

The Cooperative Approach

APSE facilities, catering and cleaning management seminar 2016



Author: Brad Pearce

CATER^{ed}
FEEDING AMBITIONS

Plymouth

Britain's Ocean City



There's nowhere quite like it

OUR PLAN THE BRILLIANT CO-OPERATIVE COUNCIL



CITY VISION

Britain's Ocean City

One of Europe's most vibrant, waterfront cities where an outstanding quality of life is enjoyed by everyone.

CO-OPERATIVE VALUES

One team serving our city

WE ARE DEMOCRATIC

Plymouth is a place where people can have a say about what is important to them and where they can change what happens in their area.

WE ARE RESPONSIBLE

We take responsibility for our actions, care about their impact on others and expect others will do the same.

WE ARE FAIR

We will be honest and open in how we act; treat everyone with respect; we will champion fairness and create opportunities.

WE ARE PARTNERS

We will provide strong community leadership and work together to deliver our common ambition.

OUR OBJECTIVES

Creating a fairer Plymouth where everyone does their bit

PIONEERING PLYMOUTH	GROWING PLYMOUTH	CARING PLYMOUTH	CONFIDENT PLYMOUTH
We will be pioneering by designing and delivering better services that are more accountable, flexible and efficient in spite of reducing resources.	We will make our city a great place to live by creating opportunities for better learning and greater investment, with more jobs and homes.	We will promote a fairer, more equal city by investing in communities, putting citizens at the heart of decision-making, promoting independence and reducing health and social inequality.	We will work towards creating a more confident city, being proud of what we can offer and growing our reputation nationally and internationally.

THE OUTCOMES

What we will achieve by this plan

<ul style="list-style-type: none"> The Council provides and enables brilliant services that strive to exceed customer expectations. Plymouth's cultural offer provides value to the city. A Council that uses resources wisely. Pioneering in reducing the city's carbon footprint and leading in environmental and social responsibility. 	<ul style="list-style-type: none"> More decent homes to support the population. A strong economy creating a range of job opportunities. A top performing education system from early years to continuous learning opportunities. Plymouth is an attractive place for investment. 	<ul style="list-style-type: none"> We will prioritise prevention. We will help people take control of their lives and communities. Children, young people and adults are safe and confident in their communities. People are treated with dignity and respect. 	<ul style="list-style-type: none"> Citizens enjoy living and working in Plymouth. Plymouth's brand is clear, well known and understood globally. Government and other agencies have confidence in the Council and partners: Plymouth's voice matters. Our employees are ambassadors for the city and the Council and they are proud of the difference we make.
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Corporate Plan 2012-15



Ensuring that children and young people from all backgrounds are able to access high quality, freshly prepared school food using fresh and seasonal local ingredients is key to the a number of the Council's Level 1 and 2 Outcome measures - Reducing inequalities: -

Level 1 – “Reduce Child Poverty” and “Reduce the gap in life expectancy by at least 10% between the lowest fifth of areas with the lowest life expectancy and the population as a whole by 2020”.

Level 2 – “Decrease the rate of childhood obesity in Year 6 children by 10% by 2020”.

Young Plymouth – Tackle child poverty, the best start in life, health inequalities, a good primary education.

Supporting the Community

CREATING THE CONDITIONS FOR FAIRNESS

The Plymouth Fairness Commission Final Report



March 2014

Better nutrition across the city

With growing levels of obesity, proven damage to human health caused by high levels of fat, trans fats, salt and sugar in cheap fast food and ready-meals, and low levels of fruit and vegetable consumption, there is increasing evidence that those on the lowest incomes are suffering disproportionately from poor nutrition.

Free school meals

Evidence shows that providing children with a free, nutritious meal during the school day gives pupils clear health and educational advantages¹. There can, however, be peer stigma attached if these are only given to children from disadvantaged backgrounds. Both encouraging economies of scale through greater take-up and maximising the pupil premium will help offset this cost.

Providing universal free school meals would also help tackle the problem of getting take-up from families entitled to them. Low take-up of free meals reduces the pupil premium funds available to schools, as this additional money, to be spent on children from poorer backgrounds, is determined by how many pupils are claiming free meals². A 2013 Department for Education report³ that 200,000 pupils are entitled to a free meal while a further 200,000 register but don't eat. While most schools now use a cashless system in advance by parents (or by the local authority for some families around "free school dinners") this has been the approach adopted by local authorities for all. The fact that every family's financial status, has proved a great

National Recommendation

1. The Fairness Commission recommends that the current provision of universal free school meals, currently available to 2 pupils in infant schools due to 2014, be extended to all primary schools.

Local Recommendations

1. The Commission recommends that local authorities in the city should identify areas who have higher rates of school children in the city who are disadvantaged pupils and target their support on these areas.

2. We recommend that a 1,500 people visited the Foodbank, in 2013 that grew to 7,400 and their estimates for 2014 is that 9,000 people will come to them for help. And these are just the figures from one local Foodbank.

Filling the growing food gap

It's not just the growing numbers that Mark Pidd, Plymouth Foodbank's project manager, has noticed, but the types of people being referred and where those referrals are coming from. "Benefit delays when people's circumstances change are a major problem", she reports, "the amount of time it takes to make the changes and give people their money is just too long. We're also seeing a rise in the number of people getting to work benefits affected by food poverty. They're working but their wages are too low to make ends meet."

And, since the abolition of Social Fund Crisis Loans by central government in April 2013, she's seen an increase in referrals from the Job Centre and the Emergency Welfare Centre.

"With no crisis loans available, it seems Foodbanks are increasingly regarded as a third arm of the state. Without the funding of course."

3. We also recommend that all schools providing meals in Plymouth must meet the National School Food Standards⁴.

Key agencies in delivery: Health and Wellbeing Board, all Primary and Secondary Schools

Proposed timeline: September 2015

Many organisations, such as Food Plymouth and Sustainable Food Cities are already leading promising food initiatives in the city. However, there are still food deserts in parts of Plymouth and the Commission believes the benefits of these different initiatives could be extended if they were better co-ordinated.

Local Recommendations

4. We recommend that the role of the Office of the Director of Public Health within Plymouth City Council be expanded to include food poverty with responsibility for co-ordinating food poverty initiatives, including those providing healthy and affordable food in communities, across the city. We suggest the following activities are undertaken to support this:

- "Struggling to Eat Well" Surveys, aimed at identifying nutritionally vulnerable infants, and primary school age children and older people.
- Extending the provision of meals cooked in schools to the community.
- Identifying food retail deserts and local food hubs.

The food poverty epidemic
 "We urge the Government to find creative, fair ways to enable all in this risk country to have enough money to be able to eat healthily. This work is urgent."
 - Professor Dowler, University of Warwick

Oxfam and Church Action on Poverty estimate that over half a million people in the UK are now reliant on food banks⁵. The most published report by Warwick University for Deaf, unemployment and benefit delays have combined to triple the number of families relying on charities for basic food supplies. Oxfam estimates that over 2 million people in the UK are already malnourished, with a further 3 million at risk of becoming so. In the sixth richest country in the world, GPs are reporting an alarming increase in child malnutrition.

National Recommendation

1. That the Department for Work and Pensions urgently address the delays in benefit payments when notified of changes in individual circumstances and the inappropriate use of benefit sanctions.

Much more than just affordable food

When you're struggling to find money for the weekly shop, as growing numbers of people are, finding affordable food may not be one of the challenges facing you. In an ideal world, you could buy cheap, nutritious food, join a cookery class, enjoy job skills, get expert debt advice and even help to have your shop in December 2013, that option is now a reality for low income families in Goshelton, Barnstaple.

As well as the free "social supermarkets", Community Shop helps surplus food from supermarkets - and every supermarket has 300 low income families have been issued with membership cards which, as well as cheap and healthy food, give them access to all the advice and support services from Community Shop's "Community Hub". Supported by local supermarkets, it's currently the first pilot of a development with huge potential to help communities across the UK.

1. Many organisations, such as Food Plymouth and Sustainable Food Cities are already leading promising food initiatives in the city. However, the Commission believes the benefits of these different initiatives could be extended if they were better co-ordinated.

Key agencies in delivery: Health and Wellbeing Board with voluntary and community sector partners

Proposed timeline: August 2013



A brief history of school food in Plymouth

- History of school meals in Plymouth (post-LGR)
- Non-delegation of budgets
- Job evaluation
- Costs – no control of overheads
- Impact of Food and Nutritional Standards
- Council covered losses
- As a result no school “ownership”

So why did we have to think and do things differently?

School funding reform:

Next steps towards a fairer system

Council and school consultation

- The council consulted with schools in Autumn 2012
- Heads & Directors Meetings
- Raise awareness – openly
- Some of you will see that money as significant others of you will not
- Not the true cost of service provision

School consultation

- Schools were asked to indicate how they would wish to proceed
 - Pool budgets
 - Trade with the LA
 - Make own arrangements
- All schools that replied (76.3%) chose to “pool budgets” to allow time to review service models and develop a viable and sustainable service

School consultation

- The council also took a medium term view to support schools
- Additional transitional funding to support schools in their decision making over a 3-year period



This was it....

The **WOO** moment!

The creation of CATER^{ed}

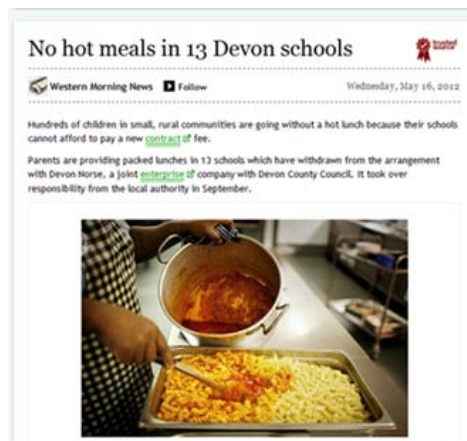


FEEDING AMBITIONS

CATER^{ed}

Our journey and why

- School Funding Reform 2013
- Total value of delegated budgets approximately £2m
- Paid for meals approximately £1.8m
- Economies of scale
- Shared risk and reward



FEEDING AMBITIONS



What had we already achieved?

- Confidence
 - 20 New kitchen builds since
 - Refurbished kitchen estate
 - Total investment over previous 5-years of circa £3.75m
 - First LA caterer to achieve Gold Food for Life
 - National recognition
 - Meal numbers were okay but not great!

What had we already achieved?

- Support from elected members
- Local / regional procurement
- As a result we considered we had “buy-in” from the majority of schools and they were prepared to listen to options
- With budgets never having been delegated the service held some “control” over next steps
- Openness – we would support them in whatever they wished to do

School food steering group

With all maintained primary and special schools along with a number of academies having agreed to pool catering budgets for 2013/14 we established our School Food Steering Group to: -

- Manage the changes to school food delivery following the national school funding reform, and;
- Explore potential alternative delivery models to move to a viable and sustainable service

School Food Steering Group Terms of Reference

SCHOOL FOOD TECHNICAL STEERING GROUP

Final Business Plan 2013/14

The School Food Reference Group was established to manage the changes to school delivery following the national school catering funding reform. The majority of maintained special schools have agreed to pool catering budgets during 2013/14 whilst alternative models are explored.

Scope

The following are within the scope of work for the School Food Reference Group:

- 1) Finance arrangements for the catering pool from April 2013 to 2014
- 2) Profitability of individual school kitchens
- 3) Menu development in line with nutritional standards
- 4) Impact of welfare reform – eligibility criteria and ability of parents to pay
- 5) Setting the meal price
- 6) Food contracts procurement
- 7) Staffing issues
- 8) Wider issues such as childhood obesity and whole school food
- 9) Governance arrangements

Principles

All recommendations of the group will be based on the following principles:

- 1) Children need to be involved in shaping the offer
- 2) Building on strengths and what the majority of schools value
- 3) Collaboration and cooperative model values
- 4) Vision for a longer term sustainable City wide offer

Governance Arrangements

The group will operate according to the Terms of Reference.

1. Membership

The members of the group will be drawn from:

Primary Sector	-	4 Representatives
Special Sector	-	2 Representatives
Governors	-	2 Representative
Academy	-	1 Representative

Local Authority officers will feed into relevant meetings.

2. Quorum

The number of members required at each meeting to reach quorum is:

Primary Sector	-	2 Representatives
Special Sector	-	1 Representatives
Governors	-	1 Representative
Academy	-	0 Representative

Each sector has an obligation to ensure the group is quorate.

3. Observers

Observers may attend and will be subject to the Part II exclusions.

4. Appointment of Chair and Vice Chair

The members of the group will appoint a Chair and Vice Chair which may be an officer of the Local Authority.

5. Conduct of Meetings

The meetings will not be held in public.

Members will be required to make declarations of interest relating to any potential personal gain.

Members should seek to represent the views of all children and schools and not their individual establishment.

Members will recognise the importance of confidentiality when discussing sensitive information and adhere to the agreed communication protocols.

6. Communication Protocols

The group will approve communication updates for all schools at the end of each meeting outlining the work of the group and timetable for releasing detailed information.

What did the group say?

- Children need to be involved in shaping the offer
- Building on strengths and what schools have said via the decision to pool
- Collaborative and cooperative model values
- Vision for a longer term sustainable City-wide offer

Heads ahead of their time!

All of this was 7 months **before** the publication of the School Food Plan

The screenshot shows the homepage of the School Food Plan website. At the top right, it says "follow us on: twitter". The main header features the text "The Independent SCHOOL FOOD PLAN" with a hamburger menu icon on the left and three horizontal lines on the right. Below the header is a navigation menu with the following items: Home, The Plan, Films, What Works, News, Schools, Standards, Library, and About. The main content area is divided into three sections: 1. "Stop Press!" with a megaphone icon, announcing "New healthy eating teaching resources coming soon!" and providing details about the School Fruit and Veg Scheme (SFVS) delivery. 2. "What works well" with a bowl icon, encouraging users to "Read and share great examples to learn from and inspire others." 3. "Get involved" and "Progress on The Plan" sections, each with a "Sign up" or "Update" button and an icon (a paper plane and a fork/knife respectively).



What did they agree to look at?

- Alternative ways for school meals to be provided
- How the catering pooled budgets should be managed
- The profit and loss of individual school kitchens
- Menu development in line with statutory, nutritional standards



What did they agree to look at?

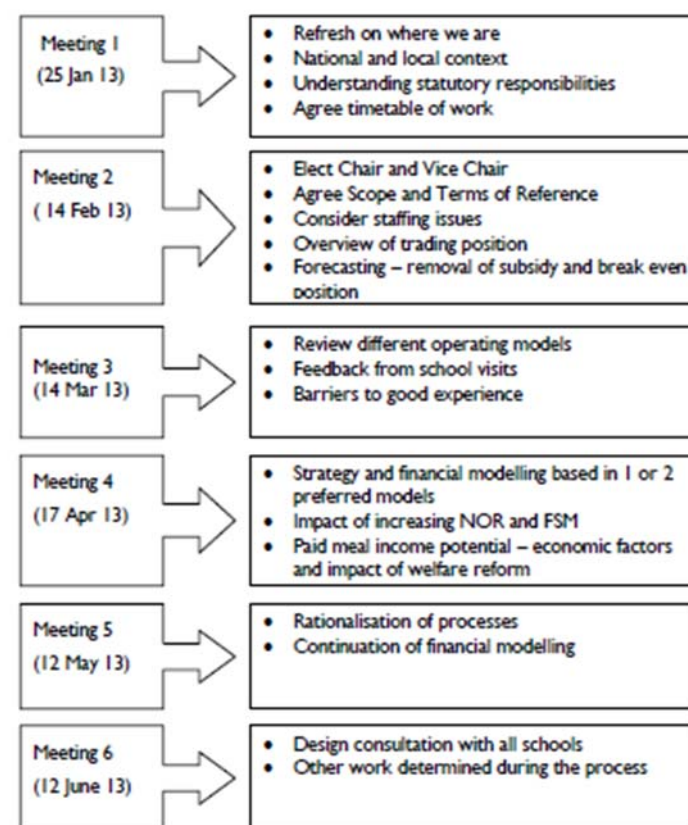
- Healthy lifestyles and childhood obesity and whole school food policies and; crucially,
- Increasing take-up and income
- Staff recognition
- There would be: -
 - No two-tier workforce
 - UK Living wage
 - TU Consultation



Meetings, meetings...

- The Terms of Reference for the Steering Group and original schedule of meetings was optimistic
- Anticipated just six meetings over 6 months!
- 18 months later.....

Timetable of Work



Meetings, meetings...

- This was positive!
- Allowed a very real exploration of options
- Schools agreed to “pool” for a second year
- Budget position improved in one year by circa £200k



Lawyers, lawyers...

- The Council did not have the expertise in commercial law
- Used an external firm of lawyers funded by the Council's wider transformation team
- Struggled to understand what we were trying to achieve



Lawyers, lawyers...

- Why not just follow the standard model
 - Out-source
 - Let schools do it themselves
 - Standard LA Trading Model – charge a per unit cost per meal
- We were clear these wouldn't work for us – it had to be and would be different!



We created a company that:

- Understands schools and their individual issues
- Demonstrates operational costs in line with the commercial sector
- Delivers economies of scale, staff management, food procurement, estate management
- Through it's cooperative ethos and values school members support each other



The new school food co-operative



Author: Brad Pearce

CATER^{ed}
FEEDING AMBITIONS

Cabinet approval

Subject: Education Catering Service: Creation of a Local Authority Trading co-operative Company
Committee: Cabinet
Date: Tuesday 17 June 2014
Cabinet Member: Councillor MacDonald, Children & Young People and Public Health
CMT Member: Carole Burgoyne, Director, People
Author: Brad Pearce, Education Catering Manager
Contact details: T: 01752 307159
 E: brad.pearce@plymouth.gov.uk
Ref: 1060595
Key Decision: Yes
Part: II – Paragraph 3, Part 1 of Schedule 12A under Section 100(A) (4) of the Local Government Act.

Purpose of the report:
 To consider the creation of a Local Authority Trading co-operative Company: the healthy, local school food cooperative in the light of school funding reforms.

Following real collaborative and joined up work between schools, the education catering service and the Council to secure and ensure the future of school food services in a viable, sustainable and cooperative manner it has been demonstrated by words, actions and budgetary outturn how services such as school food can be delivered in a mutually beneficial and cooperative way.

The cohort of educational establishments within the proposed structure includes maintained infant, junior, primary and special schools and academies.

Not only does this proposal and recommendation allow for the sustainable, affordable and viable provision of a Local Authority Trading Catering Cooperative Company: the

BUSINESS CASE
 Education Catering Service Management: "The healthy, local school food cooperative".

EXECUTIVE SUMMARY

As a consequence of School Funding Reform – "Next steps towards a fairer system", the budgets for the provision of schools meals were required to have been delegated with effect from 01 April 2013. Within the schools block of the Dedicated Schools Grant (DSG) were delegated to schools. In order to achieve parity between academy and maintained schools funding, services/centrally managed within the schools block of the Dedicated Schools Grant (DSG) were delegated to schools. This case sets out the options available to the Council in relation to the future provision of school meals in the light of these school funding reforms and how the Council and schools could continue to ensure the continuation of a City-wide school meals service to all children and young people, those eligible for free school meals (the statutory responsibility which has now transferred to individual School Governing Bodies) and, importantly, to those families falling outside of the criteria but having a need to access affordable, freshly prepared hot healthy meals on a daily basis.

Universal Infant Free Schools Meals (UIFSM) with effect from September 2014 for all children other than the requirement to deliver the service but, importantly, also supports the availability of services into the future.

The well-being of children, young people and their family's levels of disposable income and loss of a fundamental service such as daily school food provision across the city and within the work of the Fairness Commission.

It is recommended that the Council should fund the provision of adult community meals for those who are unable to increase this area of business through a traded service model.

2014 Document version
 V1.01

Education Catering Service Management: "The healthy, local school food cooperative".

Companies House



CERTIFICATE OF INCORPORATION
OF A
PRIVATE LIMITED COMPANY

Company Number **9355912**

The Registrar of Companies for England and Wales, hereby certifies that

CATERED LIMITED

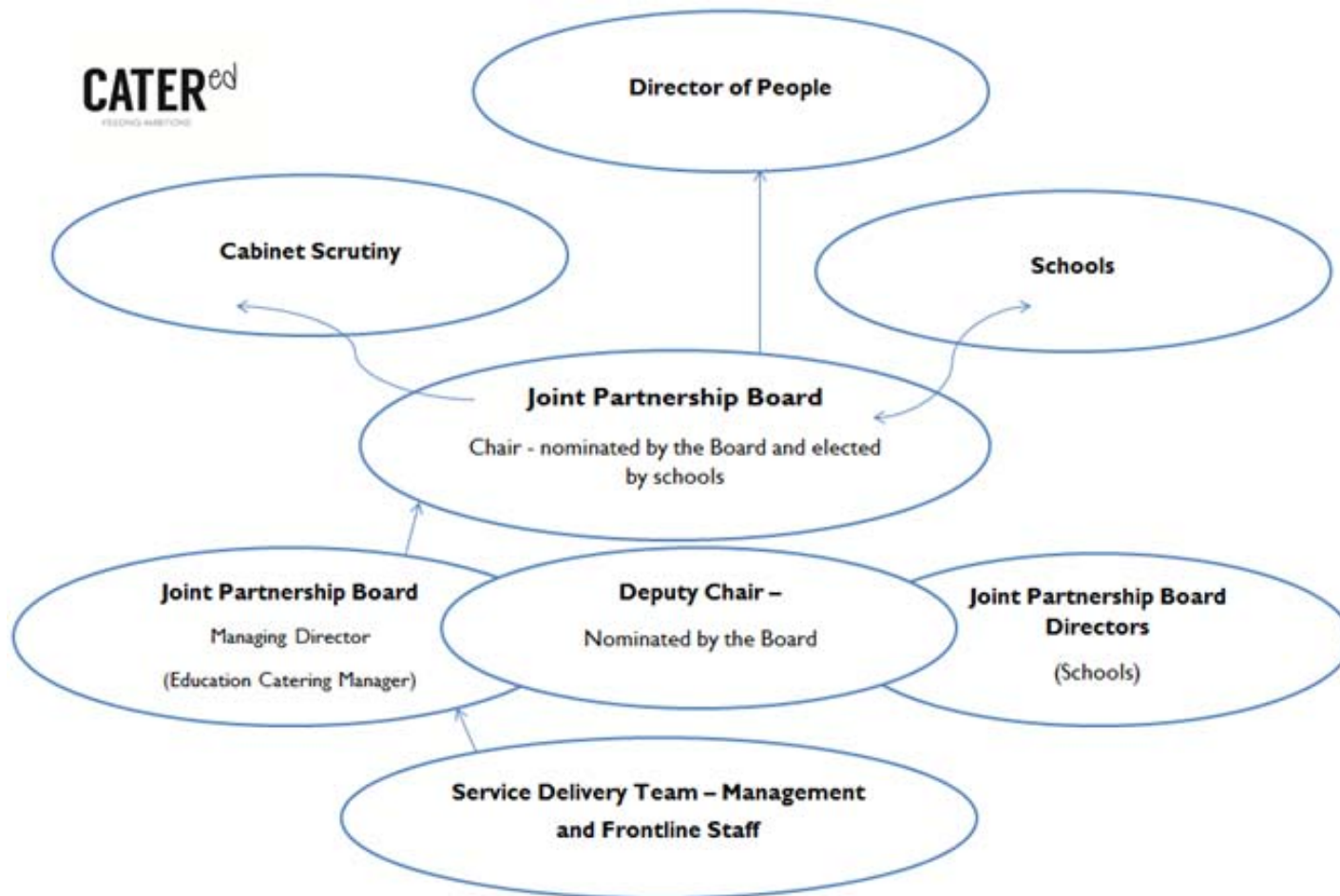
is this day incorporated under the Companies Act 2006 as a private company, that the company is limited by shares, and the situation of its registered office is in England and Wales.

Given at Companies House, Cardiff, on **15th December 2014**.

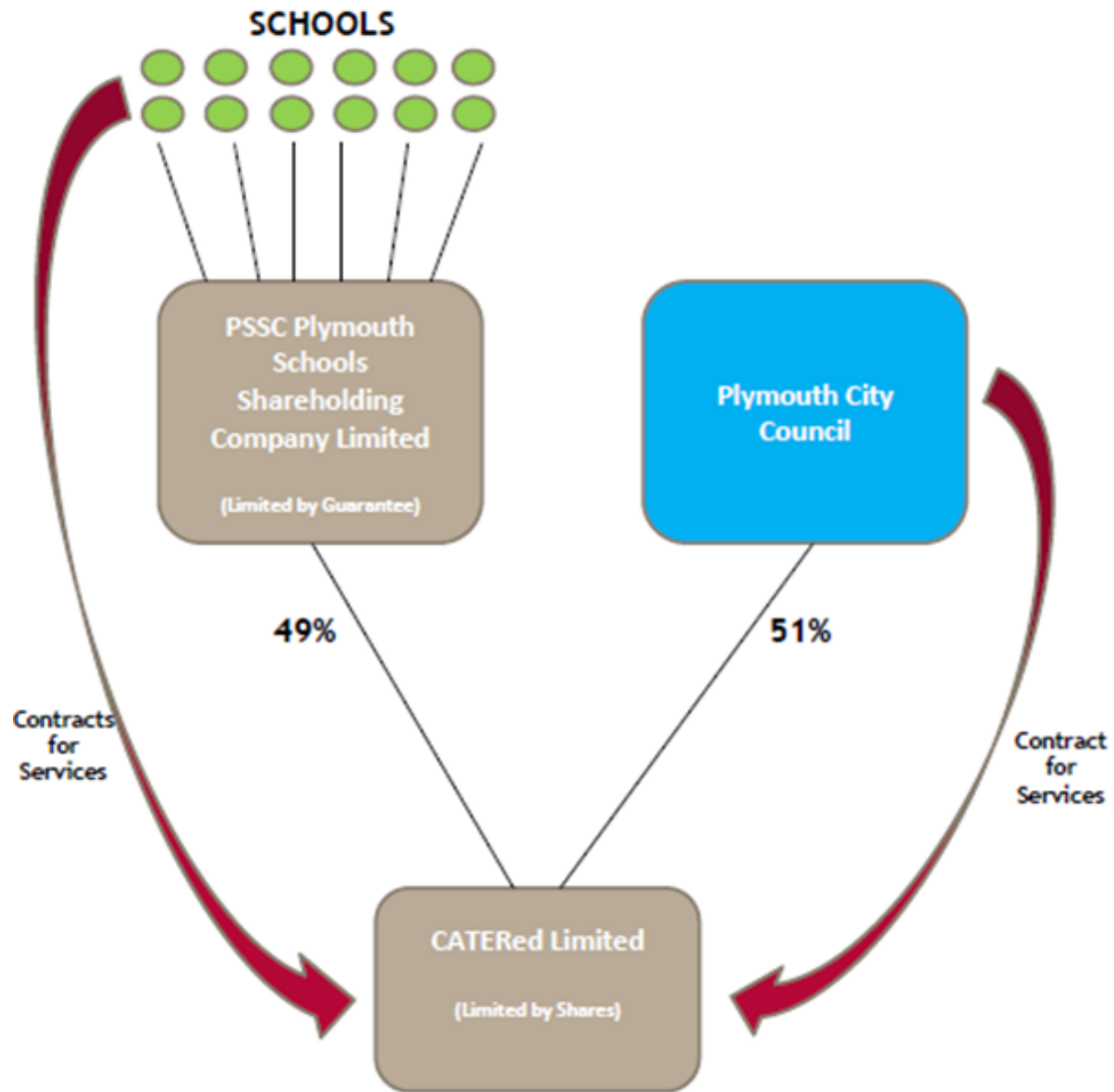
The above information was communicated by electronic means and authenticated by the Registrar of Companies under section 1115 of the Companies Act 2006

- CATER^{ed} was Incorporated on 14 December 2014
- It would be another 3 months before we went “live”

Governance structure



CATERed Structure Diagram



CATERed

Articles of Association

- Ownership is 49% schools and 51% council
- Individual schools are shareholders through PSSC
- Only those schools who use CATER^{ed} can be members
- A named representative from each school to attend all general meetings on schools' behalf on four occasions per year



Articles of Association

- One member : One Vote
- Chair – members to elect
- Board of Directors (8+2 elected by members)
- Two external Independent Directors can be co-opted
- The 49% / 51% split allows the Council to demonstrate “control” for both TECKAL and the Pensions Authority (LGPS)



Responsibilities & duties of directors

- Management of company
- Some decisions will have to be determined by voting members at a General Meeting
 - e.g. charitable donation, admittance of new members
- Liabilities limited to £1.00
- Use of surplus to be determined at General Meetings after recommendations by the Board
- In the event of deficits, these are to be shared between all members

Plymouth schools secure lunch funding through cooperative scheme

By [Plymouth Herald](#) | Posted: June 16, 2014

By PATRICK DALY Herald Reporter
@thepatrickdaly



Jim Wallace, headteacher of College Road primary school in Keyham

SCHOOLS are joining together to make sure pupils are guaranteed a hot lunch every day through a new co-operative with the council.

Plans have been submitted to create a shared ownership of school meal provision which would see the majority of schools in Plymouth owning 49 per cent of the school meals service.

Plymouth [City](#) Council would take on the remaining 51 per cent.

The council say the creation of a jointly owned company will prevent a shortfall in [funding](#) after recent reforms handed over budgets for pupil meals to individual schools.

The move will bring together the pooled [budgets](#) of 64 primary schools, five special schools and one of the alternatively complementary education services to form a city-wide co-operative company.

It will be made up of staff transferred from the council's Education Catering Service.

Jim Wallace, headteacher at College Road Primary in Keyham, said: "In theory, putting the budgets for school meals directly into the hands of schools sounded good, but in reality it was a real challenge for many smaller infant, primary and special schools.

"Commercially the figures just didn't add up and there was a real risk that we wouldn't be able to continue to offer hot lunches to our children.

"That just wasn't acceptable.

"We've been happy to put out heads together to come up with a solution and we think we've cracked it.

"Our new co-operative will guarantee all children and young people in Plymouth continue to get a decent hot meal at lunchtime and that's what really matters."

Councillor Sue McDonald, cabinet member for children, young people and public health, said: "We know that a good meal at lunchtime helps with concentration in the afternoon, and for some of our most vulnerable children, it may be the only hot meal they get to eat each day.

"It is an essential service and a crucial part of our education system."

As of September, all children in Reception, Year 1 and Year 2 will be eligible for free school meals, which is set to increase the take-up of school meals by half-a-million in the city, costing £380 million.

Decisions about the school meals service, which last year served more than 1.5 million lunches, will be taken by a co-operative Joint Partnership Board made up of elected representatives from all those schools involved and the council.

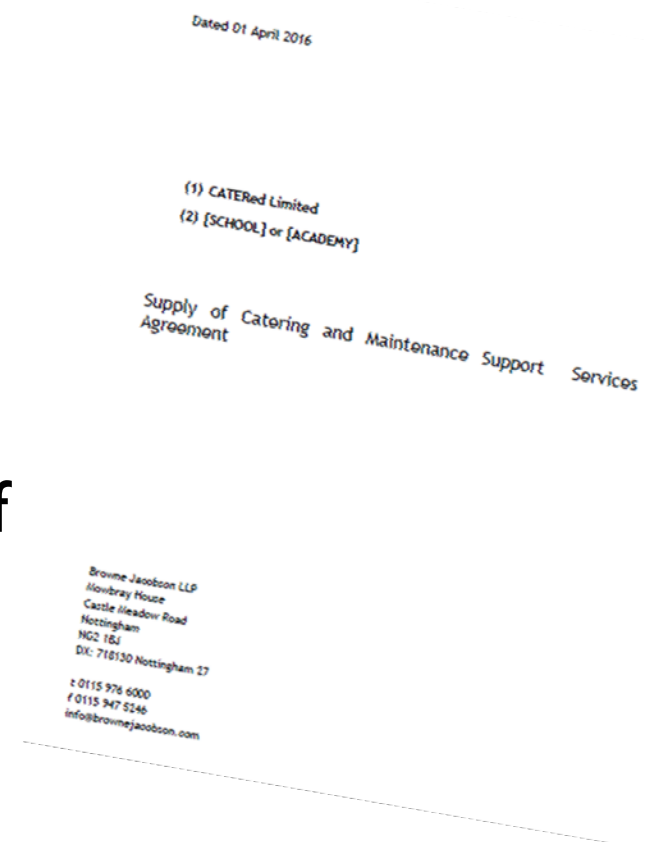
How joint ownership works in practice



Documentation

- Articles of Association
- Transfer Agreement
- Shareholder Agreement

- Most importantly the Supply of Catering and Maintenance Support Services Agreement



Supply of services Agreements

Schedule 1 Catering Services

Under the terms of this agreement for the Supply of Catering and Maintenance Support Services, CATER^{ed} will provide: -

1. A full range of school lunch services to schools and academies within CATER^{ed} to ensure full compliance with the statutory requirements to provide meals to the following groups as defined by the Education Act 1996, the Education (Nutritional Standards and Requirements for School Food) (England) Regulations 2007, as amended by S.I. 2008/1800 and S.I. 2011/2190 ('the School Food Regulations') and the Children and Families Act 2014 including any and all subsequent amendments: -
 - Pupils entitled to a Universal Infant Free School Meal
 - Pupils and students entitled to a Free School Meal
 - Pupils and students requesting to purchase a Paid for Meal

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/359774/Universal_infant_free_school_meals_departmental_advice_30092014.pdf

<http://www.plymouth.gov.uk/homepage/education/schools/schoolmeals/freemeals.htm>

2. All meals provided will comply with the School Food Standards (effective 01 January 2015) - as set out in the Children and Families Act 2014 and, where appropriate, the Food Standards for all School Food other than School Lunch - as set out in the Education and Inspections Act 2006 (and subsequent amendments).

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/344684/School_food_in_England- June 2014- revised August 14.pdf

<http://www.schoolfoodplan.com/standards/>

<http://www.childrensfoodtrust.org.uk/schools/resources/resources/standards/other-than-lunch>

CATER^{ed} will take all steps possible and work with schools and parents / carers to provide food and menus that, where possible, meet the needs of those pupils and students with specific medical dietary needs.

3. CATER^{ed} will work positively, pro-actively and cooperatively with schools to support the development and education of healthy lifestyles and food choices and the development of additional services which may include the introduction of Breakfast Clubs or After School Clubs or Out of Term Time activities. Such services may be at additional cost where necessary.
4. CATER^{ed} will proactively support schools in the identification of funding and bid opportunities to develop services, support the growth of the business and creating and inclusive, educational and accessible school food provision across the City.

Schedule 2 Maintenance

The following maintenance services will be provided by the Supplier or through an appointed subcontractor.

Planned maintenance

- Annual Gas Boiler Servicing (stand-alone units within kitchens only)
- Periodic Servicing and maintenance of Air Handling Units
- Gas Safety Compliance Inspections and certification
- Periodic maintenance (cleaning) of the Fan Convecter Heaters
- Annual servicing of refrigeration/air conditioning equipment (walk-in units only)
- Catering canopy and extraction cleaning
- Periodic servicing of gas/electrical catering appliances - including PAT testing
- Catering appliances reactive repair service (via the Corporate Property help desk)
- Water Quality Monitoring

Reactive call-outs, maintenance and repair

- Via the Corporate Property Services Help Desk and utilisation of framework contracts for call-outs and repairs to all equipment.

Advice, planning and purchase of replacement and new equipment

- Via framework contracts and use of specialist contractors, knowledge, advice and consultancy.

Until 31 December 2015 the Supplier will subcontract the majority of the Maintenance Services provided to School Customers to Plymouth City Council's Corporate Property department. After that date the Supplier may seek alternative provision through a competitive or other benchmarking type exercise, such exercise may or may not result in a change in subcontractor. Where a subcontractor is changed the Supplier will notify the Customer in writing.

Supply of services Agreements

Schedule 3 Pricing

Part 1. Payment for Catering Services

The Supplier and Customer acknowledge that all of the School Customers have delegated the budgets for FSM and UIFSM to the Schools Shareholder to hold on their behalf.

The Supplier will make the following charges for meals provided as part of the Catering Services:

1. Statutory Free School Meals (FSM) for those pupils and students in infant, junior, primary and special schools who are registered as eligible under set Government criteria. £2.00 per FSM served. The Supplier will invoice the Schools Shareholder, in advance and in the preceding month, for the expected number of FSM to be served for the Spring, Summer and Autumn Terms each year and the Customer will pay for these meals in accordance with Clause 8. At the end of each term the Supplier will provide a reconciliation statement of all such meals actually served and shall make corresponding reduction or increase in the following term's invoice. In the event of a dispute in relation to such sums the parties will submit to the matter to the dispute resolution provisions of 28.
2. Statutory Universal Infant Free School Meals (UIFSM) for all those pupils in Reception, Year 1 and Year 2. £2.30 per UIFSM served (which represents the revenue funding set by Government at an assumed 87% take-up based on January 2014 Census Data initially). The supplier will invoice the Schools Shareholder at the assumed 87% take-up rate on one occasion per annum at the commencement of the academic year.
3. The Paid for Meal. There is a requirement for a school meal to be available for any pupil or student who wishes to purchase the meal at a rate of £2.00 per Paid for Meal. The Customer is expected to operate an online cashless payment system to facilitate pre-ordering of meals and ease cash collection. Where this is the case, parents / carers, pupils and students will credit their online accounts and the income will be credited to the Suppliers Bank Account (including meals paid for in advance). Where the Customer does not operate an online cashless payment system then the Customer will collect all payments received by them for meals ordered and will (on a weekly basis) pay such sums into the Suppliers nominated bank account. It will be the responsibility of the Customer to collect these payments and the Supplier will provide information on a monthly basis of the number of meals served (in collaboration with the Customer's representative on site) for reconciliation against sums banked by the Customer. For the avoidance of doubt the sums collected by the Customers for such meals will be held in trust for the Supplier from the time of collection until paid into the Supplier's bank account on a weekly basis. The Customer may in its absolute discretion authorise the provision of meals that individual pupils do not have funds on their account or in cash to be able to pay for (all such sums "Accrued School Meal Debt"). The Supplier will invoice the Customer for the Accrued School Meal Debt monthly or termly, at the Supplier's discretion dependent on the cumulative level of all the Accrued School Meal Debt.

These charges and prices are subject to review in accordance with Clause 8.

Part 2. Payment for the Maintenance Services

The Supplier and the Customer acknowledge that all of the School Customers have delegated the Maintenance Budget to the Schools Shareholder to hold on their behalf.

The Supplier will provide the Maintenance Services to the Customer and Schools Company as required and will raise an invoice for all Maintenance Services provided during each Calendar Month. The invoices issued will break down the services provided and the sums incurred. Such invoices will be paid out of the Maintenance Budget.

The Customer, in common with each School Customer, authorises the Supplier to invoice the Schools Company for these sums and for the Schools Company to pay such sums unless a dispute is raised in accordance with the terms of this Agreement in relation to the Maintenance Services provided to the Customer.



CATERed

Back office services

- Uncontrolled central overheads
- Varied from £700k to £380k over the last 3 years
- Personally wanted to use as many Council offers as possible for CATER^{ed}



Back office services

- Year-one 2015/16 secured a £50k reduction (13%)
- Pending discussions and renegotiation for 2016/17
- Current negotiations have secured a further reduction in costs in excess of 50% for same or improved levels of service



National and local recognition

There is such a thing as a free lunch for children on holiday



Two hundred free lunches were handed out yesterday as part of a new initiative to help families in Cornwall.

CHIARA GIORDANO reports on the scheme challenging the tradition

CATERed: the facts

We'll buy your house today!

YOUNG FOR OWN YOUR OWN HOUSE

CASE STUDY: Pearl family

RED HOT SALE

WOOD-PLASTIC COMPOSITE DECKING

The Big Interview BRAD PEARCE, MANAGING DIRECTOR, CATERED

School Meal Co-op

By establishing the country's first ever school meal co-operative, Plymouth schools have safeguarded quality improvements to the service, Brad Pearce tells Jane Renton

With school funding reforms over the line in 2013, many schools, especially smaller primary schools, have faced difficult decisions over

contract with hot meal provision. Being in charge of your own school meal budget sounded great in theory but 'seriously the figures just didn't add up', explained one local headteacher.



Changes are on the menu in Plymouth school meals service

Brad Pearce, Managing Director of newly formed CATERed, a new company owned by Plymouth City Council and its' schools explains how this innovative new company was formed.

Free lunch! Plymouth families can pick up free food in August

By Plymouth Herald | Posted: August 08, 2015



With the children out of school, it can be a struggle to make ends meet. PLYMOUTH'S new school meal provider is not leaving the summer holidays stand in the way of dishing out healthy grub to children.

Plymouth co-operative offers NVQ courses

As part of its commitment to the actions of the real Food Plan, Plymouth co-operative has joined forces with college to offer NVQ courses, to help pupils in Plymouth get valuable skills to the world.

Students can take an NVQ Level 2 in food prep in their careers. 50 of CATERed's kitchen managers - and 30 catering assistants (140 in total) - will be taking part in the courses. A further 100 staff will be trained in the remaining kitchen managers will be signed up to the courses. A further 100 staff will be trained in the remaining kitchen managers will be signed up to the courses. A further 100 staff will be trained in the remaining kitchen managers will be signed up to the courses.

City council branches out

Business leader WILLIAM TELFORD has been named as Plymouth City Council's new Managing Director of its' schools.



CATERed

On Course South West

Widen

FEEDING AMBITIONS



Why and who benefits?

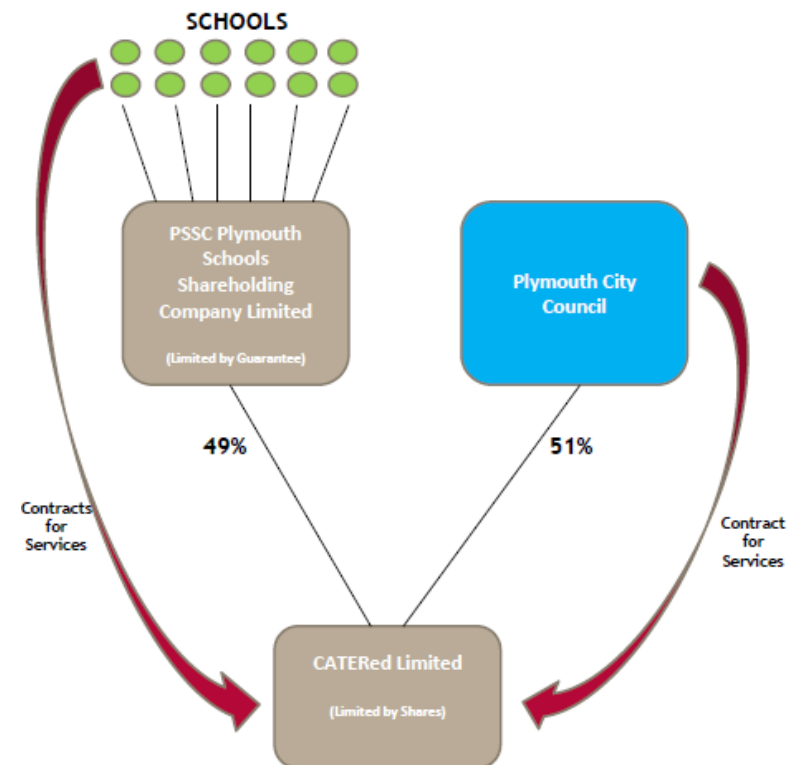
- Children need to be involved in shaping the offer
- Building on strengths
- Collaboration and cooperative model values
- Vision for a longer term sustainable City wide offer
- It's a **statutory** provision for benefit-based FSM, UIFSM and Paid meals
- Exemption from Food Standards for Academies is **no longer available**



Why and who benefits?

- Agreed by Headteachers and Chairs of Governors
- Signed contracts between each of the companies and schools
- Shared budgets, mutual support to ensure all pupils across the City have access to FSM, UIFSM or affordable locally sourced, freshly prepared school food
- Surpluses retained by the Board / PSSC and not the Council

CATERed Structure Diagram



Performance to date

- Take-up of UIFSM is around 84% of pupils
- Take-up of meals across all primary aged pupils is currently around 63%
- + 37% increase in meals served (2014/15 v. 2015/16)
- Paid meal take-up (KS2) up 10%
- On average an 5,500 meals per day across all settings
- An **additional** 1 million meals per year



Fostering the involvement of schools in service delivery



Branding – making it fun



FEEDING AMBITIONS



CATERed

Branding – making it fun



FEEDING AMBITIONS

At CATER^{ed}, 86% of our meals are cooked from scratch every day, making Ed's lunchtime menu truly awesome! Because we use fresh, local, seasonal and organic ingredients we're also supporting local growers and farmers and the regional economy whilst we keep an eye on our eco-footprint

We use:-

- Locally caught and landed Pollock
- Free range eggs (including in our mayonnaise)
- Organic milk (EU subsidised)
- Organic yoghurts
- Organic herbs
- Salmon
- Fairtrade apple juice
- Organic wholemeal flour
- Seasonal fresh vegetables and fruit (which may vary due to availability)

Tell Ed!

We want to know what you think about our food so if you have any questions, comments or want to send us some recipe ideas contact us on 01752 307187 or by email catering@plymouth.gov.uk

For more information about school food in Plymouth please visit our pages at www.plymouth.gov.uk and www.catered.org.uk

From September 2014, all children in Reception, Year 1 and Year 2 are entitled to receive a school meal every day. This is called universal infant free school meals. **So you can come in have a great tasting meal every day and pay Ed nothing!**

For older children, information about free school meals can be found at www.plymouth.gov.uk/freemeals or by calling the team on 01752 307410

If your child has any special dietary requirements come and have a chat with the Kitchen manager at your child's school or contact us.

For allergen advice please ask the kitchen manager.

New Food Standards for school lunches come in to effect on 01 January 2015 – details can be found by following the link from our pages or by visiting www.schoolfoodplan.com/standards/

Design by www.anchorcreative.co.uk



is a company jointly owned by schools across the City and Plymouth City Council serving great tasting, freshly prepared food to children and young people every day.



ed's AWESOME LUNCHTIME MENU

FUEL FOR LIFE











WEEK 01:

WEEK BEGINNING: 13TH APRIL • 4TH MAY • 15TH JUNE • 6TH JULY • 7TH SEPTEMBER • 28TH SEPTEMBER • 19TH OCTOBER

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
CHOICE 01	Lasagne with garlic bread (H) (W) 	Chinese pork with noodles 	Steak burger with herby wedges (W) 	Roast chicken with roast potatoes and gravy (H) 	Fish fingers with chips or pasta (W) 
CHOICE 02	Quorn chilli con carne pancakes (H) (W) 	Macaroni cheese (H) 	Mushroom and leek stroganoff with rice (H) 	Vegetable pie with roast potatoes & gravy (H) 	Cheese & tomato quiche with chips or pasta (H) 
PUDDING	Chocolate brownie (H)	Banana cake (H)	Apricot flapjack (H)	Water melon or frozen yoghurt	Lemon drizzle cake (H)

WEEK 02:

WEEK BEGINNING: 20TH APRIL • 11TH MAY • 1ST JUNE • 22ND JUNE • 13TH JULY • 14TH SEPTEMBER • 5TH OCTOBER

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
CHOICE 01	Beef meatballs in gravy with pasta (H) (W) 	Southern style chicken with vegetable rice 	All day brunch (bacon, eggs, sausage, beans, hash brown) 	Roast gammon with roast potatoes and gravy 	Fish spirals with chips or pasta (H) 
CHOICE 02	Vegetable sausage with mash potato 	Cheese wheels with herby wedges (H) 	Vegetable lasagne with garlic bread (H) 	Quorn sausage with roast potatoes & gravy (H) 	French bread pizza with chips or pasta (H)(W) 
PUDDING	Moist chocolate cake (H)	Egg custard tart	Iced sponge (H)	Custard biscuits (H)	Ice cream and fruit salad (H)

WEEK 03:

WEEK BEGINNING: 27TH APRIL • 18TH MAY • 8TH JUNE • 29TH JUNE • 20TH JULY • 21ST SEPTEMBER • 12TH OCTOBER

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
CHOICE 01	Spaghetti bolognese with garlic bread (H) 	Jumbo hotdog with southern wedges (H) 	Crunchy chicken bites with herby wedges (H) 	Roast turkey with roast potatoes and gravy (H) 	Fish fillet (lemon coated crumb) with chips or pasta (H) (W) 
CHOICE 02	Vegetable curry & rice with naan bread (H) 	Quorn Swedish meatballs with pasta (W) 	Plain omelette with new potatoes 	Quorn fillet with roast potatoes and gravy (H) 	Cheese & tomato pizza with chips (H) 
PUDDING	Coconut flapjack (H)	Fruit platter (H)	Waffles	Orange marmalade cake (H)	Raspberry ripple ice-cream roll

CATE'S CORNER

Q: When do you know a banana wants to dance?
A: When you see a banana shake!



FRESH FRUIT, YOGHURT (ORGANIC ON MONDAY AND WEDNESDAYS), MILK AND NO FRUIT BASED DRINKS AVAILABLE DAILY. FRESH DRINKING WATER IS AVAILABLE THROUGHOUT THE LUNCH TIME PERIOD. ALL MEALS SERVED WITH SEASONAL VEGETABLES. CHICKEN ALTERNATIVES TO BEEF AND PORK AVAILABLE UPON REQUEST.
H - HOME MADE IN THE KITCHEN.
W - WHOLE WHEAT CHOICE.
Z - THE VEGETARIAN LINE.

ed's REGULARS

Jacket Potatoes with Beans / Cheese / Tuna Mayonnaise & Coleslaw
Fresh Salad Bar
Sandwiches available on request
AVAILABLE DAILY



Pupil (customer) focus

- School councils
- School Food Groups
- Feedback forums
- Curriculum days
- Personalised menus
- Children as advocates – their words presented to new parents



Individual and customer driven

CATER^{ed}

LOOK OUT FOR ed's SPECIAL EVENTS

- WARMING GUY FORKS LUNCH TIME SPECIAL
- CHRISTMAS LUNCH SEASONAL SPECTACULAR
- LOVINGLY PREPARED VALENTINES SPECIAL
- EGG...STRA...EGGS...TRAORDINARY EASTER LUNCH TIME SPECIAL

STAY UP TO DATE

Like: facebook.com/plymouthcatered Follow: @cateredplymouth

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We use-

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- Organic herbs
- Salmon
- Fairtrade apple juice
- Organic wholemeal flour
- Seasonal fresh vegetables and fruit (which may vary due to availability)

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CATER^{ed} is a company jointly owned by schools across the City and Plymouth City Council serving great tasting, freshly prepared food to children and young people every day.

Company No 098809 | VAT No 208 928 29

ed's SUPER FANTASTIC SCHOOL MEALS
November to April 2016

Ed's epic search for fresh, seasonal, organic and local food to help your child fill up and flourish at school continues.

CHILDREN'S CHOICE

WEDNESDAY 11.30 AM - 12.30 PM 12.30 PM - 1.30 PM 1.30 PM - 2.30 PM	Waffles and ice cream	Waffle and waffles	Sheep shanks with potato	Sheep shanks with potato	Sheep shanks with potato
THURSDAY 11.30 AM - 12.30 PM 12.30 PM - 1.30 PM 1.30 PM - 2.30 PM	Roast chicken with roast potatoes and gravy (9)	Roast chicken with roast potatoes and gravy (9)	Roast chicken with roast potatoes and gravy (9)	Roast chicken with roast potatoes and gravy (9)	Roast chicken with roast potatoes and gravy (9)
FRIDAY 11.30 AM - 12.30 PM 12.30 PM - 1.30 PM 1.30 PM - 2.30 PM	Chicken and onion quiche with chips or pasta (10/9)	Chicken and onion quiche with chips or pasta (10/9)	Chicken and onion quiche with chips or pasta (10/9)	Chicken and onion quiche with chips or pasta (10/9)	Chicken and onion quiche with chips or pasta (10/9)

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ed LOVES CHILDREN'S CHOICE AT COLLEGE ROAD PRIMARY

College Road Primary School

Wednesday 11th November
Main - Spaghetti Bolognese with Garlic Bread
Vegetarian - Cheese and Tomato Pizza
Lighter Choice - Bacon, Lettuce and Tomato Wraps
Dessert - Chocolate Fudge Cake

Wednesday 18th November
Main - Jumbo Hot Dog and Waffles
Vegetarian - Vegetable Lasagne and Garlic Bread
Lighter Choice - Ham and Cucumber Rolls
Dessert - Iced Sponge Cake

Wednesday 25th November
Main - Feggetonni Pizza
Vegetarian - Swedish Meatballs with Garlic Bread
Lighter Choice - Tuna Pasta Salad
Dessert - Chocolate Brownie

Wednesday 2nd December
Main - All Day Breadroll
Vegetarian - Chinese Stir Fry and Noodles
Lighter Choice - Fish Finger Wrap
Dessert - Cookies

Wednesday 9th December
Main - West Country Pork Casserole
Vegetarian - French Bread Pizza
Lighter Choice - Southern Chicken Wrap
Dessert - Puffy Cheesecake

Wednesday 16th December
Main - Chicken and Bacon Pasta Bake
Vegetarian - Quorn Sausage and Mash
Lighter Choice - Ham and Cheese Pasta Salad
Dessert - Rocky Road

CATER^{ed}

Looking ahead

- Consolidate the business and then look to diversify
- Mindful of academy conversions and MAT's
- Structure of the company at set-up
- Maximise Pupil Premium and registration for FSM
- Diversification - school services which will require speculation and resources or widening the company boundaries to schools outside of the city



Diversification

- Holiday Hunger – Ed’s Big Summer Food Tour
- Breakfast CLUB^{ed}
- After-school CLUB^{ed}
- Lunchtime Supervision - SERV^{ed}
- Nursery school provision
- Functions within schools and commercially
- City-wide Children’s Food Panel



THE PLYMOUTH FOOD CHARTER

Signatories are working together to increase both the demand and supply of delicious and affordable, fresh, seasonal, local and organic food throughout Plymouth.



**CHILDREN'S
FOOD TRUST**
Eat Better Do Better

Cooperative and collaborative partnerships



**DIETETICS
WITH
PLYMOUTH
UNIVERSITY**



CATER^{ed}

FEEDING AMBITIONS

ANY QUESTIONS?

THANK YOU FOR YOUR TIME

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www.catered.org.uk