

# TRAFFORD SERVICES FOR EDUCATION

**The commercial approach to  
services for schools**

# Content

Professional Background

Trafford Services for Education history

Tendering

Commercial competition

Service Quality and Innovation



# Professional background

Education Catering

Marketing Manager, Cambridgeshire

Service Development Manager, LB Hackney, 1<sup>st</sup> tenders and service quality

Operations Director, Sodexo, 100 Secondary Schools, Plymouth to Carlisle, signed off tenders

Head of Catering & Client, LB Enfield, proposals to retain 10 years Business Development, £19 million new business (1 year value), set up from scratch, OCS, ISS and local caterer, national roles

Trafford as Business Manager



# Type of tenders

From Cornwall to Durham

Healthcare tenders eg. Royal Free, Hampstead/ competitive dialogue

PFI tenders as subcontractor eg Leeds PFI schools

FM tenders and FM tenders as subcontractor, Skanska, Atkins, Vinci – Oxfordshire

Whole local authority tenders eg. Redbridge, City of York

Single High Schools

Single Primary's and groups

Frameworks eg. LB of Brent, Tri-borough etc

Joint Venture, Hounslow,

Consultant tenders, AVL, Litmus, RedBox, RPJ3 etc



# Trafford Services for Education

- 31 disparate services
- Spanning 3 directorates
- Grouped into 5 sectors for marketing
- Previously
  - A focus on diminishing capacity
  - CPD seemed to have stopped
  - Focus on covering costs didn't encourage growth
- Now
  - United on website
  - One umbrella, single focus
  - Word of mouth
  - Marketing
  - Tendering
  - Service Development



# Retention is best

## PZB Gap Analysis

Genuinely knowing what the customer wants/perceives

Setting the right standards

Delivering to those standards

Matching Performance to Promises

= Perceptions match Expectations

## SERVQUAL survey using RRATE

Responsiveness, Reliability, Assurance, Tangibles, Empathy



# Retain, and grow...

Retention is best...

Schools voice increasing

Authorities rarely retain 100%

Some catering services have been decimated

Catering services need to get new business to survive

To do that, teams need the skills and experience



# Tendering Process tips

Complex tender eg. whole LA catering contract)

- Industry average, general rule = win 1 in 3
- Experience
- Read ITT 2-3 times, mark it up, if novice get second opinion
- Understand the rules and stick to them, no matter how mad they seem!
- Check the criteria, fair process, level playing field
- Check formal dates, establish milestones as a project
- Check type of submission – paper or electronic
- Plan administration – who will format, check your grammar?
- Check the lists and cross check, test accuracy



# Tendering Process tips

- If in doubt, clarify
- Pre-tender clarifications – process control/ a degree of protection, can ask more than 1 set
- Site visit – ask more questions, take pics, who are you up against?
- Assess the risk – how can you minimise it?
- Assess your chances – still submit. You never know.
- Build costing model for ease of completing the financial forms
- Price the “Status quo”, later “Commercial” price
- Strategy meeting, pre-settlement, settlement
- Tight price, industry knowledge, lose on 2p (Bedfordshire)
- Words – work in a pair or more, developing and proofing
- Innovation is king



# Tendering Process tips

- Post tender clarifications
- Presentation & Food - practice
- Reference site visits - preparation
- Get Feedback, win or lose
- Learn about the competition
- Flexible around food specification eg bronze, silver, gold
- Determination to win



# Commercial Price, bottom up

- Income
  - Grow meal numbers / income
  - NB Juniors, Special Diets, allergy sufferers
  - Faith in your marketing and quality
- Food cost
  - Tightest you can for the food specification
  - If successful, you may be able to renegotiate purchasing deals
  - Competitors large retro's
  - Industry knowledge



# Commercial Price

- Staff Costs
  - Set against new meal numbers/income
  - Productivity scheme/standard, crucial as starting point, learn
  - Respect TUPE (t's and c's) but can do a reorganisation (hours)
  - Pre-UIFSM Commercial average MPLH was 12mplh in London (average borough)
  - With UIFSM, MPLH should be much higher
  - Roster kitchens individually
  - Secondary school 35-45% L:S
  - Management and relief costs
  - Total L:S on complex catering service



# Commercial Price

- Overheads
  - Sharp pencil
  - Innovative, especially if there is an operational solution needed eg. waste, dinner money collection, electric vehicles, public health, transporting...
  - Don't scrimp on marketing budget
  - Advice on pensions
  - Corporate overheads
  - Management fee
  - Investment



# Method statements

- How you would attach the piece of business to your organisation
- How would you mobilise, TUPE transfer and pension words
- Local
- Management, supervision & monitoring
- Client relationship
- Sustainable food policy / quality of menus
- Executive Chef
- Training
- Marketing & parent communication
- Innovation
- Service Development
- Curriculum support eg Cookery Clubs
- Financial notes supporting the price



# Words

- We will/we have
- Evidence
- Case studies after a change – eg. mobilisation, continued service development etc
- Word count



# Commercial Caterers

- Very experienced, large resources
- National and regional players
- Big 4 - Compass, ISS, Caterlink, Interserve/Eden, changing
- Most national players based around M25 but moving North and setting up regional offices
- FM companies and others emerging
- Some still focus single High Schools
- Some wont bid single Primary's as management intensive, lack knowledge, don't want to innovate
- North traditionally LA provided but edges being chipped away
- Some LA's being decimated by schools demand, commercial supply





# David and Goliath?

Tenders create a level playing field

Contractors experience & resource “stacks the odds”

But there is still an opportunity

In both Healthcare and Education I have managed to beat the giants

If I can do it, you can too

Contractors have bad days



# Trafford Services for Education

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