



# BUSINESS CASE FOR CONTRACTOR WELFARE

**AEO/ESSA CONTRACTOR WELFARE TASKFORCE**

**The UK Operations Group created a sub group to look at contractor welfare. Part of this was building a library of case studies that cite good examples of exemplary welfare onsite. The following is a range of case studies to create a business case to support the industry.**

**Efficiency – location/time**

**Maintaining our talent – nutrition**

**Community – creating a space where people come together**

**Customer Service – treating contractors as the customer**

**Enabling alternative working hours**

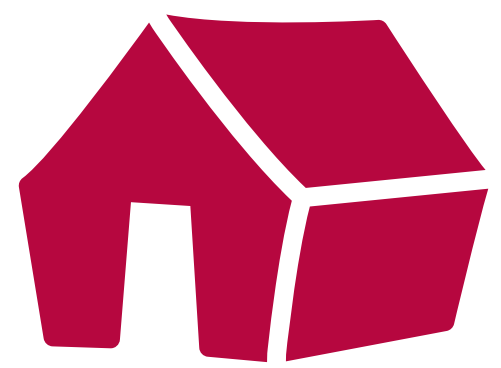
**Sustainability – bringing more under the control of venues brings power to change habits**

**ESSA** | Event Supplier and Services Association

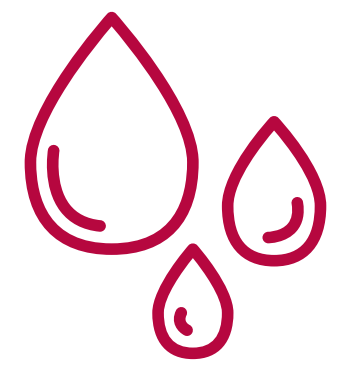
**AEO** | ASSOCIATION OF EVENT ORGANISERS

# INFORMA MARKETS: DECOREX WELFARE AREA AT SYON PARK 2014 - 2018

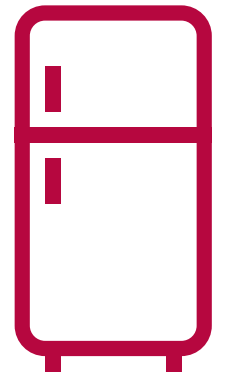
## WHAT WE PROVIDED



DEDICATED WELFARE TENT (APPROX. 10M X 12M) WITH SINK, HOT & COLD RUNNING WATER



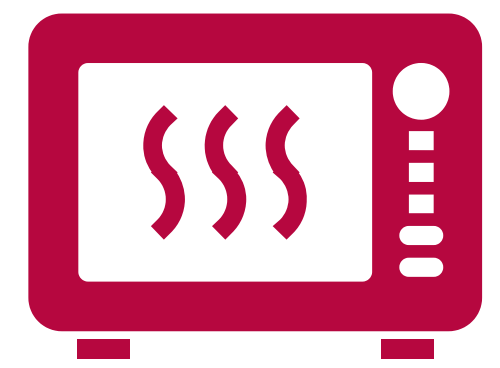
WATER COOLER / DRINKING WATER



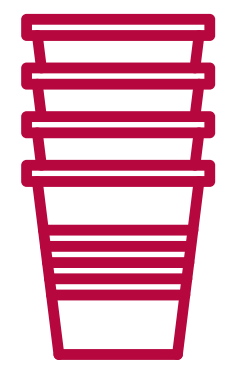
FRIDGE FOR FOOD STORAGE



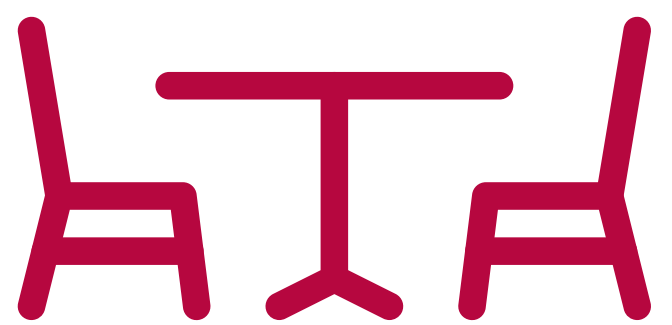
TEA & COFFEE MAKING FACILITIES



FACILITIES TO HEAT FOOD



PAPER CUPS / STIRERS



TABLES & CHAIRS

## WHEN

This was available from the 2nd day of site access (first day was needed to build it!) right through until the 2nd to last day on site (total of 38 days). As the show was situated in a cow field, there were no pre existing facilities or shelter available. The nearest toilets before our installation was built was situated in a Garden Centre a 10 minute walk from the field.

## WHO BENEFITTED

All contractors working on site were permitted to use the area, the details were shared as part of the site safety induction which each person had to complete on their first day onsite, along with housekeeping rules.

## RESPONSIBILITIES

Everyone was asked to clean the area after use, take responsibility for wiping surfaces and put rubbish in bins, on the whole people were respectful of this, with a few minor exceptions.



# INFORMA MARKETS: DECOREX WELFARE AREA AT SYON PARK 2014 - 2018

## BENEFITS & USE

The benefit was for the entire work force to have a dedicated space to go onsite, that didn't require them having to leave the compounds, they could use it to take a break, make phone calls, prepare breakfast, lunch and dinners and converse with each other.

The area was used for staff breaks and shelter during inclement weather, but we also held our daily contractors meetings in here so people could use the time to take a break and have a cuppa at the meeting. By the second week there were also some keen bakers bringing cakes / cookies etc for sharing during the contractors meetings!

## COST

Probably one of the best things about this area was it cost us as organisers virtually nothing. The 'venue' (the tent) was hired from the main structure company - furniture, electrics, water connections etc. were all gifted from each of the respective contractor companies, as they could use the area as a staff room for their team members onsite. This helped them fulfil their obligations for staff welfare. As organisers we had the items such as the microwave, toasters etc. already in our Ops storage so we just brought them with us. Therefore, the only cost was the shopping for supplies which we got delivered to site once a week.

## BURGER VAN

In addition to the staff area, we also made arrangements with an independent food vendor to set up and run an onsite burger van. This was in place from the second week of build once the level of contractors got over and above a certain number, until pre-open day and then again for the first few days of breakdown until the crew levels reduced back down accordingly.

The van had a variety of provisions including traditional site food, jacket potatoes, soups and good coffee. Price point is always a sticking point although it was cheaper than the Garden Centre café, it was perhaps not as cheap as other café's offsite. Therefore, this is something we would need to consider in the future.

## BENUGO'S

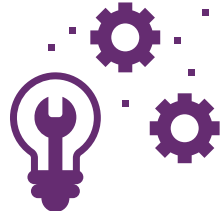
Finally we worked with Benugo's as our catering partner for all the in hall café's and most relevantly our Exhibitor Lounge. This was available from the first day of exhibitor access all the way through to breakdown and offered exhibitors the same menu choices as the other café's on the show floor, but with a 20% reduction on production of their exhibitors badge. This was well received especially during set up / break down as the area was nicely furnished, so provided an exhibitor some where to go off the show floor to hold meetings and take a break without being cost prohibitive.

# EVENTSHAPER: CREW CATERING AT PLASA PROS & CONS

## THE BRIEF

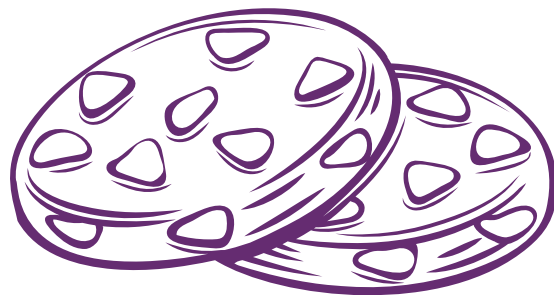
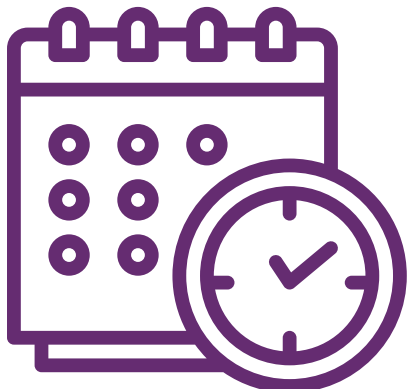
PLASA 2016 moved venue and in the move lost half of its usual build and all of its breakdown time. (we had to be out overnight after the show finished).

PLASA is a highly technical, complex event.



There were a number of measures that we took to make this a possibility and one of those related to the welfare of the crews onsite. We knew that people would be working unsociable hours, that a split shift was required and that in order to achieve it we needed a fully motivated and fed/watered team.

We worked with Levys to create a bespoke crew catering ticket option that fit our build/break schedule, ensuring that there was something available as required. In addition to the below there were biscuits and crisps at all times.



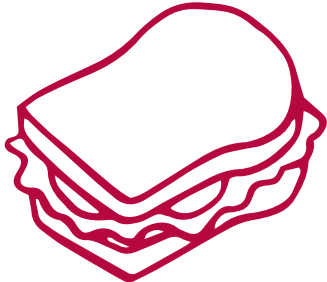
## CREW CATERING COMMUNICATIONS

Levy's Restaurants will be providing an option for onsite crew catering. This is an easy and cost effective way to cater for your staff throughout the build-up and breakdown periods of the show. Please find below the pre book prices for each day:



**FRIDAY**  
**£19.60**

Breakfast roll, hot lunch, snack, tea & coffee throughout



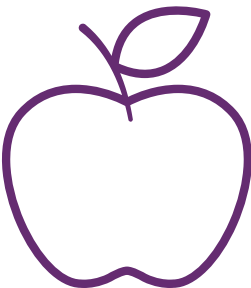
**SATURDAY**  
**£24.90**

Breakfast roll, hot lunch, snack, evening sandwich, tea & coffee throughout



**TUESDAY**  
**£22.10**

Dinner, sandwiches through the night, tea & coffee throughout



ESSA

Event Supplier and Services Association

AEO

ASSOCIATION OF EVENT ORGANISERS



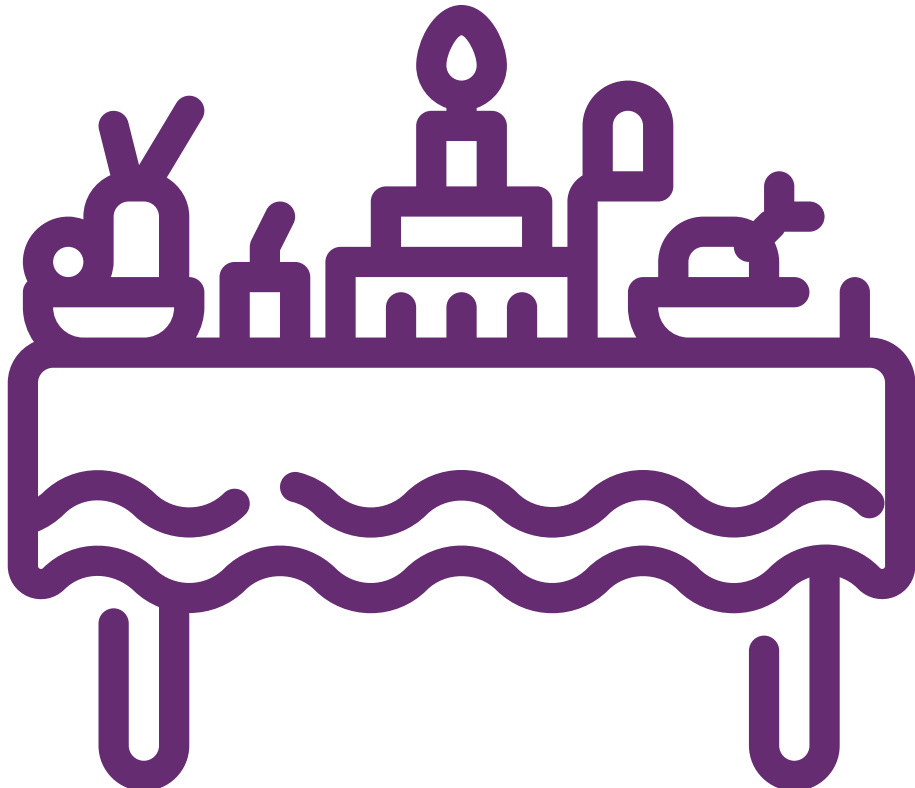
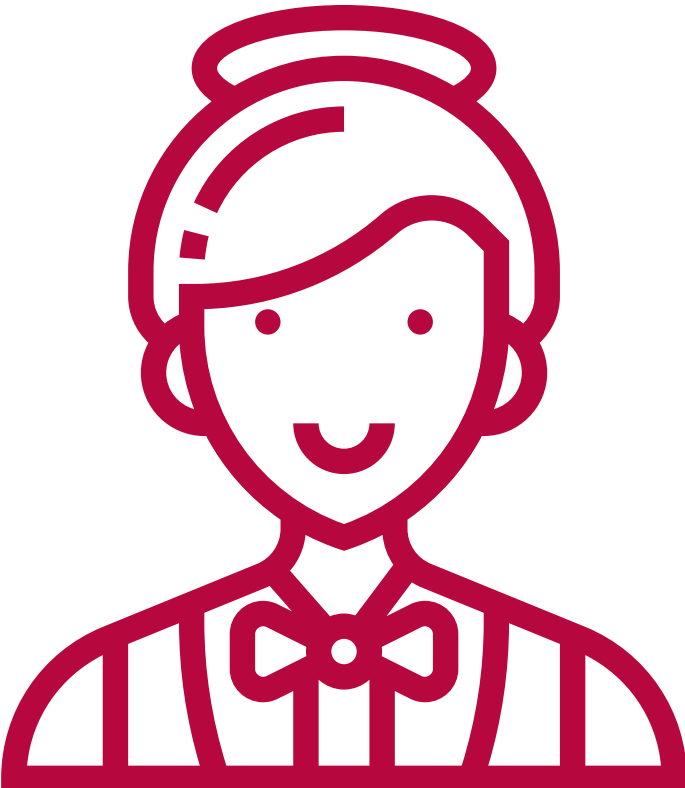
# EVENTSHAPER: CREW CATERING AT PLASA PROS & CONS

## WHAT DIDN'T WORK

Contractor catering doesn't fit well with the current hospitality model and rates that venue caterers know and stick to.

## IN MY OPINION...

From PLASA and also in trying to get venues to adapt for contractor catering, to make it work, it would either need an alternative crew caterer to come in or the venues to mandate a shift in thinking from their catering functions. Perhaps venues might also want to reduce their commissions for contractor catering to enable a better price point to be viable.



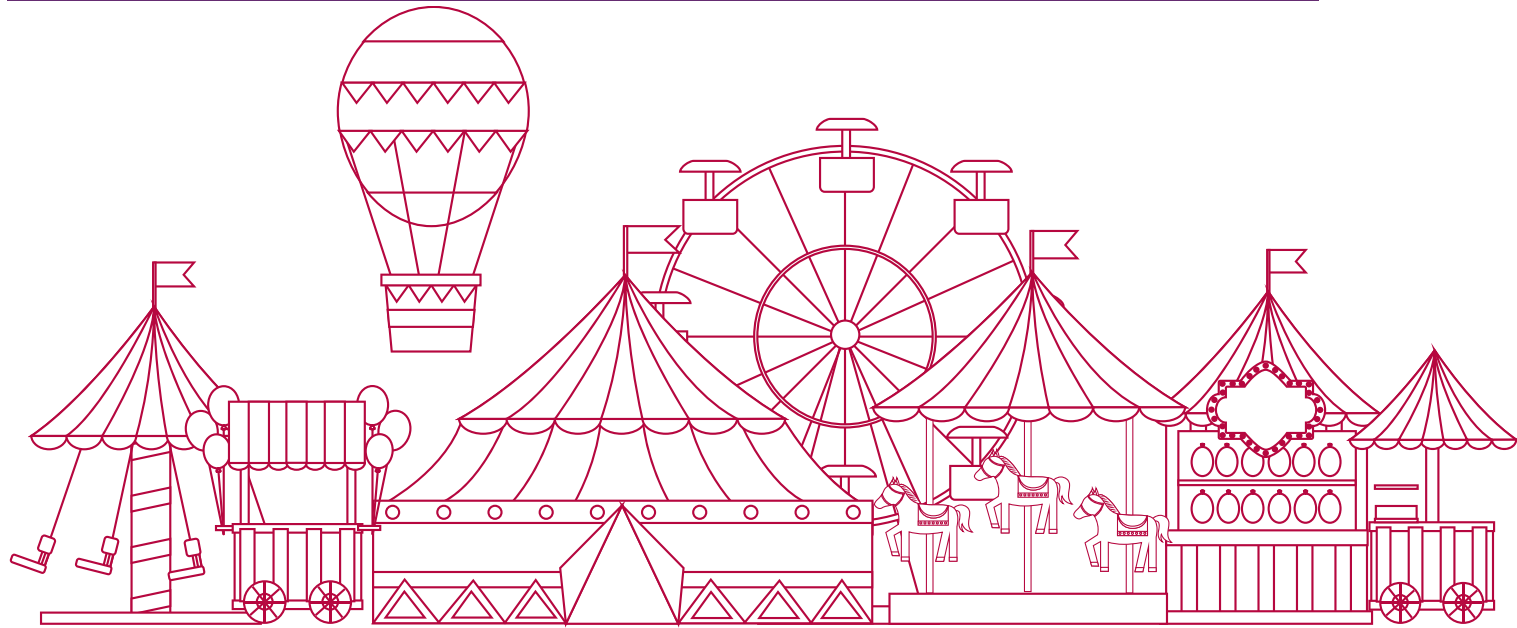
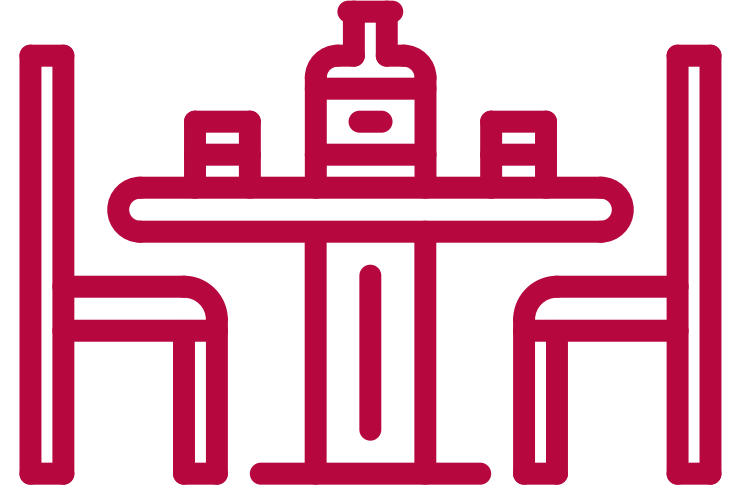
# QD EVENTS: THE IRN BRU CARNIVAL - EXTERNAL CATERING

The Irn Bru Carnival is Europe's largest indoor funfair and one of QD's busiest events. Throughout the venue tenancy we have an external caterer - Charmaine Hanley - who provides food & beverages such as hot meals & teas/coffees, soft drinks & cakes. Charmaine has been an ongoing agreement in place with the SEC where she will use the back of house kitchen facilities in hall 4. She will bring all her own cooking equipment and batch cook fresh food each day. The SEC do not charge her for using this space for the full duration of tenancy and do not charge any concession fee or commission based on the profits made.



The food offering covers breakfast, lunch & dinner and is operational from **8AM - 8PM** each day during build up, open & breakdown which is over a 3 week period.

The back of house kitchen leads on to a dining space which is configured as a café with several tables & chairs. People can get away from the noisy, busy show floor and enjoy their food and drink with fellow exhibitors and staff members. It's the only place onsite that they can switch off from the event - imagine Winter Wonderland inside an exhibition hall!

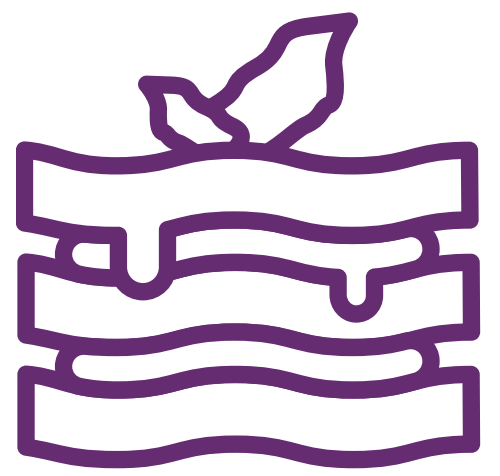


# QD EVENTS: THE IRN BRU CARNIVAL - EXTERNAL CATERING

As the event runs for three weeks over the Christmas and New Year period, we find that a lot of the contractors, hall managers, internal SEC & QD staff as well as the exhibitors from the show, all really enjoy the home cooking of Charmaine. She offers hot meals every day such as;



CURRY



LASAGNE

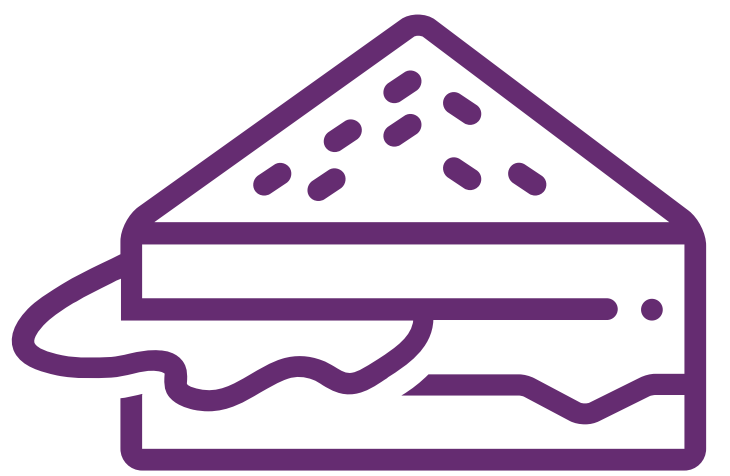


PIES

as well as having lighter options such as...



SALAD



SANDWICHES

in addition to a full breakfast selection.

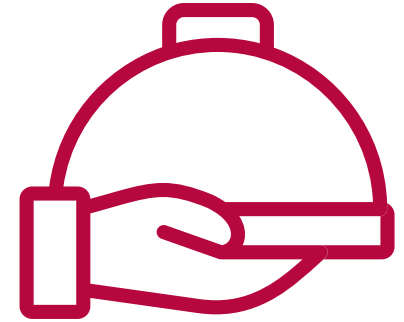
The meals are reasonable prices at around - £4-£5. This is half the price of the hot food that SEC serve at Clydebuilt - their main catering area. Furthermore, breakfast rolls and teas/coffees are all served at a discounted rate.

As we have over 160,000 visitors to the show within the 3 week open period, this not only provides a discounted offering for our contractors, staff and operators, it also provides a space where people can meet up and switch off from the show for a small period of time whilst eating comfort food during the cold winter months. Another huge benefit is that it segregates staff members, exhibitors and contractors away from the busy catering areas on the concourse which can become over crowded, especially with multi tenancy if the Panto is also on in the Auditorium and there is a concert in the Hydro.

This venture doesn't cost us anything to facilitate, but provides a real sense of community for everyone that visits the café and its always well utilised. I believe a lot of the other larger events could benefit from a similar set up if venues permitted this without charging for rental space or concession fees.



# CATERING AT THE NEC



We reached out to the NEC who was cited as a good example of a venue providing good catering options. We asked the venue how they approached this, the benefits, the costs and how it has had a positive affect on their relationships with customers. They sent over the following statement;

Firstly very pleased that we were cited as a good example of a venue providing good catering options during build up and breakdown.

As a venue with a head office and an industrial estate we always want to have two catering offers open Monday to Friday generally from 7.30am to 4pm which is typically from Starbucks , JD Wetherspoons and Subway on the piazza even if we do not have any events.

When we know we have events we tend to flex the public walkway offer with closing times between 5pm and 8pm for build, show and breakdown so that there is a range of hot and cold sit down, hand held and takeaway food offers.

When we have sufficient demand for a show build up or breakdown which is generally at least 1K net income to cover the cost of set up/breakdown/services/power /labour we open an in-hall restaurant facility with hot breakfast , lunch and cold/snack options and advertise the facility via the digital signage on site as well as organiser communication collateral.

The benefits are we can also provide staff dining for our Amadeus team on site and set up the catering facility ready for show open while we are in build-up.

The cost is break even after the food cost of sales/power and labour but it is a service that we want to promote to the exhibitors who will be staying for the show and the contractors that will be breaking down the show so they know where we are and the catering options that are available to them.

Yes ,it has had a positive effect on the NEC's relationships with customers as it is service led rather than profit led.



# THE BDC: SUCCESSFUL CATERING & GENERATING GOOD REVENUE AS A RESULT

We have reached out to the BDC who was cited as a good example of a venue that has a successful catering business from serving decent food and, generating good revenue as a result.

## EVENT CATERING

Event catering can be provided anywhere in the venue. We have the option to create outlets of the main café within event spaces, so this generally follows the structure of the main café below.

Our events with delegate catering tend to follow a similar structure, generally making food and drink available throughout the day – often, it will be left out with tea and coffee between breaks if possible to facilitate people nipping in and out of sessions or allowing exhibitors to catch a break when delegates are in sessions.

## A SCHEDULE GENERALLY LOOKS LIKE;

0730 hours                      Organiser on site  
- we normally provide breakfast FOC for the event team when they arrive on site and soft & hot drinks throughout the day

0820 – 0930 hours              Arrival Tea and Coffee  
1050 – 1130 hours              Morning Tea  
1215 – 1315 hours              Lunch Service (see below example)  
1435 – 1515 hours              Afternoon Tea  
1700 – TBC                      Drinks Reception

The menu for the sustainability event we did, took into account the nature of the produce, locally sourced (it generally is now anyway) where possible and was all vegetarian or vegan:

### Fork Buffet Lunch Menu Example

Winter Vegetable Stew served with Rice (Vegan)

OR

Classic Mac & Cheese, Crispy Parmesan & Sourdough Crumb  
(Vegetarian)

~~

Tomato & Mozzarella with Basil Pasto

Dessert:

Lemon Meringue Tart

Beverage:

Filtered water/ Orange Juice

average depending on event size and packages.

# THE BDC: SUCCESSFUL CATERING & GENERATING GOOD REVENUE AS A RESULT

Snack options are available to take into sessions and BDC in house filled glass bottles of still and sparkling water are stationed in conference rooms. Breaks start early morning with Danish pastries, then have biscuits, cake and fruit.

Tasting pre-event is usually recommended as it enables us to account for the taste of the audience and helps us to match menus on request. We also ask for their dietary requests in advance so that can be accommodated. DDR costs at the BDC vary from £55.00 - £85.00 + VAT on average depending on event size and packages.

## VENUE CATERING

Food service in the venue is through the main café, Jack's Restaurant. This is open every week day regardless of whether there are events on to ensure there is hot and cold food available to tenants and staff throughout the day and at weekend during event live days. Staff are offered a subsidised rate on food and drink.

Breakfast is served 0800 - 1030  
Lunch is served 1200 - 1430  
Cold snacks, patisseries and sandwiches are available all day until 1730  
Coffees, teas, smoothies, juices and other drinks are also served all day.

Meat free Monday's have been in operation since January and our menus are ever changing throughout the months, offering seasonal and where possible locally sourced food.

Our exclusive catering partner, Good Eating Company also provide pop ups over the year, with their in house nutritionist. Other pop ups (currently delivered as free webinars for staff and tenants) include topics such as:

### 1. Diet culture

A look at modern day perception of food and diets with the key message that temporary diets don't work and that having a healthy, balanced approach to food is fundamental.

### 2. Your health

An insight into the key nutritional deficiencies in the population and how we can all make sure that we are not deficient.

### 3. Busting the food labels

How to get the most out of food labelling and make sure you are not being misled. Hints and tips for debunking marketing tricks so you can be sure you are making the healthiest choices.

### 4. Carbohydrates; friend or foe

A look at the truth behind the headlines and whether we should be cutting carbs or stocking up.

### 5. Eating well at work

A guide to what we can eat throughout our working day to ensure that we are working optimally and getting the most out of our working day.

### 6. Eating to beat tiredness

How and what to eat to beat fatigue and help you feel energised throughout the day.

# THE BDC: SUCCESSFUL CATERING & GENERATING GOOD REVENUE AS A RESULT

They are delivering on their commitment to Healthy and Happy food through their menu options and their awareness sessions, but also through tailored communications to our staff and tenants.

Jack's restaurant not only provides an area for people to eat, whether it be from the wood fired pizza oven through to the cakes and bakes, but it's also a hub for the venue. Our tenants and staff use it for meetings, we congregate there for charity quiz nights, charity whiskey tasting evenings, and once a year as Directors we come in and assist the chefs in cooking a full three course Christmas lunch for the tenants, serving it to over 300 of them in an afternoon. Our catering offer is more than just feeding people, it's a place for people of the BDC to come together.

