

## Commercial Performance

1. As the Union continues to develop and grow consideration needs to be given as to how successful the Social Enterprise outlets are and to what extent risk management is embedded into the way these commercial outlets are operated.
2. Such an assessment could incorporate a number of internal and external performance measures including external benchmarking with other comparable facilities.
3. This paper seeks to identify a number of potential internal measures that could be reported on a periodical basis to the Finance and Risk committee giving a better understanding of the performance than that currently offered by the current management accounts pack.
4. The Finance and Risk committee are invited to review the list of potential measures and consider
  - a. How informative are they?
  - b. How could the measure be defined?
  - c. What other measures should be considered?
5. Consideration will need to be given as to how easy it would be to collect this information although this should not be seen as a limiting factor at this initial stage of development.

No.	Potential Measure	Identification of Performance (P) or Risk (R)
1	Complaints	R
2	Incidents Reports	R
3	Shrinkage reports	P & R
4	Hygiene Measure	R
5	Training delivered	R
6	ENTs Sales (charges after 9:30pm)	P
7	Cash income as proportion of total income	P & R
8	Non-cash income (cashless	P
9	Income Capacity / Occupancy (Beit Venues)	P
10	No. New Clients (Beit Venues)	P & R
11	Beit Venues Pipeline & conversion rates	P
12	No of covers – meals served	P

Malcolm Martin  
Head of Finance and Resources