



Ministry of Agriculture
and Forestry of Finland

Procurement Guide for Responsible Food Services





Ministry of Agriculture and Forestry of Finland

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For the reader

The Procurement Guide for Responsible Food Services is the first comprehensive set of procurement guidelines for food services that addresses the topic from the point of view of ecological, social, financial and nutritional responsibility. The guide defines what functional and responsible food services are like and how they are organised in different operating environments. It is aimed at decision-makers, organisers of public food services and those responsible for food services and their procurement.

The guide implements the objective of the National Public Procurement Strategy for sustainable and responsible procurement of food services and food products. It provides guidance on how the quality of the food and food products provided in the service is defined, what requirements are set for the service and how quality is monitored.

The purpose of the guide is to help public sector operators purchase food services responsibly. Public food services can be produced by own employees or an in-house entity, or they can be outsourced to a private operator through competitive tendering. The examples, model documents and checklists of the guide offer concrete help in developing both own food service and the procurement of food services. It is good to recognise that food services can also be included in another service contract so that when, for example, a housing service is put out to tender, the content of responsible food services is also defined.

The first part of the guide describes responsible and functional food service and introduces the operating environments of food services and the strategies, objectives and programmes that guide the organisation and procurement of food services. The chapter 'Responsibility of food services' describes the ecological, social and financial responsibility of food services and how they can be promoted in the organisation and procurement of food services. Starting from Chapter 4, the guide focuses on the preparation of the procurement of food services, the drawing up of the call for tenders and, for example, the content of the service description. Chapter 6 gives examples of minimum requirements and quality scoring of calls for tenders, and Chapter 8 discusses contract monitoring and its development. Chapter 9 of the guide provides further information on the legislation and guidelines governing the organisation and procurement of food services, while Chapter 11 gives definitions of key concepts. Examples and checklists have been compiled in the appendices to support the preparation, development and monitoring of procurement.

The examples in the guide have been modified from actual calls for tenders and contracts, but each procurement and organisation is different, and the examples highlighted are recommended to be used only after adaptation to the client's organisation and goals. The guide provides practical advice and guidance but is not legally binding.

Instructions for operators procuring or tendering for food services have been compiled in the guide for the implementation and tendering of responsible procurement of food services. For example, the guide contains a checklist that makes it easy to ensure that all the interfaces and responsibilities related to the operation of food services have been taken into account.

For those preparing procurement, the guide provides more understanding of procurement of food services and practical examples of responsible procurement.

For food service providers, the guide provides guidance on developing operations in a more responsible direction, ideas for developing cooperation between the purchaser (client) and the producer (service provider) and for increasingly high quality of service.

The guide provides municipal decision-makers with more understanding of the importance and impact of food services in different operating environments. In addition, it helps in the understanding of the overall picture of food services. The guide clarifies the importance of considering different strategies and guidelines in the procurement and provision of responsible food services.

1 What is responsible and functional food service?

Good and responsible food services operate in a way that fulfils the customer's right to a tasty and high-quality meal. The meal provided promotes health, quality of life, wellbeing and, if necessary, recovery from illness. A diverse and varied selection of seasonal ingredients and different dishes makes it possible to put together tasty and environmentally sustainable meals.

A responsible food service provider takes into account food and nutrition recommendations, which guide good nutritional quality, high-quality food supply, food safety, food education and environmentally-friendly food production and consumption. The guidelines aim to promote health and reduce the risk of disease. They help with menu planning and the evaluation of nutritional quality.

Responsible food services take into account the objectives of the National Procurement Strategy in terms of ecological, financial and social sustainability. Review of overall responsibility includes, for example, raw material production methods, food preparation methods, food purchase criteria, food serving methods, choice of serving and packaging materials, transportation of food, reduction of food waste and utilisation of surplus food.

In its call for tenders, a responsible client describes what, for example, the implementation of food and nutrition recommendations and responsible raw materials and food purchases mean in this procurement. When the client describes in concrete terms the current state and the tendered areas of food services in its call for tenders, the service provider is able to offer the desired package.

The client may impose obligations on the service provider to promote the involvement of diners, develop the service and do things together. At its simplest, involvement can mean that customers participate in the testing of new recipes or provide feedback. In daycare centres and housing services for the elderly, involvement can be similar: baking together with teaching, care and/or food service staff is a favourite activity for both customer groups.

Professionals working in food services plan menus in such a way that they meet the objectives set for responsible food services and the needs of the customer. The menu also supports and implements the strategy of the client's organisation.

The aim of the cooperation between the client, service provider and other operators of responsible food services is to build a strong partnership where the service is developed into a service package that enables new operating models.

The service provider commits to professional organisation of work and development of its operations. The service provider must, without a separate assignment, actively investigate and report to the client new options that can be used to develop the delivery and service, taking into account the client's needs and cost-effectiveness. The aim is to build trust-based operating principles so that both parties benefit from the results of joint development. The parties endeavour to cooperate in a manner that takes into account the guiding strategies and recommendations. These include, for example, the National Procurement Strategy and nutrition recommendations.



EARMARKS of responsible and functional food services:

- » Tasty, appealing and varied food of high nutritional quality put together from sustainably produced ingredients and provided in sufficient quantities for all diners
- » Timeliness of meals, from the perspective of the customer and the client as well as the service provider
- » Sufficient time reserved for dining
- » Comfortable dining area and pleasant meal situations
- » Listening to customers' wishes, e.g. food tasting or meal panel activities
- » The feedback of the customer group is taken into account in menu planning
- » Different areas of responsibility are taken into account in the selection of raw materials and in the organisation of the service
- » Seamless cooperation between the client and the service provider

1.1 FOOD SERVICE OPERATING ENVIRONMENTS

Food services must provide different target groups with well-planned meals that account for the preferences, food recommendations and special needs of each customer group. Different operating environments affect the qualitative and quantitative requirements and nutrient content requirements of the food produced and the division of responsibilities for food services in ordering, producing, delivering and serving food.



Example: When food services introduce a Heart Symbol meal system or qualitatively corresponding meals, they contribute to the achievement of nutritional quality standards. Customers can make healthy choices in accordance with the recommendations.

The procurement of food services can be a part of other service contracts, such as that of 24-hour service housing or early childhood education and care (ECEC). In this case, the contract to be tendered must define the minimum requirements for support services (such as food services), the expected quality and responsibilities per task. The client should identify the contracts as ones in which the quality and implementation of the food service are defined in order to ensure consistent services for the residents of the municipality.

OPERATING ENVIRONMENTS in which public contracting entities procure food services:

ECEC units // Schools and educational institutions: primary and lower secondary, vocational, general upper secondary and higher education institutions // Health and social services // Various units of the Criminal Sanctions Agency // Finnish Defence Forces // Parishes // State and municipal agencies and institutions

EXAMPLES of services for which food services are procured:

Daycare centres, schools, educational institutes // 24-hour care and housing services // Hospitals // Day activity services (e.g. daily activities of disability services) // Services supporting living at home // Staff meals // Cafeteria services (e.g. in hospitals and educational institutes) // Catering on request and event services

Examples of the most common PUBLIC ORGANISATIONS that put food services out to tender:

Municipalities // Joint municipal authorities // Hospital districts (in the future: wellbeing services counties) // State // Parishes // Publicly-owned limited companies that must comply with the Act on Public Procurement and Concession Contracts





1.2 FOOD SERVICE IN EDUCATION SERVICES

Food services in ECEC consider the nutritional needs of children of different ages, nurture traditions, enable children to participate to a small extent in preparing and serving food and support their growth into a sustainable lifestyle. Food service staff play an important role in food education. They instruct and teach children during meals and support ECEC staff in food education for groups of children.

ECEC can use, for example, a pedagogical menu. The service provider informs the daycare centre's education and teaching staff about opportunities for joint activities and acquires the raw materials for the foods to be served. The pedagogical menu should be planned in cooperation between the client and the service provider.



Education staff can order food education assignments from the food service for a group of children in connection with food orders. The assignments are designed according to the menu with varying themes. Raw materials and any necessary equipment are delivered as a product basket (for example, products for making fruit quark, grated carrot or berry porridge or for baking bread rolls). Similarly, product baskets can be offered, for example, for packed lunches. At the beginning of the school year, it is also a good idea to offer more familiar and pleasant basic dishes to diners.

In basic education, the purpose of school meals is to promote the healthy growth and development of pupils, their ability to study, their food knowledge and a sustainable lifestyle. School meals are part of instruction. They integrate into the content of several school subjects and multidisciplinary learning packages. Objectives are set in the local curriculum and school-specific annual plans. They also define the resources for school meals and the school's food education. Teachers are responsible for supervising school meals. The comfort and calmness of the dining environment ensure that pupils get a pleasant break for food and rest that supports their studies. A peaceful environment promotes participation in and appetite for school meals.

The learning environments and study methods of the upper secondary level (general upper secondary education and vocational education and training) vary. The students are young people of near-adult age or working-age adults in different life situations. Students at the upper secondary level are entitled to a free student lunch. Students in multiform vocational education and training may also be offered a free meal in the evening. General upper secondary schools and vocational schools often offer breakfast and snacks for a small fee in addition to a free lunch. Students can dine at the educational institute's canteen. During workplace education and training periods, they can eat at staff or lunch restaurants, receive packed lunches or get contract meals arranged under the meal subsidy. Students in the sector also often complete their practical training in the restaurants of vocational institutions.

Kela's meal subsidy enables higher education students to enjoy well-balanced meals at a reasonable student price in student restaurants and other staff restaurants eligible for the meal subsidy. The organisation, production and provision of subsidised student meals is guided by a target group-specific meal recommendation. Its aim is to ensure that students have equal access to tasty and well-balanced meals that meet their nutritional needs, regardless their diet or place of study. Kela requires that the parties responsible for restaurant services of students and their tendering process consider the principles concerning student meals and the minimum nutritional requirements set out in the meal recommendation in their decisions and arrangements.



1.3 FOOD SERVICE IN HEALTH AND SOCIAL SERVICES

The aim of the food services in health and social services is to ensure the customer's good nutritional status. Treatment, care and rehabilitation units ensure that the food provided supports the individual implementation of the customer's nutritional care as part of the overall care. Meals also teach the customer how to implement the diet required by an illness in practice. It is also part of 24-hour daycare, rehabilitation and recreational activities. Nutritionally complete food and nutritional care help to achieve treatment results and promote the functional capacity and health of customers. The food must be tasty, meet customers' tastes and be suitable for different customer groups in terms of texture. A well-designed and implemented food service in accordance with nutritional care contributes to the achievement of the qualitative, functional and financial objectives of health and social services.

1.4 FOOD SERVICE AS PART OF THE PROCUREMENT OF A SERVICE PACKAGE

Food services can be a part of a larger package, such as the procurement of housing services for persons with disabilities. It is important that the responsibility for food services in these contracts is also defined in the call for tenders. It is good to identify which types of companies are likely to be involved in the tendering process and to adjust the

requirement level to make it possible for them. For example, a company that employs three people and offers a few beds for home-like care is unlikely to plan its food services using an ERP system. On the other hand, even small businesses can plan menus and purchase food products responsibly.



Example of the use of a service voucher in meal services delivered at home: "Meal services can be granted to customers that have a daily personal need for assistance and a continuous need for a meal service, at least five times a week. The decision to grant the meal service is based on determination of the customer's service needs. Customers that are granted the service are not able to take care of sufficiently well-balanced nutrition otherwise and do not have the opportunity to eat out. The meal service is primarily granted to home care customers when other options for the purchase and preparation of meals, such as dining at a nearby food establishment and the help of a family and friends, have been explored. An official makes a separate decision on the meal service, which is delivered to the customer. Meal services can be arranged using service vouchers. The value of a service voucher for a meal delivered home is EUR X per meal. The service provider charges the customer for the difference between the value of the service voucher and the price of the meal."



1.5 STAFF MEALS

Food service contracts may include an obligation for the service provider to provide staff meals to the client's staff. The staff food service can also be purchased separately. Health and social services, in particular, can include not only staff meals but also cafeteria services in the procurement. This guide and its examples can be used to assist in the procurement of responsible staff food services and cafeteria services included in a contract or purchased separately.

The food service must, through menu planning, enable staff to eat varied, well-balanced and timely meals that support and promote wellbeing at work. The service description can require the service provider to offer three different daily food options. Another alternative is to record the minimum number and quality of the options in the service description and to require the service provider to develop the staff meals in cooperation according to the customer's needs. The opening hours and days of the staff restaurant or canteen (mid-week holidays, public holidays and weekends) and, if necessary, the service hours for shift workers must also be specified.

For example, 24-hour daycare centres and hospitals operate around the clock, so their staff may need to order staff meal portions to units and wards. The service provider must describe in the service description the ordering and delivery or collection process of staff meals ordered for units. Alternatively, there may be a 24-hour meal collection point, i.e. a take-away service. In addition, it must be described how meals will be paid for and whether the client, i.e. the employer, will pay part of the price of such staff meals. The employer's subsidising, the

possibility to register meals and different payment methods, such as cash, card payment or deduction of meals from pay, must be clearly recorded in the service description.

Staff meals can be so-called institutional meals. Each year, the Tax Administration determines the monetary value of the lunch benefit that a staff member of a daycare centre, school, hospital or other similar institution can receive in connection with institutional meals. Lunch benefit can be received, for example, when a teacher in a daycare centre or school supervises meals while eating with the children or pupils. The municipal general service and collective agreement and, for example, the private social sector collective agreement also include provisions and recommendations on staff meals, supervision of meals and exemplary dining as well as the calculation and reimbursement of costs.

Lunch benefits are a matter between the employer and the employee. Agreed lunch benefits are described, for example, in the call for tenders to the service provider that sells the food service to the client at contractual prices. The price of a meal may differ from the value of the meal benefit. The client must have a view on the extent to which the service provider must implement the special diets of the staff during the contract period. Vegetarian food is recommended to be offered as an option available on a daily basis. Special diets can be defined, for example, as follows:

"Staff meals should take into account the most common special dietary needs, such as lactose-free and gluten-free diets and individual allergy diets. The service provider may require persons in need of a special diet to provide information in advance about the special diet and the days on which they will be dining. The service provider shall provide for special diets that are based on medical reasons and ethical or belief-based diets, but so-called lifestyle or fashion diets shall not be considered special diets."

The staff meal section of the food service contract is a suitable place to take a stand and describe the client's practices on the dining of visitors, students and, for example, persons undergoing non-military service.

2 Strategies, commitments and programmes guiding food services

2.1 NATIONAL OBJECTIVES FOR RESPONSIBLE FOOD SERVICES

Finland is committed to the Global Agenda for Sustainable Development ([Agenda 2030](#)) agreed by the UN in 2015. It contains 17 goals to be achieved by 2030 by the countries committed to the Agenda. [The Society's Commitment to Sustainable Development](#) is a key tool for implementing Agenda 2030 in Finland. The objectives of the commitment guide the organisation and procurement of sustainably produced and health-promoting food services. Service providers and clients can join the commitment voluntarily and define their own sustainability targets, the realisation of which they also commit to monitor.

[The European Green Deal](#) and the associated [Farm to Fork strategy](#) and [Biodiversity Strategy](#) aim at preserving biodiversity and orienting Europe towards climate neutrality. The objective is to create a healthy, fair and sustainable food system from primary production to the plate with sustainable food production methods and food procurement and by halving food waste by 2030.

Clear objectives for procurement have been defined in government programmes. The current government programme sets the following objectives for the organisation and procurement of public food services:

- » We will increase the proportion of plant-based food in public procurement and in public food and catering services.
- » The relative proportion of domestic plant-based products and fish will be increased in line with the nutrition recommendations and low-carbon objectives.
- » With respect to meat, eggs and milk, local governments will be guided to give preference to local, organic and domestic production.

- » Public procurement is also aimed at overall accountability, the integration of sustainable development and social and environmental aspects (such as low carbon), the promotion of employment, the development of skills and the dissemination of best practices.

The aim of the [National Procurement Strategy](#) is to make procurement more effective through strategic management, good planning and monitoring. The strategy includes an objective for sustainable and responsible procurement of food services and food products. Procurement can be developed strategically to meet the objective. The central idea is that the criteria for procurement of food services promote environmentally sound food production methods, food safety, nutrition and animal welfare and health, thereby promoting sustainable food supply and ecological sustainability.

The objective of the strategy related to food procurement are specified in the [guidelines of the government resolution](#) on responsible and sustainable procurement of food products and food services.



At the national level, there are also other strategies, programmes, commitments and recommendations that include objectives related to food, nutrition and public food services and food procurement. These include the [*Climate Food Programme*](#), [*the National Programme for Organic Production*](#), [*the Local Food Programme*](#) and [*the Domestic Fish Promotion Programme*](#), as well as food and nutrition recommendations, which are described in [**Section 9.2**](#).

2.2 REGIONAL OBJECTIVES FOR THE RESPONSIBILITY OF FOOD SERVICES

The organisation of food services is guided by regional strategies and programmes. These include, for example, objectives drawn up by regions, hospital districts (future wellbeing services counties), joint municipal authorities and various municipal networks. When organising food services, sector-specific values, objectives and guidelines at the regional level must also be taken into account.

Objectives for the organisation and production of food services are included in, for example, regional welfare plans and the nutrition plans published in connection with them. Examples of regional wellness and nutrition plans can be found [on the National Nutrition Council's website on wellbeing through nutrition](#).

Networks operating in a county, region or hospital district (in the future: wellbeing services county) and their regional objectives and measures may affect the health and wellbeing of residents. The networks may be managed by, for example, a Regional State Administrative Agency, a regional council, a hospital district (in the future: wellbeing services county), a Centre for Economic Development, Transport and the Environment (ELY) or some other separately created operator.

EXAMPLES of regional networks and work:

[*The North Ostrobothnia Regional Welfare Programme*](#) set the goal of introducing a system for labelling healthy meals in public food services.

[*The Hinku network*](#) involves more than 70 municipalities and five regions committed to an ambitious climate emissions target. The Hinku network shares information on best practices in climate change mitigation, supports municipal climate work and creates demand for climate-friendly products and services.

2.3 THE CLIENT'S STRATEGY AND GOALS FOR THE RESPONSIBILITY OF FOOD SERVICES

Clients can direct food services decisively to responsible choices with their own strategies. For example, municipalities can do this by being active and making decisions on things that increase the responsibility and sustainability of food services. The call for tenders must state the client organisation's strategy and values as concretely as possible. It must also describe how the strategy and values are reflected in the procurement of food services and how they will be measured and monitored during the contract period.

The objectives of the organisation may require development activities during the contract period. Strategic objectives, commitments and council initiatives may be reflected in requirements for domestic or local supply of raw materials, the increase of climate-friendly meals and targets for monitoring and reducing food waste or the utilisation of EU School Scheme. Civil servants preparing public procurement must ensure that the procurement requirements do not violate the principles of the Act on Public Procurement and Concession Contracts. For example, domestic content cannot be used as a minimum requirement in calls for tenders within the EU, but responsibility can be required in food production. In addition, the domestic content of food products can be monitored during the contract period.



The client organisation is a Fairtrade organisation.

The service provider undertakes to serve only Fairtrade coffee and tea in staff restaurants and to offer Fairtrade fruits on the menus of schools and daycare centres at least twice a year."

3 Responsibility of food services

3.1 ECOLOGICAL RESPONSIBILITY

Ecologically responsible food services consider the impact of food service on the environment and climate. The key points for ecological sustainability are menu planning, food purchases and food waste management. Consideration of ecological sustainability is also important when purchasing other product groups, such as cleaning products and detergents, disposable dinnerware and kitchen appliances. Other environmental considerations include energy and water consumption and the sorting and recycling of waste fractions.

Climate impact (carbon footprint), eutrophication of water bodies, preservation of biodiversity and the water footprint can be considered the most important indicators of the environmental impact of food production. Environmental impact is also generated by packaging and transport in the production chain, but their contribution to the environmental impact of a food product is minor.

Impact of the range of meals, menu planning and recipes on environmental load

Food production is estimated to account for 25–30% of Finland's greenhouse gas emissions. The carbon footprint of vegetables and small freshwater fish, for example, is small, so it is good to increase the use of seasonal produce and the number of vegetarian and fish dishes on the menu and to offer vegetarian food as an option available to everyone in ECEC, schools and other educational institutes. The actions are in line with the food recommen-

dations and improve the nutritional quality of the menu. It is advisable to make changes gradually, listening to the diners.

In the future, when reliable carbon footprint calculation becomes more common, food services can be required to calculate the carbon footprint of its menu and operations. The client may require that the service develops the range of meals, menu and recipes to reduce the carbon footprint. Further information on the environmental impact of food production and different diets can be found, for example, in the end report of [the FoodMin project](#).



The WWF Seafood Guide is a good reference if you want to monitor changes in different fish species, populations and eating recommendations. The service contract can require serving small Baltic Sea fish and freshwater fish, such as herring, smelt and cyprinid fish, to reduce the eutrophication of water bodies. According to the WWF Seafood Guide, domestic farmed and caught fish is, in principle, an environmentally responsible and preferable choice. The responsibility requirement for procurement may be, for example: *“Recipe development that can help to reduce emissions into the environment and protect the Baltic Sea.”*



The carbon footprint of food services must be actively reduced. Adding vegetarian and fish dishes to the menu alone is not an effective enough change accepted by the diner/customer. 'Hybrid' recipes that use several different sources of protein are needed. It is important to know what will be replaced on the menu and how it will be done. The most effective way is to replace red meat with other sources of protein. Figure 1 shows an example

of a food service provider's product development, where the menu has been shortened from six weeks to five weeks and the number of beef dishes on the menu has been reduced and replaced with fish and chicken dishes. The amount of beef has also been reduced by replacing minced beef with a mixture of minced chicken and beef and a mixture of plant protein products and beef.

Figure 1. Example of a daycare centre and school menu with a reduced carbon footprint

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	Chicken and vegetable sauce Barley	Minced meat soup	Vegetable balls Warm sauce Potatoes	Tuna pasta bake (MSC)	Oven-baked sausage Mashed potato
Week 2	Minced meat sauce Whole-grain pasta	Salmon cakes Yoghurt sauce Potatoes	Meatballs in sauce Potatoes	Vegan pea soup Pancake Berry purée	Chicken sausage sauce Potatoes
Week 3	Chicken soup Apple pudding	Fish bake Potatoes	Barley porridge Lingonberry and apple kissel Cold cut turkey	Chicken patties Curry sauce Rice and barley	Macaroni bake Ketchup
Week 4	Fish soup Fruit	Tortillas	Fish loaf Sour cream sauce Potatoes	Lasagnette	Spinach pancakes Lingonberry side dish Mashed potato
Week 5	Frankfurter sauce Potatoes	Local fish fingers Cold dill sauce Potatoes	Puréed vegetable soup Cottage cheese Apple pie	Spicy beef sauce Rice and barley	Chicken noodle bake

The main ingredient is indicated in colour

Fish	Beef	Vegetarian	Chicken	Pork	Minced chicken and beef	50% minced chicken and beef and 50% plant protein
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A vegetarian option is available on a daily basis. The meal also includes salad, salad dressing, bread, nutritious fat, skimmed milk/buttermilk or a vegetable-based drink.

In product development, it is important to take into account the entire meal (plate model) with its side dishes, because people's image of the meal is also influenced by the parts of the meal served together, such as bread, warm vegetables and salad components.

Another example of climate-friendly menu planning and recipe development can be found in [School Food 2030](#), which provides practical tips and ideas for implementing a low-carbon climate menu.



When purchasing food services, it is worth remembering [the EU School Scheme's school](#) fruit support. It is an opportunity to increase the use of seasonal vegetables, berries and fruits. The client may require service providers to submit a menu with an annual seasonal food plan with the tender.



Appendix 1 provides an example of a responsibility plan to promote the ecological responsibility of food services. Food services can also develop their own operations through a responsibility plan.

Responsibility requirements for raw materials

The food purchases of food services must observe responsible food production methods. [The Guide to Responsible Food Purchases](#) (Opas vastuullisiin elintarvikehankintoihin) provides comprehensive information on the environmental impact of food production and the key responsibility issues of different food groups. The criteria of the guide make it possible to procure food products such as meat, eggs, dairy and vegetables in a responsible and sustainable way. The guide can also be used to tender food services by monitoring the implementation of the guide's criteria as part of contract monitoring. The criteria can be mentioned in the terms of the food service contract and their use can be required as part of menu planning. Before publishing the tender documents, however, it is advisable to make a request for information on the responsibility criteria that are planned to be used in order to confirm the ability of the service providers to meet them.



Food responsibility criteria must be included in the procurement requirements for food services. When food services use responsibly produced food products, it also supports local and domestic food production as well as employment, self-sufficiency and the preservation of security of supply.



EXAMPLES of requirements for the sustainability of raw materials:

- » Antimicrobials, such as antibiotics, are only used to treat sick animals with a prescription and under the supervision of a veterinarian. Records must be kept of the use of antimicrobials, which the client must be able to view on request.
- » At least 95% of production farms are in the Centralised Health Care Register for Finnish cattle herds (NASEVA) or the producer must have an equivalent electronic system documenting cattle health and wellbeing as well as information describing responsible operating methods.
- » There are no salmonella serotypes in poultry meat/poultry meat products. Imported foodstuffs are tested in accordance with Appendices I to III to Commission Regulation (EC) No 1688/2005 or the equivalent.
- » The WWF Seafood Guide: The fish used for the fish/fish product served must be on the green or, on careful consideration, yellow list in the WWF Seafood Guide.
- » At least 40% of the berries on the menu must be ones that can be used without heating or cooking.
- » In the production of the food service, organic products are used at least according to the second step of the Steps to Organic programme: "Step 2: The kitchen permanently uses organic products for at least two (2) significant ingredients. In addition, other organic products are used where possible."

Promoting organic

The objective of the National Public Procurement Strategy and the National Programme for Organic Production is that 25% of public procurement of food products will be organic by 2030. Organic production is a strictly controlled, certified production

method based on European organic legislation. In organic production, industrial artificial fertiliser and concentrated feed, synthetic pesticides, the use of genetically modified (GM) raw materials and the irradiation of products are prohibited. For example, the environmental ecotoxicity of the production of organic products is lower than that of conventional products, which has a positive impact on the biodiversity of the agricultural environment. Progress towards the stated organic target of 25% can be systematic, gradually increasing the use of organic



The organic production method as such is a suitable criterion for food purchases, and a quantitative target can be set for the use of organic products or the

required [Steps to Organic step](#).

Cooperation to reduce wasted food

Food services, along with the entire food chain, are obliged to halve food waste by 2030. Approximately one fifth of the food produced in food services ends up in waste. Most of the waste is caused on the service line during the serving phase. The food service contract should specify the practices for monitoring food waste and concrete waste reduction targets. Reducing waste is the common goal of both the service provider and the client. Both must have the will and resources to take concrete action.

An example of how food waste is monitored in a unit where all the waste is returned to the kitchen: *“The service provider monitors food waste in wards/units when the menu cycle changes 2–4 times a year. Monitoring is done during one menu cycle (4–6 weeks). Waste is reported per meal and per day in grams/customer/day or in another agreed manner. The monitoring covers every meal of the day.”*



If food waste is recycled directly from units, the monitoring can be conducted, for example, twice a year for a week. In this case, it must be agreed how to combine the information on kitchen waste and food waste generated at units. The client must plan the monitoring of waste very concretely already at the stage of the call for tenders (whose scales will be used, who will conduct it, etc.).



More information on reducing waste and related work in professional kitchens: www.mara.fi/toimiala/vastuullisuus/ruokahavikinva-hentaminen.html

[Guide to reducing food waste in professional kitchens](#)

RESERVE MEALS:

Hospital wards often order 1–2 extra portions for each meal so that, in wards with rapid patient turnover, nobody will be left without food. This practice generates a lot of waste, which can be reduced if the call for tenders asks for a price for packed meals similar to home meal packages, which could be heated at the ward as necessary. Such meals can be given to the discharged patients to bring home, if needed.

A reserve meal can be defined, for example, as follows: *“The meals must be individually packed and similar to home meals. The reserve food must be packed such that it has a shelf life of more than five days. Shelf life, storage conditions, product contents, dietary labelling and mandatory allergen labelling and heating instructions must be indicated on the label of reserve meal portions. The service provider shall offer three options for reserve meals. The meals must be suitable for as many special diets as possible. The meal options must include a soup, a casserole and a porridge.”*

More efficient energy use

It is good to monitor and reduce the energy and water consumption of food preparation where possible. This means measuring and monitoring the electricity and water consumption of the property. Many old properties do not have a separate water or electricity meter in the kitchen, but the client should consider whether separate metering of electricity and water consumption in the kitchen should be enabled in connection with renovations and new construction. Consumption monitoring also facilitates invoicing the service provider (if this was mentioned in the call for tenders).

Cleaning should also avoid unnecessary energy and water consumption and use of chemicals. Water consumption can be reduced by, for example, pre-prepared (waterless) cleaning or microfibre cleaning. The chemical load can be reduced by using environmentally friendly detergents. The food service contract can require the service provider to use eco-labelled products. Targets and monitoring of energy and water consumption and the use of chemicals are recorded in the contract. Regular maintenance of production equipment or its replacement with newer, energy-saving equipment also brings savings, regardless of whether the equipment is the responsibility of the service provider or the client.

Energy consumption can be optimised and reduced by production and service design. The service provider monitors, guides and trains its personnel in production and also provides instructions for the start-up, operation and economic activity of the equipment during holidays and other closure periods.

Improving environmental expertise of staff

It is important and necessary to ensure the sufficient environmental competence of food service staff by requiring professional [*handprint certification*](#) (former environmental certification) or equivalent. Skills must be updated regularly. The food service provider may also be required to certify the services in accordance with the ISO 9001 quality standard and the ISO 14001 environmental standard or in accordance with an equivalent environmental management system certified by a third party.

Responsibility work can start from CONCRETE CONTRACT ENTRIES (Menu cycle duration is six weeks):

The contract requires:

- » A porridge day twice per menu cycle
- » A local fish day once per menu cycle
- » A seasonal food day or harvest week twice per (school) year
- » Vegetarian food is served daily as an option available to everyone and the type of vegetarian food offered is determined by the customer base
- » A Fairtrade Day twice a year, which may include, for example, serving Fairtrade bananas
- » Beef is served four times per menu cycle
- » Salads are offered as components, gradually increasing the number of components
- » The staff of the food service receive training in vegetarian recipes
- » At least two major organic ingredients are continuously on the menu

3.2 SOCIAL RESPONSIBILITY

Socially responsible public procurement considers the impact of the procurement on citizens and society. In practice, the customer group can be involved in the planning of the procurement of food services or it can be ensured that the production of the delivered goods or services complies with the fundamental rights at work and human rights. Food services can also employ people with disabilities and other people who find it hard to find employment.

Social responsibility also includes the targeting of public food services in a way that increases equal opportunities for residents to have hot lunches. This means planning and enabling the use of services, for example, for the older adult population of the area, the inactive and underemployed, and young people without a student place or job.

Customer participation and need-based procurement

Procurement must be planned in a needs-based and participatory manner, especially when the procurement is essential for the end-user of the service. Customers can be consulted and involved in the planning of the procurement, for example

by collecting customer feedback or by conducting customer surveys. The aim is to offer all customer groups an equal opportunity to participate.

Examples of PARTICIPATION

- » Present meals and menus of daycare centres and schools to parents at parents' evenings
- » Offer parents the option of dining in daycare centres and schools
- » Organise dinner parties with relatives in nursing homes
- » Discuss food sustainability criteria on home economics lessons and familiarise pupils with Fairtrade and organic products, for example by examining the school menu
- » Organise customer panels
- » Communicate on the development of food services
- » Discuss the topic with municipal or city decision-makers in the context of various initiatives and projects

Human rights and rights at work in service procurement

The fundamental principles of rights at work and human rights refer to a number of internationally agreed rights and obligations to which countries are committed. In Finland, fundamental and human rights are supplemented by the UN human rights conventions and the ILO's labour market obligations as well as the European Convention on Human Rights and other EU regulations on labour and fundamental rights. Adverse human rights impacts refer to situations where an action impairs or deprives a person of the opportunity or ability to enjoy his or her own human rights.

Labour Exploitation and Public Procurement – Guide for risk management in national supply chains (heuni.fi/publications) was published in December 2021. The guide supports people working in public procurement in local and central government in considering the risk of occupational exploitation as part of national procurement processes. It presents measures to prevent exploitation and means of monitoring during the contract period. The guide also describes closely the types of abuse and human trafficking taking place in Finland and gives instructions on what to do if suspicions arise.

The shadow economy is an attempt by a company to obtain economic benefits by not meeting legal obligations and not making statutory payments or by subcontracting or hiring temporary labour from companies that neglect their obligations. The shadow economy can be linked to economic and labour crimes and can be part of the phenomenon of occupational exploitation.

The call for tenders obliges the food service provider to deliver the obligations in accordance with the Act on the Contractor's Obligations and Liability when Work is Contracted Out on a regular basis during the contract period. In the contract, the client may reserve the right to terminate the contract if the obligations are not fulfilled.



Clients may use more stringent requirements than the law requires to ensure that the commissioned work is carried out under reasonable working

conditions. The client may, for example, emphasise in its call for tenders that all its work sites must comply with the requirements of the law and the general binding collective agreement. The obligations under the Act on the Contractor's Obligations and Liability when Work is Contracted Out must also be reviewed regularly during the contract period and must be fulfilled

Consideration of human rights and fundamental rights at work in food purchases

The public sector has a duty to ensure that business activities respect human rights and fundamental rights at work with increasing force and diversity. In order to fulfil the public sector's obligations, it is important that procurement aims to avoid adverse human rights impacts throughout the production chain.

Many food products or their raw materials, such as cocoa, coffee and bananas, are bought from developing countries, where workers' rights can be weak and child labour might be used. Certifications and audits of social responsibility aim to improve compliance with human rights in high-risk countries. Third-party certification is the most reliable tool for monitoring the implementation of social responsibility. The food service client can require that the food service uses, for example, Fairtrade-certified products.

Wellbeing at work of food service staff

A company that shoulders its responsibility for employees' wellbeing invests in the employees' skills and in managerial work and takes care of the employees' ability to cope. The food service client can include in the contract monitoring, for example, the processing of the results of the service provider's job satisfaction surveys and discussions about the job satisfaction and the ability to cope at work of the food service staff.

Use of an employment condition in procurement of food services

Employment is one way in which social considerations can be taken into account in public procurement. The client can include a condition of employment in the call for tenders for public contracts and in the procurement contract. The condition obliges the contractor to hire people who have been looking for work for a long time. The condition is met when the person is selected for paid employment, a paid apprenticeship or a paid internship. The employment condition aims to reduce segregation and social exclusion and to promote the employment of people who have been looking for work for a long time. The aim is also to employ young people without work experience.

Employment conditions for procurement of food services and their wordings vary by municipality, but the basic principle is that the service provider undertakes to employ one or more unemployed jobseekers during the contract period in accordance with the employment condition. The monetary value, the number of persons employed and the length of the employment relationships are specified in the call for tenders and in the food service contract. It is worth describing a bonus or sanction model to make this more effective.

The call for tenders and the food service contract describe whether a person in accordance with the condition will be employed for the food service to be procured or for any work assignment with the service provider or a subcontractor specified in the contract. Employment with a subcontractor requires that the tenderer indicates the subcontractor in its tender and is responsible for the performance of the subcontractor in accordance with the contract as if it were its own.



THE IMPACT OF CO-DETERMINATION NEGOTIATIONS ON THE EMPLOYMENT CONDITION
“Co-determination negotiations in the company are not an obstacle to tendering if the employment in accordance with the condition is completed by the end of the contract period.”

Companies need a lot of help and support to meet employment conditions. It is in the interests of all parties to find the appropriate person for each position. It is a good idea to plan a process for the use of the employment condition with the region's employment services. Employment services help to find suitable people and to apply for financial support.

Employment services provide the service provider with

- » **Concrete help for recruitment:** finding candidates, preliminary interviews, presentation of suitable candidates
- » **Reduction of the cost of employment:** economic relief is available for employment. Employment services assist in applying for financial support, such as pay subsidy or recruitment allowance.
- » **Advice and assistance throughout the employment process**

The service provider reports to the client, which monitors the fulfilment of the employment condition. A report form can accompany the call for tenders so that the service provider knows what is expected from the reporting, such as documentation of the employment of unemployed persons and information on their position in the service provider's/subcontractor's organisation.

A number of organisations are already using the employment condition. Read more on the Keino website (in Finnish): www.hankintakeino.fi/fi/ajankohtaista/uutiset-artikkelit/hankinnoilla-tyollistamisen-itseopiskelumateriaali

3.3 FINANCIAL RESPONSIBILITY

Financially sustainable procurement supports the balance of the public economy and the cost-effective operations of the client organisation. Financial sustainability is influenced, for example, by combatting the shadow economy and cartels and by ensuring tax accountability and security of supply. Cost-effectiveness can be promoted by making use of collaborative and impact-based procurement

and by developing assessment of life-cycle economy.

Public food services provide meals to the tune of approximately EUR 350 million per year. A financially sustainable food service takes into account the multiplier effects of producing the service on, for example, employment and the regional economy. Decisions related to a public food service also affect the wellbeing of customers and the environment, as well as security of supply.

It is important to remember that the food provided by food services can promote the health and functional ability of the diners throughout life, prevent the emergence of risk factors for national diseases and reduce morbidity and premature mortality. The economic health effects of food on the national economy are great. The effects range from the individual to the entire population, as well as from financial sustainability to ecological and social sustainability.

Pricing of food services and conditions on price changes

The desired service and volume information must be described as accurately as possible in the call for tenders of the food service to enable a financially sustainable procurement process and a successful contract period. The contract must describe the mechanisms and timing of price changes clearly, precisely and unambiguously. According to the Act on Public Procurement and Concession Contracts, it is not possible to change the contract prices of tendered food service contracts during the contract period unless it is provided for in the contract.

The price increase mechanisms of contracts between an in-house company and the client are specific to the contract and municipality. In the commonly used model, the service provider explains the factors that are causing pressure to change the price of a meal, the proposal is then negotiated on and finally the price is decided.

Tendered food service contracts often use index-linked price change mechanisms. Indices may also be used in an in-house contract or to make price changes automatic. In this case, the call for tenders specifies the date of entry into force of the new price and the index by which prices are to be revised:

“The price shall be revised annually in accordance with the index point figure, adjusting the price by the positive difference between the reference figure and the base index. The annually revised price shall be paid from the beginning of the following January.”

When the price change is based on [Statistics Finland's Producer Price Index](#), the wording may be, for example, as follows: *“The price change proposal shall be compared with the change in the point figure of Statistics Finland's producer price index for services (I Accommodation and food services, 56 Food and beverage serving services). The change in price level of the first price change proposal shall be examined between the point figure for Yth quarter of year xxxx and the point figure for Yth quarter of year xxxx. Producer price indices for services 2015 = 100, services to enterprises and public sector (BtoB), 4th quarter 2020.”*

The client must also comment on whether the index is the only price change condition or whether so-called cutters will also be used to control the increase in costs: *“If the annual change in the producer price index exceeds 3%, the Client shall accept a price change of up to three (3) per cent.”*

On the other hand, if the indices fall, the client can define: *“If the annual change in the producer price index for services (I Accommodation and food services, 56 Food and beverage serving services) falls, the change shall be taken into account in prices.”*

The contract must describe unambiguously when a price change can be proposed and when the new prices will take effect. There must be enough time between the announcement and entry into force of the price change to discuss the proposal, make decisions and introduce new prices.

“During the initial contract period, the service provider may propose a price change once/twice/annually/etc. The price change proposal must be submitted to the client in writing by xx/xx/xxxx. If the client accepts the service provider's price change proposal, the price change shall enter into force on xx/xx/xxxx.”

In practice, the time required may be, for example, six months. When defining the price change conditions, take into account, for example, the holiday periods of municipal decision-making.

4 Planning the procurement of food services

4.1 DESCRIPTION OF THE CURRENT SITUATION

The planning of the procurement of food services starts by describing the current state of the food services. The description is used to identify existing operating models related to food services, such as order-delivery rhythm, nutritional care practices, reporting needs and parties in cooperation related to food services, such as transport and facility services. Preparation of the description of the current situation must be careful and detailed to enable effective use of the description during the procurement planning phase. It is advisable to draw up a description even if the client does not put the food services out to tender.

The description of the current situation pays attention to things that have “always been like this” or that are chafing points in daily activities. When the client describes the operating models and processes well before the tendering, both the tendering and the contract takeover phase are easier. If things need to be defined during the tender phase or during the contract period, the restrictions of the Act on Public Procurement and Concession Contracts on changing the tender and contract documents may cause issues.

Describing the current situation also highlights the areas of activity that need to be developed and clarified. These development targets are recorded in the procurement documents. Table 1 shows the aspects to be described about the current state of food services.



4.2 PROCUREMENT PROCESS OF FOOD SERVICES

Accurate planning of the procurement of food services helps to find the best possible way to match the requirements to existing resources. The end result of tendering is often a compromise between an ideal food service and a food service that fits the resources.

The development areas highlighted in the description of the current situation, i.e. what is wanted to change, must be clearly recorded in the call for tenders. If there are many development targets or if they are significant, it is easier and leads to fewer errors when the call for tenders is re-drafted from scratch instead of using an old template.

Sufficient time must be reserved for the procurement process, and the time taken by market activation and municipal decision-making must be considered in the timetable. It is advisable to make use of market dialogue in procurement. The procurement process always takes months, often at least a year. The tenderer also needs time to prepare a high-quality tender.

Chapter 12 of the Act on Public Procurement and Concession Contracts on tendering for health and social services and other specific service procurements applies to the services listed in Schedule E of the act. In principle, procurements of food services are other specific service procurements referred to in Chapter 12 of the Act on Public Procurement and Concession Contracts (procurement in accordance with Schedule E), and there are no minimum deadlines for them in the Act on Public Procurement and Concession Contracts. If the procurement exceeds the national threshold, the contract notice must be open for a reasonable period of time. Procurement processes of food services are often extensive and demanding and involve a wide range of occupational groups, so it makes sense to give the tenderer sufficient time to prepare a tender.

Table 1. Description of the current state of the food service

ITEM	CLARIFICATION
Object of the service	<ul style="list-style-type: none"> » Customer groups and volumes » Locations and their contact details » Number of meals served by customer group and location
Need for service	<p>Describes the current state of food services, i.e. meals served, meal delivery times, special diets, intercompany products available for order, who is responsible for transport and who is responsible for the provision of meeting catering. To avoid ambiguity, it is important to define what will be done in-house and what will be purchased.</p>
Information about production facilities	<ul style="list-style-type: none"> » Kitchens and kitchen types (e.g. distribution, service, production) and the production capacity of production kitchens and a description of how capacity is defined. » Floor plans of kitchens and/or rental areas » Receiving units » Routes (indoor transport) and reception points » Lists of equipment and movable property (including at least year of acquisition and capacity of equipment) » Maintenance history of machines and equipment and related accounting » Electricity and water contracts (whose responsibility) » Responsibility assignment matrices (Appendix 2)
Annual plan	<p>Describes the annual plan of the current operations, including the holidays and seasonal variations to be taken into account in the menu, schedules of working groups, timing of customer surveys, waste monitoring, etc.</p>
Nutrition handbook (health and social services)	<p>The nutrition handbook is a common document in food services, especially in the field of health and social services. It contains the client's nutritional care instructions and the necessary instructions for the implementation of the food service. The nutrition handbook is most commonly owned by the client and maintained by the client or the client and the service provider in cooperation.</p> <p>The nutrition handbook should include:</p> <ul style="list-style-type: none"> » Nutrition guidelines for wards/units » Diet descriptions » Ordering and deliveries (including instructions for abnormal situations) » Guidance for food portioning (both in units of capacity and in grams) and on the texture of foods in tabular and pictorial form » Guidelines for food distribution and the meal situation » HACCP plan » Staff meal orders (ordering, charges, deliveries, special diets) » Flow of information between the ward and the food service » Feedback system

ITEM	CLARIFICATION
Reporting	<ul style="list-style-type: none"> » Describe the cost monitoring of the food service. Monthly monitoring of the ordered quantities by type of meal (pcs and EUR), in addition to the cost monitoring of intercompany products. » Reporting is based on meal prices and must be both monthly and cumulative (annual level). » Overall outcomes of meals for the defined diets and intercompany products » Nutrition monitoring (in which diets, what and how often) » Monitoring of other responsibility and quality requirements » Waste monitoring (how often and by whom) » Describe how feedback is handled » Describe how and when customer satisfaction surveys are conducted and how they are processed. » HACCP procedure » Describe the number of staff, their level of educational attainment and further training
Food purchases	<p>Describe the responsibility-related and nutritional principles of purchasing food products.</p>
Responsibility assignment matrices	<p>Describe the existing division of responsibilities for food service processes, facilities, equipment and their maintenance, ICT systems, food distribution logistics (internal and external), cleaning and waste management.</p>
ICT systems	<p>Describe any interfaces between the customer's information systems (e.g. daycare reservation systems, patient information systems) and the meal ordering system.</p> <p>Describe the equipment to be used for registration of different (staff) meals and who is responsible for it.</p>
Data protection	<p>Describe customer data retention practices and responsibilities and obligations of different parties</p>
Implementation and development plans	<ul style="list-style-type: none"> » Development of ordering, statistics and reporting systems » Feedback systems and their development » Staff training » Waste management » Development of the food service in cooperation, describe current practices and planned development projects » Customer panels and customer satisfaction surveys
Preparedness and continuity plan	<p>Contingency plans, including ICT</p>

Table 2. Phases of the procurement process

Source: [European Commission: Public Procurement Guidance for Practitioners on avoiding the most common errors in projects funded by the European Structural and Investment Fund.](#)

<p>1. Preparation and planning</p> <ul style="list-style-type: none">» Assess future needs» Engage stakeholders» Analyse the market» Define the object» Choose the procedure	<p>2. Publication and transparency</p> <ul style="list-style-type: none">» Define specifications, including criteria» Draft procurement documents» Advertise the contract» Provide clarifications
<p>3. Submission of tenders, opening and selection</p> <ul style="list-style-type: none">» Receipt and opening» Apply exclusion grounds» Select suitable tenderers	<p>4. Evaluation and award</p> <ul style="list-style-type: none">» Evaluate tenders» Award and sign the contract» Notify tenders and publish the award
<p>5. Contract implementation</p> <ul style="list-style-type: none">» Manage and monitor the implementation» Issue payments» If needed, modify or terminate contract» Close the contract	

For more information on the procurement process, see [the Handbook on Government Procurements 2017 – Ministry of Finance \(vm.fi\)](#)

When planning the procurement process and scheduling of food services, it is good to be prepared for delays for various reasons and other risk factors. Excessively tight timetables should be avoided. Delays may be caused, for example, by waits for decision-making, additional work required for the analysis and comparison of tenders or a request for a procurement correction. There may also be delays in small-scale procurements if the client has not completed steps, such as describing the current situation, with due care. Approximately one year must be reserved for a procurement conducted through an open procurement procedure, and the time required by other procurement procedures (such as a negotiated procedure) may be even longer. Figure 2 shows an estimate of the schedule of the different procurement phases.

Examples of the documents required for a contract notice for competitive tendering of food services:

- » Call for tenders
- » Service description
- » Information on the basic and special diets required (may be included in the service description)

- » Client's nutrition handbook and portioning guide (if any)
- » Quality assessment descriptions
- » Responsibility assignment matrices
- » Price appendix (may also be included in the call for tenders)
- » Site list
- » Plans and equipment lists of the facilities available to the service provider
- » System-related descriptions (such as interfaces)
- » Responsibility and quality requirements for food products
- » Descriptions of food service processes
- » Client's documents regarding personal data, confidentiality, etc. (procurement-specific)
- » Documents used for contract monitoring
- » Draft contract*
- » Required draft leases
- » Other necessary documents

***Note: This guide focuses on aspects specific to the procurement of food services. The draft contract should contain the details of the service contract according to the operating practices of each organisation.**

Figure 2. Example of the steps of the procurement process.

PREPARATION, AT LEAST 4 MONTHS

- » The client prepares a description of the required procurement for the contracting entity
- » Resourcing the procurement and appointment of a working group (client)
- » Updating or preparation of a description of the current situation
- » Designation of the tender manager
- » Analysis of purchase reports and previous contract period, if any
- » Agreeing on the working methods of the procurement (group chair, secretary, meeting practices, electronic workspaces, definition of the procurement schedule, etc.)
- » Working group kick-off meeting, which goes over the procurement process and practices, describing to the working group what is expected of them
- » Market dialogues/requests for information
- » Business impact assessment and discussion

PLANNING, AT LEAST 4 MONTHS

- » Preparation of call for tender documents
- » Choice of procurement procedure (affects schedule)
- » Definition of comparison criteria
- » Definition of eligibility criteria
- » Processing, commenting on and acceptance of call for tender documents
(Note: May require a committee hearing)

COMPETITIVE TENDERING, 3-4 MONTHS

- » Publication of the contract notice and call for tenders
- » Site presentations
- » Questions and answers
- » Possible specifications of the call for tenders
- » Submission of tenders
- » Opening of tenders and drawing up the opening minutes
- » Verification of the eligibility of tenderers
- » Verification of the eligibility of tenders
- » Comparison of tenders
- » Review of documents required by the Act on the Contractor's Obligations and Liability when Work is Contracted Out
- » Making and communicating the procurement decision
- » Standstill period
- » Processing of any appeals
- » Verification of extracts from criminal records
- » Drafting, signing and archiving the contract
- » Contract award notice
- » Takeover of the contract and related meetings
- » Information and training related to the beginning of the contract
- » Start of operations
- » Possible preparation of a tender report (organisation-specific)

CONTRACT MONITORING

4.3 CHOICE OF PROCUREMENT PROCEDURE

The choice of the procurement procedure starts with the determination of the value of the purchase. In principle, food services are other specific service procurements in accordance with Schedule E of the Act on Public Procurement and Concession Contracts, the CPV codes of which are listed in Schedule E at the end of the act.

The procurements under Schedule E lack an EU threshold, so only the national threshold of EUR 300,000 is observed. If the value of the purchase is below the national threshold, the contracting entity does not have to put a small procurement out to tender in accordance with the provisions of the Act on Public Procurement and Concession Contracts. However, the organisation's own guidelines should be observed. Small procurements must also be made according to the principles of the Act on Public Procurement and Concession Contracts; tenderers must be treated equally and not discriminated against, and the contracting entity must operate in a transparent manner, taking into account the requirements of proportionality.

Procurements above the threshold value are put out to tender in accordance with Chapter 12 of the Act on Public Procurement and Concession Contracts. According to the rules, the contracting entity may develop its own procedure as long as the procedure is described accurately and carefully in the procurement documents and follows the general principles of the Act on Public Procurement and Concession Contracts.

Further information on the THRESHOLDS.
[EU and national thresholds – Ministry of Economic Affairs and Employment web service \(tem.fi\)](#)

In the case of procurement in accordance with Schedule E, the contracting entity may choose to directly apply the EU procurement procedures described in the Act on Public Procurement and Concession Contracts, such as the open procedure or the negotiated procedure. Alternatively, the contracting entity may describe exceptions to the strict requirements of the EU procurement procedure regarding deadlines, the number of tenderers, the conduct of negotiations or the timetable of procurement document publication.

In the case of EU procedures, the open procedure is the most commonly used procedure with a simple process, including for procurement in accordance with Schedule E. The selection of the procurement procedure must take into account the size and nature of the procurement. An open procedure means that the contracting entity advertises the contract by publishing a contract notice. The contract notice allows anyone interested to examine the call for tenders and its appendices. In a restricted procedure, the procuring entity publishes a contract notice, and interested service providers request to participate in the procurement. The contracting entity selects from among the service providers that submitted a request for participation those that meet the suitability criteria indicated and are admitted into the procurement process. Only selected service providers may submit a tender to the call for tenders.

In a multi-stage negotiated procedure, it is possible for the client to negotiate the terms of the contract with the tenderers, thereby achieving a result that is satisfactory to all parties. In the case of procurement of food services, it is common to use a one-step open procedure for small or moderately sized simple contracts and to conduct a restricted or negotiated procedure, usually the latter, for large and complex contracts. Please remember that the use of the negotiated procedure must be based on criteria described in the Act on Public Procurement and Concession Contracts.

” *In the case of procurement in accordance with Schedule E, the contracting entity may develop its own procedure as long as it is described well in the call for tender documents. Innovation partnerships may also be justified if an entirely new, different type of production of services or service package is being sought.*

SUMMARY:
The choice of procurement procedure affects both the schedule of the procurement and the resources used for the process.

The Act on Public Procurement and Concession Contracts defines the procurement of food services in accordance with Schedule E at the CPV code level.

7) hotel and catering services falling under CPV codes
55100000-1–55410000-7; 55521000-8–55521200-0

55520000-1 Catering services
55522000-5 Catering services for transport enterprises
55523000-2 Catering services for other enterprises or other institutions
55524000-9 School catering services
55510000-8 Canteen services
55511000-5 Canteen and other restricted-clientele cafeteria services
55512000-2 Canteen management services
55523100-3 School-meal services

[55521000-8 Catering services for private households,
55521100-9 Meals-on-wheels services,
55521200-0 Meal delivery service]

Read more:

- » Procedures for specific service procurements: [***Handbook on Government Procurements 2017, part IV Health and social services and other specific service procurements***](#)
- » EU procedures: [***Handbook on Government Procurements, part V Procurement and concessions above the EU thresholds, chapter Procurement procedures***](#)
- » Association of Finnish Local and Regional Authorities, Public Procurement Advisory Unit [***hankinnat.fi***](http://hankinnat.fi)

4.4 CALL FOR TENDERS OR REQUEST TO PARTICIPATE

The call for tenders is always made in writing. The aim is to describe the procurement of food services in a non-discriminatory and transparent manner. The call for tenders is written clearly in good Finnish or Swedish, focusing on the content, not the length. A good call for tenders enables service providers to prepare good and comparable tenders.

The requirements and clarifications of the procurement must be related to the entity being procured and must be clearly described. The minimum re-

quirements must be verifiable. If the call for tenders requests clarifications or accompanying documents, a requirement or comparison factor must be applied to them. Before its final publication, the call for tenders can be submitted for comment, for example, by publishing a request for information (so that all service providers have an equal opportunity to comment), because the call for tender documents, such as the draft contract or service description, can no longer be changed substantially after publication.



Appendix 3 Call for tenders checklist describes the documents related to the content of the call for tenders and the tendering procedure.

If the client uses an open procurement procedure, it publishes a call for tenders and the service providers submit their tenders. In restricted and negotiated procedures, a notice is published first, inviting potential tenderers to express interest to participate and covering the eligibility criteria for the tenderer and the comparison criteria for the selection of tenderers. Interested candidates can submit a request to participate, and the final tenderers are selected among the candidates for the actual tendering procedure. Other documents of the procurement must also be published in connection with the contract notice, such as the call for tenders with appendices and a draft contract, so that the tenderers know which procurement they are expressing interest to participate in. The contracting entity may not include in a restricted or negotiated procedure any candidates who have not submitted a request to participate or who fail to satisfy the eligibility criteria. Inquiries: Association of Finnish Local and Regional Authorities (hankinnat.fi)

4.5 DETERMINATION OF THE VALUE OF THE PURCHASE

The estimated value of the procurement contract, as estimated by the contracting entity, is used to determine whether it is a small contract, a national contract or an EU contract. The determination of the estimated value of the procurement contract is a calculation aimed at determining how the value of the purchase relates to the thresholds laid down in procurement legislation. The estimated value of the purchase is the procuring entity's own estimate, but the procuring entity is obliged to estimate the value properly and with sufficient precision.

Determining the value of a purchase is particularly important because, for example in the case of framework agreements, the contract period ends when the value of the purchase is reached. Determination of the value of the purchase is an estimate of the total value of the contract, taking into account option periods and other costs that may be caused by the development of the procurement.

Instructions for calculating the estimated value: www.hankinnat.fi/mika-julkinen-hankinta/kynnysarvot/ennakoidun-arvon-laskeminen and Handbook on Government Procurement, Calculation of estimated value of purchases.

Determining the value of the purchase may be challenging, for example due to incomplete reports and uncertainties related to operations (such as closures of operating units due to COVID-19). According to the Act on Public Procurement and Concession Contracts, the procuring entity must estimate the estimated value of the service to be procured as the maximum total remuneration to be paid for it. When submitting a tender, the service provider should understand this obligation of the Act on Public Procurement and Concession Contracts for the contracting entity and base the tender, for example, on declared numbers of residents and meals. In the call for tenders, the client may also make transparent the calculation of the value of the purchase by realistically describing, for example, the closures caused by COVID-19 in the months preceding the call for tenders.

The preparation of the procurement MUST FOLLOW the principles governing public procurement (Act on Public Procurement and Concession Contracts, section 3):

“The contracting entity shall treat participants and other suppliers involved in a procurement procedure in an equitable and non-discriminatory manner, and shall act transparently, having regard to the requirements of proportionality.”

4.6 MARKET CONSULTATION AND MARKET DIALOGUE

The Act on Public Procurement and Concession Contracts recommends that market consultation be carried out during the procurement planning phase, but its implementation is not specified in

more detail. There are many methods and procedures for market consultation. The aim of the consultation is to obtain as much information as possible about the potential service providers on the market and how they operate. Market consultation can be started, for example, by inquiring from partners about operators they know in their industry or by browsing them online. Market consultation can also be done by posting a notice of a future procurement of food services on the client's website or in a newspaper. The most typical method, however, is to put a prior information notice and/or request for information about the procurement in HILMA, the official service for notices on public procurement in Finland. The request for information enables food service providers to participate in an informal discussion on the coming procurement. Publishing a voluntary request for information is not regulated, nor is the notice period specified..



Models for the implementation of market dialogue:

www.hankinnat.fi/eu-hankinta/suunnittelu-ja-valmistelu/markkinakartoitus **KEINO** guide to

market consultation: www.hankintakeino.fi/sites/default/files/media/file/Hankinnan_markkinakartoitus_hankintakeino%20.pdf

Request for information

A request for information often takes the form of a written list of questions to which service providers submit answers. A market consultation information request in HILMA reaches many operators in the field. The request should ask concrete questions, which the service providers can answer either in the procurement system or by email directly to the person preparing the procurement. The request for information may ask about willingness to participate in market dialogue or to register for a procurement information session. The Act on Public Procurement and Concession Contracts does not define or direct the use of requests for information or their content. Responding or not responding to the request for information will not limit the tenderer's ability to participate in the procurement later on.

Market dialogue

Companies that provide food services and their abilities to respond to the call for tenders are identified through a market dialogue. You should describe openly to service providers what the procurement aims to achieve and determine together whether

the set requirements are realistic. Ask service providers about any unclear and even obvious issues affecting the service. Inform service providers of the objectives and resources, ask for comments for procurement planning and identify possible common development objectives and methods. Food service providers often have new and innovative ideas or tried and tested means for developing the service. The market dialogue may be held as a joint event between the service providers and the client or as discussions between the client and individual service providers. It is good to record memoranda on market dialogues, and it is particularly important to ensure that tenderers are treated equally and that each service provider receives the same information about the coming procurement.

SUMMARY:

Conduct market consultation well in advance so that you can make the most of its results. Listen, learn and pick the pearls of wisdom for yourself for the benefit of your procurement. Remember that service providers must be treated equally and non-discriminatorily at different stages of the procurement and that the terms of the procurement must be the same for everyone.

4.7 PREPARATION OF DOCUMENTS FOR PROCUREMENT OF FOOD SERVICES

- » The description of the current situation outlined in **Section 4.1** is a good basis for launching the preparation of call for tender documents for procurement of food services. Issues to be clarified at the planning stage and described in the call for tender documents:
 - » Strategic objectives and values of the client organisation that guide the procurement process
 - » Changes anticipated during the contract period, such as changes in the number or location of sites. Also, changes anticipated in customer numbers
 - » The requirements of the acts, decrees, regulations and recommendations applicable to the customer group and their food service
 - » Description of customers' needs
 - » Contents of the food service to be procured, such as meals, intercompany products and

meeting catering, quantity and implementation schedules

- » Available budget resources and estimated value of the purchase
- » Stakeholders and networks involved in the food service contract whose input is needed for procurement planning
- » Implementation plan for customer involvement in procurement planning

Procurement preparation working group

A working group in charge of planning will be established for the procurement of food services, in which the client's experts in various fields will be widely represented. Involving the client's personnel in procurement planning and preparation of documents strengthens their commitment and helps them to take over the contract. The scope of the procurement and the resources available will determine the extent to which managers or experts from different sectors can be invited to participate:

- » Persons responsible for care of a customer/resident/patient or the education of children/young people/students
- » Tendering experts
- » Persons responsible for food services in the client's organisation
- » Nutritionist
- » Service designer or service coordinator
- » ICT experts (including integrations between different systems)
- » Financial and invoicing experts
- » Parties responsible for facilities and equipment
- » Responsibility experts
- » Experts by experience (especially in health care) and various councils (e.g. the senior council)
- » Other necessary experts

In addition, procurement advisors or experts from different organisations, such as experts from [the KEINO Competence Centre for Sustainable and Innovative Public Procurement](#), can be asked for assistance.

4.8 SERVICE DESCRIPTION

The service description is often the most important document in the call for tenders for a food service contract. The service description describes the food services of the sites covered by the contract and the minimum requirements set for service providers. In the service description and other accompanying documents of the call for tenders, the client tells everything that the tenderer needs to know when submitting a tender. It must be remembered

that the service provider is not always familiar with the client organisation, its terminology or practices. A good and thorough service description makes it easier to start a contract and match the service provider's activities to the client's expectations. The service description should describe how the client's key personnel will participate at different levels in the implementation of responsible food services in cooperation with the service provider.



The procurement documents of other contracting entities can be consulted if they are public in HILMA during the call for tenders stage. HILMA also enables search alerts, for example using CPV (Common Procurement Vocabulary) codes. The code 55300000 is for restaurant and food-serving services and 55500000 is for canteen and catering services.

The service description includes matters related to the planning, production, delivery and development of the food service as well as quality control and reporting. The service provider plans the menus and recipes necessary for the implementation of the necessary diets, prepares the food according to orders and delivers the food observing the agreed schedules and methods. The service provider is often also responsible for transporting the food to the sites. Reporting is defined according to the client's needs, and it is worth specifying in the service description how the client wants reporting to be developed during the contract period.

The service description of the food service must include descriptions of the requirements of different customer groups. For example, the needs of elderly customers are taken into account by preparing food that, for example, has a content and texture that meets the needs of customers at each site and is easy to consume. In early childhood education and care, suitability for young children must be considered in the planning of meals, the choice and texture of ingredients and seasoning. The aim is to ensure good nutritional quality for all customer groups within the budget available.

The service description can also describe the other tasks and goals of the food and the meal situation. They are important not only as a source of nutrition, but also in bringing enjoyment and improving quality of life. When planning meals, preparing menus, developing products and product ranges, selecting raw materials and preparing food, it is important to ensure that the food on offer is such that it will

be fully consumed. The names of the dishes on the menu must describe the food served. The food must look and smell appetising, taste good, fit in with customers' habits or preferences and offer variation. The service description also describes how responsibility is taken into account in the selection of raw materials and in the menu. The issues to be defined in the service description are described in more detail in sections 4.9–4.16 of the guide.

Appendix 4 provides two examples of tables of contents of service descriptions, one for food services in municipal ECEC and pre-primary education and one for food services in the various branches of a joint municipal authority for health and wellbeing. Some of the requirements of the call for tenders relating to the responsibility for the food provided and the organisation of the food service are presented in other appendices to the call for tenders.

Example of a service description for housing services for the elderly:

"All customers have the right to high-quality nutritional care. Meals are part of the care work. The aim of the activities is to ensure good nutritional status and successful nutritional care as part of the customer's overall care. Nutritionally complete food and nutritional care help to achieve good treatment results and maintain and promote the functional capacity and health of customers. Well-designed and implemented nutritional care and food service as a part of it contribute to the achievement of qualitative, operational and financial objectives. The customer has the right to individual and flexible meals according to his/her appetite, and food portions must look appetising."

"Patients and residents in treatment, care and rehabilitation services need special support to put together and eat meals. The customer must have choices in different meal situations. The importance of cooperation between the food service provider's staff and care staff and their expertise in implementing nutrition for the elderly is emphasised."





Example of a service description for ECEC:

“The main task of the food service staff is to ensure the nutritional completeness and safety of the food (including special diets and hygiene). The task of the food service staff is to help the educational staff to succeed in their food education task by ensuring that the meals have the agreed content and that operations comply with the contract. In addition, the food service staff act as experts in matters related to ECEC meal services as needed. Key objectives of the procurement of services include the variation and balance of the menus, meals, products and services and their suitability for the different customer groups using the food service. The way a product is served must take into account the needs of the customer group and the site.

Customer service, correct serving temperature of food, adequacy of food quantities and the comfort and cleanliness of the serving and dining environment help ensure a successful daily meal experience.”

The service description is based on food and nutrition recommendations

Food that promotes health is defined in [population-specific and target group-specific food and nutrition recommendations](#). These recommendations guide food services to plan and prepare nutri-



tionally complete meals for each diner according to the target group. The meals and snacks served as well as other contract products must promote the health and wellbeing of customers and ensure the implementation of good nutrition and the maintenance or improvement of nutritional status.

FOOD RECOMMENDATION GLOSSARY

- » **Meal-specific recommendation** refers to the main meals: breakfast, lunch and dinner as separate meals.
- » **Day of meals** means all meals and snacks served during the day. A good meal rhythm is important in order to space out meals evenly and over a sufficient span of time during the day. The overnight fast must not exceed 11 hours.
- » **Well-balanced meal** means a meal that contains a hot main dish, high-energy side dish, vegetable side dish and salad dressing/oil, drink, bread and vegetable spread, which vary depending on the menu. If necessary, dessert rounds off the meal, taking into account the customer group.
- » From a nutritional point of view, **balance or completeness** refers to a nutrient-rich meal assembled in accordance with the nutrition recommendations, with a suitable amount of energy.
- » **Nutritional quality requirements** for meals are met when food recommendations are observed. When the food service is responsible for a customer’s entire day of meals, it must ensure that the customer’s diet is followed in full and that the nutritional requirements and needs are also met in the long term.

The implementation of food and nutrition recommendations, the fulfilment of nutritional quality requirements and the implementation of food education and nutritional care must be clearly specified in food service contracts. Extensive entries on measures and minimum quality requirements or criteria also serve as a basis for contract monitoring and regulatory oversight.

4.9 CONTENT AND PRICING MODELS OF A FOOD SERVICE’S DAY OF MEALS

Procurement market dialogue can map the different pricing models for food services. The examination and comparison of pricing models broadens

perspectives of the implementation of the models in terms of both costs and nutrition. It is important to discuss the impact of pricing models with reference sites in order to find a model that is suitable for your operations.

The client must decide whether the object of procurement is every meal of the day, that is, a 'day of meals' comprised of individual meals or, for example, individual meals or their components ('food by weight').

Day of meals

It is important to define what is meant by the concept of 'day of meals' and what is expected from the service. A day of meals can be defined, for example, as follows: "The client purchases as a food service meals that make up the current day's day of meals. A day of meals consists of breakfast, lunch, a snack (including coffee/tea), dinner and an evening snack. The service provider delivers some of the meal components to wards and units in retail packaging. These food products are referred to as 'intercompany products included in the day of meals' and they are included in the price of a day of meals."

Intercompany products that belong to the day of meals and their portion sizes must be defined very clearly in the call for tenders so that the service provider can take into account all costs related to intercompany products. Inaccurate definition of the day of meals and the intercompany products included in it may cause the service provider to "play it safe" when pricing things for the offer calculation, leading to a result that is in the interest of neither the tenderer nor the client.

Food products delivered to wards and units must be labelled in accordance with food legislation (e.g. product labels, ingredient and allergen information, best before or expiry date), and the food products must be in their original packaging (e.g. retail packaging). Wards will order products for the desired delivery dates according to product-specific demand. In this model, a day of meals is complete in that all the meal components, dinnerware and dishwashing are included in the price of the meal.

The description of a day of meals can be recorded as defined on a meal-by-meal basis, for example as follows (an excerpt from the description of a day of meals for a senior lunch):

- » The service provider plans a varied menu: lunch and dinner main dish sauces and multi-pieced foods (such as patties), as well as their side

dishes, soups, casserole dishes and stews must appear on the menu at regular intervals and with variation.

- » A plate model divided into thirds is used, where 1/3 contains fish, poultry, meat, eggs or legumes in different forms.
- » Soups contain a generous amount of fish, poultry, meat, eggs, legumes or cottage cheese.
- » Porridge or gruel is made with milk or supplemented plant-based milk.
- » Sauces, gratins, casseroles, mashed potatoes and puréed vegetables are favoured and their energy content is supplemented with plant products used as substitutes for dairy products and fat supplements containing soft fats (see above).
- » Main dish of fish, meat or plant protein. The menu must contain fish, poultry, beef, pork or plant protein as ingredients for the main dishes.
- » The choice of ingredients must take into account nutrition recommendations, such as the frequency of fish intake and limiting the use of red meat and processed meat products.
- » The fish must be salmon (whole salmon, such as salmon fillet, not salmon loaf) at least once per menu.
- » High-energy side dish: potatoes, barley, rice or pasta
- » Possibility to choose mashed potato instead of boiled potatoes (ordered when ordering the meal); included in the price of the meal
- » Possibility to add gravy (hot) or sour cream sauce (cold) to the order. The possibility of an addition is available in both centralised and decentralised food distribution (included in the price of a meal).
- » Add-on sauce (e.g. gravy, sour cream sauce) is available as often as possible.
- » Vegetables in the form of fresh salad, grated vegetables or warm vegetable side dishes. The ability of the elderly to eat vegetables and salads must be taken into account (fine texture, moisture, no long fibres).
- » Two flavour options of salad dressing (oil-based).
- » Meals include soft bread slices or rolls. There is also crispbread/thin rye crispbread (lunch and dinner).
- » Spreads containing at least 60% fat that meet the Heart Symbol criteria are served with bread. The spread used for menu planning and nutrient calculation must have a fat content of at least 60% and meet the Heart Symbol criteria.
- » It must be possible to order meals without bread, replacing the bread and toppings with bread purée. Bread purée is made, for example, as a mixture of rye bread, margarine and ham that is suitable for a minced-puréed diet.

- » Milk, buttermilk, plant-based milk, homemade beer or water as drinks to go with meals. Different fat percentage variants (0–3.5%) of milk and buttermilk according to the customer’s needs.
- » The use of eggs in various ways is encouraged to increase protein content.
- » Diverse use of different types of meal types and ingredients

Partial day of meals

Meals can also be ordered in part, so that, for example, meals for the hospital’s central food distribution, i.e. breakfast, lunch and dinner, are purchased as meals containing all the components of the meal. Daytime and evening snacks are ordered as intercompany products subject to a charge. Models with a partial day of meals are common, but



they require continuous guidance from the client and the service provider to the client’s personnel to ensure that the intended nutritional package is fulfilled appropriately. The service contract must specify whether dishwashing is included in the price of a partial day of meals or not.

Example of a partial day of meals:

Included in the price of the day of meals	Ordered for a fee
Main dish containing fish, meat or plant protein	
Potatoes, barley, rice, pasta	
Cooked vegetables	
Vegetables in the form of fresh salad or grated vegetables	Oil-based salad dressing (at least two flavour options)
Lunch or dinner with a berry-, fruit- or milk-based dessert	
	Bread/roll/etc. and margarine
	Milk, buttermilk, homemade beer or other drink served with the meal

Ordering individual meal components ('food by weight')

The main dish and its components can be ordered separately by weight, and the other components can be ordered as intercompany products. In this model, for example, the pasta bake and boiled carrots on the menu are ordered according to the required weights, and sides, such as salad, bread and milk, are added to the meal at the unit. Food can be ordered by weight, for example, to small service housing units or for the meals of children’s afternoon activities. While ordering meal components

by weight may seem inexpensive, it is difficult to put together a complete and well-balanced meal suitable for the customer group without a planned meal package. With this option, the full cost of the meal should be taken into account, as things like dishwashing are usually not included in the price.

Intercompany products and their pricing

The range of intercompany products must be approved by the client. The service provider cannot decide to stop providing intercompany products. The client should define a pricing model for inter-

company products, regardless of the content of the day of meals. Food prices are influenced by a wide range of factors, and it is impossible for service providers to predict the costs over the contract period. For this reason, it has been found in practice that it is not advisable to ask for a fixed price for intercompany products in the call for tenders; instead, you should describe price control points, for example on a quarterly basis, and use a model such as “service provider’s buy-in price + 20%” as the pricing model for the range of intercompany products.

The consumption of intercompany products must be monitored and the client must also dare to remove unnecessary products from the intercompany product range so that the service provider is not forced, for example, to keep products that are not being ordered in its range. In order to reduce waste, the client can also define a different delivery rhythm for intercompany products that are regularly needed and for those that are needed less often (e.g. deliveries with the next delivery round or deliveries after three business days).

The client must also be aware of the storage facilities at the units receiving the intercompany products, how often and when the intercompany products can be delivered. The storage facilities of the client’s units and wards are usually designed for the food quantities of daily meals and do not allow for, for example, weekly product deliveries.

Notes on pricing

Invoicing must be based on the ordered food service. The unit prices of the service must include all the costs arising from the provision of the service in accordance with the contract and the terms and conditions specified in the call for tenders and its appendices. It is also good to record in the contract that the service provider is not allowed to change its processes during the contract period in a way that increases the costs to the client, or to charge the client fees that have not been agreed upon. The client may specify the content of the food service to be procured, for example in the responsibility assignment matrix (**Appendix 2**).

Critical items include the responsibility of procuring dishes, cutlery, trays, serving utensils, transport trolleys, boxes and the serving line.

Example: Two-level pricing for special diets

1. Regular diet meal price, which includes lactose-free, renal and texture-modified diets, diets for children, the elderly and persons with various intestinal diseases, as well as various plant-based



diets (flexitarian, pescaterian, lacto-ovo vegetarian, lacto-vegetarian and vegan).

2. Special diet meal price, for example 20–25% higher than the regular diet meal price (coeliac disease, fortified diets, individual diets, and, for example, a diet for haemodialysis patients).

Possible additional purchases

It is important to view the procurement in a front-loaded manner during the preparation phase. What additional purchases may need to be made during the contract period? Efforts should be made to identify future needs, and changes related to operational units should be recorded in the service description as precisely as possible, for example, during the preparation phase of the call for tenders. In addition, prices for meals or services that may be required can be requested as an option in the call for tenders. Does the procurement need to include opportunities for further development? Additional purchase opportunities are described carefully in the call for tenders and considered in the estimated value of the purchase.

Examples of additional purchases and requested option prices:

- » Packed lunches to replace meals for distance learning
- » Work input of service kitchen staff recruited for a new unit (EUR/hour)
- » Additional costs related to transfer of units to temporary premises due to air quality problems (e.g. additional transport costs)

4.10 ORDERING AND DELIVERIES

The minimum requirement for ordering meals, intercompany products and, for example, catering must be a web-based ordering system provided by the service provider. The system must be easy to use and customisable to meet the client’s needs. If

the ordering system has an integration interface to the systems of the client's customer group's unit, such as a patient information system of the hospital or care unit, the client must describe the interface in the call for tenders so that the service provider can calculate the costs related to it for its tender. The allocation of costs and responsibilities related to the interface during the contract period must be defined in the service description.

The meal ordering system will be used to process customers' data, so the call for tenders must also comment on the data security of ordering systems. Development of the ordering system during the contract period must be included in the price of the food service.

The user IDs of the ordering system can be personal or unit/ward-specific. For security reasons, service providers prefer personal user IDs, and it is the recommended option. The service provider is responsible for creating user IDs and also for training the client's staff in the use of the ordering system. The service description should specify that the client will receive as much free training in the use of the system as needed.

It must be possible to save orders in the meal ordering system in advance. It is also worth specifying that the client must only see the diets used by its own organisation and not the entire diet range of the service provider (for example, a school's ordering system does not show diets for the elderly). The system must also not allow recording texts longer than what a patient's food order card can hold; otherwise, part of the customer's food order might be ignored, compromising safety.

The food service contract must specify the necessary cut-off times of the meal ordering system and intercompany products. It is practical for daycare centres to be able to change orders 24 hours before the meal. However, due to the rapidly changing situations of families, it is also advisable to specify in contracts exceptional situations in ordering, such as ordering special diets by express order. Hospitals also have rapid patient turnover, so there must be a cut-off time for each meal and the possibility of express orders. In specialised medical care, it may be necessary to place express orders after the cut-off time and after the meal transport, in which case the price includes an express order fee and a transport fee.

Example of a schedule for daycare centre meal orders:

"The user of the service reports changes in the number of diners as follows: Daycare centres and group family daycare

- » *Breakfast: by 14.00 the previous day*
- » *Lunch: in production kitchens by 9.00 on the day of the meal, in reheating kitchens by 12.00 the previous day*
- » *Snack: by 9.00 on the same day.*
- » *Dinner: by 9.00 on the same day.*
- » *Evening snack: by 9.00 on the same day."*

In the case of the 24-hour services for the elderly, for example, the cut-off times have been defined as follows:

"The meal order system must allow for three cut-off times per day. The cut-off times are as follows:

<i>Breakfast</i>	<i>5.30</i>
<i>Lunch</i>	<i>7.15</i>
<i>Dinner</i>	<i>12.00</i>

The service provider has the right to charge an express order fee of EUR 5 per order made by phone after the cut-off time. Express orders can be intercompany products or meals. The number of express orders shall be reported together with the monthly cost report."

Changes to meals and diets are made by telephone even at short notice due to the nature of the ordering units. Portions added or removed by phone are taken into account in invoicing. The ordering process must be described in the service description, including the cut-off times of food orders, express ordering practices and possible reserve food practices. In addition, the service description describes activities in exceptional circumstances, for example when there are disruptions in ICT communications.

Deliveries

The meal times of the client determine when the food must be at the unit. The times also determine the return time of food trolleys and transport boxes. It is important to remember to define who is responsible for the internal transport in the units and, for example, the return of trolleys and boxes after meals. Often, food service workers end their shift after a snack or dinner, for example. To ensure that customers to have sufficient time to eat, it is necessary to determine how much time each unit should have for the meals (for example, 90 minutes).

Deviations in quality and related sanctions

The client may require service providers to rectify deficiencies immediately and to monitor the corrective measures taken. If the service provider neglects an individual task of the food services (quality deviation), the client can submit a written notice. In case of repeated quality deviations that interfere with the unit's operations or cause repeated additional work in service monitoring, the client has the right to issue monetary sanctions to the service provider.

The terms, content and scale of the sanctions are described in detail in the service description or contract so that they work as intended.

Example of a description of sanctions:

“Sanctions shall be issued if a total of three or more quality deviations are observed at the unit within a period of three months. The amount of compensation shall be calculated as 50% x meal price x total daily number of children/pupils/students of the site.

In addition, deficiencies or quality issues in the food provision shall be compensated as an additional product or as a better product than the usual quality level of the lunch food provision, the content and the time of serving of which shall be agreed with the customer. Even if only some of the pupils were affected, the replacement product shall be served to all the diners at the unit.”

Examples of situations that lead to a replacement product or a refund and subsequently to sanctions:

- » Delay of a meal by at least 10 minutes from the agreed schedule (delay attributable to service provider)
- » Food runs out repeatedly with the same customer group
- » Foreign object in food
- » Contaminated food
- » Poor organoleptic quality of food, such as a raw side dish
- » Order not delivered on time (packed lunches for excursions, event catering)
- » Outage of the service provider's ERP system lasting more than 30 minutes
- » Failure to comply with the National Nutrition Council's nutrition or food recommendations as defined in the service description
- » Neglect of the duty of care that poses a risk to the customer or to the customer's or client's property that cannot be prevented by the customer's or client's own reasonably required actions. Examples: food poisoning; epidemic, allergic reaction, fire.

4.11 MENU PLANNING

Meals are usually the highlight of the day. In the service description, it is important to define menus by customer group, planning suitable and tasty daily meals and their main dishes and side dishes for the customer group. Expertise and diligence are expected from menu planning. The length of a menu cycle can be 3–6 weeks depending on the unit, customer group, diet and the nature of the activity. The menu must be available for viewing by customers, and it is used to inform customers about the daily meals.



If menus are published only on a website, the accessibility of the menus and the availability of the necessary language versions must be ensured.

The seasonal variation of menu planning must take into account holidays, themes and other special days that the client wants to highlight on the menu. Below are examples of possible events highlighted on the menu from contracts in different parts of Finland:

Themes and favourite food days:

- » Twice a year, a 'house day' is organised in housing services of the elderly. The favourite foods of the customer group are served on such days.
- » Customers in schools and daycare centres are asked twice a year about favourite foods, which are served on favourite food days. The favourites are also taken into account in menu planning.
- » Organic Food Day and Week (Organic Food Day on, for example, 23 September, which is the new EU Organic Day)
- » Local Food Day and Week
- » Fairtrade Day and Week
- » Food Waste Action Week
- » Heart Week
- » Baltic Sea Day
- » Elderly Week
- » Bread Day or Week
- » Harvest Day and Week



Holidays:

- » Runeberg Day (nut-free tarts in schools and daycare centres)
- » Shrovetide
- » Valentine's Day
- » Women's Day
- » Easter (24-hour food service: must be reflected in the menu on three days in main dishes and on three days in desserts)
- » May Day
- » Mother's Day
- » Midsummer
- » All Saints' Day
- » Memorial Day of the Drug-related Dead (at the same time as All Saints' Day) and the Night of the Homeless (substance abuse services)
- » Father's Day
- » Advent
- » Independence Day
- » Christmas (24-hour food service: must be reflected in the menu on three days in main dishes and on three days in desserts)
- » New Year
- » Epiphany

Holiday foods are also provided in versions suitable for special diets. The client must also remember that some units are only open on business days. If the food service contract does not specify that holiday meals must be provided to these units on the previous business day, the customer's Christmas may pass without Christmas foods.

The client should think about the items on the menu that are important to the client and the customers and record them in the service description. If you want customers to be offered fresh strawberries and new potatoes in summer or a whole salmon fillet on a regular basis, it must be recorded in the service description. Similarly, the client must define the products included in the service (such as desserts, pastries and level of festive meals) with sufficient precision.

Weekend meals must be distinguished from business day meals as different and higher in quality. A higher quality means, for example, cooking from fillet, more special meats (such as lamb) or a more festive dessert (such as a layer cake). On weekends, 24-hour daycare centres serve children's favourite meals and snacks. The weekend breakfast selection can be clearly different from business days, for example, offering berries as a smoothie drink and bread rolls instead of sliced bread. If the units and ward want to serve something more special to mark, for example, Father's Day, the service provider can be required to provide a list of pastries available for order.

Example: How to consider different customer groups if the food is prepared by the same kitchen?

- » Favourite food days for the elderly and schoolchildren, scheduling elderly people's favourite foods for dinners and weekends.
- » In terms of multi-pieced foods, for example, on fish days children are served fish fingers and elderly people are served fish cakes. Alternatively, elderly people can be served liver patties, while children in ECEC and schools prefer minced meat patties.
- » High-energy side dish: pasta for children in ECEC and schools, potatoes for the elderly.
- » Snack: a smoothie for children in ECEC and schools, a quark tart for the elderly.

Menu variation

The realisation of menu variation is examined both within the meal (e.g. main dish, vegetable side dishes, dessert), between the day and the following days (same or similar types of food should not be served in close proximity), and at the level of the entire menu cycle of four to six weeks.

The planning of vegetarian foods must take into account that dishes must contain products of equal quality and be similar to fish and meat main dishes. However, flexibility should be sought in the definition of product types in order to allow room for the development of new ingredient-driven recipes.

The menus of special diets often have less variation than the regular diet menu. Their planning must be invested in and the menus implemented in a way that ensures that the nutritional and organoleptic quality are consistent with the regular diet.



- » *Variation of foods, such as casseroles, sauces, soups, multi-pieced foods (such as patties)*
- » *Variation and seasonality of salads, grated vegetables and plant-based meal components*
- » *Variation of ingredients (fish, plant protein, chicken, pork, beef)*
- » *The names of dishes are understandable and descriptive*
- » *Food flavours are suited to the customer segment*
- » *Consideration of seasons and holidays and fulfilment of minimum requirements*

The service description can also specify how often certain main dishes must or may be included in the rotating menu and how often and on which days of the week certain dishes may be served. For example, the frequency of sausage dishes and multi-pieced foods (such as patties) on the menu or the number of main dishes containing plant protein or red meat can be specified. It may also be necessary to specify the number and place of soup and porridge meals on the menu. Examples: *“The 6-week menu shall not include more than six soup days. A soup day shall not be scheduled for a Monday or Friday.”*

The service description should also describe the frequency of warm vegetable side dishes on the menu and the number of salad components and the desired bread selection with sufficient precision. Similarly, other desired extras, such as seasonings and condiments (mustard and ketchup), should be specified.

Example of defining the frequency of MAIN INGREDIENTS in daycare lunches

- » **Fish** 8 times/6 weeks
Varying fish of different species of the species recommended by the WWF Seafood Guide, including Finnish freshwater fish
- » **Poultry** 6–8 times/6 weeks
Varying poultry products in different forms, such as whole meat and minced meat
- » **Red meat** 4–6 times/6 weeks
Varying types of beef, pork, and game dishes with the meat served in different forms, such as whole meat and minced meat
- » **Sausage or other processed meat product** up to 2 times/6 weeks
- » **Vegetarian food** 8 times/6 weeks,
One vegetarian main dish is served for everyone.
A vegetarian food day can also be a soup day once every six weeks. Porridge cannot be served as a soup on vegetarian food day.

Other:

- » **Vegetarian main dish option available to everyone**
4 times a week
The customer orders a vegetarian main dish option available to everyone for ECEC units.

The client and the service provider cooperate to ensure that the menu is planned and updated to achieve the city’s environmental objectives.



Packed lunches for excursions

The customer can order a packed lunch or meal to replace a lunch and a snack. The packed food must be sufficient in quantity and quality and its nutritional content must match the normal lunch and snack served. The packed lunch service must also cover special diets and ethical and religious needs in sufficient quantity and quality. It is good to have, for example, five different packages to choose from. Sustainable development and plastic-free packaging options are taken into account when planning packed lunches and their packaging. Attention is also paid to ensuring that packed special diet lunches are packaged and labelled carefully so that they do not get mixed with regular ones. Alternatively, a hot meal (individually planned or lunch of the day) can be packed for the excursion if it fits the nature of the excursion. The cost of the ingredients and preparation of the packed lunch must be included in the offered meal prices.

Information on suitability

The service provider must define for the menu the suitability of the meals and products and of the intercompany products it delivers to different diets and provide the client with the necessary information and instructions on suitability. The suitability of products for different diets must be clearly indicated both on menus and in the immediate vicinity of food portions sent to units. The labels must remain legible despite heated storage or transport. The ingredient and nutrient information of all products must be available to the client, if necessary.

4.12 CUSTOMER INVOLVEMENT

Customer involvement can be implemented, for example, by allowing customers to participate in the selection of new dishes for the menu and to provide feedback on whether favourite foods are being served often enough. It is also a good idea to give customers opportunities to taste new dishes that

are in recipe development and share their views on them. Inclusive measures can increase the acceptance of school food and climate-friendly food. **Appendix 5** gives examples of inclusion measures that the service provider may be required to provide during the school year in accordance with the agreed number. The aim of inclusion packages is to familiarise children and young people with food and the operation of food services.

Inclusion is also visible in daily selection situations. For example, you can ask customers what kind of drink or bread they want and make as few choices on their behalf as possible. The service provider's staff can also carry out joint activities with customers. For example, they can bake berry pies together for a snack or organise joint parties. The desired operating models are specified in the service description.



4.13 MONITORING THE RESPONSIBILITY AND NUTRITIONAL CONTENT OF MEALS

The monitoring of the responsibility, nutritional content and nutritional quality of food is an ongoing process by which the service provider ensures that the food provided complies with the contractual requirements and official recommendations. The monitoring covers all stages: planning of menus and food purchases, productisation, recipe development, food preparation and serving. The contract documents of the food service must describe in concrete terms what is meant by responsible meals that fulfil the food and nutrition recommendations. When the documents contain a precise description of the menu, the types of meals to be served, the minimum nutritional requirements per meal component and the calculation of nutritional content, the implementation of the nutrition recommendations can be monitored and the nutritional quality of the food provided ensured. Other responsibility and quality requirements for the menu, the dishes

served and the food products must also be clearly and unambiguously defined. In addition, the monitoring frequency, methods and reporting must be specified.

Close monitoring of nutritional content – nutrient calculation – requires the calculation of nutritional content at both dish and menu level. At the weekly level, the monitoring must cover at least the energy content and energy-yielding nutrients (carbohydrates, fats and proteins), saturated fat, fibre, sugar and salt. The service contract defines nutritional content monitoring according to the client's needs. Monitoring data on vitamins and minerals may be required in health care. Nutrient calculation is a practical tool for food services in the development of recipes and meal packages, and not just in general assessment of the final menu.

4.14 THERAPEUTIC DIETS AND BELIEF-BASED DIETS

The food service contract must specify the special therapeutic diets required for the nutritional care of illnesses and the belief-based (religious and ethical) diets that the client wishes to accommodate. The call for tenders defines the diets for which the service provider must have menus. The client must have the expertise to evaluate the nutritional information and preparation of diets. In the case of small contracts, the menu needs of special diets may cause a problem, and no tenders will be submitted. Knowledge of the market situation is very important when setting requirements.

Therapeutic diets exclude only those ingredients that need to be avoided due to symptoms and treatment. In a normal situation, the products to be avoided are replaced with nutritionally equivalent ones and, for example, in case of a celebratory meal, appropriate replacement products. The call for tenders must outline what to do if, for example, a customer's family member, such as a parent of a pupil, requires a specific special diet product.

This can be worded, for example, as follows: *“The food services shall ensure that customers who need a special diet have a sufficient choice of all food groups suitable for the customers. The food services are not obliged to provide all the rare foods required by customers or relatives of customers if at least one nutritionally equivalent ingredient of the food group in question is available.”*

Remember to consider the following in the CALL FOR TENDERS:

- » Estimate the number of special diet portions required as accurately as possible.
- » Use screening results for malnutrition to assess the need for a fortified diet.
- » Special diets run a higher risk of inadequate menu variation than the regular diet. Effort must also be invested in planning the menus of special diets.
- » Resources must be reserved for monitoring special diets to ensure that the nutritional and organoleptic quality corresponds to the regular diet.
- » Combining special diets on production-related grounds should be avoided. Combination leads to decreased variation and, in particular, to an unnecessarily one-sided diet for long-term customers.
- » Special diet foods must be stored separately from other foods and clearly marked by diet to avoid mix-ups.
- » Provision and quality of extra snacks for special diets, such as type 1 diabetes
- » The nutritional requirements of the national nutrition recommendations must also be met on a weekly level in special diets.
- » The client draws up guidelines for the implementation of belief-based diets and substitution of dishes, for example, in a pork-free diet.

The diets and portion sizes offered to the customer group are determined when the food service is purchased and the service contract is concluded. The requirement to implement diets in a health and social services contract may be in accordance with, for example, the table in **Appendix 6**. When food services are provided to children or geriatric residents or patients, the list of diets to be provided is adapted to their needs and nutritional care practices.

Each year, the client may designate one special diet or a combination of diets to be developed. The client and the service provider check the menu and nutrient calculations and develop the menu together. The service provider is obligated to participate in the development work without separate compensation.

4.15 IMPLEMENTATION OF SPECIAL DIETS

The implementation of different diets, menus and recipes in different operating units must be taken into account already during the procurement phase. For the procurement, it must be defined what is meant by special diets, who determines the dietary needs, how orders are made, how the special diets are implemented and how the responsibilities are shared between the client's staff and the food services.

The implementation of the special diets to be provided requires menu planning. Nutritional quality is ensured in the same way as the nutritional quality of the regular diet. Making meals for demanding special diets is significantly more expensive than making meals for the regular diet, as the meals are prepared and customised individually. The responsibilities and obligations associated with the preparation of special diets entail costs for the service provider. Therefore, the need for special diets must be specified in detail in the procurement documents. This ensures that diets suitable for customers are implemented in a nutritionally safe way. Specifying matters in advance helps to avoid problems during the contract period, to manage the risks of the contract and to create constructive and good cooperation during the contract period.

Special diets that are more difficult, such as ketogenic diets, should have an individual diet plan. The treatment unit or nutritionist defines the plan and the food service provider implements it.

Vegetarian food is offered as a regular food option according to the food recommendations, similar to foods containing meat and fish. The different vegetarian food options are explained in the table Diets required in public food services in **Appendix 6**. Their supply and availability must be defined already at the procurement stage and recorded in the service contract.

Food is usually delivered from a single production kitchen to different customer groups. In this case, it is important to define how the needs of different age groups and target groups will be taken into account. Particular attention is paid to the different needs of children and the elderly, the different preferences of different age groups and, in some cases, their different ways of eating. The contract must specify in detail how the food service will be implemented for different target groups, so that the definition can be used as a basis for contract monitoring.

Fortified diet

A fortified diet is needed for customers who are not able to eat enough regular food for their energy and protein needs. It is determined on the basis of the customer's nutritional status and food consumption assessment when preparing a treatment plan.

Food portions should be 1/3–1/2 smaller than a normal meal to ensure that the food will be consumed, but rich in energy and protein. However, a fortified diet is not the same as a high-energy diet, where the size of food portions can be increased to improve energy intake.

The components of fortified meals are fortified with energy, protein and fat supplements during the preparation phase. In addition, special protein-rich and nutritionally supplemented food products or clinical supplements, meal components and snacks may be offered. Both a fortified diet and a high-energy diet can ensure an adequate energy and protein intake with, for example, more frequent meals, favourite foods, side dishes extras and snacks.

Texture-modified diets

The food service contract must define all the texture modifications needed in the diets of the customers.

The texture of the food may be **soft, minced, smooth, puréed or liquidised**. Texture modification must not reduce the nutritional or energy content of the food. Pictures, portioning guides and nutrient calculations for different textures should be included in the contract. The dishes of one meal are puréed separately into differently-coloured meal components.

The client must be able to present in the call for tenders estimates of the necessary quantities of texture-modified meals, as their preparation is more expensive than the regular diet. The estimate can be given on an annual basis, for example.





The call for tenders describes who will portion out the food at which site. At a daycare centre, the staff portion out food to the youngest, while pre-schoolers and schoolchildren portion out food for themselves. In housing service for the elderly, a nurse may portion out the food, and hospitals often have centralised distribution of food, where each portion is assembled in the production kitchen. Except for the latter, food is usually portioned out by a person who may not have in-depth knowledge of food service or food portioning. It is very important that the client describes its wishes for food distribution practices in the service description.

The client must define what energy levels and portion sizes are required for different customer groups. The definitions are generally based on the food and nutrition recommendations. The service provider prepares meal-specific portioning guides for different energy levels and delivers the instructions to the client. Some customer groups require larger portions (for example, daytime activity centres for substance abuse services, puerperal women, pupils in sports schools), and this must be mentioned in the call for tenders.

The portioning guides for different portion sizes are described in terms of measures of volume and weight, and texture-modified diets are also taken into account. Pictorial portioning guidance makes it easier to guide diners, for example, in schools.

In addition to the service provider, the client can define the portioning guides. Some clients want existing portion guides learned by wards and units to be used even if the service provider changes after a tendering process. Service providers prefer to be able to plan portioning guides as they see fit. Even if the service provider is given a free hand to make portioning guides, it is good to define the following in the call for tenders:

- » Portioning guides must be designed so that multi-pieced foods (such as patties) are not cut

in half.

- » Portioning guides must be clear with whole measures of volume (e.g. 1 dl, not 0.8 dl) and easy to implement, e.g. portioning out with a ladle at 0.5 dl intervals, as units do not usually have access to scales.
- » Portioning guides should be reasonable. For example, three slices of bread per meal is too much for anyone other than growing young people. It is not justified to supplement the nutrient content with large portions of bread that customers cannot eat.
- » The service provider is obliged to inform the client if, for example, the size of potatoes differs from the portioning guide. For example, in the case of food delivery, a message will be sent to inform the client which quantity of the portions contains ingredients of non-compliant size.

The call for tenders may oblige the service provider to deliver the serving utensils and ladles used in the serving the meals. This facilitates homogeneity in the serving utensils.



The service provider's staff, their job satisfaction and permanence contribute to the success of the food service. The call for tenders specifies the minimum requirements to be met by the staff. Criteria related to the service provider's staff can also be used as quality requirements or scoring criteria in competitive tendering.

An example of how the service provider's staff can be defined in the call for tenders:

The service provider is responsible for ensuring that its staff undertake to comply with the given work instructions and quality and other requirements and that their behaviour and work comply with the client's safety instructions, general standards of behaviour and other reasonable instructions and regulations. The service provider is also responsible for ensuring that staff wear clean, consistent and appropriate workwear and a photo ID and receive regular training and guidance for the work tasks without separate compensation.

- » The service provider's staff must have up-to-date hygiene and nutrition certifications and professional handprint certification (former environmental certification).
- » The service provider is responsible for the staff's personal protective equipment (e.g. masks, visors, plexiglass shields for cash registers).
- » Staff who work with food products must have adequate hygiene skills. Staff must be clean and neat in appearance, with no jewellery or visible piercings. Staff who participate in food preparation must not have gel nails or sculptured nails.
- » The service provider's staff have customer service skills and behave appropriately as, at sites, the food service staff support, for example, the educational objectives for children and young people just like other personnel. The service provider's staff support the teaching of manners by strengthening the learning of proper table manners and considerate behaviour towards other people.
- » Necessary security clearances are required for people working with children and young people.
- » The service provider must have a substitute arrangement in case of illness or other unexpected absences. Substitutes must be inducted in operation in the unit before their shift.

Designated persons

The service provider designates a qualified and



responsible person for supervisory and monitoring tasks, to whom the client can provide instructions and comments related to the performance of contractual tasks. In addition, the service provider must designate a responsible person for each site and clearly communicate their contact details to the persons in charge of the client's sites. The service provider must provide telephone numbers on which the staff of the sites can be reached at agreed times at each production and service kitchen. The service provider must name the persons requested in the call for tenders before the start of the contract, for example at the contract takeover stage.

4.18 SAFETY OF FOOD SERVICES

Delivery reliability

The food service to be ordered must be reliable: the food is delivered according to the order, on the agreed schedule and in a quality that remains consistent until the end of the serving period, even for the last customer. The service description defines what to do if the food runs short for any reason. It may be due to an error on the part of the client or the service provider, but laying out the acute handling of the matter in the service description makes it easier to resolve the situation. The contract may specify sanctions for running out of food for reasons attributable to the service provider, or at least require that the causes of the issue are investigated and that corrective measures are taken immediately.

Determining the accessibility times of the staff will help in unclear situations related to delivery reliability, for example *"the staff of the food service provider shall be reachable between 7.00 and 17.00 and any missing meals shall be delivered immediately."*

Own-checks

The service provider must have a written plan for own-checks as referred to in section 15 of the Food Act (HACCP plan). The service provider controls products and processes systematically and continuously. Own-checks require a written report specifying the objects of the own-checks. The HACCP plan describes the critical control points of own-checks and the related risk management. The preparation and implementation of a written HACCP plan is a statutory obligation of every food business operator (service provider).

The service description must require that the client is allowed to review the HACCP plan and the relat-

ed records at any time. The service provider must immediately inform the client of any health hazards and the measures taken to remedy such defects. Hazards may emerge during own-checks or in other ways.

Environmental health care inspections are official controls related to own-checks. The client may require the service provider to submit the reports of regulatory control for information, as otherwise the client might not be informed of issues requiring correction related to the facilities, for example.

Food poisoning

The service description must specify the required action if the service provider becomes aware of or suspects food poisoning attributable to its food. The service provider is obliged to report any suspected food poisoning primarily to the food control authorities but also immediately to the client's representative.

If a product suspected of being contaminated reaches a customer, the service provider must deal with the food poisoning situation effectively and promptly to prevent further damage. The service provider must be able to recall items and take adequate measures even if the food product in question has not yet caused food poisoning.

Ensuring continuity of services

The service provider must be able to provide food services under all circumstances and abnormal situations. Food services are often also statutory services for the client so they must also function in under exceptional circumstances. For this reason, the service provider must reserve sufficient resources and backup systems to ensure the delivery of food services even in situations that deviate from normal conditions without a separate cost. What is important in preparedness is to make plans together with the client and to combine the contingency plans of the food service with the contingency plans of the client. In contingency planning, emphasis is placed on organising normal operations in such a way that various crisis situations can be managed progressively and operations can continue normally for as long as possible. The preparedness and role of municipal food services as part of the preparedness for grocery supply is described in the guide of the National Emergency Supply Agency: [Ruokapalvelut](#)

[osana päivittäistavarahuoltoa – varautumisopas kunnille \(Food services as part of grocery supply – preparedness guide for municipalities, 2017\).](#)

The client must ensure that the service provider is prepared for disruptions of normal conditions (e.g. electricity and water outages, epidemic, staff absences) and that the food services are also taken care of in abnormal situations. The contingency plan for food services is made in cooperation, but the client must have a view on the customer group-specific and unit-specific content of the contingency plan. For example, in student meals, the day's meal can be replaced with a packed lunch, but arranging a packed alternative for the three meals normally served at daycare centres is considerably more difficult and requires careful planning.

5 Clear responsibilities in different operating environments



In principle, the responsibilities and obligations are defined by the client. The most expensive responsibility of food service contracts is one that is not specified in the contract. When a description of the current situation is prepared at the beginning of the procurement process, it is advisable to focus with special care on practices that have not been described or that are vaguely “someone’s” responsibility. As a rule, a service provider that comes from outside the client’s organisation does not have any information about the client’s practices or wishes. The only source of this information is the call for tenders and its appendices.

The client must provide the service provider with the necessary information about its objectives, activities and possible changes to the activities. It is the responsibility of the service provider to provide the client with corresponding information about its own activities. The contract should define mutually binding deadlines for changes to the contract. For example, the service provider often needs two to three months to set up a new unit in order to carry out the necessary recruitment, purchase supplies and food products and plan the service with due care. The holiday periods of ECEC and various health and social services must be confirmed by the client organisation sufficiently in advance so that the service provider can also plan the holiday shifts of its employees.

The cooperation between the client and the service provider is always based on a service contract or other document. The service provider is responsible for the organisation of service production and must comply with the client’s directions and instructions.

It is advisable to specify in the contracts that the service provider must carefully plan and perform all the tasks within the timeframe and without undue delay.

The cooperation between the service provider and the client is based on good communication. The task of units’ contact persons is to ensure the flow of information between their unit and the kitchen, as well as the passing of information related to special diets, for example. It is a good idea to plan the external and internal communication related to the services together.

5.1 RESPONSIBILITY FOR FACILITIES AND EQUIPMENT

The following are options for the facility arrangements of the production of services:

- » The client hands over the facilities and equipment to the service provider’s use. The service provider does not pay rent but may be responsible for water, electricity, equipment repairs and other similar expenses.
- » The client leases the facilities to the service provider with the equipment, and various other fees are agreed on.
- » The facilities are owned by the service provider or leased from a third party.

If the client requires the food to be prepared in a kitchen owned by the client, this must be specified in the call for tenders. Food service contracts are often accompanied by a lease that the service provider accepts when submitting its tender. The service provider has a contractual obligation to use the premises carefully and to ensure that the staff comply with the instructions and regulations related to its use as well as the rules provided for the preservation of health, cleanliness, order and safety. The service provider is obliged to promptly inform the client of any defects and deficiencies related to the condition of the property and equipment. In addition, the service provider must submit to the client the observations of environmental health

care inspection reports (health inspectors' inspection visits) for the premises.

Kitchen equipment that is included in the lease must be specified in an equipment list appended to the agreement. The service provider must be informed of the name, model, capacity (for example in litres), attachments (if any), characteristics, year of commissioning and condition of the equipment. The allocation of responsibilities for equipment can be defined as follows:

- » The client owns the fixed large kitchen equipment, while the service provider owns smaller equipment and accessories, such as cutting machines, food processors, food trolleys and serving lines.
- » The contract provides for the sale of kitchen equipment to the service provider for the duration of the contract. At the end of the contract, the client buys the equipment back under the conditions specified in the contract.
- » The client owns the "walls", i.e. the service provider owns and is responsible for the kitchen equipment in their entirety (this model is often only possible in in-house contracts).

Ownership and liability for replacement of equipment, maintenance and repairs, required insurance and cleaning are defined in the responsibility assignment matrix related to the facilities and equipment.

It is very important to describe the responsibilities in detail in food service contracts regardless of whether these are own operations, in-house operations or a food service contract put out to tender. Describe the responsibilities clearly and unambiguously using the responsibility assignment matrix, see **Appendix 2**.



Inaccurate description of interfaces and responsibilities will almost certainly lead to increased costs and contractual disputes.

The food service provider must also be active: ask questions if you notice inaccurate responsibility assignment in the call for tenders.

The service description defines whether the kitchen may be used for activities other than those described in the contract: "Only meals covered by this contract may be prepared in the kitchen," or vice versa: "The service provider may prepare some of the meal components and/or meals in external kitchens when it is agreed with the client." Facilities

may be subject to various terms and conditions. If the contract allows the kitchen to prepare food for non-contractual purposes, terms for the sales to others can be defined in the contract (for example, the client can charge for the electricity and water used in preparation of food sold to others).



For an example of describing interfaces and responsibilities, see Appendix 2. Responsibility assignment matrix

Changes in kitchen functions

The client must have an overall understanding of the facilities and equipment it controls and a view on their development. If the client owns the kitchen equipment, it is often recorded in the lease that the client will maintain the equipment level of the kitchen at the current level. The service provider may submit proposals for changes and repairs to the client, as the client may also benefit from proposals for the development of the kitchen. Service providers often strive to make their operations more efficient. In practice, this may mean that service providers centralise their production and personnel, which can lead to requests for the client to replace equipment and increase the capacity of equipment.

Example of a description in the lease:

"The equipment capacity of kitchens shall be increased or modified only if the sites subject to the contract undergo changes affecting the organisation, expansion or reduction of activities. Expansion refers to, for example, an increase in customer volumes or the establishment of a new unit. Reduction refers to, for example, a decrease in the number of customers, the closing of a unit or the need for a change due to an improvement in the efficiency of operations. The service provider may propose changes to production methods and to the type of kitchen, which are implemented at the service provider's own expense (production, service and distribution kitchens). All changes must be approved by the client."

It is appropriate to specify in the lease whether the tenant has the right to add its own equipment to the kitchen, as this may have an impact on the supply of electricity and water or the adequacy of ventilation. The restriction can be stated, for example, as follows: "In accordance with the responsibility assignment matrix, the service provider may propose to the client to bring its own equipment to the sites at its own expense, but the proposed

additions must be approved by the client.”

Some service providers have regional production kitchens and wish to centrally produce meal components or dishes in them. The client should consider in advance how it views proposals on the production of services in units other than its own kitchen. The possibility of using kitchens not under contract must be specified already in the call for tenders so that all service providers have equal opportunities to do so.

From the point of view of contract monitoring, it is essential that the client can, if necessary, inspect the kitchen and conduct inspections to ascertain the condition of the entire property. The service provider must allow access to sites.

Access control cards and keys given to the service provider

The client must determine which access control cards and keys the service provider needs, and they, along with the client's key management process and the service provider's obligations, must be described in the service description. For example, *“The service provider undertakes to store the keys (or key code) carefully and reliably and to comply with the client's requirements for the keeping of keys,”* or *“Keys shall not be left in an unattended vehicle; locking the vehicle is not a sufficient precautionary measure./Keys shall not be marked with identification data./The service provider shall have an up-to-date list of key holders./The contract contact person may request to see the keys that have been handed over to the service provider.”*

5.2 COOPERATION AND SERVICE DEVELOPMENT

The client is responsible for defining the desired quality, and the service provider's task is to meet the quality requirements. The responsibilities for the realisation of the quality of the food service differ slightly in terms of details in different customer groups and operating environments, but the basic principle remains the same. The call for tenders must describe as precisely as possible what kind of cooperation for service development, contract monitoring and reporting the client requires from the service provider. In its tender, the service provider must be able to estimate the working time required for contract monitoring.

The service provider is responsible for preparing tasty and nutritionally complete meals for education services. The meal situation is a pedagogical activity under the responsibility of the education and teaching staff,

which involves the obligation to provide guidance. The implementation of food education is defined in the local curriculum. It is good to inform the service provider of its content so that the service provider can support the client's objectives. Meals provided in education services must be appetising, sustainably produced and supportive of food education.

The service provider is responsible for ensuring that meals produced for health and social services are suitable for the customer's dietary needs. Care staff and the service provider cooperate actively to ensure that the food service supports the customer's care and rehabilitation. 24-hour care, where the customer is completely dependent on the food service and its quality, is typical of health and social services.

The implementation of food services requires the staff of both the client and the service provider. The food service contract must describe in sufficient detail the obligations of each occupational group. The description of the current state of the food services should cover the responsibilities and obligations of different occupational groups (ordering, food distribution situation, tray collection and dishwashing, etc.). It is good for the service provider to be aware of the tasks that are carried out by the client's different personnel groups, but it is essential to describe the interface, i.e. where the service provider's work begins and ends. Even small factors can have an impact on the success of a responsible and high-quality food service.

Communication plays a key role in the success of food services. It is good to record in the service description the basics of when and how the service provider communicates to the client's staff and in which situations the communication is done in cooperation.

Regular cooperation meetings, a common annual service development schedule and the different levels of cooperation should be recorded so that they will be realised during the contract period. The client describes the work tasks requiring time and personnel and records in a table all levels of cooperation, responsibilities and obligations. It is good to clearly define the responsibilities for planning and organising cooperation meetings.

Service providers can be required to train their own and the client's staff. It is important to ensure up-to-date nutrition and environmental training and, for example, competence in the recipes and preparation of vegetarian dishes.

The obligations are recorded in the service contract and responsibility assignment matrix.

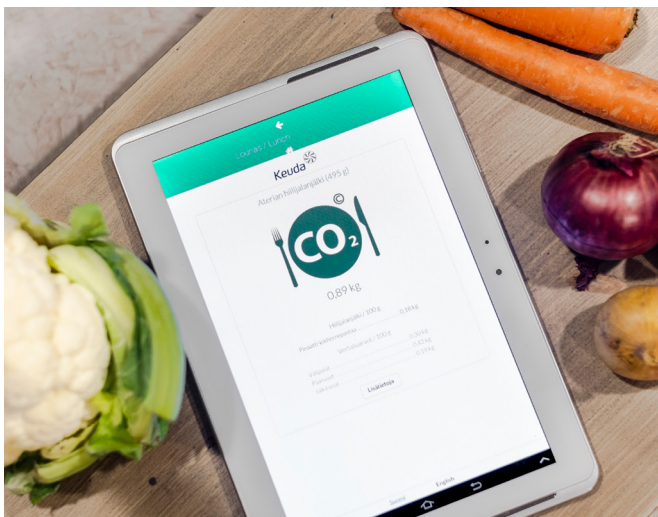
6 Minimum requirements and quality scoring

The criteria used as minimum requirements in the call for tenders must be unambiguous, measurable and verifiable. The call for tenders must define which factors affect the quality of service as absolute minimum requirements and which requirements are suitable for being scored as ones that add value to the service. Calls for tender must avoid requirements that are open to interpretation or matters of opinion.



Appendix 7 gives examples of requirements and indicators of the call for tenders and their monitoring.

A clear distinction must be made between the minimum requirements and the quality to be scored. The minimum quality cannot be scored in comparisons.



If quality points are used in the tendering phase, quality must be defined precisely. Quality points can account for, for example, 20–40% or more of the total tender score. The quality comparison factors must be designed such that the tenderers' scoring can be justified in writing so that each tenderer understands the justification. Quality scoring is very demanding and the client must study it carefully to make the tendering process fair to all participants.

Quality can be scored, for example, as follows:
Weight in comparison:

1. Price 60%
2. Development plan 20% (may include a responsibility plan in accordance with **Appendix 1**)
3. Meal tasting 10% (the recipes and ingredients of the meals must correspond to the actual meals to be offered at the sites specified in the call for tenders)
4. Customer satisfaction (customer and client) 10%



The call for tenders describes the reporting required from the service provider and the frequency of reporting. The client may ask the service provider

for examples of reports to be scored as part of the quality scoring, or the client may provide as accompanying documents reporting templates to be implemented during the contract period.

6.1 RESPONSIBILITY AS A MINIMUM REQUIREMENT AND IN QUALITY SCORING

The service provider's environmental programme, energy efficiency and low carbon action

The client may ask the service provider to submit a report on its environmental programme with its tender for scoring purposes. *“The service provider shall provide an account of the company's environmental programme and energy-efficient solutions and choices, as well as a description of how environmental issues have been considered in the production of services. The description shall include the following elements: ecological guidelines for food services, measures for the purchase of supplies to reduce environmental load, reduction of waste, reduction of waste, management of deviations, corrective and preventive actions and a training plan for staff environmental skills.”* The content of the environmental programme may also be required as a minimum requirement of the tender.



Development work related to reducing the carbon footprint of food services can be scored with certain reservations. The requirement to be scored in the call for tenders may be, for example: *“The service provider has calculated the carbon footprint of the menu at a site corresponding to the object of the procurement, made changes to the menu based on the results, re-evaluated the carbon footprint of the menu and demonstrated that it had decreased.”*

This type of carbon footprint assessment is not yet entirely uncontroversial, but carbon footprint calculation highlights the company’s activity. Activity in developing food services to be more climate-friendly can also be scored as follows: *“The service provider participated in a project aimed at reducing the carbon footprint of the food service or to promote circular economy goals. The project led the service provider to change its menu planning in a way that reduces the carbon footprint. The service provider shall upload as an accompanying document to the tender a report on the project and the changes made on its basis.”* Once carbon footprint calculation has been further developed, the service provider can be required to calculate the carbon footprint of meals. Measures to reduce the carbon footprint can already be required at present.

Responsibility plan for food service development needs and objectives

Requirements related to the responsibility and ecological sustainability of food services can be scored, for example, through a responsibility plan. Ask the service provider to include in the responsibility plan a description of the measures by which the service provider undertakes to promote the responsibil-



ity targets defined by the client. In the best case, service providers can help find new and innovative ways of dealing with sustainability challenges. Responsibility targets may relate, for example, to increasing the proportion of vegetarian and fish dishes on the menu and their consumption, as well as the use of domestic plant proteins, sustainably caught Baltic Sea fish and freshwater fish as ingredients.

The service provider can be asked to add to the plan how customers will be engaged, for example to increase their acceptance of climate-friendly food. The responsible quality and seasonality of the ingredients on the menu can also be scored. The service provider can also be requested to describe in the plan its waste monitoring, indicators and concrete measures to reduce waste.

The tenderer may receive points for the measures and indicators recorded in the responsibility plan, for example as follows: acceptable measure and indicator = 1 p, unacceptable measure = 0 p.

Example of a responsibility plan: **Appendix 1.**

Responsible sourcing of food products

Food products make up a significant proportion of the total responsibility of food services. The call for tenders may require responsible food purchases according to the criteria of the Guide to Responsible Food Purchases (Opas vastuullisiin elintarvikehankintoihin). **This is explained in more detail in Section 3.1 Ecological responsibility.** Information on the country of origin of the food product increases food safety and reduces the possibility of counterfeit food. It can be used as one of the requirements to increase responsibility.

The service provider can be requested to report on the RESPONSIBILITY AND ORIGIN of food, for example, as follows:

“For two weeks each year, the service provider shall mark on the main menu the main dishes and side dishes with a degree of domestic raw materials of more than 80% by weight. The marking shall be agreed on with the client in connection with the takeover of the contract.

The service provider can also tell about the origin of non-domestic raw materials and the use of local food. The aim is to increase awareness of the origin of food and the degree of domestic content of food services.”

Another way of monitoring the responsibility and country of origin of food products is to request that the country of origin of the meal's main ingredient (fish, meat, plant protein) is regularly indicated on the menu and that the domestic content of the menu ingredients is reported once per summer season and once per winter season, by product group if necessary (meat, fish, dairy, cereals, vegetables).

The amount of organic food in the food service can be defined in the call for tender documents, for example as a percentage of the food purchased or expressed as a step of the Steps to Organic system. In addition, the client can define more precisely in the service description which products are to be organic at different meals. The availability of products of organic quality must be ensured in advance, for example by means of a request for information.

Example of a description of the USE OF ORGANIC FOOD on a daycare centre menu presented by the client in the service description:

"The menu shall aim to utilise as many (primarily Finnish) organic raw materials as possible. Organic raw materials shall be used in such a way that the proportion of organic raw materials on menu meals is 30%. In special diets, organic products shall be offered if the organic product is suitable for the diet. The client does not require that suitable organic raw materials be used for special diets (for example, organic soy milk).

On the six-week menu of daycare centres, organic food shall be offered as follows:

- » Breakfast and snack porridge, gruel and muesli made from organic flakes or groats.
- » Organic crispbread or thin rye crispbread.
- » Organic flour and flakes for baking.
- » Organic yoghurt and cultured milk product with breakfast, snack and evening snack.
- » Organic eggs served as a side dish and used in cooking when food is prepared at the unit.
- » An organic main dish once a week.
- » Pea soup from organic peas.
- » Dessert from organic ingredients once a week.
- » Organic vegetables and fruits with meals.
- » Organic milk or milk drink with added vitamin D served at every meal."



Minimum requirements for sustainable transport

In the most common model of food service contracts, the service provider is responsible for the transport of food and the transport contract. However, the client may also specify minimum requirements for transport in the food service contract. The possibility of using alternative propulsion systems should be explored in market dialogues, as gas-powered and electric vehicles are rapidly becoming more common. The client should also assess whether information on transport routes is needed and, if so, record it in the service description. Other possible requirements for the transport of food services include a high filling rate of the vehicles, good route planning and training of drivers in economical driving practices.

At the moment, food service transport can be subject to emission regulations that are proportional to the size of the food service: *"The transport vehicles used in the transport service shall meet the EURO 6 emissions regulations for the entire contract period."*

6.2 CONCRETE MINIMUM REQUIREMENTS FOR RESPONSIBLE QUALITY

Other responsible practices may also be required as minimum requirements. These are described in the service description.

- » Vegetarian food must be a daily option available to everyone at the sites specified by the client.
- » Vegetarian food must be placed first on the serving line.
- » The client specifies the number of vegetarian and fish dishes per week.
- » The service provider monitors the consumption of vegetarian food.
- » Plant-based milks are available to all diners.
- » The vegan diet has its own menu.

- » All vegetarian food on offer may or may not be vegan (specified by the client).
- » The client specifies how much organic products are to be used in the food services, for example using the Steps to Organic criteria.
- » Local food is highlighted on the menu, for example through theme days and weeks (the client defines what 'local food' means; for example, food produced in the region).
- » The client specifies the use of Fairtrade products, for example by listing the products that are to comply with the Fairtrade criteria.
- » The service provider sells the food that would otherwise be wasted.
- » The service provider monitors the amount of food waste at a level specified by the client.
- » The detergents used have specific eco-labels.
- » Any disposable tableware and packaging materials are made of renewable materials. Limit the use of disposable tableware to specific situations.
- » Seasonal variation and the seasons are reflected on the menu.
- » The country of origin of the main dish raw material and the primary side dish are indicated on the menu.
- » Trays are not used in dining rooms specified by the client.

Read more about this in **Section 3.1 Ecological responsibility**.



6.3 FOOD SERVICE PROVIDER'S STAFF

Minimum requirements for the competence and maintenance of professional skills of the service provider's staff may include:

- » Professional skills of staff (training and work experience, knowledge)
- » Annual supplementary in-service training for staff
- » Induction programme

- » Nutrition certification
- » Hygiene certification
- » Professional handprint (former environmental passport) online course.

The professional skills of the staff form the basis for a successful food service: "The service provider is responsible for ensuring that the food services are provided with sufficient and skilled staff as follows (training and work experience according to the job title):

- » Service manager or supervisor: higher education degree (Bachelor of Hospitality Management) or equivalent upper secondary qualification and at least five years' work experience.
- » Cook: further vocational qualification in catering (cook) or equivalent previous training (cook or institutional cook) and sufficient work experience (at least three years of experience in the field).
Dietary cook: the above and a specialist vocational qualification in special diet services.
- » Service worker: initial vocational qualification in catering or equivalent or a further vocational qualification or at least five years' experience in the field."

The language skills required of the service provider's staff can be specified, for example, as follows: "The service provider is responsible for ensuring that the employees have sufficient Finnish or Swedish language skills required for the job, depending on the unit (language proficiency level description of the Finnish National Agency for Education: supervisor – excellent, cook – good, worker – satisfactory)."

The language requirements must take into account the service provider's representatives working close to the food service customer (such as school canteen staff) who must have sufficient knowledge of Finnish or Swedish. On the other hand, the client should take into account the decreased availability of food service personnel in recent years, i.e. the client should consider whether Finnish or Swedish language skills below this level of requirement could be allowed in food service support tasks (such as dishwashing).

The size of the contract and the customers determine, for example, whether a nutrition expert is needed. The service provider's nutrition expert should have a master's degree in nutrition or food sciences and at least two years' experience in food services and the planning of special diets in food

services. The nutrition expert can be required to provide nutrition training to the client's staff for xx hours per year.

6.4 SERVICE PROVIDER'S EXPERIENCE OF ACTIVITIES SIMILAR THE SERVICE TO BE PROCURED (REFERENCES)

The service provider selected in the procurement of food services may be required to have experience in providing a similar service. The call for tenders must clearly describe what is required of references, for example:

- » Customer groups
- » In health and social services, primary health care versus specialised medical care
- » Food distribution method (centralised/decentralised)
- » Customer volumes of the contract
- » Duration of the contract

The service provider must have permission to use a contract as a reference, and it must be possible to contact the party responsible for the reference contract for verification purposes. A customer satisfaction survey can be conducted for the service providers' reference customers, scoring it as part of the qualitative comparison of the tendering.



6.5 ORGANOLEPTIC QUALITY

A professional cook processes raw materials and at the same time brings out their natural characteristics and flavours. The flavours of meals are designed to meet customer preferences. Each dish and its main ingredients must be identifiable. Attention should be paid to the texture of food and how production methods affect the portion being prepared. Organoleptic quality can be used as a scoring criterion for the tendering of, for example, home meal services. In this case, the client organises an assessment event to which the service provider delivers the meals to be assessed. When assessing organoleptic quality, it is necessary to define precisely

how the evaluation is to be carried out. It is recommended to arrange the assessment as a blind test, so that the assessment team does not know whose meals they are scoring. It must be required that the portions are made with raw materials and a recipe that are subject to the procurement.

6.6 MINIMUM REQUIREMENTS FOR NUTRITIONAL QUALITY

The minimum requirements for the nutritional quality of food services can be defined in the call for tenders, for example as follows:

- » *“Meals shall be planned according to the food and nutrition recommendations for the target customer group. Compliance with food and nutrition recommendations shall be verified through a menu and meal-specific descriptions.”*
- » Meals are prepared using standard recipes. (The food service is implemented using an ERP system, at least for large purchases.)
- » The minimum nutritional quality requirements of the nutrition recommendations for different meal components or the Heart Symbol criteria are in place. This can be verified, for example, by indicating the content of meal components on the menu.
- » Nutrient calculations are available for the regular menu and the other diets specified by the client. Menu nutrient intake recommendations are met at the weekly level (or according to the per-meal recommendation).

6.7 CUSTOMER'S FREEDOM OF CHOICE

The customer's freedom of choice between different meal options can be required as a minimum requirement. The client can also score the options according to its needs. In home meal services or in a hospital, the service provider may be required to implement two different menus. The means through which the customer makes the choice must be defined in the service description. The choice can be made, for example, using a form or a separate meal ordering system. The customer's ability to use information systems must be taken into account. If the customer chooses between options, it is good for the client to think about the order delivery cycle in advance, so that the cycle is not too long.

Freedom of choice is a new thing for both the client and the service provider, and it is worth discussing wishes and issues openly in market dialogues.

7 Call for tenders, procurement decision and award of contract

After the publication of the contract notice, the free-form communication between the client and the tenderers ends. In the tender phase, it is replaced by a formal and written question-and-answer phase open to all, which is essential for risk management. It also helps to ensure that tenderers have actually understood what is requested in the call for tenders.



- » *Tenders are compared as indicated in the call for tenders.*
- » *The procurement decision is based on the comparison criteria indicated in the call for tenders.*
- » *The decision must contain a verbal description of the grounds for the decision so that each tenderer understands how the tenders were compared.*

SUMMARY:

Listen. Correct if needed. The corrigendum is an essential tool for minor corrections. Correcting the call for tenders increases the service provider's information for the calculation of the tender and the contract period. However, no substantial changes can be made to the call for tenders.

7.1 VERIFICATION AND ASSESSMENT OF TENDERS AND MAKING A DECISION

At the end of the tender period, the client opens all the tenders at the same time. Tenderers must meet the suitability requirements set for tenderers before their tenders can be evaluated for compliance with the call for tenders. Tenders must comply with the requirements of the call for tenders, and they are compared as indicated in the call for tenders. At the tender verification and comparison phase, it is no longer possible to amend a tender. The choice of food services is made on the basis of the comparison criteria indicated in the call for tenders. The decision contains a verbal description of the grounds for the decision so that each tenderer understands how the tenders were compared.

7.2 AWARD OF CONTRACT

A written contract is always drawn up for public procurements. It is concluded once the procurement decision has become legally valid. The food service contract is concluded on the basis of the call for tenders and the draft contract, which accompanied the contract notice. At this stage, it is no longer possible to substantially change the contract terms, so it is a good idea to check together that both parties have understood the objectives and terms of the contract the same way. The person preparing the food service contract is responsible for obtaining the official signature on the contract.



8 Contract monitoring

8.1 TAKEOVER OF THE CONTRACT

At the beginning of the contract period, it is good to ensure that the contract documents dealing with the practical aspects of the contract (call for tenders, tender and its accompanying documents, contract, other accompanying documents of the call for tenders, questions and answers) are widely available to both organisations. Procurement contracts and their appendices are public, so there is no reason why the staff should not have access to them. Familiarisation with the contract documents significantly facilitates the management of the contract. In addition, the client's representative should go over the contract and the items that are important to them with, for example, the restaurant manager.

The tender submitted by the service provider may contain confidential attachments or, for example, unit prices. The client must instruct its personnel on what is to be kept confidential. If the service provider was required to submit a takeover plan as an accompanying document to the tender, it provides a good foundation for the takeover of the contract. The client should also draw up a takeover and induction plan for its own activities, with which the service provider's plan will be merged as appropriate.

In contracts where the service provider is required to use the client's premises, the client's representative responsible for the maintenance of the client's kitchens can arrange a meeting with the service provider at the contract takeover stage. At the meeting, the service provider and the client explore the premises and inspect the condition of the site at the time of transfer to the new service provider. A similar meeting should also be held at the end of the contract period. The meeting covers the kitchen facilities, equipment and systems. The client should have a form for the premises and equipment, covering different sub-systems (ventilation, appliances, locks, etc.) of the premises. The service provider and the client's representative responsible for the maintenance of the site go over the site-specific induction and record their observations on a form.



If the contract involves transfers of personnel, they must also be made aware of new operating methods, such as new recipes, raw materials, practices, the organisation, shift arrangements, etc.

8.2 CONTRACTUAL COOPERATION

The service provider alone does not apply the contract in practice; the client's staff play a key role in ensuring that the contract functions and produces the result for which it was put out to tender. Functional and smooth service chains ensure a result in line with the objectives and efficient use of resources. The responsibilities and tasks of those involved in service chains are defined clearly and developed through regular cooperation. Partnership between the client and the service provider is a prerequisite for good contractual cooperation.

Contractual cooperation aims at a good contract period.

The service provider is obliged to participate in the cooperation specified in the contract, monitor the implementation of the services and develop the services in cooperation with the client. It is good to use an electronic contract monitoring workspace to which persons designated by both the client and the service provider have access.

The service provider and the client appoint contact persons for the regular cooperation and monitoring meetings. It is good to mention in the contract who will convene the meetings and who will prepare the meeting memoranda. It is common for contract monitoring to be carried out at several levels: for example, unit meetings deal with everyday matters on a monthly basis (the client's representative might be a head nurse or a daycare centre manager), and financial monitoring is carried out with the client's financial experts on a six-monthly basis. The nutrition experts of the client and the service provider assess the nutritional quality when the menus change, at minimum.

The client is obliged to inform the service provider without delay of any changes affecting the meal quantities (changes in site bed numbers and site closures, transfers or mergers). The client provides the service provider with the necessary information about its objectives, activities and any changes to the activities. It is the responsibility of the service provider to provide the client with corresponding information about its own activities.

The cooperation between the service provider and the client is based on good communication. The persons responsible for the operation of the units and the contract contact persons must ensure the flow of information between the units and the service provider and communication about special diets, for example.

Things to remember at the beginning of the contract:

- » Takeover phase meetings between the client and the service provider. The tendering working group attends these.
- » Training the client's staff in the content of the contract (task of the client)
- » Training the client's staff in the use of the ordering system and feedback system (task of the service provider)
- » Inspection of the premises and equipment, keys/access rights, system access rights.

8.3 CONTRACT MONITORING

Food service contracts are often long, strategically important and of high value. Contract monitoring should be regular with sufficient amounts of time and human resources reserved for it. Contract monitoring of food service contracts includes the following:

- » Agreeing on the principles of cooperation, such as which contract contact persons are in contact on which issues.
- » Participation in meetings related to contract monitoring. Cooperation is facilitated by the preparation of agendas and memoranda for meetings
- » Reporting according to the contract
- » Monitoring feedback and agreeing on the necessary corrective actions
- » Monitoring the content and quality of the meals in the food service
- » Monitoring the nutritional quality of the food service
- » Monitoring sustainability requirements (ecological, social and financial)
- » Customer satisfaction surveys
- » Development projects with customers and projects to support engagement
- » Contact and communication during the contract period

Table 3 presents a concrete example of the levels of contract monitoring in health and social services.



“Openness to new things and opportunities, risk management, creativity in developing in-house activities, quick reactions and vigilance are the hallmarks of

a change-friendly corporate culture.” (J. Kotter 2009) Contract monitoring is a means to manage, predict and reduce both internal and external costs and to improve the quality and productivity of operations.

Table 3. Example of different levels of contract monitoring in health and social services.

Event	Attendees	Description	Meeting frequency	Report format
Cooperation meetings in wards	Head nurse Orderly Ward nutrition manager Service provider's supervisor	The representatives of the client and the service provider meet in the ward and review and evaluate the functionality of the food services.	1–3/year	Form for collecting numerical estimates for the contract average
Working group with members close to the diners	Representatives of the heads of unit, representative of the client's nutrition committee Service provider's supervisor	The representatives of the client and the service provider meet and review the operations of the food services on a more general level. The meeting discusses HaiPro entries (patient safety incidents) and, for example, issues related to invoicing, as well as upcoming holidays and related matters. Future training sessions are outlined.	2–4/year	Memoranda accessible to the staff of all units affected by the meeting and the service provider's staff
Working group of contract contact persons and management of both parties	Senior management of the client and the service provider, such as the CFO and service directors	The management of the client and the service provider processes reporting related to, for example, production, cooperation and finances. If necessary, issues from the previous working group are brought to the attention of this working group.	2/year	Memoranda accessible to the staff of all units affected by the meeting and the service provider's staff



*Contract monitoring is cooperation. During the contract period, work is done to achieve the objectives set at the call for tenders stage. An example of a contract monitoring checklist is provided in **Appendix 8**.*

8.4 CLARIFICATION OF THE CONTRACT DURING THE CONTRACT PERIOD AND CHANGES TO THE CONTRACT

During the contract period, a need to change the food service contract may be identified. This may relate to, for example, delivery times, price changes, ordering additional work or changes to the content of the food service. The need for a contract modification may also be due to corporate or structural arrangements concerning the service provider.

However, the Act on Public Procurement and Concession Contracts (section 136) restricts how tendered food service contracts can be amended during the contract period. The Act on Public Procurement and Concession Contracts prohibits making integral amendments to the contract during the contract period without a new procurement procedure in accordance with the act, i.e. a new competitive tendering process.

Integral contract amendments include ones that (1) would have allowed for additional participants in the procurement procedure, (2) change the economic balance of the contract in favour of the contractual partner, (3) considerably broaden the scope of the contract, or (4) replace the contractual partner with a new contractual partner.

However, in certain cases, the Act on Public Procurement and Concession Contracts allows for a substantial amendment to the contract without a new procurement procedure. An integral amendment to the contract can be made in four cases:

- 1) the amendment is based on contractual terms and conditions or on terms for their amendment that were known during the procurement procedure and referred to in the procurement documents, such as option or price change terms;
- 2) it is necessary for the original contractual partner to perform additional work, and a change of contractual partner is not possible for financial or technical reasons and would cause significant inconvenience or a significant overlap of costs for the contracting entity;
- 3) the original contractual partner is replaced with a new contractual partner under an unambiguous condition for amending the contract, or the status of the original contractual partner is assigned to another operator due to corporate restructuring or merger; or
- 4) the case concerns a minor contractual amendment.

The Act on Public Procurement and Concession Contracts contains more detailed provisions relating to, for example, amending contracts and the permitted values of contract modifications.

Due to the restrictions of the act, it is advisable to reserve sufficient time for the preparation of procurement documents and carefully describe all necessary situations requiring changes, review clauses, etc., so that no problems arise during the contract period regarding possible change situations in food service contracts.



8.5 SERVICE QUALITY MONITORING AND INDICATORS

It is important to explain the concepts and terms of the service contract documents in a concrete and comprehensible way so that they will be interpreted consistently. It is also important that the personnel of the client and the service provider are familiar with the content of the contract, its obligations and objectives.

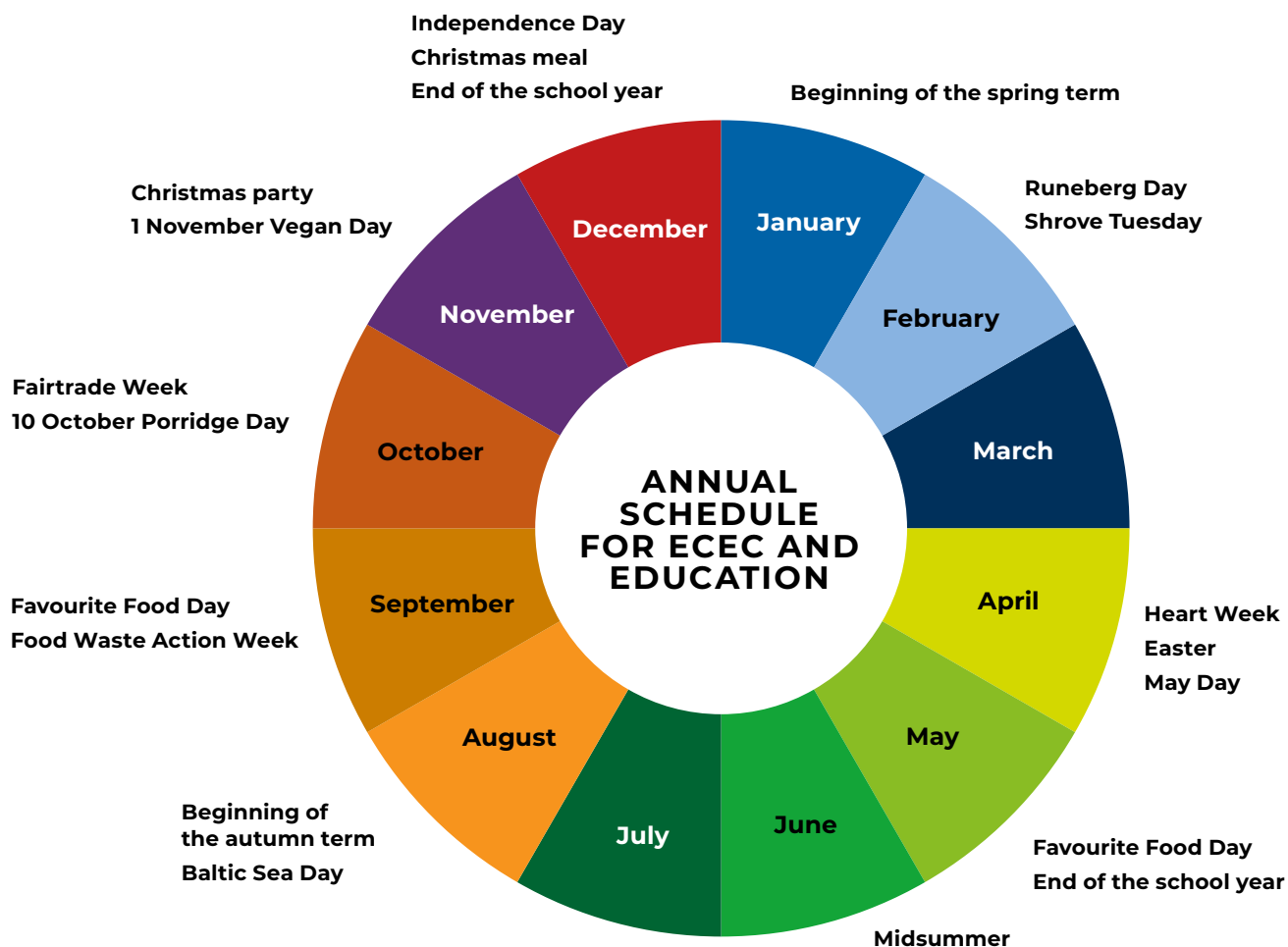
Service quality monitoring can be divided into different entities:

1. Realisation of service quality and agreed development work
2. Verification and monitoring of nutritional quality
3. Verification and monitoring of responsibility objectives

TIP:

Prepare an annual schedule for contract monitoring (Figure 3). Enter into the schedule meetings of different levels of contract monitoring groups in advance. Also mark the processing times of reports and customer satisfaction surveys in the annual schedule. When an annual schedule is part of the procurement documents, the tenderer can include the working time and the necessary resources for monitoring in the tender price when submitting a tender.

Figure 3. Annual schedule for ECEC and education



1. Realisation of service quality and agreed development work

The operating environment for which the service is purchased affects quality monitoring and the performance indicators of the contract. For example, a contract for staff meal services requires different indicators and objectives for quality measurement and the functioning of the contract than a contract for the provision of food services in 24-hour care. The quality and customer satisfaction of staff meal services can be monitored based on, for example, the number of diners, the consumption of meal options and customer feedback. In 24-hour care, customers' malnutrition as well as the order intake for a fortified diet should be monitored regularly.

Examples of service quality monitoring:

- » Customer satisfaction measurements – create a scale and set a minimum level
- » Complaints: their number, processing and follow-up
- » Number of diners and possible changes
- » Actual consumption of different meal options
- » Execution of the defined themed and holiday offerings and feedback received
- » Assessment of organoleptic quality, taste panels, quality rounds, etc. Organoleptic quality can be measured and developed through customer feedback collection and systematic evaluation of food production. Similarly, the freshness of the fresh bread and vegetables served must be assessed as part of quality.
- » Indicators and active monitoring of financial performance
- » Food waste quantities and changes
- » The agreed service development measures have been completed.



CUSTOMER SATISFACTION high for targets.
The customer satisfaction target can be scored, for example, as follows:

- » In its tender, the tenderer sets a target level of customer satisfaction that the tenderer must meet on threat of sanctions. The target levels are scored, the client sets a minimum level in the call for tenders.
- » In the call for tenders, the client specifies the sanctions to be used if the target level is not met.

Keeping track of feedback

It is very important in the monitoring of the food service that all parties are allowed to give feedback. It is often sensible to divert feedback from the various parties involved in the food service to different systems. For example, a pupil can provide feedback via a feedback application (app). In staff restaurants, feedback on the meal can be given on the service provider's website or by pressing a smiley button on the customer feedback machine when leaving the restaurant. Senior customers, on the other

hand, prefer interviews or paper surveys. In health care, nurses can pass feedback and patients can give feedback directly to food services, but feedback is also collected regularly through electronic customer satisfaction surveys.

- » Feedback is always responded to when the feedback provider leaves contact details.
- » Stating "sent to product development" is not an adequate response to feedback; the feedback provider must be informed of any corrective measures.
- » In schools and other educational institutes, feedback can be collected, for example, by means of electronic surveys.
- » In services for the elderly, it may be difficult to obtain feedback from the customer.
- » Elderly people can gather for a meal where the staff chats with them about the meals of the day, records their feedback and delivers it to the kitchen.

Monitoring the nutritional content of a meal is not

enough for food quality monitoring, as it does not indicate the organoleptic quality of the food or the variation and appeal of the menu. Organoleptic quality (appearance, smell, taste, serving temperature, texture and aesthetics) should be assessed not only for the main dish but also for the complementary meal components. For example, the freshness and variation of the bread, vegetables and fruits can be monitored. Attention should be paid to what the meal looks like as a whole, for example, in terms of the use of colours. The same ingredients should not be used in the main dish and its side dishes, such as cooked carrots in food and grated carrots as a side salad.



During the contract period, it is possible to arrange TASTE PANELS with customers. Taste panels evaluate in a guided way the organoleptic properties of, for example, three different food portions:

- » Sight: The appearance of the food, such as the colour and texture
- » Smell: The aroma of the food, such as herbs
- » Taste: The taste of the food (sweet, sour, bitter, salty or umami)
- » Touch: The mouthfeel of the food, i.e. its texture, slipperiness or roughness, the chewiness of vegetables, the temperature of the food
- » Hearing: Sounds from food handling and chewing, such as creaking, crunching, hissing and sizzling
- » Chemically initiated sensations: Burning or tingling sensations in the mouth, for example, due to strong spices.

2. Verification and monitoring

of nutritional quality

The service provider and the client's representative jointly ensure that the food provided complies with the meal descriptions, recommendations, nutrient calculations and responsibility requirements defined in the contract. In monitoring, all stages of production – menu planning, planning of food purchases, productisation, recipe development and cooking – are part of the process of ensuring nutritional quality as well as responsible quality in a wider sense.

Monitoring of the nutritional quality of food must be a continuous process. The implementation of food and nutrition recommendations and the monitoring of the nutritional quality of meals are described in concrete terms in the service description and food service contract. The implementation of the nutrition recommendations can be monitored and the nutritional quality of the food provided ensured only if the documents contain a precise description of the menu, the types of meals to be served, the frequency of dishes on the menu, the content per meal component, the minimum nutritional requirements and nutrient calculation.

Nutrient calculation is a practical tool for food service to develop food recipes and meal packages, not just for general assessment of the final menu. When nutrient calculation is used for monitoring, the monitoring frequency, methods and reporting are specified. For example, nutrient calculations are reported on the regular menu for all customer groups, the vegetarian menu, the liquid and gluten-free diet menus at least once a year, or whenever changes are made to the menu.

The nutritional quality of food can also be examined with the Heart Symbol meal criteria developed for institutional catering, which can be used to give an indicative assessment of the food on offer. The Heart Symbol criteria can also be used to monitor the realisation of nutritional quality in food purchases.

In the service contract, nutritional content monitoring can be defined according to the client's needs. Monitoring data on, for example, vitamins and minerals may be required in health care to ensure that the nutritional care of patients is being done correctly. Close monitoring of nutritional content (nutrient calculation) requires the calculation of nutritional content at both dish and menu level. The nutrition factors to be monitored at the weekly level are, at minimum, energy and energy-yield-

ing nutrients (carbohydrates, fats and proteins), saturated fat, fibre, sugar and salt. Other nutrients important for different customer groups can also be monitored. For example, children's menus are monitored for intake of calcium and vitamin C, and vegetarian menus are monitored for intake of iron and vitamin B12.

3. Verification and monitoring of responsibility objectives

The responsibility objectives set out and required in the call for tenders are defined in a form in which they can be monitored and, if necessary, measured. The call for tenders indicates the manner and frequency with which the objectives are to be monitored. Examples of measurable targets for the food provided:

- » Proportion of vegetarian food in the food offering (kg)
- » Proportion of organic food in food purchases (kg)
- » Proportion of local food in food purchases (kg)
- » Proportion of domestic food in food purchases, possibly by product group (kg)
- » Amount of vegetables and fish consumed (kg)
- » Proportion of fish species marked green in the WWF Seafood Guide in the fish served
- » Use of environmentally certified (e.g. Fairtrade) products as agreed (specific food products)
- » Use of the criteria of Opas vastuulliseen elintarvikehankintaan (Guide to responsible food purchases) for meat, eggs and milk
- » Quantity of food waste and changes; waste g/portion or g/day/customer, type of waste (plate waste, serving waste or cooking waste).

It is also important to monitor other required accountability targets, such as

- » Implementation of the service provider's environmental programme and energy efficiency solutions
- » Implementation of the service provider's responsibility plan (see example in **Appendix 1**)
- » Energy and water consumption and use of chemicals
- » Required training, for example in environmental skills and vegetarian recipes
- » Compliance with the employment condition (number of employed persons as agreed).

According to the thesis Research



of foodstuff loss at Kuopio University Hospital, the waste of intercompany products was approximately EUR 10 per day per ward (approximately 20 beds). This can be used to calculate the amount of money wasted at each unit.

TIP:

The service provider must produce annual reports for the client, which they use to jointly verify the fulfilment of the specified criteria. The contract may include a bonus option if the targets are exceeded or a sanction option if the targets are not achieved.

9 Legislation and recommendations guiding food services

9.1 ACTS, DECREES AND REGULATORY DOCUMENTS

Food services are governed by several acts, decrees, regulations and recommendations. The organisation of food services is also subject to the obligations of the Local Government Act and the Health Care Act concerning the promotion of the wellbeing and health of residents. The Act on Early Childhood Education and Care, Basic Education Act, Act on General Upper Secondary Education, Act on Vocational Education and Training and the Government Decree on the Basis for Supporting the Dining of University Students provide for the organisation and implementation of food services and cooperation with operators. The statutes and

regulatory documents governing services targeted at various age groups lay out provisions for the promotion of health and wellbeing, including the organisation of services and ensuring nutrition. Food and nutrition recommendations have always taken into account the legislative basis and binding regulatory documents, such as national core curricula.

In principle, food service contracts must be implemented in accordance with the acts, decrees and good practices in force in the field. The service must comply with directly binding EU regulations, Finnish law and regulations issued by public authorities. Table 4 contains the acts, decrees and regulations governing the organisation of food services.

Table 4. Acts and decrees governing food services and regulatory documents guiding operations (including national core curricula) (Note: The list is not exhaustive.)

STATUTES AND REGULATIONS	IMPACT ON FOOD SERVICE CONTRACTS
<p><u>Decree on Disability Services and Assistance (759/1987)</u></p>	<p>Service housing and its organisation. Possible special food costs..</p>
<p><u>Food Act (297/2021)</u></p>	<p>Safety of food products and materials that come into contact with food products, good health and other quality compliant with food regulations, adequacy and accuracy of information provided on food products and materials that come into contact with food products, traceability, national quality systems, food business, food premises, food control.</p> <p>The food service provider must possess sufficient and accurate information about the food product it produces, processes and distributes. Food services are required to have an HACCP plan.</p> <p>The person handling unpacked and easily perishable foods in food premises shall have hygiene certification in accordance with a model approved by the Finnish Food Authority, demonstrating food hygiene competence.</p>

STATUTES AND REGULATIONS
IMPACT ON FOOD SERVICE CONTRACTS
**Food Market Act
(1121/2018)**

The act applies to contracts and practices between traders concerning trade in agricultural and food products. The act imposes certain conditions (prohibitions of unfair trading practices), which restrict the contract between the client and the service provider, which must be taken into account when tendering and purchasing agricultural and food products. Prohibitions of unfair trading practices apply in situations where the client is a public authority (for example, a contracting entity) or has an income of at least EUR 2 million, the service provider has a lower income than the client and at least one of the parties is established in the European Union.

Waste Act (646/2011)

Waste recycling targets, more efficient waste sorting, expansion of the producer responsibility system and the obligation to keep a record and provide information on food waste.

Chemicals Act 599/2013

An up-to-date list of chemicals (mainly detergents > Detergents Regulation).

Language Act (423/2003)

The services must take into account the obligations of the Language Act. The Language Act must also be taken into account in food service contracts.

**Local Government Act
(410/2015)**

Municipalities shall advance the wellbeing of their residents and the vitality of their respective areas, and shall arrange services for their residents in a way that is financially, socially and environmentally sustainable. According to the Local Government Act (section 22), the municipality must ensure that residents and service users have the opportunity to participate in and influence the activities of the municipality.

**Act on Vocational Education and Training
(531/2017)**

Section 100 Right to free meals

Students in full-time vocational education and training to complete an initial vocational qualification and in preparatory education and training for work and independent living are entitled to a free meal on those days on which they are required by their personal competence development plan to be present in the educational location designated by the vocational education and training (VET) provider. A student subject to compulsory education also has the aforementioned right in full-time vocational education and training to complete a further vocational qualification. In addition to the above, students admitted to vocational education and training organised in a boarding-school, in accordance with the authorisation to provide education, or based on provisions on vocational education and training for initial vocational qualifications issued by government decree that, for the acquisition of competence, demands the student's presence at an educational location designated by the VET provider for a period of time longer than an ordinary working day, have the right to other daily meals free of charge. **(30 December 2020/1218)**

**Act on the Provision of Digital Services
(306/2019)**

Accessibility of public sector websites and mobile applications.

STATUTES AND REGULATIONS

IMPACT ON FOOD SERVICE CONTRACTS

Act on Supporting the Functional Capacity of the Older Population and on Social and Health Services for Older Persons (980/2012)

Maintaining and promoting the wellbeing, health and independence of older persons.

Act on Public Procurement and Concession Contracts (1397/2016)

The act guides contracting entities in how they must tender public procurement falling within the scope of the Act on Public Procurement and Concession Contracts.

Act on General Upper Secondary Education (714/2018)

Section 35 Social benefits for students

Young people pursuing full-time studies as students shall be entitled to a free meal free on those school days on which they are required, by the curriculum, to be present in the location designated by the education provider. Students participating in education that is provided in the form of a boarding school under subsection 2 of section 4 shall also be entitled to other sufficient daily meals.

Basic Education Act (628/1998)

Section 31 Free education

Section 48d Right to a safe activity environment and to school benefits

A pupil attending basic education shall be provided with a balanced and appropriately organised and supervised meal on every school day.

The National Core Curriculum for Basic Education defines pedagogical objectives, such as food education and meals as a comprehensive study module. It also specifies that participation in school meals and the quality of food and the meal situation should be monitored regularly.

The national core curriculum for early childhood education and care defines the objectives and key principles of the organisation of meals and food education in ECEC.

A child participating in morning and afternoon activities must be served a snack.

The national core curriculum for morning and afternoon activities defines the principles of snack provision, the composition of the snack, and the objectives and content of educational guidance related to meals.

Health Care Act (1326/2010)

According to the Health Care Act, health promotion means actions aimed at individuals, the population, communities and living environments with a view to maintaining and improving health, work ability and functional capacity. In addition, the aim is to reduce health inequalities between different population groups.

STATUTES AND REGULATIONS	IMPACT ON FOOD SERVICE CONTRACTS
<p><u>Emergency Powers Act (1552/2011) https://www.finlex.fi/en/laki/kaannokset/2011/20111552</u></p>	<p>The government, state authorities, municipalities and joint municipal authorities have a preparedness obligation to ensure, for example, food supply to citizens.</p>
<p><u>Government Decree on the Grounds for Subsidising the Meals of University Students (375/2020)</u></p>	<p>A subsidised student meal is a package that includes a main dish, a salad, a drink, bread and spread. A special meal is a meal package corresponding to a student meal made with more expensive ingredients. The student meal must meet the general health and nutritional requirements.</p>
<p><u>Act on Early Childhood Education and Care (540/2018)</u> Section 11 Nutrition and meals</p>	<p>Children in early childhood education and care shall be provided with the necessary healthy nutrition that meets each child's nutritional needs, subject to the nature of early childhood education and care provided in a location other than an early education centre or family daycare premises. Mealtimes are arranged in a supervised manner and meals shall be provided for all children who are present.</p> <p>According to the act, the ECEC provider must assess its activities systematically and regularly. This also applies to meals and food education.</p> <p>The national core curriculum for early childhood education and care defines the pedagogical objectives and contents of meals and food education.</p>

9.2. FOOD AND NUTRITION RECOMMENDATIONS GUIDE THE PROCUREMENT AND PROVISION OF FOOD SERVICES

Nutrition that promotes health in accordance with the recommendations is part of the principles of sustainable development and supports the implementation of measures of the United Nations Agenda 2030 (zero hunger, better nutrition, food security and a sustainable food system) as well as the goals of the national Society's Commitment to Sustainable Development. Securing good nutrition for the population, preventing malnutrition and ensuring equal and non-discriminatory food services are key areas for social, financial and ecological sustainability. In accordance with the government resolution, official nutrition recommendations and the minimum nutritional quality requirements for the food offered specified therein must be used in the procurement of food services (Government resolution on the national public procurement strategy, 2020.

<https://valtioneuvosto.fi/paatokset/paatokset?decisionId=0900908f806d890d>.

The food and nutrition recommendations issued by the National Nutrition Council by population, age and target group (see Table 5 below) guide the procurement, tendering and implementation of food services. A diet that complies with the nutrition recommendations promotes both health and sustainability. Food and nutrition recommendations form the basis for the food offering and menu planning as well as for the composition of the meals and snacks served. The recommendations determine the nutritional content of the food provided.

Food and nutrition recommendations also guide food education, its objectives, contents and implementation, as well as its integration into education and teaching. In the area of nutritional care, the recommendations include definitions of, for example,

professional responsibilities, cooperation, customer involvement and consultation, as well as treatment and service chains, where the operations of food services are central to nutrition.

Food and nutrition recommendations include extensive statements and concrete measures for responsible food choices and comprehensive promotion of sustainable development, as well as pedagogical support and guidance for a sustainable lifestyle. In addition to the nutrition recommendations, the food provided in care homes is determined by the current clinical guidelines, general principles of nutritional

care and the customer's specific needs.

Guidelines for monitoring, evaluating and reporting on the implementation of the recommendations are recorded in the food and nutrition recommendations. The recommendations also include self-assessment tools for the fulfilment of the nutrition recommendations and for the self-assessment or self-monitoring of the nutritional quality of the food provided. The procurement of food services may also require their introduction. Personnel may also be required to complete a nutrition certification demonstrating nutritional competence.

Table 5. National food and nutrition recommendations for the whole population, as well as for different age and target groups. Up-to-date food and nutrition recommendations can be found on the Finnish Food Authority's website: www.ruokavirasto.fi/en/foodstuffs/healthy-diet/nutrition-and-food-recommendations/

RECOMMENDATION	TARGET GROUP, CONTENT/INTENDED USE
<p>Terveyttä ruoasta – suomalaiset ravitsemussuosituksset 2014 (Health from Food – Finnish Nutrition Recommendations 2014; 5th revised edition), National Nutrition Council. Finnish Nutrition Recommendations 2014, 5th edition, PDF</p>	<p>Entire population. National nutrition recommendations, which include common food recommendations for the whole population and different age groups as a basis for dietary planning. Used in planning and implementing meals for the adult population (staff meals, Finnish Defence Forces and the Criminal Sanctions Agency).</p>
<p>Eating together – food recommendations for families with children, National Nutrition Council and Finnish Institute for Health and Welfare, 2019 https://urn.fi/URN:ISBN:978-952-343-264-2</p>	<p>Pregnant and breastfeeding women, infants, toddlers, schoolchildren, young people and families with children. Used in the above-mentioned target groups' food and nutrition education and dietary guidance, and as a basis for food recommendations in ECEC and basic education.</p>
<p>Health and joy from food – meal recommendations for early childhood education and care, 2018, National Nutrition Council, Finnish National Agency for Education and Finnish Institute for Health and Welfare. https://urn.fi/URN:ISBN:978-952-343-033-4</p>	<p>Pre-schoolers. Used in the organisation of meals in ECEC units (daycare centres including group daycare centres, play groups, playground activities, etc., where meals and/or snacks are provided). Includes the pedagogical objectives, contents and assessment of food education.</p>
<p>Eating and learning together – recommendations for school meals, 2017, National Nutrition Council, Finnish National Agency for Education and Finnish Institute for Health and Welfare. https://urn.fi/URN:ISBN:978-952-302-844-9</p>	<p>Schoolchildren. Used in organising meals for pupils in basic education and staff in educational institutions. Includes basic education food education guidelines and the pedagogical objectives and contents of student meals to be considered in curricula.</p>

RECOMMENDATION	TARGET GROUP, CONTENT/INTENDED USE
<p>Vitality in later years: food recommendation for older adults, 2020, National Nutrition Council and Finnish Institute for Health and Welfare. http://urn.fi/URN:IS-BN:978-952-343-517-9</p>	<p>Elderly people. Used in the organisation and implementation of food services for the elderly in home meal services, service housing and 24-hour treatment, care and rehabilitation units, as well as day activities where meals and/or snacks are provided to customers. Includes guidance on the implementation of individual nutritional care for the elderly (assessment of nutritional status and risk of malnutrition, choice of diet, fortified diet, clinical nutritional preparations, food texture modifications and implementation of special diets). Includes a description of the nutritional care process, professional responsibilities and instructions for monitoring and assessment.</p>
<p>Ravitsemushoito. Suositus sairaaloihin, terveystieteisiin, palvelu- ja hoitokoteihin sekä kuntoutuskeskuksiin (Nutritional care. Recommendation for hospitals, health centres, service and care homes and rehabilitation centres), 2010, National Nutrition Council. www.ruokavirasto.fi/teemat/terveytta-edistava-ruokavalio/ravitsemus--ja-ruokasuositukset/ravitsemushoito/ The recommendation is currently being revised; the new recommendation will be published in late 2022.</p>	<p>Hospital patients/customers of care services. Used for meals in hospitals, health centres and other care facilities. The recommendation includes criteria for the organisation of food services and the nutritional quality of meals, as well as guidelines for the implementation of meals at wards and the acclimatisation of nutritional care, including screening of malnutrition risk, implementation of fortified nutritional care and texture-modified diets, as well as implementation of nutritional and diets for different illnesses. Includes a description of the nutritional care process, professional responsibilities and instructions for monitoring and assessment.</p>
<p>Student meals benefiting health and communities – food recommendations for vocational institutions and general upper secondary school, 2019, National Nutrition Council and Finnish National Agency for Education. https://urn.fi/URN:NBN:fi-fe2020041416466</p>	<p>Students in upper secondary education institutions (vocational schools and general upper secondary schools). Used in organising student and staff meals in upper secondary level schools. Also includes instructions on, for example, the organisation of meals and meal subsidy in working life. Can also be used as teaching material in vocational institutions (e.g. welfare plans and vocational studies in various fields) and general upper secondary schools (e.g. health education).</p>
<p>Well-being and ability to study from food – meal recommendations for higher education students, 2021, National Nutrition Council and Kela www.kela.fi/opiskeli-ja-aterian-sisalto</p>	<p>Higher education students (universities of applied sciences and universities). Used in organising meals for higher education students. The recommendation defines the provision and composition of subsidised student meals and the minimum requirements for nutritional quality.</p>

10 Concluding remarks and thanks

The Procurement Guide for Responsible Food Services is the first comprehensive procurement guide for food services. The guide was produced in cooperation with food service experts. More information is needed on how to incorporate food sustainability requirements in the procurement of food services.

The guide was prepared by a designated group of experts consisting of representatives from the Ministry of Agriculture and Forestry, the National Nutrition Council, the Finnish Institute for Health and Welfare (THL), the City of Turku, the Kanta-Häme Hospital District and the North Savo Hospital District. The guide was produced and workshops or-

ganised by the Savo Consortium for Education and Ju-Ha Consulting together with a group of experts.

During the preparation of the guide, four workshops were held to hear a large number of experts in the field, including procurement experts from municipalities and hospital districts and representatives of the client and food services. In addition to this, small-group discussions were held to discuss the themes of the guide in more detail. A number of those involved in the preparation provided comments on the draft guide. The organisations that participated in the workshops and discussions are listed in **Appendix 10**.

Heartfelt thanks to all who contributed to the completion of the guide.

Special thanks to the experts who wrote the guide for their persistent, ambitious and inspired work.

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The guide contains examples from the following municipalities, wellbeing services counties and hospital districts:

City of Helsinki
City of Turku
City of Vantaa
Kanta-Häme Hospital District
Wellbeing services county of Päijät-Häme

11 Definitions

DEFINITIONS RELATED TO FOOD SERVICE CONTRACTS

In-house company The state, municipalities and joint municipal authorities must put their contracts out to tender in the manner prescribed by the Act on Public Procurement and Concession Contracts. The in-house arrangement is based on section 15 of the act, according to which the act shall not apply to a procurement made by the state or a municipality from an in-house entity. In-house entity means an entity that is formally separate and independent for policymaking. The state, a municipality or a joint municipal authority must, either alone or together with other contracting entities, exercise a controlling interest in the in-house entity in the same way as in its own establishments.

The in-house entity must conduct no more than 5% or have a share of not more than EUR 500,000 of its business operations with parties other than the state or the municipalities or joint municipal authorities that exercise a controlling interest over it.

Customer – User of the service. For example, a patient in a city hospital, a resident of housing services for the elderly or a customer of housing and substance abuse services, as well as relatives of residents. In food services of education, the customer is, for example, a pupil, a child in daycare and their family. A staff member of the client's ward, unit or group home, etc., who orders the service and to whom the service is provided, is also a customer.

Client – a contracting entity according to the Act on Public Procurement and Concession Contracts (for example, central or local government, city, joint municipal authority, parish or similar public contracting entity) that is the purchaser of the service contract, i.e. the client party. In public procurement, the client determines the terms and conditions of the contract. In in-house contracts, the client is a representative of the purchasing organisation. (When producing food in-house, there is no actual client, but it is important to record the items listed in the service description as an operations manual or similar.)

Service provider – an undertaking, association or professional providing a food service (or a specified

part of a food service). The service provider may also be an internal producer of a municipality or city. The service provider implements the services agreed with the purchaser and is responsible for the management and quality of the production process of its services to the client.

Public procurement – Public procurement refers to the procurement of goods, services or works by a procuring entity, which is performed with public funds or by means of public authority.

Food service contract – A contract on the terms and conditions and the ways in which the food service is purchased and produced. The contract lays out the client's will. When providing a service, the service provider must fulfil the terms of the contract in respect of both the service provided and the product produced. The contract and its accompanying documents (including the tender) determine the responsibilities and obligations of the contracting parties. The content of the food service contract must also meet the requirements of the Language Act and the act on accessibility of services.

Nutritional care in treatment, care and rehabilitation services – Nutritional care refers both to nutrition that promotes health and wellbeing and to nutritional care for the sick. Adequate nutrition is ensured in a customer-oriented manner with the help of the diet required by the individual situation and illness and/or with the use of clinical nutritional products, if necessary.

Nutrition education – The objective of nutrition education is to promote the development of food-related values, attitudes, knowledge, skills and practices for children and adults and for communities to promote health. In nutrition education, health is understood as physical, mental and social health and wellbeing.

Food education in ECEC and basic education – The aim of food education is to promote children's positive attitude towards food and eating and to support balanced and healthy eating habits. Food education is carried out with the daily meals of ECEC and as part of other pedagogical activities. Food education in schools is in practice a multidis-

ciplinary examination of issues, beliefs and attitudes embedded in meal situations and in different subjects through discussion, assignments, experiences and a communal model. It stimulates observation and reflection on food-related phenomena and information from different perspectives. Its aims are diverse: they can relate to culinary competence, the promotion of a sustainable lifestyle, knowledge of food systems and health promotion.

DEFINITIONS RELATED TO FOOD SERVICES AND KITCHENS

Decentralised food distribution system – The food is prepared in a production kitchen, where it is divided into serving containers according to the number of people in the units and special diets. The staff of the client unit order the food according to a plan. The food is shipped pre-divided by ward/unit. The food is portioned out in the client units (wards, daycare centres, care homes, etc.) onto plates and is consumed either in common dining rooms or in the rooms of residents/customers. The food service provider provides the client with meal-specific portioning guides.

The service provider is usually responsible for transporting food to the units. Care staff and support staff are responsible for preparing the meal situation, serving food to customers and providing any necessary assistance to customers in the meal situation.

Centralised food distribution system – Centralised food distribution is usually used in hospitals. The ward staff handle the assessment of nutritional status and definition of dietary requirements, makes meal orders and assists patients in eating.

Food is prepared in a production kitchen and divided onto dishes on a tray according to the dietary information of the customer's meal order. The service provider portions out the food as well as the dishes, cutlery and napkin required for the meal according to the patient-specific meal cards and diets. Beverages, bread and spread are distributed onto trays in the wards.

Production kitchen – A production kitchen prepares food for transport to service and distribution kitchens. A production kitchen can be connected to a dining room staffed by the service provider. The service provider is responsible for the manufacture, packaging and transport of food and intercompany products as defined in the contract.

Service kitchen – Food is delivered from the production kitchen to service kitchens, which heat it if necessary and serve it to customers. The service kitchen is staffed by the service provider. The contract can define what parts of the meal can be prepared in the service kitchen (e.g. salads).

Distribution kitchen – The food is delivered to sites from the production kitchen in complete packages. Distribution kitchens are staffed by either the client or the service provider. Distribution kitchens may also have workers who take care of both meals and cleaning tasks. The workers are responsible for displaying and serving meals and washing the dishes. The food is packed in the production kitchen into serving containers and transport boxes, for example divided by daycare group. The food items included in the meals are delivered according to the order.

Intercompany products – Intercompany products are food products that are delivered to sites. Examples of intercompany products include milk, bread, spreads, yoghurts, vegetables and fruits served with meals. Ready-to-eat meals can also be intercompany products, as can customers' favourite foods, such as porridges, soups, milkshakes or clinical supplements. Intercompany products can be either meals included in the day of meals or food products subject to a fee, depending on the contract.

Service providers also have intercompany products in, for example, staff restaurants, where intercompany products refer to products that are sold as so-called cafeteria products, such as soft drinks, ice-creams and sweets.

APPENDICES

- Appendix 1** Example of a responsibility plan
- Appendix 2** Example of responsibility assignment matrices
- Appendix 3** Call for tenders checklist
- Appendix 4** Examples of service description contents
- Appendix 5** Examples of inclusion measures in schools and daycare centres
- Appendix 6** Diets required in public food services, their intended use and the symbols and abbreviations used
- Appendix 7** Examples of requirements, indicators and their monitoring
- Appendix 8** Contract monitoring checklist
- Appendix 9** Examples of annual schedules
- Appendix 10** Organisations that participated in the workshops and small-group discussions

Example of a responsibility plan

Instructions to the tenderer: The tenderer may receive points for the measures of the responsibility plan and their indicators. Fill in the tenderer's information, measures and their indicators in the yellow cells. The same measure cannot be proposed in more than one section.

Tenderer:

RESPONSIBILITY PLAN

The City of xxxx aims to be carbon-neutral by 20xx, and to achieve this goal, the city considers climate-related matters essential in its procurements. The selected service provider is required to take into account the climate and environmental impacts resulting from the activities under the procurement contract to be tendered and to strive to reduce its carbon footprint during the contract period through this responsibility plan.

The service provider commits to the planned development work during the contract period and undertakes to report on the implementation of the measures annually in the framework of the contract review, where the measures and indicators can be developed in cooperation with the client.

1. INCREASE THE PROPORTION OF VEGETARIAN FOOD

The majority of the climate impact of food services comes from the production of raw materials for mixed-diet foods. Increasing the proportion of vegetarian food can achieve significant emission reductions in the food service. When increasing the proportion of vegetarian food, it is extremely important to take into account the special needs of the customer base of care homes, especially adequate protein intake and other nutritional needs (for example, ensuring the digestibility and tastiness of food). It is good to involve the customer base in increasing the proportion of vegetarian food, for example through tastings.

How will you increase the proportion of vegetarian food during the contract period in the activities under the procurement contract?

Instructions to the tenderer: Fill in below the action to be scored and the indicator used to monitor the action.

1.1. A concrete action by the tenderer that is feasible in this particular service to increase the proportion of vegetarian food on the menu, and an indicator

1.1.

1.2. A concrete action by the tenderer that engages the customer base and takes its special features into account, and an indicator.

1.2.

2. DEVELOP RECIPES TO ENABLE THE CITY'S FOOD SERVICES TO REDUCE THEIR CLIMATE EMISSIONS AND PROTECT THE BALTIC SEA

In addition to increasing the proportion of vegetarian food, climate emissions and the environmental burden can also be reduced through recipe development. Significant emission reductions can be achieved in food services by favouring seasonal products and by replacing ingredients with significant climate impacts with nutritionally equivalent ones. Putting Baltic Sea fish, such as herring, pike, bream and cyprinid fish, on the menu helps to curb eutrophication in the sea area and to safeguard the restoration of the ecosystem.

How will you take into account the reduction of climate impacts and the protection of the Baltic Sea in the recipes of the activities under the procurement contract and in their development during the contract period?

Instructions to the tenderer: Fill in below the action to be scored and the indicator used to monitor the action.

2.1. A concrete action by the tenderer that is feasible in this particular service to increase the proportion of sustainably caught Baltic Sea fish on the menu, and an indicator.

2.1.

2.2. A concrete action by the tenderer that is feasible in this particular service to increase the proportion of seasonal products on the menu, and an indicator.

2.2.

2.3. A concrete action by the tenderer that engages the customer base and takes its special features into account, and an indicator.

2.3.

3. REDUCE FOOD WASTE IN OPERATIONS

Good food waste management saves natural resources, reduces the amount of waste and improves the management of potential side streams of the process. Most food waste consists of meal serving waste and un reusable leftovers. Improved prediction of food consumption and different food preparation and food storage methods are key measures to prevent food waste. It is also good to activate the customer base to act to reduce food waste. When food ends up in waste, the raw materials and production inputs used to produce are wasted and the environmental and climate impacts have been produced in vain.

How will you reduce food waste in the activities under the procurement contract during the contract period?

Instructions to the tenderer: Fill in below the action to be scored and the indicator used to monitor the action.

3.1. A concrete action by the tenderer that is feasible in this particular service to prevent food waste in the activities, and an indicator

3.1.

3.2. A concrete action by the tenderer that engages the customer base and takes its special features into account, and an indicator.

3.2.

Example of a responsibility assignment matrix

The client's and service provider's responsibilities for operating costs, facilities and equipment, as well as responsibility for costs in production and service kitchens

Responsibility for costs and owner

Type of cost	Itemised	Service provider	Client
Kitchen facilities	Rent for the facilities (includes normal waste management)	x	
	Waste collection point on the property		x
	Bio-waste bins in wards (bin with lid to collect returned bio-waste of the food service)	x	
	Kitchen bio-waste bins	x	
	Bio-waste costs (bio-waste from kitchen and ward/unit)	x	
	Plastic collection (if any)	x	
Contracts necessary for the provision of the service	E.g. transport, food products, supplies	x	
Dining room	Rent for facilities		x
	Renting of facilities to third parties		x
	Chairs and tables		x
	Dishes and cutlery	x	
	Trays	x	
	Dining room serving utensils and other small-scale utensils used in serving food	x	
	Disposable tableware and supplies, napkins for meals (in the dining room, in wards/units and in meeting catering)	x	
	Tablecloths and other textiles	x	
	Dining room decorations, for example for holidays and themes	x	
	Dining room decoration work and tablecloth setup	x	
	Display cases outside the equipment list and furnishings needed by the service provider (e.g. bread tables, salad bars, etc.). If the equipment needs electrical/sewerage work, bringing the equipment to the dining room must be approved by the client	x	
	Labelling of meals and special diets clearly in the dining room	x	
	Diet/allergen info visible in the dining room	x	
	ICT	Phone, subscriptions	x
POS systems		x	
Devices and programs for registering meals			x
Computers, internet subscriptions		x	
ICT equipment and software necessary for providing food services		x	
Maintenance of kitchen equipment	Ordering oven descaling annually or according to the client's instructions	x	
	Maintenance of pot-washing machines annually or according to the client's instructions.	x	
Serving line and its parts	Hot and cold food wells (with accessories)		x
	Ambient-temperature serving line (with accessories)		x
	Tray and utensil trolleys, plate and other dispensers		x
	Dishwasher rack trolleys		x
	Dirty dishes trolleys		x

Type of cost	Itemised	Service provider	Client
	Milk and water dispensers		x
	Waste bins with stands	x	
Transport of meals and intercompany products	Transport of meals and intercompany products	x	
	Food transport containers and boxes	x	
	Food transport trolleys (existing)		x
	Service provider's food transport trolleys	x	
	Documentation, maintenance and delivery of transport plans to the client as described in the service description.	x	
	Monitoring the realisation of transports	x	
Production process	Ordering meals		x
	Planning and implementation of production	x	
	Packaging of food and intercompany products and their delivery to wards or units	x	
	Cleaning of transport containers, boxes and trolleys	x	
	Responsibility for meals during transport (e.g. intact and clean packaging, temperatures according to regulations)	x	
	Purchase of food products using the service provider's contracts	x	
	Own-checks in the service provider's production and in the dining room. Responsibility transfers to the client with the delivery of food (customer or resident meals).	x	
	Planning of production volumes	x	
	Responsibility for adequacy of food quantities	x	
	Responsibility for minimising bio-waste and waste	x	
	Menu planning according to the contract and nutrition recommendations	x	
	Accepting the menu according to the service description		x
	Meal content planning	x	
	Portioning guides	x	
	Checking the nutrient content by means of nutrient calculations for different diets and reporting the nutrient content as agreed	x	
	Implementation and maintenance of nutritional quality	x	
	Ordering intercompany products		x
	Delivery of the intercompany products according to orders	x	
	Product development	x	
	Development of food services in cooperation and highlighting needs for the development of the service	x	x
	Consideration of food quality requirements	x	
	HR management and related obligations	x	
	Contacts with the sector	x	x
	Any quality, environment and safety systems	x	
	Detergents, cleaning agents and supplies needed in service production	x	
	Kitchen staff's workwear and kitchen textiles	x	
	Assessment and development of the service (the service provider's own activities)	x	
	Invoicing according to the service description	x	

Type of cost	Itemised	Service provider	Client
Contract cooperation	Notification of deviations to the client in accordance with the service description immediately to minimise the adverse effects of the deviation	x	
	Customer satisfaction surveys according to the service description	x	
Appliances, equipment and furnishings (fixed)	Ovens (with racks/oven trolley)		x
	Dishwasher (without baskets)		x
	Dishwasher baskets	x	
	Pots (with accessories)		x
	Stoves and cooktops		x
	Coffee maker (connected to the water supply network)		x
	Refrigerated storage (refrigerator and freezer cabinets and walk-in refrigerators and freezers)		x
	Refrigerated and ambient-temperature display cases	x	
	Cooling cabinets		x
	Cooling apparatuses		x
	Washing machine	x	
Food transport	Food transport containers and boxes	x	
	Food transport trolleys		x
	Service provider's transport trolleys (if any)	x	
Appliances, equipment and furnishings (movable)	Vegetable cutter	x	
	Food processor, large floor model		x
	Food processor, small table-top model	x	
	Detergent barrel drip tray	x	
	Coffee maker (not connected to the water network)	x	
	Microwave oven	x	
	Hot plate	x	
	Hob (small, table-top model)	x	
	Blender/mixer for professional use	x	
	Other small appliances	x	
	Shelf trolleys	x	
	Floor cleaning machine	x	
	Non-commercial refrigerator		x
	Non-commercial freezer		x
	Floor scales (receiving scales)		x
	Stainless steel worktops		x
	Home meal packaging machine	x	
Office furniture	x		
Small items	Scale, table-top model	x	
	Food preparation utensils and vessels (GN containers, pots, knives, cutting boards, etc.)	x	
	Waste bins with stands	x	
	Other small items	x	

Responsibility assignment matrix, cleaning

Cleaning and sanitation		Service provider	Client
Kitchen	Daily cleaning of food preparation facilities	x	
	Deep cleaning of food preparation facilities	x	
	- HVAC riser (including related equipment) 1/year		x
	- kitchen grease filters, hood and grease drain chute	x	
	Daily upkeep and cleaning of kitchen equipment and appliances	x	
	Maintenance cleaning of the social and toilet facilities of the service provider's staff	x	
	Deep cleaning of floors in the service provider's staff social and toilet facilities, and window cleaning 1 x year	x	
	Deep and maintenance cleaning of the kitchen office floor	x	
	Deep cleaning of the kitchen office floor 1 x year	x	
	Washing of cleaning textiles	x	
	Washing machine	x	
Dining room	Daily cleaning of serving lines, including exterior surfaces	x	
	Floor around the serving line, if the client's cleaning has already been done for the day	x	
	Daily cleaning of dining room tables and chairs	x	
	Daily cleaning of the dining room (floors)		x
	Deep and maintenance cleaning of the dining room		x
	Cleaning required after catering in banqueting rooms (not floors or furniture)	x	
	Keeping the dining room clean during meals	x	
	Post-meal cleaning of dining room:		
	- any spills on surfaces; floors, walls	x	
	- dining room microwave oven (if any)	x	
	Dish return line and its surroundings, including waste bins	x	
	- dish return bin bags	x	

Checklist for the call for tenders for a food service contract

ISSUES RELATED TO TENDERING:

- » Contract term and options (if any)
- » Procurement procedure (open/restricted/other, e.g. negotiated)
- » Procurement CPV code
 - Determine the procurement's CPV code
 - Food services are usually service procurements in accordance with Schedule E.
 - Procurements in accordance with Schedule E are made using a contract notice template in accordance with Schedule E.
 - Note that service procurements in accordance with Schedule E have different thresholds.
- » Decide whether to accept partial bids, alternative bids or parallel bids
- » Obligations under the Act on the Contractor's Obligations and Liability when Work is Contracted Out
- » Registration requirements, such as registration in the Trade Register, Prepayment Register, Employer Register or VAT Register
- » Terms and conditions on the use of subcontractors
- » Financial and economic requirements
- » Language of the tender (the language in which tenders may be submitted)
- » If needed, matters related to, for example, data protection, data security and confidentiality
- » Order of precedence of procurement documents
- » Specify the minimum requirements to be met by the tenderer and any discretionary exclusion grounds
- » Information on how and when to submit a tender

DRAFT CONTRACT PUBLISHED WITH THE CALL FOR TENDERS

- » A draft contract accompanying the procurement documents to ensure that the tenderer knows what it is committing to and that all tenders received are comparable
- » Object and description of the procurement
- » Information on invoicing and payment terms
- » Sanction and bonus models
- » Prices and the procedure for changing them:
 - The call for tenders or, for example, the price list must clearly indicate which prices must be submitted in the tender
 - The contract describes how, when, in what situations and on what basis changes to the contract prices can be proposed during the contract period (and, if necessary, during the option period)

FACTORS RELATED TO THE PROVISION OF FOOD SERVICE:

- » Requirements related to the qualifications of the service provider's staff
- » Expertise related to production methods required of the service provider

- » Language requirements for the service provider's staff
- » Training organised by the service provider for its staff

SERVICE DESCRIPTION

- » The service description must describe all the information needed to provide the service.
- » The service description must describe to the service provider the values and strategies of the client's organisation.
- » Describe, for example, customer groups, meal quantities and types, production and distribution methods, the service provider's or client's facilities, and who is responsible for equipment and transport.
- » Describe in detail the food service needed and to be procured, including the necessary meals and their content and nutritional requirements.
- » Mandatory quality requirements for food service taking into account acts, decrees, strategies and recommendations
- » Implementation of customers' food and nutrition recommendations
- » Environmental responsibility requirements, including related to responsibility of food products
- » Social responsibility requirements implemented in the procurement

OTHER DOCUMENTS REQUIRED, such as:

- » Site lists
- » Quality assessment forms
- » Forms related to personal data and confidentiality
- » Various responsibility assignment matrices
- » Reporting templates
- » Responsibility requirements for food products
- » Draft leases
- » Description of any employment condition and reporting forms
- » Equipment lists and layouts

CHECK THE FOLLOWING:

- Does the description of the procurement correspond to what is being procured?
- Is the scope of the procurement described in detail in the procurement description such that it will result in comparable tenders?
 - Has all relevant information about the procurement been defined so that all tenderers are able to submit a tender?
- Is there sufficient information for the service provider's bid calculation (e.g. the number of meals and quantities of special diets needed)?

Examples of the content of a food services service description

Education Division – ECEC and pre-primary education

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Different branches of a joint municipal authority for health and wellbeing

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Examples of inclusion measures in schools and daycare centres

FRUIT AND VEGETABLE TASTING

The food service provider delivers seasonal root vegetables, berries, fruits or other vegetables to be tasted by groups of children or pupils. A tasting portion (e.g. half a decilitre or a tablespoon per taster) of at least five different seasonal ingredients is provided for tasting. The ingredients must be from different product groups (e.g. vegetable + berry + legume). The package is primarily intended for ECEC and primary education and will be offered to a limited number of clients per year. The pricing of tasting packages must be defined in the call for tenders.

SPEECH ON RESPONSIBLE FOOD

The food service provider prepares an expert speech on healthy and environmentally responsible food for children, young people, staff and/or parents. The speaker may be an employee of the unit's kitchen or an expert of the service provider, and the content depends on the audience.

FAMILIARISATION WITH KITCHEN WORK

Children and young people get to know the operations of the kitchen for 1–2 days. The participants help with kitchen tasks according to their age level and learn about the daily life of the kitchen in practice. Participants can be restricted unit-specifically to a single age group or subject matter, such as pre-schoolers, home economics classes or eighth-graders.

FOOD TASTING

On a day chosen by the daycare centre, school or educational institute (e.g. visiting day), school food is offered to parents. This is intended to dispel preconceptions related to school food among parents. The meal opportunity is available to a limited number of clients per year. The service provider receives the parents' registrations. The meals are subject to the same pricing as staff meals.

FOOD PANEL

Children or young people organise a food panel for the kitchen staff to develop the meals of their unit. The panel discusses issues of interest to the children and young people, such as the foods served, ways to change the unit's meals, the future of meals or cooking methods. The theme and more detailed discussion topics must be agreed with the service provider in advance so that the service provider can prepare answers to questions.

CAMPAIGNS

A class or group of the unit organises a joint campaign together with the kitchen. The campaign must support the responsibility objectives of the unit and the food service provider. The theme of the campaign may be, for example, reduction of food waste or increasing the consumption of vegetarian food.

EXAMPLE:

The student union board agrees with the kitchen on participation in the Food Waste Action Week (www.havikkiviikko.fi). The kitchen produces information about its activities related to the theme (e.g. food waste quantities and menus) for the use of the student union. The students make information leaflets, posters and morning assembly presentations, encouraging the unit to reduce plate waste.

APPENDIX 6.

Table. Diets required in public food services, their intended use and the identifiers and abbreviations used.

Diet identifier	Diet name	Abbreviation	Description of intended purpose*
REGULAR	Regular diet	REGULAR	Diet for persons whose health status or illness does not require a special diet, e. g. diabetics, increased lipids in the blood, increased blood pressure, gout and bile.
VEGETARIAN Lacto-vegetarian Lacto-ovo vegetarian	Vegetables + dairy Vegetables + dairy + eggs	VEGGIE OVO-VEGGIE	Vegetable-based diets that include dairy products or dairy products and eggs. To be specified for implementation with the food service.
PESCATERIAN Vegetarian with fish	Vegetables + dairy + eggs + fish	PESC	Vegetable-based diet that includes dairy products, eggs, fish and shellfish.
VEGAN	Vegan	VEGAN	Vegetable-based diet that includes only plant products. In a vegan diet, animal products must be replaced by plant products in order to ensure sufficient nutritional content.
NO RED MEAT	No red meat	NO-RED-M	A diet without red meat (e.g. beef, pork, mutton, game, offal).
LOW-LACTOSE	Low-lactose	LL	Diet for lactose-intolerant persons who can tolerate small amounts of lactose. Food is prepared using low-lactose and lactose-free products.
LACTOSE-FREE	Lactose-free	L	Diet for lactose-intolerant persons who experience symptoms from low-lactose foods. Food is prepared using lactose-free products.
TEXTURE-MODIFIED soft	Soft diet	SOFT	For people with mild chewing problems. Foods can be mashed with a fork.
TEXTURE-MODIFIED puréed, minced	Minced-puréed	MINCED-PURÉED	Persons with insufficient chewing ability to consume soft food or who for other reasons require more easily swallowed puréed food (e.g. after bowel surgery, a gradual transition from liquid to normal food texture). The food is minced but not smooth. For example, minced meat can be used.
TEXTURE-MODIFIED puréed, smooth (dysphagia)	Smooth puréed	SMOOTH-PURÉED	The food is completely smooth and no liquid separates from it. Used for swallowing disorders, for example people with swallowing problems (dysphagia) and/or who are at risk of aspiration. Foods and ingredients are completely smooth. Any liquid is thickened with amylase-resistant starch.
TEXTURE-MODIFIED liquid	Liquid diet	LIQUID	The food is completely liquid, liquid enough to drink with a straw. Completed with food supplements (energy and protein content) according to individual needs.

MILK ALLERGY	Milk allergy	NON-DAIRY	The diet does not include dairy or milk protein. Different from avoiding lactose (milk sugar).
EGG ALLERGY	Egg allergy	NO-EGG	The diet does not include any eggs or parts thereof or egg products in any form.
FISH ALLERGY	Fish allergy	NO-FISH	The diet does not include fish, shrimp or other shellfish or parts thereof in any form.
GLUTEN-FREE	Gluten-free	G	A coeliac diet that includes gluten-free oats and other naturally gluten-free cereals, as well as gluten-free wheat starch. If the customer cannot tolerate gluten-free oats, it is indicated separately.
FORTIFIED	Fortified	FORTIFIED	A diet for persons who are malnourished or at risk of malnutrition or have a poor appetite. Portion sizes are 1/2–2/3 of normal (the amount of energy and protein in relation to the portion size is increased to ensure adequate intake).
HIGH-PROTEIN	High-protein	HIGH-PROTEIN	A diet for people who need more protein than provided by the regular diet but do not need extra energy. For example, patients with wounds who have a healthy appetite.
INTESTINAL DIET The diet may also be referred to as 'GUT DIET'	Intestinal patient diet	INTEST-DIET (GUT)	Diet for people with recent ileostomy, J-pouch (IPAA), major bowel surgery, or partial or full stomach removal. Can also be used for persons with sensitive stomachs and acute biliary problems. The diet does not include tough foods, foods with long fibres, membranes, gas-forming properties, seeds or nuts. The diet is lactose-free and almost invariably low-fibre. The diet is intended for short-term use.
AFTER WEIGHT-LOSS SURGERY	Weight-loss surgery	W-LOSS-SURG	A diet for people who have recently undergone weight-loss surgery. Initially, liquid foods are served, gradually shifting to puréed/soft food and solid food as the recovery progresses. The food is lactose-free and portions are very small.
LOW-POTASSIUM	Low-Potassium	LOW-POT.	A diet for people whose serum potassium levels rise too high, for example some renal patients. In renal patients who require a low-potassium diet, it is combined with a low-phosphorus diet. Limited intake of dairy products, potatoes, wholegrain cereal products, coffee and potassium-rich vegetables, berries and fruit.

LOW-SODIUM DIET	Low-sodium diet	LOW-SODIUM	A diet for people who need a low-sodium diet, such as people with Meniere's disease. No salt is added in the food preparation process. Foods offered in the diet contain no salt or as little salt as possible (salt max. 2 g/day).
DIALYSIS	Dialysis	DIAL	The diet is suitable for haemodialysis and peritoneal dialysis. Limited intake of phosphorus, salt and liquids while ensuring an adequate supply of protein and energy. If a low-potassium diet is needed, the diet is ordered as DIAL+LOW-POT.
LOW-PHOSPHORUS	Low-phosphorus	LOW-PHOSPH.	A diet for people suffering from, for example, renal failure. Phosphorus intake is limited by restricting products such as dairy, cold cuts and whole grains.
INDIVIDUAL DIET	Individual diet	The foods and/or portion sizes that are suitable or to be avoided are indicated separately	Individual treatment plan required by diseases and conditions, such as allergy/hypersensitivity diets (excluding the non-dairy, no-egg and no-fish diets listed above), ketogenic diet, individualised diet for irritable bowel syndrome and dietary combinations required by an illness. If the diet involves many foods to be avoided, indicate suitable foods.

* When food services are provided to children or geriatric residents or patients, the list of diets to be provided must be adapted to the needs and nutritional care practices of the target group.

APPENDIX 7.

Examples of food service requirements or criteria, indicators and their monitoring

Monitored objective	Indicator	Reporting and monitoring
<p>Contractual cooperation is smooth.</p> <p>Clear structures and responsibilities have been defined for cooperation between the parties.</p> <p>The interaction is open and solution-oriented.</p>	Smoothness of cooperation: orders, deliveries and interaction with the service provider's staff.	The monitoring reviews experiences of cooperation with the service provider and locations.
Implementation of food and nutrition recommendations	Nutrient tracking for agreed menus	Review the realisation of food and nutrition recommendations for the agreed menus.
Contract compliance of the menu	Summary (see Reporting)	<p>Establish an unambiguous list of contractual requirements for the menu at the beginning of the contract and monitor their realisation (e.g. special diets)</p> <p>For example, variation of foods (casseroles, sauces, soups, multi-pieced foods like patties), variation of main ingredients (fish, plant protein, poultry, pork, beef), consideration of seasons, holidays and themes as agreed in the contract.</p>
Meals support pupils' health and wellbeing	Number of diners (e.g. at school)	Monitor the number of diners. Cooperation to increase the number of diners.
Amount of malnutrition among the elderly	Ordered quantities of fortified diets (service provider). Prevalence of malnutrition (client).	Monitor the ordered amounts of fortified diets and compare with the results of the MNA/NRS or other nutrition screening.
Quality of service	<p>Conduct customer satisfaction surveys (number per year)</p> <p>Received feedback and complaints made</p> <p>Dangerous situations and close calls (number per time period)</p>	<p>Report the results of customer satisfaction surveys</p> <p>Number of feedback by topic</p> <p>Complaints and corrective actions Feedback responses and actions taken on their basis</p> <p>Review dangerous situations and close calls and agree on preventive actions</p>
Number of meals	Number of items and development of quantities	Report the number of meals by type of meal, itemising special diets, and the number of intercompany products. Reporting is done monthly, cumulatively and by cost centre. In addition, the actual amounts of staff meals.
Development of production of services	Agree on a concrete list of the development projects to be carried out and their milestones, for example, on an annual basis. The development may focus on themes such as carbon neutrality and carbon footprint reduction or a common responsibility plan.	Report on and monitor development projects. Record the objectives for the subsequent time period.

<p>Cooperation</p>	<p>Participation in cooperation meetings The service provider's responsiveness</p> <p>Implementation of customer panels, quality walkdowns or quality assessments (number per time period)</p> <p>Quality monitoring of meals (evaluation and scoring of taste, texture, colours, tidiness, aesthetics, appearance)</p>	<p>Number of cooperation meetings and implementation of agreed matters.</p> <p>Report on customer panels and quality walkdowns or quality assessments and agree on follow-up actions.</p> <p>Monitor the quality of meals, for example, in connection with customer panels or quality walkdowns/assessments. Quality monitoring of meals is carried out by tasting customer meals and providing feedback or evaluating them in writing.</p>
<p>Responsibility of food products; traceability of raw materials, quality according to the responsibility criteria (see Guide to Responsible Food Purchases (Opas vastuullisen elintarvikehankintaan)) and degree of domestic content</p>	<p>Degree of domestic content (e.g. meat, eggs and dairy) Proportion of fish species marked green in the WWF Seafood Guide in the fish served Degree of domestic content of the berries used.</p>	<p>Monitor that the contractual requirements for food responsibility are met.</p>
<p>Use of organic raw materials</p>	<p>Purchased kilograms/product or percentage of total purchases, or step on the Steps to Organic scale</p>	<p>Track the use of organic raw materials as defined in the contract. Track either as purchased kilograms per product, as a percentage of total purchases or according to the agreed step on the Steps to Organic scale.</p>
<p>Use of local food (the client defines what is local food)</p>	<p>Purchased kilograms/product or percentages of total purchases. As defined in the contract.</p>	<p>Monitor that the contractual requirements for the use of local raw materials are met.</p>
<p>Use of Fairtrade products</p>	<p>As defined in the contract</p>	<p>Monitor that the contractual requirements for the use of Fairtrade products are met.</p>
<p>Language requirements for the service provider's staff</p>	<p>Training level of the service provider's staff</p> <p>Use of substitute workers</p> <p>Number of training days per person of the service provider's staff and content of training sessions</p> <p>Professional handprint certification, pcs</p> <p>Hygiene certification, pcs</p> <p>Nutrition certification, pcs</p> <p>Job satisfaction of the service provider's staff</p>	<p>Training of the staff working in the units under contract.</p> <p>Use of substitutes (hours or working days) during the monitoring period.</p> <p>Reported at six-monthly intervals, for example.</p> <p>Reported at six-monthly intervals, for example.</p> <p>Reported at six-monthly intervals, for example.</p> <p>Reported at six-monthly intervals, for example.</p> <p>Report and compare the results of job satisfaction surveys conducted for the service provider's staff, for example annually</p>

Information and communication, internal and external	<p>Collect feedback from staff, for example in contract monitoring meetings, on whether they have received sufficient and timely information about the food services</p> <p>Customer satisfaction with food service communication.</p>	<p>Item on the agenda at contract monitoring meetings at six-monthly intervals, for example.</p> <p>Customer satisfaction survey.</p>
Nutrition commitment, see https://sitoumus2050.fi and www.ravit-semussitoumus.fi	Yes/No	If Yes, the outcome vs the objectives and measures set. The operator's reporting information.
Food waste management	Waste g/portion or g/day/customer (bio-waste, plate waste, leftovers or cooking waste)	The waste and changes in the amount of waste are reported, for example, when the menu changes.
Sustainable development and the circular economy	<p>Monitoring the implementation of the service provider's environmental plan</p> <p>Energy consumption, energy-saving practices</p> <p>Water consumption, water-saving practices</p> <p>Detergents have specific eco-labels</p> <p>Disposable containers are made of renewable materials</p> <p>Minimum requirements for the transport of food are met (emission regulations for vehicles, high filling rates of vehicles, good route planning and training of drivers in economical driving practices)</p>	The method and frequency of reporting is agreed upon separately
Employment condition	Number of persons employed and duration of the employment contracts	Reporting in accordance with the contract (it is recommended that the call for tenders includes a form designed for reporting)

Example of a contract monitoring checklist

Contract monitoring is an opportunity to create a development partnership between the client and the service provider, the aim of which must be a model of continuous joint improvement.

The client must define in the food service contract what contract monitoring means, what tools are used in contract monitoring and how it is implemented.

It makes sense to set up an annual schedule for contract monitoring, which will also be developed in cooperation.

ESTABLISH A STEERING GROUP FOR THE FOOD SERVICE CONTRACT

- » The steering group is in charge of financial and legal contract monitoring.
- » It is implemented, for example, twice a year
- » The working group can include the head of education, CFO, contract contact persons, the service provider's chief customer officer/service manager.

Examples of the tasks of the steering group:

- » Monitor that the contracted food service complies with the contract and that the contractual tasks are carried out within the agreed timeframe
- » Establish, if necessary, various working groups
- » Monitor costs against objectives
- » Act as a review body for change management
- » Agree on the communication roles and responsibilities of different actors
- » Resolve disagreements within its authority
- » Monitor invoicing
- » Monitor finances (includes cumulative monitoring and comparison with before)
- » Monitor the fulfilment of obligations under the Act on the Contractor's Obligations and Liability when Work is Contracted Out
- » Financial development/change needs and anticipation of the future

SERVICE QUALITY MONITORING, SO-CALLED CONTINUOUS MONITORING

- » Implemented, for example, once a month
- » Monitoring involves the appointed representatives of the client and service provider

Monitoring includes:

- » Review of customer feedback, analysis and agreement on follow-up actions, continuous evaluation of the feedback process
- » Processing of complaints and scheduling and documentation of corrective actions

- » Planning the implementation of customer satisfaction surveys
- » Quality development plan and monitoring of the realisation of the quality promises offered (bonus and sanction specifications, if any)
- » Monitoring the service provider's own-checks
- » Inspection visits: quality walkdowns/assessments in units (at least once a year per unit)
 - The group includes the unit supervisor, the nutrition officer, and an orderly if necessary
 - Client's representative (e.g. contract contact person)
 - A representative of the service provider or of the client who participates in the unit's food service
 - Service provider's representatives

MONITORING OF ECOLOGICAL SUSTAINABILITY

- » Monthly in connection with service quality monitoring

Monitoring includes:

- » Waste monitoring and changes therein
- » Fulfilment of quality promises related to raw materials, e.g. organic products and local producers
- » Compliance with product group-specific responsibility requirements for raw materials in accordance with the contract
- » Development projects to reduce the carbon footprint of the menu
- » Potential development of production methods that conserve resources

MONITORING OF NUTRITIONAL QUALITY

- » Implemented, for example, once or twice a year or when updating the menu.
- » Involves nutritionists as the client's representative and nutritionists or nutrition experts as the service provider's representative, as well as other necessary parties.

Monitoring includes:

- » Checking the contract compliance of menu planning (variation, harvest seasons, consideration of the preferences of the customer segment)
- » Monitoring of the nutritional outcome (nutrient content, including for special diets)

PREPAREDNESS/CONTINGENCY PLANNING

- » The preparedness and contingency plan for food services must be combined with the client organisation's own contingency plans, so that cooperation is seamless in the event of exceptional situations and the agreed operating models are known to everyone.
- » Remember to involve the food service provider in emergency drills.

Examples of annual schedules

EXAMPLE OF A HOSPITAL'S ANNUAL SCHEDULE

When to communicate?	Topic of communication	Date and time of each event	Who is being communicated to?
Monthly	Outputs (performance/interim report) <ul style="list-style-type: none"> - statistics (meals, intercompany products, euros) - feedback, processing - bio-waste and energy - production monitoring meeting 		Client's representative – CFO Client's representative – service provider's representative
January	Ward rounds (which wards) External audit Nutrition working group Implementation and monitoring of activities <ul style="list-style-type: none"> - development plans Uneaten portions: breakfast, lunch and dinner		Group members
February	Ward rounds (which wards)		
March	Ward rounds (which wards) External audit Uneaten portions Nutrition, monitoring <ul style="list-style-type: none"> - menus, nutritional values 		Agreed together
April	Customer satisfaction survey Ward rounds (wards) Volume data, hospital beds, closures Implementation and monitoring of activities <ul style="list-style-type: none"> - planning for summer - customer satisfaction survey results, follow-up measures Nutrition working group Financial monitoring		Patients, staff in week xx Agreed together
May	Ward rounds (wards) External audit Nutrition contact person training Nutrition working group Environmental balance Budget		
June–July	Ward info sessions, substitutes		
August	Ward rounds (wards) Nutrition working group External audit Implementation and monitoring of activities <ul style="list-style-type: none"> - environmental balance results 		
September	Ward rounds (wards) Number of meals per unit, hospital beds Updating the service description Uneaten portions: breakfast, lunch and dinner		
October	Ward rounds (wards) Nutrition contact person training Nutrition monitoring <ul style="list-style-type: none"> - menus, nutritional values 		

November	Ward rounds (wards) Closure periods Implementation and monitoring of activities - updating the service description Financial monitoring Nutrition working group External audit Updating the invoicing process Uneaten portions: breakfast, lunch and dinner		The client and service provider agree together Calculation service
December	Price lists Christmas meal, staff Updating the nutrition handbook		Client – service provider

EXAMPLE OF AN ANNUAL SCHEDULE IN HOUSING SERVICES FOR THE ELDERLY

Food service event or activity	Spring	Summer	Autumn	Winter
Menu season 2–4	menu seasons per year			
Holidays and other menu changes Runeberg Day	Shrovetide Women's Day Easter May Day Mother's Day Midsummer	Fresh strawberries New potatoes	Harvest Elderly Week	Father's Day All Saints' Day Independence Day Christmas New Year
House days in housing services for elderly people	1			1
Working group for production of services (2 h x 4 + preparation per year)	1+1		1	1
Contract monitoring group (2 h x 2–3 + preparation per year)	1		1	1
Customer and/or family survey and survey for staff	1		1	
Quality assessments (1 x ward or unit per year)				
Nutrition training (40 h per year)	Can be arranged in spring, autumn, winter			
Nutrient calculation 2–4 x year + as needed	When the menu changes			
Development of reporting	Continuous development			
Bio-waste and waste monitoring 2–4 x per year	When the menu changes			
Annual resident panels year in Kurjenmäkikoti service housing	Can be arranged in spring, autumn, winter			
Cooperation with wards of housing services for the elderly: e.g. baking in wards with residents, participating in food distribution in wards, etc.). Estimated workload: 2 h x 2. Responsibility of the service provider's restaurant manager/supervisor.	Can be arranged in spring, autumn, winter			
Monitoring a meal situation in a ward. Responsibility of the service provider's restaurant manager/supervisor.	1.5 h x 4			

APPENDIX 10.

Organisations that participated in the workshops and small-group discussions

Municipality of Akaa
Arkea Oy
CGI Finland Ltd
Compass Group Finland Ltd
City of Espoo
Hansel Ltd
City of Helsinki
Helsinki University Hospital
City of Hämeenlinna
Jamix Oy
Joint Authority of Kainuu Region
Kanta-Häme Hospital District
Central Ostrobothnia Central Hospital
City of Kokkola
City of Kuopio
Motiva Oy
Municipality of Mäntsälä
City of Oulu
Palmia Oy
Pirkanmaan Voimia Oy
North Savo Hospital District
Pyltico Oy
Wellbeing services county of Päijät-Häme
Municipality of Parkano
City of Riihimäki
Saimaan Tukipalvelut Oy
City of Seinäjoki
Servica Ltd
Municipality of Siilinjärvi
Siun Sote – Joint municipal authority for North Karelia
Municipality of Sotkamo
Federation of Finnish Enterprises
City of Tampere
City of Turku
Turku University Hospital
Valonia
Prime Minister's Office
City of Vantaa



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