



Where Next?

Efficiency Savings in School Meals Catering

APSE Catering Advisory Group
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Where Next?

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- **The big dilemma for all School Meal caterers..... is it.....**
- **The same with less....**
- **More with less, or**
- **Less with Less**

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- **So what got us in this mess?**
- **Not market driven**
- **Certainly one, perhaps two key financial pressures:**
 - 1. Single Status 97 / Job Evaluation**
 - 2. Demise of the School Lunch Grant?**
- **Combined financial impact in WBC is £0.75m - £0.7m deficit**

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- **So what next?**
- **Need to bridge the financial gap**
- **Shift in focus from operational efficiencies to strategic options**
- **Need to do this ensuring there is a sound business case, it is viable and sustainable**

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- **STRATEGIC OPTIONS:**
- **Do we need a SM service – Y/N?**
- **Will Councils and / or Children's Services subsidise SMs – Y/N?**
- **Market Testing**
- **Neighbour / Regional Partnering with other LAs**
- **Facilities Management Route**
- **Forming an ALMO or Ltd Trading Company**

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- **STRATEGIC OPTIONS:**
- **Budget delegation to schools – recharge full cost of the service to DSG / ISBs**
- **Full cost recovery via the tariff**
- **Only offer FSMs and / or Lunch Service only**
- **Instruct schools to go DIY**
- **All these options will require a Risk Assessment, EIA & Cost Benefit Analysis**
- **Political ‘Buy in’ / Customer Consultation**

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- **OPERATIONAL OPTIONS:**
- **Two key cost centres – food and labour**
- **Decide on cost or quality – CCT principles?**
- **Food procurement efficiencies**
- **ME or EU / UK produce**
- **Water only with meals**
- **Robust Attendance Management**
- **Review Staffing Formula**

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OPERATIONAL OPTIONS:

- **Decrease staffing Ratios**
- **Transport meals**
- **Introduce a nil debt policy**
- **Cease sampler meals**
- **Frozen vs. Fresh Vegetables**
- **Reduce menu choice**
- **Convert to regeneration kitchens**
- **Improved marketing to increase take-up**

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**Members
experiences
and views for
the future**

