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Foreword from Caroline Wynn – Head of Catering

What a year it has been!

The COVID-19 pandemic has affected Source catering in several ways; not only impacting on the number of students and staff on campus reducing the quantity of customers in our Source Café’s & Outlets; but also requiring a huge operational response. I’d like to thank our people in ‘Source’ for their hard work and dedication during this difficult period.

Our logistical response to the crisis was a testament to the strength of our teams and the resilience of our people. We acted swiftly and responsibly to ensure that all precautionary measures were taken to protect our staff, students and all our customers throughout. Our priority remained the health and safety of our employees and customers, as we supported the repercussions of the COVID-19 pandemic within our community and navigated our way through the Furlough of 90% of our catering team.

Back in late July 2020 we started discussions with our supplier to produce an Emergency quarantine pack that was nutritionally sustainable, had a long shelf life and was transportable. This quarantine box was provided to all students who arrived from overseas and required isolating. Many Universities took on the format that we curated at the University of Bristol and the quarantine box that originated for Bristol Students was extensively supplied across the University sector.

New Opening

This year the team and I are most proud of our Source ‘Marketplace Food Court and Beckford Bar’ which opened in May to resounding success and positive feedback. The space is light and airy with sleek lines that incorporates a range of foodservice outlets. This flexible food-court style set up, that can adapt to food market trends, is divided into four sections with counters serving breakfast, lunch and dinner, triple certified barista coffee, plant-based food options and handmade pizza incorporating an ethos of zero single use plastic waste.

Sustainability

In January this year we launched our ‘Sustainable Food Action Plan 21’ which detailed the steps we are taking to ensure that our food and drink services enhance positive social, ethical and environmental benefits. This ‘Action Plan’ was very well received by our stakeholders and we’ve made good progress towards achieving our key aims. As part of this Action Plan we set up two groups (‘Food Development Group’ and the ‘Sustainable Food and Student Society Forum’) to challenge the Catering Department to change the norms and ensure that the sustainability goals are woven into the development of food and menus.

Awards and Recognition

In June Bristol was awarded Gold Sustainable Food City status, recognising the positive work undertaken across the city’s food system. The winning application included themes such as reducing waste, community action and food equality. The University is proud to have supported this through sustainable food practices and initiatives within Source Catering recognising the positive work throughout Source Catering including reducing our waste and our huge 5 tonnes of food donations to local food banks and charities during the pandemic.

Bristol is one of just four higher educational institutions to this year achieve Fairtrade status, an award given to those that have embedded ethical and sustainable practices into their catering, supply chains. Meanwhile, we also won a three-star Zero Waste award. Both awards represent several years of hard work from the University’s catering and sustainability teams.

We were also showcased in the ‘Public Sector Catering Magazine’ in May for our Plant Based Food range, and an exhibition article in ‘The University’s Catering Organization Publication’ that focused on our new Senate House Launch.
Technology

We’ve made great strides in our use of technology this year to give us tangible data analytics to drive the catering operation forward. In March we launched our Stock Management System called ‘Procure Wizard’. This is an end-to-end ‘purchase to pay’ portal system enabling Chefs and Managers to be much more agile in stock management and controls.

In May we introduced Customer Feedback Points in our Catered Halls and also key café locations called ‘Happy or Not’. These provide the ability to directly gather customer feedback and enable us to react to pain points much more quickly which will lead to increased sales through enhanced customer satisfaction. In our First Month of Results, we received a fantastic 95% for overall customer satisfaction in our café location which was a resounding success.

In June we were finally able to advertise that our new Click & Collect service was launched, enabling the ordering of lunch, drinks and snacks from your home or workplace and collect it from the Senate House food court within 15 minutes. The next stage of this development is to enable budget codes to be recognised from the payment portal to enable food to be purchased for meetings or work events.

Research

As a university department, Source Catering is supporting research opportunities in several ways. A three-month food waste reduction trial found a link between student’s perception of food choice. By weighing waste, the chefs and students became more conscious about food waste. This project proved a great success and leading on we will soon be trialling an App to capture student’s meal choice ahead of time removing guess work from portion control.

A current research project funded by the Cabot Institute is mapping the nutritional content against the carbon footprint of each dish on one of our weekly menu rotations. Early indications show that just by putting our dishes together in a different way could deliver a significant 15–30% reduction in carbon footprint. We are really excited to see these projects develop over the coming months.

Looking Ahead!

I’m very proud of the team for sticking through all of this year’s challenges, continually adapting, not letting the grass grow under our feet, but looking for ways to improve and develop our outlets, café products and offers. Looking ahead, we are very excited for September ’21 when we anticipate a steady return of students and staff to Campus. Although the last 18 months have proved difficult for university catering operations, we have a very positive outlook for the next academic and financial year 21/22.

We are taking proactive actions to adapt our operations and control the controllable to ensure the business is well placed for the recovery. We have been developing our Source Café outlets to incorporate destination selling points or ‘hooks’ to entice our customers into our stores. These new branded concepts include ‘Waffle Meister’ at the Balloon Bar and ‘King Asia’ at our Priory Road Café will reinvigorate our offer providing an exciting range that is delivered safely and provides great value.

“Welcome weeks in September 2021 are set to re-establish our amazing cafés and bars as value for money, quality destination venues, and we can’t wait to get going again!”

Caroline Wynn
Head of Catering, July 2021
Thank you, Helen and team, for making everything run so smoothly, even in these extraordinary times. Also thank you to the catering staff for such excellent food. I normally return home looking forward to my own cooking, but not this time!

A client at venue and events
About Source

Our in-house ‘Source’ catering brand has been developed to actively promote the use of ethical and sustainably sourced food. A separate Catering strategy (signed off by the University Executive Board in 2020) provided a framework for a route to profitability, outlining seven key areas that would be implemented including: financial analysis, innovation, sustainability, feedback monitoring and correct sourcing.

Following Restructuring in 2018 Source has an enthusiastic and experience management team in place separated into clusters of Catering Operations managed by a Catering Cluster Manager responsible for the relevant outlets.

Amy Morgan - Operations Manager
**Overall Responsibility for the Catering Operations leading the Cluster Catering Managers**
- Food Service and budgetary responsibility ensuring catering operations are managed effectively and efficiently
- Brand Standards and Marketing Plan
- Catering Staffing Structures

Rob Smith - Senior Head Chef
**Overall Responsibility for**
- Food
- Food Safety
- Food Sustainability and Accreditations

India Stamper - Catering Contracts and Relationship Manager
**Manages the third party catering contracts and ensures that the University are ordering catering from approved suppliers**
- Manages internal and external stakeholder relationships
- Chairs the Food Development Groups
- Manages the Marketing Plan and Social Media Communications

Craig Edney - East Cluster Catering Manager
**Responsible For**
- Retail Catering – Source Cafes on the precinct
- Senate House Marketplace Catering and Beckford Bar

Matt Phillips - West Cluster Catering Manager
**Responsible For**
- Clifton Hill House – Catered Hall, Bar and Events
- Balloon Bar & Anson Rooms
- Langford

Kate Butler - West Cluster Catering Manager
**Responsible For**
- Catered Halls – Churchill, Wills & Badock
- Hiatt Baker Retail – Café, Bar, Container
Catering Structure

Caroline Wynn
Head of Catering

Amy Morgan
Operations Manager

India Stamper
Catering Contracts Manager

Rob Smith
Senior Head Chef

Dana Davidson
Senate House Unit Manager

Craig Edney
East Village Cluster Manager

Matt Phillips
West Village Cluster Manager

Kate Butler
North Village Cluster Manager

Aga Ciałowicz-Warszawa
Balloon Bar Team Leader

Carol Ward
East Village Cluster Assistant Manager

Gustavo Barbosa
West Village Cluster Assistant Manager

Louise Rose
North Village Cluster Assistant Manager

Arlison Zaro
Head Chef Senate House

Thomas Pitchford
Head Chef West Cluster

Alastair Bowering
Head Chef North Cluster

Alison McCarthy
Head Chef North Cluster
Source’s Food Charter

Charter

At Bristol University Source we are committed to supporting the welfare of our community, through the development of lifelong eating practices that promote wellbeing and healthy eating behaviours.

We strive for continuous positive improvement in our food offers, Working together with our stakeholders (students, staff, faculty, customers, suppliers and distributors) in search of new and exciting food trends and healthy options.

We aim to source and serve predominately seasonally relevant, whole and minimally processed food that has retained its inherent nutritional properties.

We seek to eliminate the use of highly processed or artificial foods and products with commercially introduced additives. Utilizing the most nutrient dense seasonal ingredients available is essential for supporting our efforts to optimize the health and wellbeing of our community.

We understand that how a recipe is prepared is just as important as the quality of the ingredients used to prepare it. We emphasize methods of preparation that augment the inherent nutritive properties of our ingredients and develop recipes which do not impair its nutritional benefit.

We are continually working to adapt our menus and recipes to create tastier, healthier and more vibrant food. Avoiding excessive use of salt and sugar, deep frying and heavily processed ingredients.

We actively promote the consumption of fruit and vegetables at every occasion by serving a wide variety of fresh, colourful produce, served raw or prepared in delicious and appealing ways, with an emphasis on seasonality.

We make every effort to provide a wide variety of delicious food available daily with careful consideration of the diverse dietary needs of our community. When planning menus, we are conscious of offering dishes to accommodate those with dietary restrictions or preferences, including food allergies, sporting, religious or medical reasons.

We value transparency and accurate communication regarding our food and operations. We support access to and selection of safe and healthy foods and encourage questions and conversations about our food and how it was prepared. We avoid serving food that contains ingredients or allergens that may cause accidental oversight or confusion (ex: wheat in the salsa) and strive to build trust with our customers by accurately communicating dietary and allergen information on menus, signage and in direct conversation.

We label vegan, vegetarian and gluten free dishes along with identifying the top food allergens in our food across multiple communication channels. Staff and management are trained to assist diners with questions relating to ingredients and preparation, guiding them towards choices that best align with their dietary preferences or needs.

Halal Food on Campus

The University is a multicultural community, with a diverse body of students, staff and visitors who have differing religious and non-religious beliefs and ethics. We are committed to ensuring that services provided meet the needs of this diverse community.

Food at UoB does not operate any exclusively Halal kitchens. Our kitchens also produce dishes which are Haram. For this reason none of our kitchens are certified by the Halal Authority and we cannot use the official Halal symbol. However we do strive to source Halal certified or “Halal-sourced” meat for specific services and menu items in line with our recognition of the diverse needs of our customers. This includes:

- Halal Chicken dishes served as standard
- If a Chicken dish isn’t on the menu that evening we will have Vegan and Vegetarian alternatives available
- A range of bought-in Halal sandwiches available across all campuses
Achievements

Implementation of Procure Wizard

Procure Wizard is the leading provider of Purchase to Pay software which was implemented in March this year. This software allows the Catering department to automate and control the procurement process, automate 100% of invoices and provide a single point of control for everything from receiving an order to electronic invoicing. Electronic invoicing has allowed Catering to move to 100% paperless without the need for scanning, printing or manual entry, releasing capacity of Cluster Managers, Head Chefs and our Business Services and Finance Teams.

The Procure Wizard purchase to pay system has allowed Catering to maximise service delivery and save costs. Our suppliers have uploaded our price lists into the system and have autonomy to update within the supplier side of the portal.

Below are the aspects of the purchasing journey that Catering have streamlined due to Procure Wizard:

- Automatically pulling purchase orders from Agresso
- Price comparison
- Purchase order approval
- Goods receiving
- Invoice management
- Automated budget codes
- Accounts Payable integration
- Supplier management

Procure Wizard has also provided the department with a full kitchen management system that gives management and chefs full visibility over menus, dishes, waste management, stock, allergens and nutrition. By using this function, we have been able to gain tighter control over margins and make informed decisions about product lines by having a visible GP across our entire menus and products.

The stock control system has allowed us to ensure our rigorous stock rotation policy is effective and most importantly, understand consumption patterns based on sales data to pin-point stock discrepancies. By integrating the software with our EPOS system, we can keep a track of stock via live data, including wastage.

Wastage controls in Procure Wizard has allowed the department to effectively monitor waste, track it against multiple menus, categories and catering outlets, ensuring we can reduce the pattern at source. This will reduce our wastage by up to 25% across all units.

As the procurement of Procure Wizard is managed through the University’s Caterers Organisation (TUCO) we are able to take advantage of all the suppliers under the TUCO frameworks. At UoB, working with small medium enterprises is something we are particularly proud of. Procure Wizard will work with local businesses to create their accounts and ensure we are able to uphold our valued relationships with those suppliers. All suppliers are able to update their allergen information, products and pricing and unit management in real time, giving true data to UoB Catering.

Reporting is now more accurate than ever and automatically updates all committed expenditure against each of our suppliers, providing real-time gross margin data for operators, ensuring complete control and full awareness of where we are against targets to achieve food margins. Running expenditure is automatically compared against budgeted cost of sales and real-time revenue, calculating remaining spend and achieved gross margin with pin-point accuracy.

Overall, Procure Wizard will allow Catering to:

- Gain back control over expenditure
- Report on GP correctly, every time
- Generate recipes with correct nutrition and allergen information
- Accurately record wastage and stocks
- Reduce administrative works Accounts Payable and Business Services
- Streamline the end-to-end procurement process for users
Implementation of Customer Feedback Points

Customer feedback is the greatest form of learning in a customer facing setting. In May, UoB introduced Customer Feedback Points in our Catered Halls and also key café locations called ‘Happy or Not’. These give us the ability to directly gather customer feedback and enable us to react to pain points much more quickly, which will lead to increased sales through enhanced customer satisfaction. By installing the customer feedback points, we are turning responses back into measurable KPI's for the team.

Happy or Not points are a real-time data analytics solution, helping Source to improve our customer experience, workplace happiness and bottom line.

Our latest results showed that 95% of customers were happy with the service they received.

The web-based reporting service helps us to continuously track and improve our performance across all points of engagement, both digitally and in person. Source are now able to gather performance trending data, making measuring and validating improvement actions.

The six Happy or Not points are not only utilised by Catering, but outside of term time, these feedback points are readily available for colleagues outside of the department to rent. This includes for events such as Welcome Week arrivals, Open Days and even Conferencing. Due to the ease of transportation and back end set up, the Happy or Not points have added a new income stream to the department.

Positive Press and Recognition

Over the last 18 months, Catering and its team members, have been working hard to raise the profile of Source, the dedicated work that has been going towards achieving accreditations and helping to keep the University’s pledge to become carbon neutral by 2030.

Source has been positively recognised in multiple press releases, including:

- TUCO (The University Caterers Organisation) Magazine: TucO July 2021 (flickread.com) Pages 14/15 & 16
- The Epigram (the UoB Student lead paper): Bristol SU unveils its new spaces inside Senate House (epigram.org.uk)
- Public Sector Catering paper: PBW DIGITAL SPRING ISSUE 2021 (fliphtml5.com) pages 12, 13, 16 & 17
- Going for Gold website: Bristol Universities leading the way on a more sustainable food future – Going for Gold Bristol

Awards and Accreditations

Developed over the last 10 years as our in-house catering brand to promote the source of food being ethically and sustainably sourced, we care about the food we produce and service to our customers.

Source actively supports Refill Bristol, the city to sea campaign providing mains drinking water as an alternative to bottled water. Research shows that consumers are demanding increased sustainability credentials from food and drink and subsequently, Source are no longer selling bottled water in any of our cafes or vending machines.

The University of Bristol’s Catering operation has won many awards for its ethical, local produce and sustainably sourced ingredients, including 3 South West Fair Trade Business Awards in 2019 and we are working towards being awarded Fair Trade status. In recognition of our fair-trade commitment, the University has just been awarded Fair Trade 1 status with the highest score in to 2021 cohort for education.

We are currently actively involved with Sustainable Food Cities bid to be a Gold Level city for food in Bristol. We were very proud to become the first ‘Champion’ in the city due to the huge number of initiatives we have going on. You can read more about some of the University’s dozens of sustainable-food initiatives including donations to food backs during COVID lockdown and details on a specific waste reduction pilot scheme here.
The University is currently ranked 11th in the University People and Planet League which ranks institutions on their sustainability credentials. Due to the above, we are confident that our food percentage as part of this ranking will increase from its current 35% in the next round of awards.

We are allergy aware, can offer alternative foods for religious or dietary requirements and have a catering charter that sets out our commitment to healthy and nutritious Food. Source are working hard to commit to ethical and sustainable procurement of food and drink used within the department and to adhere to guidelines that are set by industry accreditation schemes.

We are proud to be awarded the ‘Good Egg Award’ by animal welfare organisation Compassion in World Farming, in recognition of our commitment to be a cage–free business by 2025. Free range eggs are used across our catered halls of residences, functions, cafes and delivered food, and aim to maintain this level of attainment.

We have also been awarded a 3-star Zero Waste Award, recognising and rewarding us for our efforts in the amount of waste reduced, reused or recycled. Below are some of Source’s methods of the control of food waste:

- Menu planning
- Production planning
- Purchasing planning
- Purchasing of wonky fruit and vegetables
- Stock control, rotation, holding
- Posters, emails etc promoting food waste advice to students
- Use of Purchasing Portal used for procurement and stock control

All of our meat and poultry come Red Tractor certified and come from within an 80 mile radius of campus. The Red Tractor logo is only found on British food products that have been certified to rigorous standards from farms to pack. The Red Tractor accreditation mean that food has been responsibly source, safely produced and comes from animals that have been well cared for.

Similarly, all of our fish and seafood is MSC certified meaning the produce comes from a fishery that has been independently assessed on its impacts to wild fish populations and the ecosystems they are part of. MSC fish is always able to be traced to a certified sustainable source.

Source are working towards the Kale Yeah! accreditation, run by Friends of the Earth, which is a sustainability scheme that encourages and promotes a more plant-based diet, reducing the amount of meat, fish and dairy on offer. We aim to:

- Rebalance menus to shift the focus away from animal products
- Incentivise plant-based eating by launching a loyalty scheme
- Promoting healthy, ethical and sustainable menus all year round

We are already on track to achieve this award early next academic year. Finally, Source are also working towards a Soil Association Bronze award.

- Fresh food you can trust
- Making healthy eating easy
- Sourcing environmentally sustainable and ethical food
- Championing local food producers

We look forward to sharing the result of our work towards this award next year.

All of these awards and accreditation provide an independent guarantee that what is on your menu is freshly prepared, free from undesirable additives and better for animal welfare and ensures that fish is sustainably sourced.
Financials & Analytics

Top 10 Selling Products

<table>
<thead>
<tr>
<th>Product</th>
<th>Qty Sold</th>
<th>Gross Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latte</td>
<td>5176</td>
<td>£11,552.12</td>
</tr>
<tr>
<td>Coffee-Latte 12oz</td>
<td>3962</td>
<td>£6,930.17</td>
</tr>
<tr>
<td>Coke Zero can</td>
<td>3759</td>
<td>£3,247.20</td>
</tr>
<tr>
<td>Crisps</td>
<td>3679</td>
<td>£3,586.34</td>
</tr>
<tr>
<td>Americano</td>
<td>2886</td>
<td>£5,846.46</td>
</tr>
<tr>
<td>Cappuccino</td>
<td>2637</td>
<td>£5,890.89</td>
</tr>
<tr>
<td>Iced Coffee over ice</td>
<td>2554</td>
<td>£4,911.10</td>
</tr>
<tr>
<td>Sandwich-C</td>
<td>2386</td>
<td>£5,108.92</td>
</tr>
<tr>
<td>Coffee americano 12oz</td>
<td>2039</td>
<td>£4,074.78</td>
</tr>
<tr>
<td>Flat White</td>
<td>1949</td>
<td>£4,195.93</td>
</tr>
</tbody>
</table>

Spend per Head analysis

<table>
<thead>
<tr>
<th>Site</th>
<th>Transactions</th>
<th>Average Transactions Per Day</th>
<th>Items Sold Over 5 days</th>
<th>Average Items Sold</th>
<th>Gross Sales Value Over 5 days</th>
<th>Average Sales Per Day</th>
<th>Average Transaction Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beacon House</td>
<td>137</td>
<td>27.40</td>
<td>267</td>
<td>53.40</td>
<td>£429.45</td>
<td>£85.89</td>
<td>£3.13</td>
</tr>
<tr>
<td>Dental Cafe 12oz</td>
<td>173</td>
<td>34.60</td>
<td>169</td>
<td>73.80</td>
<td>£564.05</td>
<td>£112.81</td>
<td>£3.26</td>
</tr>
<tr>
<td>Langford Cafe</td>
<td>309</td>
<td>61.80</td>
<td>693</td>
<td>138.60</td>
<td>£1,288.80</td>
<td>£257.76</td>
<td>£4.17</td>
</tr>
<tr>
<td>Medical Cafe</td>
<td>481</td>
<td>96.20</td>
<td>866</td>
<td>173.20</td>
<td>£1,513.45</td>
<td>£302.69</td>
<td>£3.15</td>
</tr>
<tr>
<td>Senate House Source</td>
<td>561</td>
<td>112.20</td>
<td>2237</td>
<td>447.40</td>
<td>£2,421.85</td>
<td>£484.37</td>
<td>£4.32</td>
</tr>
<tr>
<td>Grand Total</td>
<td>1661</td>
<td>332.20</td>
<td>4432</td>
<td>886.40</td>
<td>£6,217.60</td>
<td>£1,243.52</td>
<td>£3.74</td>
</tr>
</tbody>
</table>

Average number of products sold

From the 1st of August 2020 until the 31st of July 2021 the overall total products sold in the café locations were 138304
## Retail Cafés and Concessions

We have a myriad of cafes and bars on campus, each with their own unique selling points. The table below outlines each outlet:

<table>
<thead>
<tr>
<th>Source Outlet</th>
<th>Unique Selling Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balloon Bar</td>
<td>Ready to launch in September, Source will be welcoming their first concession, Wafflemeister, serving sweet treats throughout the day to eat in or have on the go. The Balloon Bar is available year round as the UoB Student Union Bar.</td>
</tr>
<tr>
<td>Beacon House Cafe</td>
<td>Serving a variety of hot and cold food, cakes, snacks and confectionery. The large range of hot drinks includes Fairtrade artisan coffee, hot chocolate, tea and loose leaf tea, fruit or vegetable smoothies.</td>
</tr>
<tr>
<td>Beckford Bar</td>
<td>The Beckford bar is the space where students and staff can come and relax. Serving local St. Austell beer, wine and an array of spirits and snacks. There’s a full AV system and projector for student lead and major sporting events.</td>
</tr>
<tr>
<td>Biomedical Sciences Cafe</td>
<td>This café offers handmade Fairtrade artisan coffee and a wide-range of tea. There is also a variety of cold drinks, such as iced coffee and fruit and vegetable smoothies. Our food hot and cold food includes soups, sandwiches and paninis.</td>
</tr>
<tr>
<td>Dental School Café</td>
<td>This grab and go café offers a wide-range of locally sourced sandwiches, paninis and soup, also serving hot and cold drinks, cakes and snacks.</td>
</tr>
<tr>
<td>Hiatt Baker Converted Shipping Container</td>
<td>The container is currently serving a selection of hot and cold drinks alongside grab and go snacks.</td>
</tr>
<tr>
<td>Hiatt Baker Shop</td>
<td>Selling a range of everyday essential items, as well as fruit, vegetables, bread and pastries. Here you’ll also find freshly produced smoothies, sandwiches, paninis, pasties and jacket potatoes. Plastic bottles have been removed from the retail milk and replaced it with a self-serve vending option.</td>
</tr>
<tr>
<td>Langford Café</td>
<td>This café offers freshly baked pasties, jacket potatoes, soup and a wide selection of cakes. Grab and go offerings are a staple at Langford, alongside fresh bean to cup coffee.</td>
</tr>
<tr>
<td>Merchant Venturers Building</td>
<td>This café is going to be relaunched as Source V, our vegetarian and vegan grab and go café offering a wide-range of locally sourced sandwiches, paninis and soup, also serving hot and cold drinks, cakes and snacks. This café will be our flagship Kale Yeah accredited café.</td>
</tr>
<tr>
<td>Priory Road Café</td>
<td>Priory Road Café is soon to relaunch with King Asia noodles at the heart of its operation where noodles are served fresh broth during term times.</td>
</tr>
<tr>
<td>Senate House Marketplace</td>
<td>Chefs serve freshly-cooked pizzas, plant-based meals and street food. Come here for breakfast, lunch or a snack. We’ve also got barista coffee and a range of grab and go food/drinks.</td>
</tr>
</tbody>
</table>
Thank you! this is my final meal (moving out today) and the food has been incredible all year!

Student from Churchill Hall
Hiatt Baker Zero Waste Shop

We incorporate sustainability into all aspects of our food systems. Our priority is to provide a service which is environmentally, economically and socially sustainable. The promotion of healthy eating is also important to us.

Healthier, more sustainable food can have a positive impact on health and wellbeing, as well as the environment. This was one of the main drivers for the renewed Hiatt Baker Shop which has an entire zero waste section.

The shop, which is conveniently placed in Hiatt Baker, one of our largest university owned Halls of Residence is next to the main Stoke Bishop campus bus stop. The Hiatt Baker Shop now features a zero waster section, including gravity feed dispensers. The dispensers have been installed to remove unnecessary single use plastic from dry groceries such as noodles, porridge oats, couscous and pasta.

A milk dispenser has also been implemented and a deposit scheme put in place for students to remove single use plastic pints of milk from their fridges. In addition, the introduction of sustainable refillable toiletries like laundry detergent, shampoo and conditioner bars and recycled toilet rolls.

The shop is true to its ethos by stocking products from sustainable producers, such as Jude’s ice cream, who are the UK’s first negative carbon ice cream company who have replaced our previous single serve ice cream options.

Two ‘help yourself’ herb planters have also been installed in the Source Hiatt Baker Café to encourage students to use fresh produce in their non-catered residences and to promote local and sustainable provenance of their food.

New Packages

Badock, Churchill, Wills and Clifton Hill House are our four catered halls of residences that have on-site dining rooms. Hiatt Baker does not have a dedicated dining space and instead offers a more flexible dining approach whereby students may choose to dine in Badock, Churchill, Clifton Hill House, Balloon Bar or Senate House.

Catered residences provide a breakfast and evening meal during the week and breakfast and lunch at weekends during term time offering freshly cooked, varied menus and cater for a range of diets. A vegetarian and vegan option is offered with every meal and Monday’s have now become completely meat-free.

The catering team take great pride in the standard of their food and menus. Fairtrade or local produce is sourced where possible, with several local suppliers used as standard.

In the academic year 21/22, students in any of the UoB self-catered residences can also take advantage of having healthy and delicious food made daily rather than cooking for themselves with a new package launching in September 2021. The catered packages are as below:

1. The full year (term time)
   » Covers 36 weeks, 2 meals per day
   » Total cost is £2,520 - £70 per week - £5 per meal

2. The term
   » Cover 12 weeks, 2 meals per day
   » Total cost is £840 - £70 per week - £5.83 per meal

3. 10 day special
   » Block of 10 days together, 2 meals per day
   » Total cost is £120 - £12 per day - £6 per meal

4. Pay as you go
   » Individual breakfast £5.50
   » Individual dinner £8.30

This flexible dining approach puts students back into the heart of our operation by allowing choice and enhancing the student experience. Students will be able to mix with others from different halls of residences and be able to lead a healthy and sustainable diets.
Opening of Senate House

The latest project for the University is the innovation of the multi-counter, plant focussed, food court consisting of Source Marketplace and The Beckford Bar. This new outlet is located on the ground floor of the iconic Senate House in the heart of the main city campus, which underwent a considerable renovation and building of a brand-new linking atrium.

Due to open in August 2020, but postponed due to the pandemic, the Marketplace and Beckford Bar opened in May this year. This key building was part of the Vice Chancellor’s vision for the university to preserve and enhance the public space, which included a brand-new extension to house an atrium seating area in Senate House, seating around 480.

Over several years, through the feedback and survey mechanisms in place, students and staff told us that they needed more space and opportunities to connect for a greater sense of belonging. The university listened and collectively, we’ve designed and built the new space at the heart of the campus to do just that.

The resulting menu design was driven by several student consultation sessions to gather specific feedback on the food and drink offering. A university-wide catering survey was undertaken and the results formed the basis of the look and feel of the Source Marketplace and Beckford Bar.

The new space in Senate House is a light and airy, modern space with sleek lines that incorporates a range of foodservice outlets. This flexible food court-style set up, that can adapt to food market trends, is divided into four sections with counters serving breakfast, lunch and dinner, triple-certified barista coffee, plant-based food options and hand-made pizza.

During the first week of trading, all counters were busy with lots of interest from customers. According to our ‘Happy or Not’ feedback plinths, the response so far is over 90% positive, with one consumer saying ‘I love the new Senate House ground floor space – I had lunch the other day from the [plant based] falafel counter – it’s a revelation!’. Menus change daily, with fresh ingredients to inspire the students. There are also daily specials and a range of barista-made hot drinks available too.

To ensure authenticity to the pizza counter, the Source Catering department invested in an Italian Cuppone Tiepolo pizza oven, which was shipped over from Naples. The oven can cook 16 pizzas at a time, which enables the catering team to serve top quality pizzas, while maintaining consistency and production at high speed.

All our food is made on site, except for bakery items sourced locally from Hobbs House, which are baked fresh and delivered every morning. Following requests and current market trends, 72% of the menu is plant based, which we feel is very important.

The university catering operation has invested in electronic kiosk ordering points in the food court to increase efficiency and improve customer experience.

The kiosks, which are spaced around the food court and bar, enable students to order a ‘build your own’ pizza without having to queue. An app has also been created for those who are unable to spend time in Source Marketplace, or who want to order collect catering for meetings. Customers can pre-order items to collect at allotted times to reduce queueing and fit in with busy schedules.

The Beckford Bar is named after Carmen Beckford, as chosen by UoB students. Carmen Beckford is one of the founders of St. Paul’s Carnival and Bristol’s first Race Relations Officer. In 1982, Carmen made history by becoming the first Black woman in the Southwest to be awarded an MBE from Her Majesty Queen Elizabeth II. The name for the space was chosen via an online vote by Bristol students and there is a mural of Carmen on the wall, painted by local black artist Natasha Sweeting.

The naming and design of the entire food court and bar was heavily student and staff lead, and the collaborative ‘you said, we did’ approach, put the customers back at the heart of the operation allowing innovation to shine through.

With Source Marketplace and the Beckford Bar in Senate House, the team has strived to make sure products are either sustainable and/or ethical and contain as little plastic as possible, while supporting local producers, where feasible.

The priority is to provide a service which is environmentally, economically and socially sustainable. The promotion of healthy eating is also important to Source and this is reflected in the food and drink procurement and service delivery. Healthier, more sustainable food can have a positive impact on health and wellbeing, as well as the environment.

As the University of Bristol is not a campus-based university, students have found it difficult to unite socially, relax and break bread together – having to head onto the less value conscious high street. With Senate House Marketplace being in the middle of the city campus, the space has revolutionised the way students move around university grounds – gravitating towards the Marketplace during breaks in the studying day.

Catering have seen a rise in departmental revenue, showcasing a positive response to the new food court concept and making way for a change in strategy, considering the early stages of success.
Welcome Week plan 21/22

Welcome Week starts on the Monday 20th September and the University has arranged a full range of activities to introduce newcomers and first years to Bristol, their course and important support services.

Source features prominently across campus whether individuals are in catered accommodation or not. There are 12 cafes throughout the estate offering competitive prices against the high street and Source is an important service to introduce students to.

Source will be hosting stalls and activities across the city during Welcome Week, including;

- Halls dining
- Halls bars
- Senate House Marketplace and Beckford Bar
- Balloon Bar
- Source Cafes
- The Downs
- Non-catered halls and early arrivals

Each student that has chosen to live in a catered hall of residence (or that purchase a catering package) will receive a tote bag from Source with a reusable HuskUp cup, vouchers to use across campus in bars and cafes, a birthday voucher for a free pizza in Senate House Marketplace and goodies from our suppliers. Suppliers will also be dotted around campus with stalls giving out free samples.

We have also organised a calendar of events across all halls bars as per the below:

**Monday:** Pool, ping pong, popcorn and pitchers with competitions running for the winner to be in with a chance of claiming a £10 bar tab.

**Tuesday:** Mario Kart Tournament

**Wednesday:** Midweek Markdown on drinks with cheesy nachos

**Thursday:** Pool, ping pong, popcorn and pitchers with competitions running for the winner to be in with a chance of claiming a £10 bar tab.

**Friday:** Karaoke

**Saturday:** Saturday Sessions with a DJ

In order to ensure the success of these activities, we are meeting with JCR’s to help with promotions alongside promotion at the Welcome Week fair with a free nachos or popcorn vouchers.

At Senate House Marketplace, vouchers will be given to students to claim a free coffee and competitions will be run to be able to win lunch at the Marketplace for a week or coffee for a whole term. A stall selling plant based items, a coffee cart with cake and an exciting seating area will be well positioned at the Welcome Fair to introduce new students to Source.

The Beckford Bar will have a stall at the Welcome Fair offering cold drinks, including spirit and mixer cans but alongside freebies from Brown Foreman and Coca-Cola. To try and boost engagement with Source, we will run a competition to spin a wheel after following us on Instagram, and will be able to win prizes such as a free pint, pizza, t-shirt and limited Source merchandise.

Due to the pandemic, The Beckford Bar missed its original launch date of August 2020. Source are having a ‘relaunch party’ with entertainment such as jugglers, student bands and street performers.

In the event Source are required to cater for early arrivals and non-catered halls we will work with the Accommodation Office to advertise in advance and promote this opportunity as a meet and greet event for Catering, Residential Life, Facilities and University Police liaison.

We also plan to host ticketed BBQ events in North and West Clusters at catered halls and give vouchers to non-catered students for a meal in the catered halls to allow them to experience catered living and to meet new people outside of their living circles.

Third party catering will also be showcased during Welcome Week with four street food traders being part of the Welcome Week fair in Royal Fort Gardens for three consecutive days.
Sustainability

Sustainability Action Plan

Catering is an integral part of life on campus, and the products and services offered play a critical role in student wellbeing, social interaction and the learning experience. Our in-house ‘Source’ catering brand has been developed to actively promote the use of ethical and sustainably sourced food.

In 2020, an innovative Catering strategy proposed a new direction for the Catering department, supporting the University’s Strategic Vision and Campus Division goals by enhancing the student and staff experience; offering greater choice and variety; adapting to the changing trends in food consumption and incorporating a global offer; operating as a ‘cost neutral’ operation; and adopting sustainable values.

Some of the changes we have seen over the last year have brought the catering strategy to life and the department have seen a marked improvement to the bottom line, the student experience and our sustainability credentials.

Our 2021 Sustainable Food Action Plan details the steps we are taking to ensure that our services and food and drink offerings enhance positive social, ethical and environmental benefits.

Some of our key objectives include:

- We will deliver ‘eat-in’ retail units with zero single-use packaging for fresh food offerings from 2022.
- All ruminant meat offerings will be reduced from 2021.
- Vegan and vegetarian food will be increased by 10% by 2022.
- We will map carbon related to all food and drink offerings and reduce it by 20% by 2023.
- We will work to reduce the sugar in our foods by 10% by 2022.

You can read more about our Sustainable Food Action Plan here.

To empower the Catering department to achieve our sustainability goals, we have appointed a Sustainability Champion within the team to steady focus and keep abreast of initiatives and data resulting in local successes.

Healthier, more sustainable food can have a positive impact on health and wellbeing, as well as the environment. In recognition of our sustainable food practices, this year, we have been awarded Fair Trade One Star Status and the city achieved Gold Sustainable Food City status with the support of our sustainability practices within Source Catering.

Achievements - Single Use Plastics

We have been working towards achieving a plastic reduction strategy to remove as much plastic as possible throughout our operation.

In addition, we have recently launched a convenience shop with a difference. A range of products in this shop are zero waste with gravity feed dispensers installed to remove unnecessary single use plastic from dry groceries such as noodles, porridge oats, pasta and couscous.

We have also removed single use plastic pints of milk and replaced with a milk dispenser system using a deposit system for glass bottles.

Achievements - Meat-free movement

As a Catering department, we have recognised the emerging ‘meat-free’ student trend including a huge uptake in vegetarian, vegan and flexitarian lifestyles, especially in catered halls. Menus have been adapted to reflect this which has decreased our food costs and helped increase our sustainability credentials.

We serve in 4 catered halls of residence, providing two meals a day for 1,300 students. That’s over 700,000 meals served per year. On average in an academic year we would use 160,000 eggs and 11,000kg of meat. But with 25–30% of students routinely choosing vegetarian or vegan options we’ve seen a drastic reduction in meat, and derivatives of, helping us achieve our Sustainable Food Action Plan.

We have changed the standard menu by increasing the number of vegetarian/vegan dishes from one, to two options per day, which has increased our plant-based offering to 66% of our menu. We have increased the vegetable component of traditional meat-based dishes e.g. lentils in lasagne and meat free Monday’s are now a well-established part of the menu.
I appreciate the time catering took to explain the University Sustainability policy. I hadn’t known about it, and was concerned about the amount of food waste produced in catered halls. Once it had been shared with me, I was able to take the information back to the JCR and share with my fellow students.

Student from Wills hall
Achievements - Food Waste

Sustainability is imbedded within the infrastructure at the University of Bristol with the aim to becoming carbon neutral by 2030. One of the most tangible areas for improvement in the Catering department was decreasing food waste. We now weigh and record all the kitchen waste into the three main areas of food waste;

- Kitchen preparation
- Counter and plate waste
- Kitchen spoilage

After introducing the ‘Too Good to Go’ app in January, the University of Bristol has been given an opportunity to not only reduce the food waste from our cafes, bars and halls of residences, but a way to reach to the local community beyond the student population. As a University, we have saved over £3,000 in 2021, 600 meals from being discarded to food waste and with that, 1.5 tonnes of Co2 emissions. We have also seen the social impact of this offering a lifeline to families hit hard by the pandemic and have been able to help those in need.

UoB’s methods of the control of food waste:

- Menu planning
- Production planning
- Purchasing planning
- Purchasing of wonky fruit and vegetables
- Stock control, rotation, holding
- Posters, emails etc promoting food waste advice to students
- Use of Purchasing Portal used for procurement and stock control

In response to this, we have put the following in place:

- Counter waste in our Catered Halls is packed into takeaway meals for students to take free of charge
- Stop the peeling of certain vegetables like carrots and butternut squash
- Increased our buying of lesser used foods, like chicken thighs in place of breasts and wonky vegetables, which reduces waste outside of our direct business
- Disposal of in the food waste bins provided by our contracted waste management company, who collect it and recycle at the anaerobic plant GEN.e.co.
- The introduction of our new procurement and stock control software, Procure Wizard, has enabled far greater control over our ordering and stock control, inevitably leading to a reduction in waste.

Sustainable Food Forum

Last year we invited student to join together in forming a group from across the university who are passionate about sustainability.

Today’s generation Z students understand the need for improved sustainability, waste control, and the need to reduce environmental impacts. This group will allow a two-way conversation between the Sustainability and Catering departments, as part of Campus Division, and proactive student representatives who wish to collaborate on delivering the Sustainability Action Plan and challenge the catering norms.

Catering aim to carry out food and drink procurement and service delivery in a manner that enhances positive social, ethical and environmental benefits whilst also encouraging and promoting healthy eating. Catering strive to incorporate sustainability, including carbon impacts, into our product and service selection process. To enable the success of the Sustainability Action Plan, Catering seek to engage with stakeholders and customers in the continued development of healthy and sustainable food.

Understanding what sustainability initiatives are important to students will help to propose future models, initiatives and potential accreditations, and implement environmentally friendly ethics and practices in catering at UoB.

Objectives

With the collective input from the Sustainable Food Forum, Catering aim to:

- Understand the concerns and needs of the student body
- Share regular updates on the sustainability progress Catering and students are making
- Discuss campaign awards and accreditations including examples such as Fairtrade, Happy Egg, Soil Association and Sustainable Restaurant Association
- To engage in two-way conversations and directly communicate with the student body
- To engage in procurement and service delivery practices that are environmentally and socially sustainable
- Help deliver the Sustainability Action Plan
Key Performance Indicators

Key Performance Indicators (KPI’s) are measurable values that determine how effectively an organisation, department or team is achieving a business objective. Source Catering use KPI’s to help individuals at all levels focus their work towards achieving a common goal.

Source’s financial goal is to grow income streams, we aim to do this by:
- Increasing transaction spend per head
- Implementing a marketing plan to increase digital and social media platforms
- Using brands creatively
- Actively promoting ‘Source Collect’, our collect catering service
- Implementing flexible dining packages and respond to the change in campus footfall and spend habits through flexing operations more efficiently

Additionally, catering will continue to work with Sport, Exercise & Health, and research groups to better understand consumer behaviour and promote healthy eating in the pursuit of a more sustainable and healthier world.

Another key strategy aim is to seek approval and funding for a Stoke Bishop Food Court, similar to Senate House. This will help to create an inclusive community, with access to a wide range of services and facilities, whilst reducing operational costs.

This aspiration is echoed in the Accommodation Strategy creating a better sense of belonging and the implementation of dynamic dining packages will generate income from non-catered hall residents whilst offering flexibility for residents on where they dine.

This ambitious aim requires integration with departments outside of Campus Division including the Students Union, Residential Life, International Office, Library Services, and Sport, Exercise & Health creating that Hub that has access to all student resources in one vibrant location mixing food, learning and social activity for a world class Stoke Bishop Campus.

Below is a list of KPI’s set for Catering for the coming 21/22 academic year:

- **Financial**
  - Achieve a Blended Food & Beverage Cost of 35%
  - Achieve a Staffing Cost of 40%

- **People**
  - Maintain average sickness below 20% of all staff days
  - Increase our EDI awareness

- **Comms Analytics**
  - Social Media Followers (including Instagram) increase by 10%
  - Website views increase by 10%

- **Food Safety and Health & Safety**
  - Maintain all Source Outlets to level 4 and above EHO
  - Food Safety scores
  - Monitor our Near Miss and Accident %

- **Sustainability & Food Development**
  - Deliver ‘eat-in’ retail units with zero single-use packaging for fresh food offerings from 2022
  - Reduce all ruminant meat offerings from 2021. Increase Vegan and vegetarian food by 10% by 2022.
  - Map carbon related to all food and drink offerings and reduce it by 20% by 2023.
  - Work to reduce the sugar in our foods by 10% by 2022.

- **Customer Service Score ‘Happy or Not’ (average monthly score)**
  - +75% – Source Dining Rooms
  - +90% – Source Café’s & Marketplace
Food Development

Plant Based

In the last year we have focused on developing our core values of providing simple, fresh, modern, seasonal and sustainable food. Food that is as good or better than an equivalent high street retailer.

Using new innovative plant-based products and techniques to produce exciting plant-forward food that looks good and tastes great. Plant-based food that challenges the traditional meat option for dominance on the menu and has as much lower impact on the planet.

“Jack fruit was amazing... tasted Just like pork!”
Customer at Senate House

We are dedicated to reducing our ruminant meat intake and increasing our plant-based food offers to 50% in Halls and 72% at Senate House, whilst also providing our students and other customers, with the variety and quality they would expect from a top University.

Allergen and Religious Diets

Part of Catering’s responsibility is to make our food inclusive for those with food allergens and religious diets. All of our catered halls and cafes are able to provide food for a multitude of allergens including gluten free, vegan, vegetarian, nut free and lactose free among others.

We are committed to ensuring that services provided meet the needs of our diverse community. We do not operate any exclusively halal kitchens. However, we do strive to source halal certified or ‘halal-sourced’ meat for specific services and menu items. This includes:

- halal chicken dishes served as standard;
- vegan and vegetarian alternatives being available if chicken is not on the menu;
- offering a range of bought-in halal sandwiches available across all campuses.

Our menus are internationally focused, celebrating our diverse community. We have food themes running in catered halls throughout the year, with faith and non-faith celebration menus for example Cinco de Mayo and Eid.

Food Development Group

During the consultation for the Catering Strategy back in 2019, focus group feedback told us that service improvements were required, especially relating to food and service consistency and to reflect current and future eating trends. The Catering Strategy that was put in place ensured service excellence, for example, flexibility of offering, value for money and creating wider choices, therefore enhancing the student and staff experience.

We have created a Food Development Group internally within the department that will evaluate the status of food/drink offerings and service, alongside the proposal of further innovations to develop the offer.

It has never been more important to get the offering to our staff and students right, to encourage spend with Source on campus. With opportunities arising from the development of the Senate House Marketplace and Template Quarter’s forthcoming campus, this Food Development group will help to propose future models and implement food and drink trends throughout the department.

Objectives

With the collective input from the Food Development group, Catering aim to:

- Place the customers at the heart of the operation
- Be bold and ‘cutting edge’ by identifying and implementing future food trends
- Consider our social value in food procurement
- Consider our departmental effect on the UoB sustainability strategy
- Obtain food and drink accreditations and accolades
- Devise a healthy eating strategy

Guest speakers will be invited to occasional group sessions when focusing on certain topics. This could range from sustainability to nutrition, or suppliers may come in to update the group on product ranges, enabling us to stay on trend and student focussed.
Events and Third Party Caterers

Conferences and events are regularly held in many of our catered halls, which is why we have developed a brand-new Conference and Events Menu for our residential event catering.

For those organising events in Wills Conference Centre, of any of the Goldney Hall or Clifton Hill House meeting rooms and halls, Source Catering are able to cater for anything from a drinks reception to a 3 course sit down banquet.

Developed over the last year, our new menu provides a fresh and vibrant offer to guests whether only with us for the day, or staying in our accommodation as part of summer school. Catering is a key component of a successful event, so where the university cannot provide food for meetings and events outside of our residences, we have enlisted a range of third party catering suppliers to help us deliver food and drink solutions for every kind of event.

The catering categories are split into 5 ‘lots’:
1. Delivered catering
2. Serviced hospitality
3. Alcohol and soft drinks
4. Pizza
5. Pop-up catering and street food traders

These suppliers have been through a rigorous tender process to partner with the university and offer choice and variety to colleagues throughout campus. These suppliers include:
- Parsnip Mash
- Kate’s Kitchen
- Wards Event Catering
- Fosters Event Catering
- Double Puc
- Bristol Eats
- Papa John’s Pizza
- Corks of Cotham
- Vegetable Diva

Vending Tender

2021 also saw a Vending Tender exercise and we appointed two vending suppliers, Graddons and JW Vending who will be supplying vending services to the University for the next 5 years.

Graddons will supply all the academic buildings and JW Vending will now cover Langford, all Halls of Accommodation and the SU. We’re expecting both suppliers to bring their fresh ideas from the presentations into the University and make it a reality that is consistent throughout campus.
WOW and thank you! The Victoria Sponge looked incredible, and the client was absolutely over the moon! Thank you to you and the team for producing this, its touches like this that make such a difference to our customer’s experience with us.

Venue and Events Team
## Social Media Reporting

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<th>Content</th>
<th>Evaluation</th>
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<tr>
<td><strong>Student and staff portal</strong></td>
<td>Click and collect launch</td>
<td>Marketplace Insta: 45 clicks&lt;br&gt;Source collect: 15 link clicks</td>
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