

# Review of catering services in Pembrokeshire



Sandra Gardner – Catering Service Manager



## About us

Most South Westerly Welsh County

52 Primary Schools – 9055 learners

3 Middle Schools – 2331 learners

5 Secondary School - 5914 learners

3 Residential Care Homes

2 Commercial trailers

321 – staff in open ended contracts





Post Covid Recovery  
External Service Review  
WG Policy  
Whole System review  
Corporate priorities and the Wellbeing  
objectives



## Post Covid recovery - Challenges

- Staffing – Retention and recruitment
- Behaviours – Workforce, learners, parents and schools
- Finances – Debt management, EFSM payments post Covid during holidays. UFSM funding gap from WG





Service review- what did we learn?

There wasn't anything really that came out of the Service review that we didn't know – So that was the catalyst we needed to really challenge ourselves





## Whole System Review

- **Comprehensive assessment:** Examining all aspects of our system – that included relationships with support services
- **Identifying strengths and weaknesses:** Evaluating what works well and what needs improvement.
- **Stakeholder involvement:** Engaging relevant parties throughout the review process.
- **Analysing processes and procedures:** Understanding how different components interact.
- **Gathering data:** Collecting quantitative and qualitative information.
- **Making recommendations:** Providing actionable insights to enhance the system's performance.
- **Implementing changes:** Executing improvements based on the review findings.
- **Continuous monitoring:** Ensuring ongoing evaluation and adjustment as needed.





Cost – Like everyone we have seen prices rise post Covid not only in food costs but also utilities and staffing costs.

Efficiencies – reviewed our operational teams and carried out a redundancy for all legacy roles

Outputs – looking at volumes of meals served and uptake of UPFSM

Outcomes –strong link to corporate strategy and using data to evidence this.

Corporate vision – Working together improving lives – so much more accessible for our workforce. But it is helping us drive the cultural change we need to deliver the aspirations of the whole system review.



# Universal Free Primary School Meals

All primary school children in Wales will get free school meals by 2024. *In Pembrokeshire we delivered this in September 2023*

This commitment is in response to the rising cost-of-living pressures on families and the WG shared ambitions of:

- tackling child poverty
- ensuring no child goes hungry in school

Wider benefits of free school meals, including:

- promoting healthy eating across the school
- increasing the variety of food options
- improving social skills at mealtimes
- improving behaviour and attainment





# Universal Free Primary School Meals In Pembrokeshire

Preparedness and surveys

5 schools not up to standard

Capital grant and managing the projects

Challenges

Costs

Where we are today 2 schools upgrade complete and 1 is ongoing

Two schools awaiting approval of a grant from WG of 1.6 million based on our business case





Staff Post Covid and to Refresh existing staff  
Training packages developed online  
Engagement with EHO's to identify top five areas for improvement across  
the kitchens and put into an online mandatory course  
Training on Natasha's law  
27 different special diets



# 2023-24 Primary Meals Uptake

[View in Power BI](#) ↗





By Year Group	
NC Year	Uptake Average
N	56.99%
06	69.89%
R	70.84%
04	71.53%
05	71.77%
01	72.58%
03	74.62%
02	74.78%

Bottom 20 schools	
Location	%
Fenton Community	55.27%
Penrhyn VC	58.67%
Pembroke Dock Community	59.11%
Neyland Community	64.07%
Gelliswick VC	64.45%
Cosheston VC	64.51%
Milford Haven Jnr	65.61%
Hook CP	65.86%
Monkton Priory Jnr	66.25%

Start Date  
**3 September 2023**

**72.17%**  
Average Uptake

End Date  
**10 February 2024**

Clear all filters

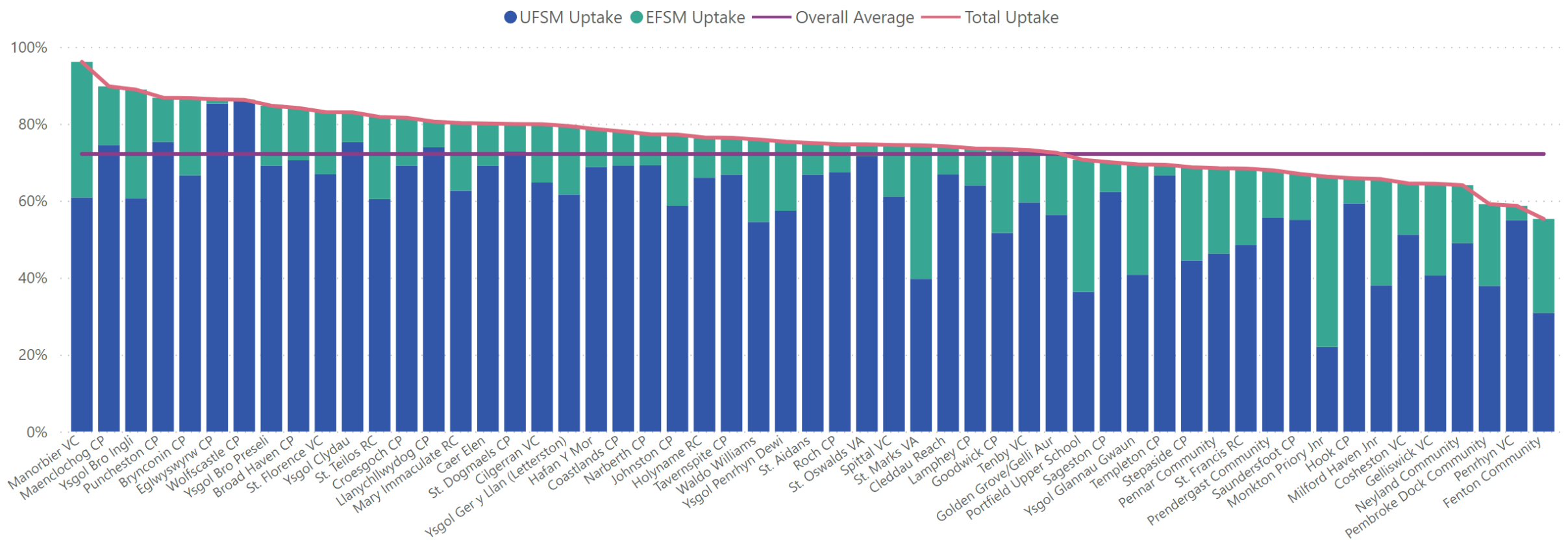
Filter By:

- North/Middle
- South/Middle

Filter by Week Commencing

All

Overall Uptake by School 2023/24





# Cilgerran VC

Filter by Year Group

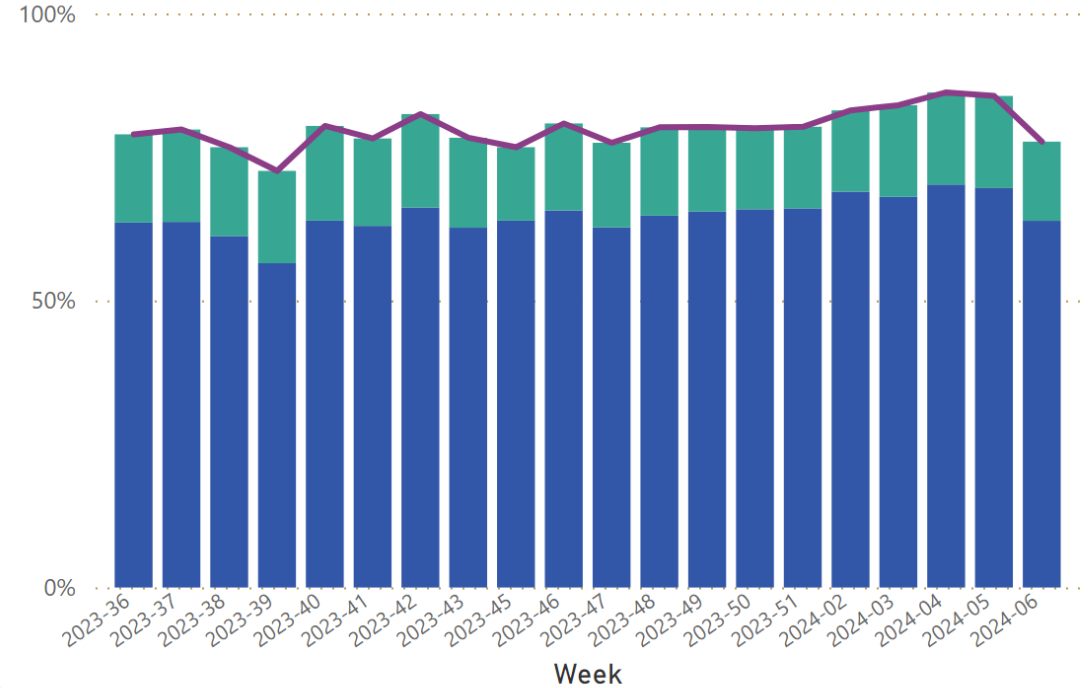
- 01
- 02
- 03
- 04
- 05
- 06
- N
- R

## 79.89%

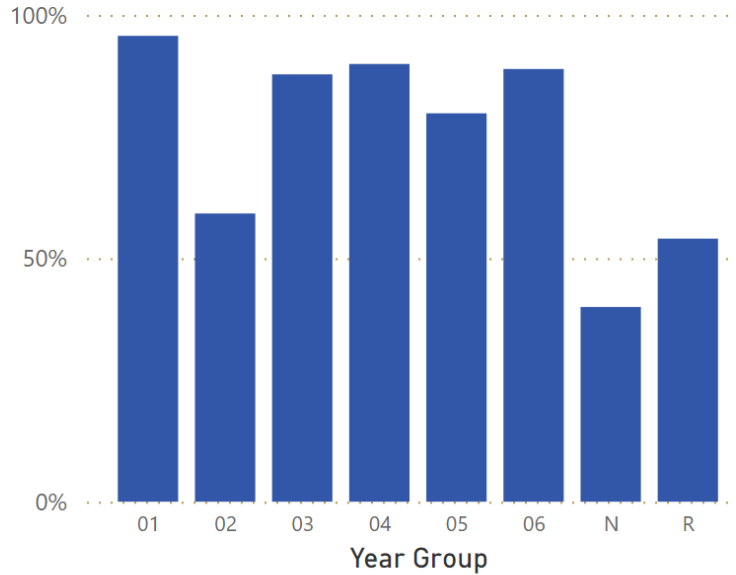
Average %

## Uptake by Week

● uFSM ● eFSM ● Total Uptake



## Uptake by Year Group



Filter by Location

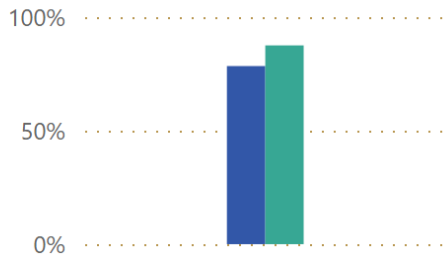
Search

North/Middle

- Brynconin CP
- Caer Elen
- Cilgerran VC
- Croesgoch CP
- Eglwysyrwr CP
- Goodwick CP
- Hafan Y Mor
- Holyname RC
- Llanychllwydog CP
- Maenclochog CP

## uFSM uptake and eFSM uptake

● uFSM uptake ● eFSM uptake



Location	Week No.	No. of Pupils	Total Poss Meals	Total Transactions	Uptake %	eFSM Meals	eFSM Uptake	uFSM Meals	uFSM Uptake
Cilgerran VC	2024-06	103	515	400.00	77.67%	71	88.75%	329	75.63%
Cilgerran VC	2024-05	96	480	411.00	85.63%	77	96.25%	334	84.56%
Cilgerran VC	2024-04	96	480	414.00	86.25%	77	96.25%	337	85.32%
Cilgerran VC	2024-03	96	288	242.00	84.03%	46	95.83%	196	82.70%
Cilgerran VC	2024-02	96	480	399.00	83.13%	68	85.00%	331	83.80%
<b>Total</b>		<b>1923</b>	<b>9192</b>	<b>7,343.37</b>	<b>79.89%</b>	<b>1395</b>	<b>87.57%</b>	<b>5948</b>	<b>78.46%</b>



# Cilgerran VC

Menu Season

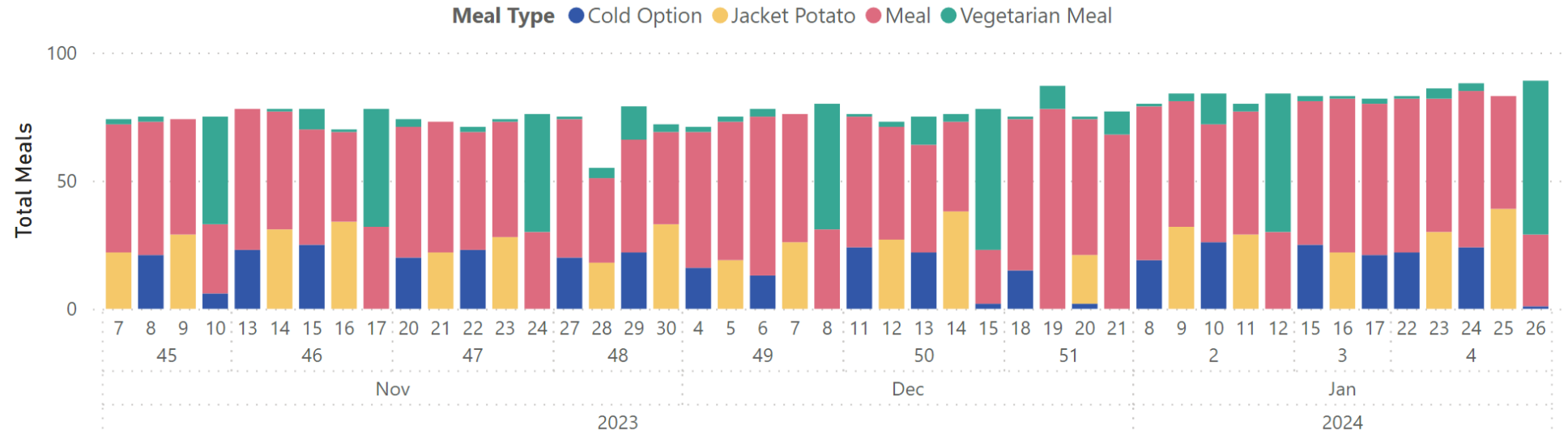
Summer23

Winter23

Filter by Location

- North/Middle
- Brynconin CP
- Caer Elen
- Cilgerran VC
- Croesgoch CP
- Eglwyswyrw CP
- Goodwick CP
- Hafan Y Mor
- Holyname RC
- Llanychllwydog CP
- Mynyddog CP

## Meal Types



# 4313

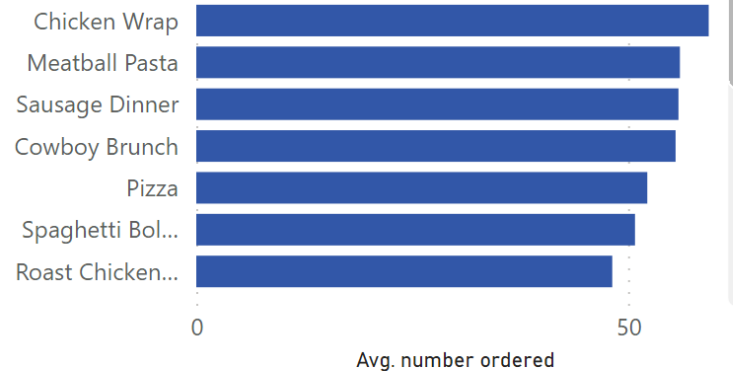
Total Meals

# 103

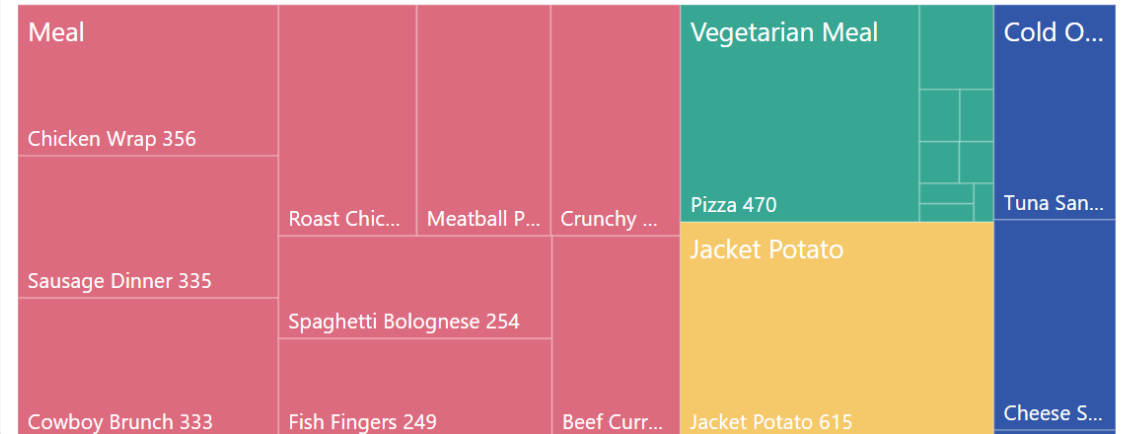
Pupils on Role

## Most Popular Meal

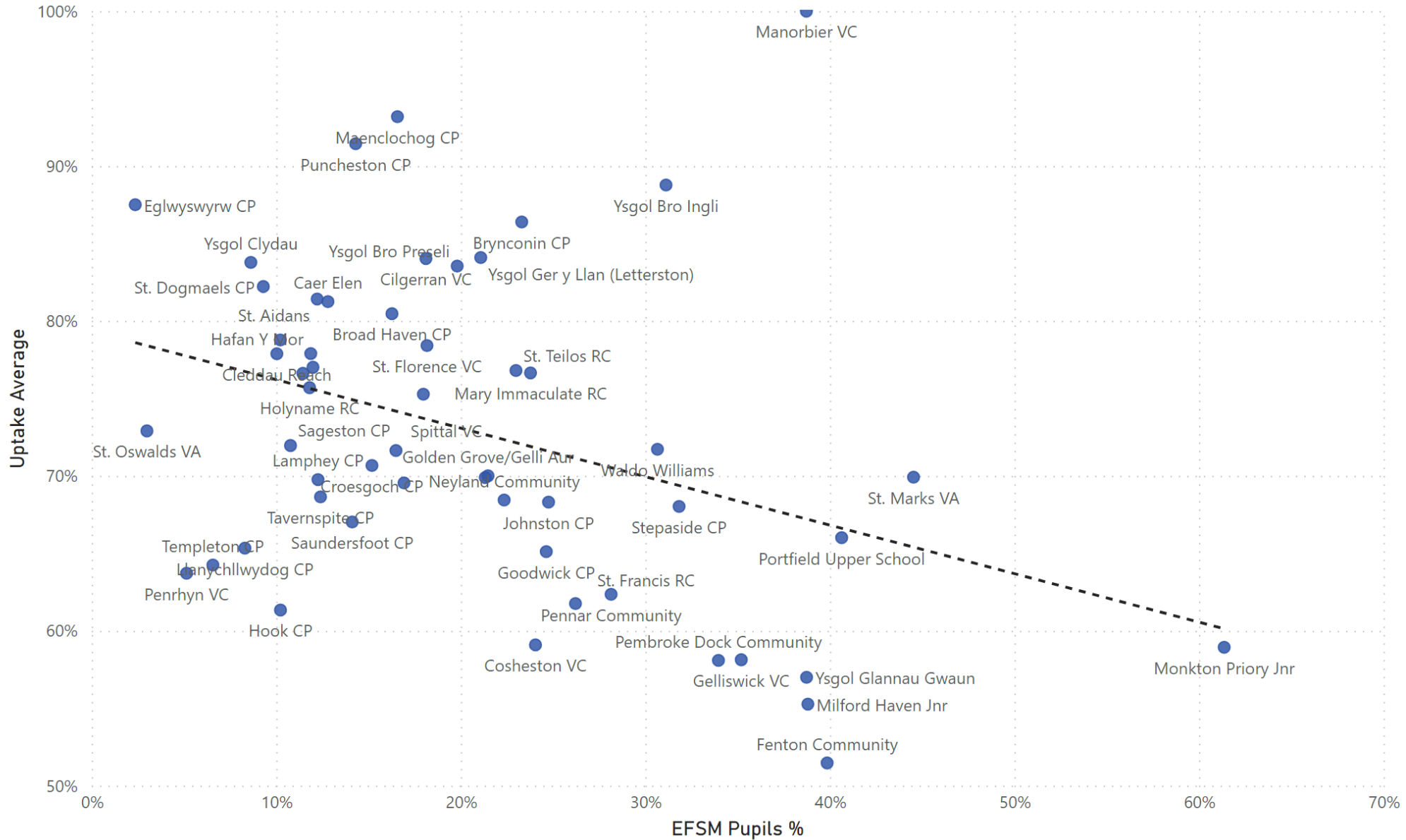
Avg. number ordered per day



## Menu Item



# EFSM Pupils % and Uptake Average by Location\_Name



## Week

- 2023-36
- 2023-37
- 2023-38
- 2023-39
- 2023-40
- 2023-41
- 2023-42
- 2023-43
- 2023-45
- 2023-46

## Area

- North/Middle
- South/Middle

## NC Year

01	04	N
02	05	R
03	06	



Filter By:

North/Middle

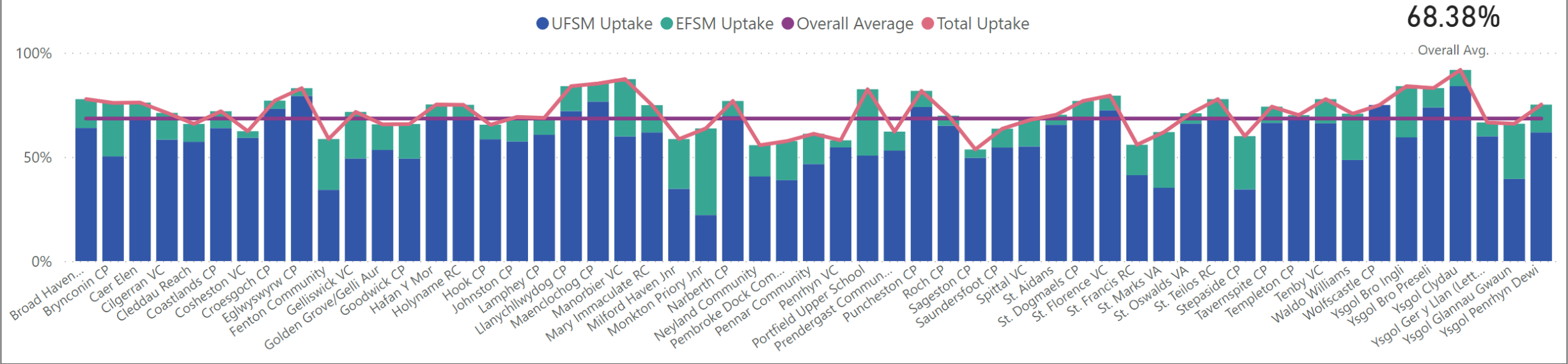
South/Middle

Sort By:

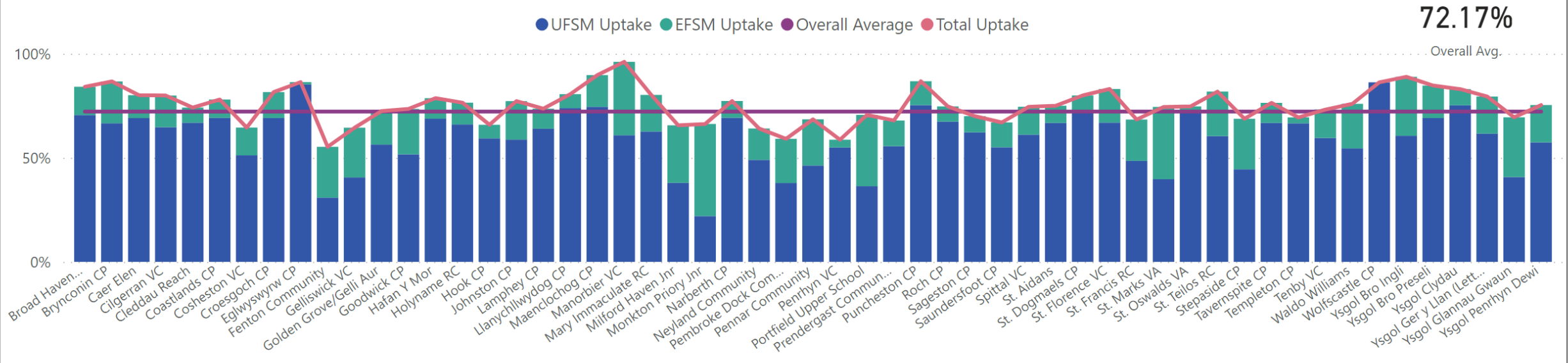
Rank Order

Name Order

### Overall Uptake by School 2022/23



### Overall Uptake by School 2023/24





# Next Phase Secondary review

Cashless catering system – is it fit for purpose

Remodelling menus

Analysis on throughput data and looking to increase outlets

Develop grab and go

Reduce preparation

Every day – a meal deal to support low income families working towards reducing poverty



Planned

Tasting days

Engagement with menu selection across both sectors

Develop menu around street food and trend based foods

Modernise back office ordering system – move to centralise ordering to reduce waste



# Residential sector

Review offer

Succession planning

Active engagement with the sector

Detailed phase plan to be developed through consultation, would like to develop dementia friendly menu that will support cognitive memory



# Commercial opportunities and marketing– Lennie the leek and CWM DINE!



## Commercial opportunities – CWM DINE!



# Finally Award Winning What a year we have had!





Thank you

