation plans, which will ensure the successful delivery of this strategy.

TUCO has developed a well-established structure to the services it provides members with the 'themes' Share, Learn, Buy and Grow being well-recognised and understood. The stakeholder engagement process identified no reason to change this structure. However, what was identified were the cross cutting priorities stakeholders felt supported all themes and required greater focus for the duration of this strategy period.

OUR VISION	Support and enhance public sector catering through procurement
	excellence and learning opportunities.

OUR AIMS	SHARE	LEARN	BUY	GROW
OBJECTIVES	Stimulate collaborative growth and a culture of best practice	Be the first choice training provider for our members	Provide evidence based, data driven value for money procurement solutions	Ensure our members have the networks, tools and resource to grow their business
KEY BUSINESS ACTIVITIES	Groups & Meetings	TUCO Academy	Frameworks Agreements	Research
	TUCO Magazine	Conferences and Awards	Digital Services	Efficiency Review
	TUCO Partners	Competitions	Further Competition Service	Case Studies

CROSS CUTTING PRIORITIES

Member Development Communications and Marketing Policies and Governance Sustainability and Social Value

6.1 KEY BUSINESS ACTIVITIES

The following key business activities comprise our offer to members. We are committed to continually improving our services to ensure that all members are supported individually and collectively.

OUR AIMS	SHARE	LEARN	BUY	GROW
OBJECTIVES	Stimulate collaborative growth and a culture of best practice	Be the first choice training provider for our members	Provide evidence based, data driven value for money procurement solutions	Ensure our members have the networks, tools and resource to grow their business
KEY BUSINESS ACTIVITIES	Groups & Meetings Our range of regional and framework-focussed meetings provides the opportunity for our members to influence the direction of TUCO in addition to providing opportunities to network and share learning.	TUCO Academy Our flagship academy will continue to support the professional development of our members and the catering profession. We are committed to expanding our offer to ensure it meets member needs.	Framework Agreements Excellent procurement is critical to the overall success of TUCO. Over the next three years, we will be actively working to increase participation in existing framework agreements, increasing the range of relevant frameworks available and supporting the utilisation.	Research Commissioning cutting-edge research with impact that brings together expertise from TUCO and industry that is accessible to our members to support their development.
	TUCO Magazine	Conferences and Awards	Digital Services	Efficiency Review



Our conferences will continue to provide the perfect opportunity to network and present a showcase of the very latest thinking from the catering sector. Our TUCO awards will continue to recognise excellence across the sector and celebrate both individual and team performance.

Our monthly

publication,

specifically for

in-house university

caterers, will

continue to feature

best practice from

members and

associated

organisations,

reports on learning

and development

courses and information on the

latest products to

buy from TUCO

suppliers.

TUCO

Partners

TUCO will continue

to prioritise strong

relationships with

key suppliers to the

sector. Our partners

make a significant

contribution to our

conferences, study

tour and

competitions.

TUCO Online is a revolutionary web based eProcurement system that provides a dynamic online purchasing portal delivering improved efficiency, complete visibility, reduced costs and compliance across your entire organisation with one simple login.

TUCO has
developed an
Efficiency Review
which measures
your performance
and provides
valuable metrics
that you can act
upon to improve
take-up, spend per
head and your
margin.

Competitions

Our competitions stimulate excellence amongst our members and provide the opportunity for everyone from Chefs to Baristas to showcase their skills.

Further Competition Service

This service provides us with the opportunity to deliver value for money on a specific basket of goods. Running mini-competitions on TUCO frameworks, asking approved suppliers to tender; driving competition and maximising additional incentives.

Case Studies

Developing and sharing case studies is a great way to share excellent practice with our members and beyond. It also provides us with the opportunity to celebrate members achievements.

6.2 CROSS-CUTTING PRIORITIES

The following cross-cutting priorities are crucial to the delivery of our vision, aims and objectives. These cross-cutting priorities will ensure that we continue to deliver value for our members and manage a sustainable organisation.

6.2.1 MEMBER DEVELOPMENT

TUCO is the leading professional membership body for 'in-house' caterers operating in the public sector with a particularly strong presence in Higher Education. We are committed to advancing the learning and development of catering and hospitality teams and work to provide quality standards, advice and information to those working in the sector. Supporting our members individually and collectively is critical to the success of TUCO.

WE WILL

Build on our relationships within member institutions/organisations to better support our members

Ensure that the work and value of TUCO is better understood across our member institutions

Develop our work with the future leaders of the catering profession within our member institutions and organisations



6.2.2 COMMUNICATIONS AND MARKETING

In our recent member survey, it was identified that individual members who have used our services, valued them highly, however there were significant numbers who had either not used or had not heard of what we offer. By 2025, nearly 75% of the workforce will be a "millennial" (born between 1981 and 1998). This generation is the first to have grown up with digital technology as the norm and they demonstrate different expectations from Generation X or Baby Boomers. Our communications and marketing material must reflect this.

WE WILL

Develop and deliver a holistic communications and marketing strategy / plan with a focus on digital materials

Reinforce the role and profile of TUCO across our membership

Raise the profile of TUCO beyond current member advocates



6.2.3 POLICIES AND GOVERNANCE

TUCO has continued to grow as an organisation both in size and impact. Although it is important to retain the dynamic and agile approach that makes TUCO successful, we also need to regularly review policies, processes and procedures to ensure these remain fit-for-purpose as we grow. Central to this is having excellent and transparent governance practice and an associated culture of continuous improvement.

WE WILL

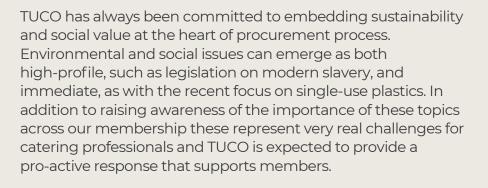
Review and, where appropriate, update the policies and processes which shape how we deliver business excellence

Ensure our financial activities are transparent and provide value for money for our members

Undertake an annual board review as part of our commitment to continual improvement



6.2.4 SUSTAINABILITY AND SOCIAL VALUE



WE WILL

Continue to invest in sustainability and social value in ways that support our members

Be recognised as a leader on sustainability issues that affect our members

Ensure sustainability and social value considerations are embedded in all our business activities





7 MONITORING & REPORTING

The implementation of this strategy will be monitored by the TUCO executive office and be reviewed and reported against annually. The executive office, in consultation with the board, will:



Set and monitor appropriate targets for performance



Ensure operational plans and initiatives, timescales and required resources are consistent with the priorities of this strategy

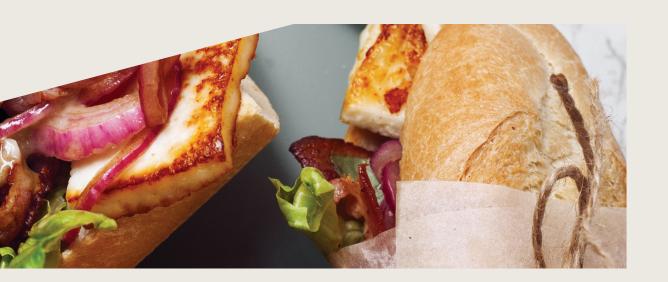


Recommend changes to the strategy wherever appropriate



Promote the successful delivery of the strategy to our members

For further information please contact **mike.haslin@tuco.ac.uk**







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