



**GOVERNMENT OFFICE
FOR THE EAST MIDLANDS**

Lincolnshire
COUNTY COUNCIL 



foodchain
solutions

**A Joint Approach to Sustainable Food Procurement in
Lincolnshire**

PSFPI

June 2006

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Executive Summary – Conclusions and Recommendations

The public sector spends £2.0bn on food services each year. The UK Government is committed to use this buying power to deliver its aims for the Strategy of Sustainable Farming and Food. The Food and Drink Forum with funding from the Centre of Excellence East Midlands, Lincolnshire County Council and Government Office East Midlands has commissioned this study to determine the current situation in relation to food provision within the schools and social services sectors of Lincolnshire.

Conclusions

- School meal provision in Lincolnshire is very fragmented – the primary school sector has an immediate need - there are 286 primary schools but only 34 primary schools are capable of providing a hot meal – 252 primary schools currently have no provision to provide a hot meal service.
- There is a shortage of fully equipped kitchens only 39% of schools have a kitchen and there is a shortage of fully trained catering staff.
- The School Meal Review Panel September 2005 dictates the mandatory provision of hot meals in primary schools by September 2008
- Lincolnshire County Council (LCC) current strategy position (April 2006)
 - Preferred model would be a hub-and-spoke arrangement aligned to local children's partnerships (LCP's). The most appropriate hubs would be located on secondary schools sites.
 - Currently the only Local Authority (LA) centrally operated kitchens available are within secondary/special schools, adult day centres and sites operated by Hyder Business Services (HBS).
 - Additional kitchens will come on stream through the children's centres programme and the building schools for the future programme, which together will provide sufficient capacity to deliver a transported meals service to primary schools that don't have any hot meal provision.
 - Other Locally registered (via environmental health) catering providers (pubs, restaurants, outside catering, village halls, farms etc) can and are being encouraged to prepare school meals.
 - Transport provision and costs is an issue that remains unresolved
- The food opportunity within Primary Schools is estimated to be worth £1.7m p.a. (based on a 39 week year)
- At present there are only 43 secondary schools with spare cooking capacity – the implication of this is that each secondary school will have to increase their capacities significantly by approximately by 300 meals per day (assuming each primary school serves 50 meals per day)
- Hot Box is the preferred method of supply by LCC – Complete Meals cooked hot in satellite kitchens, packed into insulated "Hot Box" containers and delivered or collected within a 20 minute drive time of the satellite kitchen. The

Meals are then served hot at the school – they require no further cooking or regeneration

- Hot Box Satellite Kitchen Options
 - From school to school, secondary to primary
 - From local pub to school
 - From processor to school e.g. Ashton's
- The Hot Box system is considered by many as an unsustainable long term solution in terms of quality and its impact on school meal uptake – there is evidence that the Hot Box system has failed to deliver in schools where it has operated e.g. Rutland County
- Sustainable meal provision options with developed distribution networks have been the focus of this project and at present are intended to provide alternative options to Lincolnshire County Councils' preferred "Hot Box" system.
- At present none of the options have been evaluated against the criteria of quality, cost, or the impact on the environment or rural economy.
- Social Services – Introduced in March 2005 a frozen meal service for individual homes, day centres and sheltered accommodation. Wiltshire Farm Foods was awarded the contract for 5 years.
- Residential Care Homes and Nursing Homes are free to make their own purchasing decisions.
- An opportunity exists to develop a sustainable food model, which draws upon a high proportion of seasonal produce and fresh meat from within the county, with the added benefit of reducing existing levels of food miles.

Forward Recommendations

- Circulate the findings of this report to the key participants of this project and through it encourage ongoing relationships in respect of the regions PSFPI agenda.
 - Food and Drink Forum, Government Office East Midlands, Center of Excellence East Midlands, Lincolnshire County Council including Children Services, Social Services and Hyder Business Services
- Research and agree (through additional funding) the best method of hot school meal provision from the alternatives that have been identified through this report. Include Social Services in its findings
- Run a full feasibility/pilot study to compare the various options and methods of meal production and distribution including;
 - Hot Box
 - Cook Chill
 - Cook Freeze

- Determine the true costs (including the key components of labour, transport and capital) and the commercial viability of each cooking/vehicle delivery method for both the provider and end user;
 - Frozen, Chilled, Hot (Hot Box and Mobile Oven)
- Determine the costs from various distribution locations e.g. Worksop, Huntingdon, Central Hub, series of strategically located hubs within the Lincolnshire County
- Determine the nutritional levels of various food temperatures and regeneration methods – assessment of the nutritional values and compositions of a standard meal produced via the various methods of cooked chill, cooked freeze and hot box
- Arrange a visit by LCC/HBS and Social Services to County Enterprise Foods Worksop, Rainworth Distribution Centre and Cambridgeshire County Council Catering Services (including schools in Rutland), to discuss various options and degrees of flexibility.
- Quantify the size of the opportunity for regional producers within Schools and Social Services in the key areas of
 - Meat
 - Fresh Fruit and Vegetables
 - Dairy (Milk)
- Establish a local supplier list on the LCC web site
- Communicate opportunities in Schools, Residential Care and Nursing homes to local suppliers, along with a guide of how to approach and do business with these sectors.
- Establish principle of service agreements between producers, processors and schools

1.0 Background

The PSFPI supports the Government's "Strategy for Sustainable Farming and Food – Facing the Future" to secure a sustainable, world class farming and food sector contributing to a better environment and healthy and prosperous communities.

The Public Sector Procurement Initiative has been broken down into a number of key objectives, covering the full scope of public sector food and catering procurement.

- To increase co-operation between farmers
- To increase efficiency in the food chain
- To increase value for primary producers
- To increase the level of value added exports
- To have more effective farm assurance schemes
- To produce related strategies for a sustainable food industry plant health and local food
- To promote public procurement of local food

1.1 Food and Drink Forum - PSFPI Project January to May 2005

Objectives

The project was commissioned by emda and GOEM as part of PSFPI. Overall, the objective was to put emda GO-EM and the Public Procurement group in an informed position and to take Public Procurement forward with a set of discrete recommendations based on quality information, analysis and innovative thinking. The key objectives of the project were;

- To make recommendations which will inform the future delivery of the public procurement strategy for the region
- Provide a detailed evaluation of current activity
- To identify best practice for replication in the region - selection and research of cross sector case studies
- Assessment of the East Midlands "Public Sector Food" Market
- Conclusions and recommendations

1.2 Food Chain Solutions and The Food and Drink Forum

Food Chain Solutions was the lead consultant in the delivery of the above project, including its conclusions and recommendations. As part of those recommendations the Food and Drink Forum confirmed the appointment of a PSFPI Co-ordinator. The project "A Joint Approach to Sustainable Food Procurement in Lincolnshire" represents the next phase in the delivery of the regions PSFPI strategy, including some of the specific recommendations that were reported on in May 2005.

2.0 A Joint Approach to Sustainable Food Procurement in Lincolnshire December 2005 to May 2006

Project Objectives

The following objectives were central to the initial scope of this project, focusing specifically on the current situation within Schools and Social Services.

1. Seasonality / specifications
 - Investigate price advantages associated with seasonality and use of off-cuts and misshapes etc.
 - Central Food Production Unit (CFPU) development – carry out feasibility study based on current examples of best practise.
2. School meals project – infrastructure / training
 - Research schools situation in Lincolnshire regarding the identification of existing equipment and also catering staff skills
3. Framework agreement
 - The establishment of a local supplier directory, incorporating product information & contact details into a structured framework agreement which identifies those public procurers prepared to enter into a formal agreement.
4. Distribution
 - Undertake a research study throughout the county to identify both existing and potential new sources of distribution.
5. Support Package
 - Produce a supplier support package to include practical assistance in areas such as HACCP, accreditation and tendering advice.
6. Case Studies & PR
 - Preparation & promotion of successful examples highlighting best practise with communication throughout the region.

3.0 Approach and Sources of Information

It was apparent at the early stages of this project that there was an absence of any detailed information regarding the current situation within the Schools and Social Service sectors within Lincolnshire.

3.1 Research

The early stage of this project involved itself in the research and identification of a number of key organisations and individuals that were able to input against the stated objectives.

The following organisation and individuals were identified and subsequent visits were made to establish the current situation within Schools and Social Services.

3.2 Research – Situation Analysis Schools

- Lincolnshire County Council - Carl Baker - Head of Service Development - Children's Services. Responsible for the coordination of School Management Funds and Local Authority Procurement (service based) including schools and social services food
- HBS Hyder Business Services - Caroline Coulston – Nutritionist Improving School Meals Project

HBS offer back office functionality in the areas of finance, HR, IT, education and catering to a range of public sector clients which include Lincolnshire County Council, Middlesborough Borough Council, Bath & North East Somerset Council and Milton Keynes Council. They seek to replicate those functions of the Council as if they were operated by the council.

HBS catering work in partnership with the Council, they provide a range of catering services for the education and welfare sectors. Lincolnshire County Council have devolved full functional responsibility, which falls to the governing body of each individual school.

LCC and HBS have jointly recognised that they have to meet the recommendations as set out by the School Meals Review panel which reported on the development and implementation of nutritional standards for schools by the Government in September 2005.

Caroline has been employed by HBS as a Nutritionist and has embarked on a research programme working in consultation with the LCC Children's Services Directorate to develop a strategy that delivers against the recommended requirements of the Schools Meals Review Panel.

Against the background and the recommendations contained within the School Meals Review Panel (e.g. hot school meal provision will become a mandatory requirement for primary schools by September 2008 and secondary schools by September 2009) and through achieving an understanding of the combined objectives of LCC and HBS in relation to the prioritised needs of the primary school sector, the objectives were subsequently revised by the funders of this project as follows;

3.2.1 Situation Analysis Social Services (See Section 9 page 16)

4.0 Revised Project Objectives

- To understand the current status and capabilities within schools in relation to hot meal provision including staff, equipment, food and nutritional standards
- To understand the status of meal provision within the Social Service Sector
- Understand the strategy of LCC in relation to hot school meal provision
- To identify potential food production and distribution networks operating within and on the borders of the county
- Identify and research three alternative pilot methods of hot meal provision capable of servicing the needs of both schools and social services e.g. Hot Box, Cooked Chill, Cooked Freeze
- Engage the local producer community with the emerging supply opportunities within schools and social services

4.1 Potential Service Providers

The following organisations were approached as part of this project to determine their ability to respond to the requirements of LCC/HBS. They include;

- United Lincolnshire Hospitals - Allan Gimson Catering Manager Standards and Services
- Nottingham County Council - Susan Harris Catering Manager
- Nottingham County Council - Kevin McKay Group Manager – Catering Group
- Nottingham City Council - Sue Patterson
- Wiltshire Farm Foods Lincoln - Robert Miller Director
- County Enterprise Foods – Elaine Coupland General Manager
- Cambridgeshire County Council Catering and Cleaning Services - Hilary Witt
- Ashton's Boston - Stuart Ashton Director
- Transfresh – Nottingham Clive Hallam Director

5.0 Turning the Tables – Transforming School Food

The School Meals Review panel reported on the development and implementation of nutritional and food based standards for schools and made their recommendations to Government in September 2005.

The new standards, which come in for primary schools in September 2008 and secondary schools from 2009 have been widely welcomed. They include;

Nutrient based standards - Proportion of weekly dietary requirements

- Protein; not less than 30%
- Carbohydrate; not less than 50%
- Fat; not more than 35% of food energy
- Fibre; not less than 30%
- Calcium, iron, zinc; not less than 40%

Food based standards

- Fruit and Vegetables; not less than two portions a day
- Oily Fish; at least once every three weeks
- Manufactured meat products; may be served occasionally but must meet legal minimum meat content
- Bread; available daily
- Deep fried foods; not more than two items a week
- Water; should be freely available
- Salt; no table salt
- Sweets; no confectionary at lunchtime
- Snacks; only nuts and seeds with no added salt or sugar

6.0 School Meal Survey

Caroline Coulston (HBS Nutritionist) has been working very closely in consultation with the LCC Children's Services Directorate.

Her role is to help implement government guidelines by investigating the current status of school meal provision (including free school meals) across all schools within Lincolnshire.

In January 2006, LCC and HBS devised and distributed a self completion school meal questionnaire to all schools (nursery, primary, secondary and special) within Lincolnshire. Its objective was to gather information on all food and drink provided throughout the school day.

The results of the second stage will be to assess and evaluate the food and nutritional standards of school meal provision in relation to the DfES guidelines which will be published later in the year.

Each school will be assessed against the 'Turning the Tables' recommendations, between the time of this report and the implementation of government guidelines in 2008. Guidance will be given to each school to assist them to achieve the standards which will form part of their Ofsted inspection ('Health and Well-being').

6.1 Summary Results of LCC/HBS School Meal Survey

There are a total of 374 schools in Lincolnshire – (full breakdown see appendix 1)

Summary of School Meal Provision

- **286** Primary Schools
 - 34 schools have hot meal provision
 - 252 schools have no meal provision
- **63** Secondary Schools
 - 63 have hot meal provision
 - 40 have capacity to supply other schools
- **25** Special Schools
 - 18 with hot meal provision
 - 5 with no hot meal provision
 - 3 have the capacity to supply other schools

Overall provision

- 21.2% - Prepared in school
- 23.9% - Catering contractor
- 21.2% - Supplied by other schools
- 36.4%- Not known
- 39% of schools have a kitchen - of which 28% could be equipped fully for meal preparation
- 65% of Secondary schools stated they could provide meals to other schools.

Average Cost of a School Meal

£1.55 Primary Schools
£1.53 Secondary Schools
£1.69 Special Schools

7.0 Lincolnshire County Council – School Meals Strategy Overview

Extract from School Meal Strategy Overview April 2006 – Carl Baker LCC Children Services reports....

The geographical size of the county precludes the use of a single central kitchen, which is the preferred mode of delivery for just over half of all authorities. Most primary schools in these counties are serving, rather than preparing, meals on site.

In Lincolnshire the preferred model would be a hub-and-spoke arrangement aligned to local children's partnerships (LCP's). The most appropriate hubs would be located on secondary schools sites.

Currently the only Local Authority (LA) centrally operated kitchens available are within secondary/special schools, adult day centres and sites operated by Hyder Business Services (HBS). Additional kitchens will come on stream through the children's centres programme and the building schools for the future, which together will provide sufficient capacity to deliver a transported meals service to primary schools that don't have any hot meal provision. Assuring quality still remains as an issue to address.

Transport costs and provision remains a barrier to meal provision; currently we are negotiating with TransLinc to broker access to transport at preferential rates. This maximises the use of TransLinc's current 'down-time'.

Locally registered (via environmental health) catering providers (pubs, restaurants, outside catering, village halls, farms etc) can and are being encouraged to prepare school meals. Often this is the result of local relationships with the school contract being below the financial regulations limit for formal tender (i.e. arrangements less than 10k). Most of these contracts are zero-based supply contracts with cash handling operated by the school on behalf of parents. This is a positive multiplier as it stimulates local enterprise and promotes local supply chains from farm producers to the plate. In the future an accredited supplier list will be available on the website for schools to source hot meals from. Suppliers wishing to add their establishment to the list will be required to meet a set of minimum standards, these standards will also be available to schools when sourcing a provider.

The 'Tastes of Lincolnshire' initiative (to source local produce from local producers) is currently championed by our Portfolio Holder for Economic Development and we are working with Lincolnshire Development to identify a number of local case studies e.g. Ashton Farm Foods.

Those sites approved by Lincolnshire Tourism/Tastes for Lincolnshire have been mapped against a prioritised list of primary schools (those that have no meals provision, high free-school meals and remoteness from secondary schools are deemed priorities) Currently we have surveyed both schools and parents/Governors to identify current provision, cost, take-up, perceived quality, healthy school readiness, named suppliers and dining environment. The results can be viewed at the following location:www.lincolnshire.gov.uk/section.asp?catId=9611 and represent our position as at January

Working with Eastern Shires Purchasing Organisation (ESPO) we have increased the number of framework suppliers available to schools to purchase water, healthy catering equipment (e.g. hotboxes) and healthy vending. We are in a position where we can advocate a number of companies from the approved ESPO supply list.

We have funded a project with the corporate procurement team to encourage schools to buy from ESPO and to migrate their current contracts to ESPO to ensure value for money and maximise reinvestment savings

We have collaborated with our strategic partner (HBS) to invest in current sites, to develop new sites, including managing new children's centres kitchens, and to work with schools to take up hot meal provision through a number of county-wide try-before-you-buy days aimed at Headteachers/Governors and parents.

Our nutritionist undertakes central compliance checking of provision and reports back to Headteachers and Governing Bodies. Similarly the school meal brokerage officer established and maintains a preferred and approved list of suppliers that schools are encouraged to use.

Guidance materials for schools are available on our website: www.lincolnshire.gov.uk/section.asp?catId=9812 to assist schools in the securing of standards on current meal provision and sourcing and delivering a hot meal provision. This guidance will continue to grow as we develop new strands of the strategy e.g. training, a checklist for commissioning a meal supplier and a two-week suggested menu.

Sign-posted training for schools will soon be available on our website and via direct communication with schools stating that food hygiene and food safety training can be provided locally by all of the main further education (FE) colleges in Lincolnshire. School meal specific training has been brokered with Skegness College and can be offered across Lincolnshire dependant upon take-up.

At present there is no specific course available to local enterprises to meet the standards required for food preparation. The Local Authority is looking to work with a local college to develop a bespoke 'fit-for-purpose' level 1/2 NVQ course for school meals food preparation. Once the course has been sourced there has been a commitment to align this course to the 'Tastes for Lincolnshire' campaign to promote the local supply chain. Dependant upon course funding a local authority subsidy may be possible.

Lincolnshire has devolved under 05/06 standards fund grant £328,900. (*This is the funding arm of the Governments School Food Trust strategy, for the re-introduction of meals by 2008- they are planning to focus subsequent monies at the secondary sector in 2007*) to primary schools to be spent on consultation with parents/carers, engaging with suppliers, training staff, purchasing equipment and ensuring access to water for pupils. Under 06/07 initial proposals are to target secondary school kitchens in order to part fund replacement/refurbishment of equipment especially in cases where a willingness has been expressed to provide a transported meal service to primary schools. It is understood that any replacement/refurbishment of equipment in secondary schools may result in secondary capital budget pressures outside the scope of school controlled capital, this is especially the case in instances where rewiring, asbestos removal or utility adjustments are required.

Governors within schools have the responsibility for monitoring school meal provisions (reference 'A Governor's Guide to the Law', chapter 15 paragraph 38 – Governing Bodies duties that arise from the delegation of funding for school meals) and ensuring that the school has prepared a strategy for implementing the food in schools agenda (www.foodinschools.org reference chapter 3, 'Establishing a whole school food policy').

The healthy school's coordinator has now trained 293 schools which included Headteachers and Governors).

The School Improvement Service (SIS) has an annual review of Lincolnshire schools using its self-developed Moderated School Self-Review (MSSR) process. Schools undertake a rigorous self-review which is validated by the school Link Advisor using criteria that tests the integrated and holistic approach to healthy schools. The current criteria and self-assessment is already a more rigorous process than external inspections but the SIS is looking to strengthen the quality of a school's self-assessment to incorporate a much wider range of illustrative examples.

8.0 Provision of Hot School Meals by target dates

Due to the geographic land mass of the Lincolnshire region and the diversity and spread of its primary schools, LCC and HBS have concluded that the economics of providing a school meal service from a Central Food Production Unit location, would not only be prohibitive from a logistics stand point, but would also mitigate against the delivery of the food standards as recommended by the Schools Meals Review Panel.

The “Hub and Spoke” principle is the current preferred potential solution of LCC and one that is recognised and supported by this study – its observations are that;

- There is a natural geographical spread of secondary schools that are appropriately staffed and that have spare cooking capacity
- There is a natural geographic spread of NHS outlets with spare cooking capacity – 2,000 to 4,000 meals per day and with an appetite to do business with schools
- There is a natural spread of existing food processing units with spare capacity – 5,000 to 10,000 meals per day and with an appetite to do business with schools
- There exists a series of logistic networks that can be developed to serve a larger proportion of schools in the region

8.1 Hub and Spoke

The hub refers to a number of randomly spread Food Production Units (hubs) e.g. Schools, NHS kitchens and existing Food Processors who are capable of delivering out to a cluster of schools within a specified radius.

8.2 Hot Meal Provision - Hot Box versus Cooked Chill or Cooked Freeze

LCC preferred method of meal provision to primary schools at this point in time, is via a hot box system, as primary schools do not currently have any cooking or washing equipment.

This obviously supports the provision of meals from existing secondary schools with spare capacity as distribution is limited to a maximum of 15 miles distance from the production unit before the quality of the product degenerates.

Whilst this is clearly the objective of LCC at present, it still has to be proven whether this objective can be delivered against by the identified list of secondary schools with spare cooking capacity.

However LCC have stated that they are prepared to consider via this project Cook Chilled and Cooked Freeze supply options and Distribution networks that have the capability of providing an alternative / contingency plan against their preferred method of hot meal provision via the Hot Box system

Against this background this project has therefore researched 3 different operating methods (see pilot case studies pages 23- 40) which are supported by a combination of in house and out sourced distribution, all of which are capable of delivering a hot meal solution to primary schools in Lincolnshire.

9.0 Research – Situation Analysis Social Services

Lincolnshire Social Services – Caroline Kus, Acting Assistant Director for Old People and Physical Disability Services

In March 2005, Lincolnshire Social Services introduced a frozen meal service to individual households (older vulnerable adults), day centers and sheltered accommodation.

This followed a “best value review” conducted by the social services department in 2002, which concluded that meal provision throughout the county, to the above sections of society, was at best a post code lottery – i.e. the quality of the service was very much dependent on the location of the intended recipient.

The review therefore concluded that the social services meal provision was not only unreliable but also very expensive.

This review led to social services researching the meal provision needs of the county – which ultimately dictated a frozen meal format.

A frozen format provides total delivery flexibility (day of week time of day) as customers, order one week in advance, their weekly supply of meals. These meals are stored often in freezers that have been supplied by social services – this new service allows the social service function to logistically cover the whole of the county in a very efficient and reliable way.

Customers are offered a varied menu – deliveries are made once per week and meals cost £2.45, which includes a main course and a pudding. The menu is designed to cater for ethnic tastes and for customers who require “soft food”. The meals comply with the nutritional, fat and salt levels as stipulated by social services. Approximately 25,000 meals are supplied each week.

Client feed back to date has been very positive.

Robert Miller Lincoln

The meals are manufactured outside of the region by Wiltshire Farm Foods (WFF). They are distributed by Robert Miller who is a franchisee of WFF – he holds a five year supply contract with social services. They have invested in a purpose built distribution centre in Lincoln which provides coverage to the whole of the county. Robert Miller is one of 14 national franchisees and currently delivers to 14,000 customers either on a weekly, fortnightly or monthly basis.

They operate 7 sprinter vans from a brand new cold store, which was specifically built to service the Lincolnshire Social Services contract.

The products are manufactured in Wiltshire and shipped to Lincoln. Products are then picked and packed and distributed to the doorstep. The operation is recognized as having had a positive impact on employment in the region.

Robert Miller, has in the past delivered to primary schools in the region and is keen to be involved in any future developments in this sector.

Caroline has an open mind to the use of local ingredients in the manufacture of the frozen meals but this is not currently a contract stipulation.

Residential Care and Nursing Homes – (full location map see appendix 2)

Social Services have no procurement control over this sector. Each outlet makes its own decisions

Caroline provided a map of the county with all the Residential Care and Nursing Homes highlighted – the full list of names and addresses can be found in PDF form in the attached hyperlink. She was happy to consider some form of direct communication with these outlets, highlighting the benefits of local food and a breakdown of local suppliers by parish area within the County

<http://www.lincolnshire.gov.uk/section.asp?catId=3168>

10.0 Alternative methods of supplying a hot meal to Primary Schools in Lincolnshire

This project has identified three forms of hot meal provision, which are capable of servicing the needs of primary schools.

This project has concluded that all methods of provision need to be carefully considered and evaluated by the key stakeholders within Lincolnshire against the needs of schools (and the longer term needs of social services). This project has also concluded that a combination of meal provision methods provides the ultimate level of flexibility and as such represents potentially the best model from a sustainable stand point

10.1 Three forms of meal provision

The three forms of provision are described as follows – each form is described in more detail in the pilot case study section.

10.1.2 Hot Box

Complete Meals cooked hot in satellite kitchens, packed into insulated “Hot Box” containers and delivered or collected within a 20 minute drive time of the satellite kitchens. The Meals are then served hot at the school – they require no further cooking or regeneration.

Satellite Kitchen Options;

- From school to school, secondary to primary
- From local pub to school
- From processor to school e.g. Ashton’s

10.1.3 Cooked Chill – County Enterprise Foods Worksop

County Enterprise Foods is a food production unit based at Worksop that produces meals on behalf of Nottinghamshire Schools and Social Services. It produces complete meals or multi portion meal components e.g. Sliced Meat that are cooked in large scale production kitchens. The meals are then **chilled** and distributed in their own temperature controlled vehicles to kitchens that have some form of regeneration capability. County Enterprise Foods have spare capacity and could deliver to schools in the **Northern** part of the Lincolnshire Region.

- Cooked as either individual or multi portion entrees and delivered chilled for regeneration

10.1.4 Cooked Freeze – Cambridgeshire Catering Services Huntingdon

Cambridgeshire County Council Catering Services is a food production unit based at Huntingdon. It produces meals on behalf of Cambridgeshire Schools and Social Services. It produces complete meals or multi portion meal components e.g. Sliced Meat that is cooked in large scale production kitchens. The meals are then **frozen** and distributed in their own multi - temperature controlled (ambient chilled and frozen) vehicles to kitchens that have some form of regeneration capability. Cambridgeshire County Council Catering Services have spare capacity and could deliver to schools in the **Southern** part of the Lincolnshire Region.

- Either individual or multi portion entrees and delivered frozen for regeneration

All three supply methods have the option to use a high proportion of local ingredients

11 Social Services – Two forms of provision

- Frozen Meal provision to households which include some local ingredients.
- Fresh Ingredients delivered by local producers to residential care and nursing homes

11.1 Role of the Food and Drink Forum (East Midlands Fine Foods)

The FDF has an opportunity to represent the Lincolnshire local producer community by developing a relationship with residential care and nursing homes via;

- direct communication with these outlets, highlighting the benefits of local food and a breakdown of local suppliers by parish area within the County
- directory of residential care and nursing homes posted to Lincolnshire producers

12. Distribution & Logistic Networks

This project has identified distribution and logistics networks that have the capability of servicing the needs of both primary and secondary (satellite kitchen) schools across the whole of the region

Local Networks – 20 minute drive times

- Hot Box – collection or delivery – school to school and processor to school

Parish Networks

- Cooked Chill or Cooked Freeze, processor to school
- With own distribution

County Networks

- North, South divide
- Cooked Chill or Cooked Freeze, processor to school
- With own distribution

Third party with spare load capacity

- Robert Miller based Lincoln (frozen only) delivering across the county on behalf of social services
- Trans Fresh based Nottingham (ambient, chilled, fresh) delivering regional food across the county on behalf of Budgens

13.0 How do I supply Lincolnshire Schools and Social Services?

The following section has been written on behalf of producers within Lincolnshire to outline the current situation and opportunities within Schools and Social Services

Most Lincolnshire primary schools had their kitchens removed several years ago and a hot meal provision has not been provided. All this is changing as new government guidelines and high profile campaigns such as Jamie Oliver's mean that all schools have to provide a hot lunch time meal by 2008 (primary) and 2009 (secondary).

Work is being carried out within Lincolnshire County Council by Carl Baker and his team, including Caroline Colston, a nutritionist, and HBS (Hyder Business Services) to establish this service in the best way possible.

A project run by The Food and Drink Forum and funded by Government Office East Midlands, Centre of Excellence East Midlands and Lincolnshire County Council has been working in parallel with LCC Children Services to maximise the opportunities for local food producers and suppliers to be involved in this initiative.

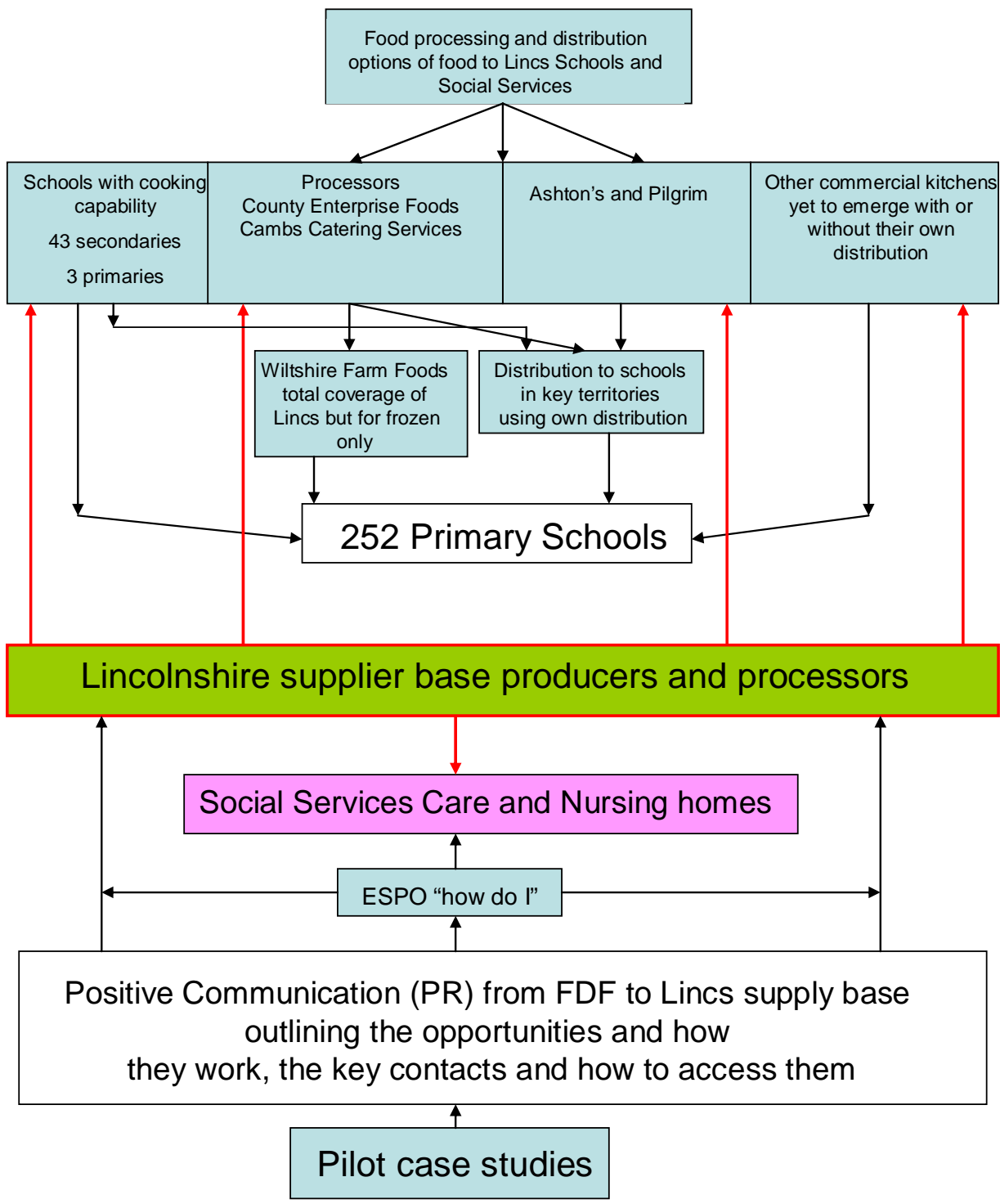
The current situation and opportunities:

- The 'hub and spoke' principal is being developed whereby local secondary or primary schools with spare capacity are cooking for nearby primary schools E.g. Skegness Grammar School and Gainsborough White's Wood Lane Community Junior School.
- Pubs and other community venues are being encouraged to supply local schools and a pilot study is being carried out where The King's Head in Theddlethorpe is providing meals for Theddlethorpe and Saltfleetby Primary Schools. If you feel you could provide a cooking facility please contact Caroline Colston (details below) or the Food and Drink Forum offices on 0115 8758884 or enquiries@foodanddrinkforum.co.uk for more information.
- More information can be found by looking at the LCC website www.lincolnshire.gov.uk and specifically www.lincolnshire.gov.uk/sfs (school food survey) or contacting Caroline Colston on 01522 830030 or e mail caroline.colston@hbs.uk.com. Lists of schools are available and the opportunity exists to supply establishments that are providing a cooking service. ESPO (Eastern Shires Purchasing Organisation) accreditation may be required but information can be easily obtained about how to do this from their web site www.espo.org and Caroline.
- If you need to take part in a tender process the Food and Drink Forum can again offer advice and has produced a handy guide called 'How do I supply the public sector?' Please contact us if you would like a copy.
- Other entrepreneurial initiatives are springing up such as a company called Ashton's based near Boston. This is run by a farmer, Stuart Ashton, and his wife, Alison. Meals are prepared using quality local produce at institutions with excess capacity e.g. Boston College, and then packed into hot boxes and delivered to primary schools. Ladies who work for Ashton's then set up the eating area at the school and serve the meal on plastic flight trays supplied by Ashton's. They then clear away and take everything back for

washing up. Stuart is focused on delivering a quality service in the Boston area but is keen to talk to other interested parties who could roll his model out to other areas of the county. Contact the Food and Drink Forum offices on 0115 8758884 or enquiries@foodanddrinkforum.co.uk for more information.

- If you are interested in supplying public sector contracts, then visit the recently launched Centre of Excellence East Midlands web site www.sourceeastmidlands.co.uk. It will bring details of all forthcoming tenders. Also see sourcederbyshire.co.uk to view the Derbyshire equivalent.
- Opportunities also exist to supply Lincolnshire Social Services care and nursing homes with food and drink as they source individually. Please contact the Food and Drink Forum offices on 0115 8758884 or enquiries@foodanddrinkforum.co.uk for more information.

A sustainable supply chain of food through to Schools and Social Services in Lincolnshire Region



Joint Approach to Sustainable Food Procurement in Lincolnshire PSFPI

Pilot Case Study 1

Stuart Ashton – Ashton’s Willoughby Farm Boston

1.0 Background

Stuart Ashton runs a 1000 acre farm with 650 head of cattle with his father John at Willoughby Farm, Frampton Fen, near Boston, the farm has been in the family for 3 generations.

The Farm consists of 250 continental cross suckler cows, which with followers means that there are usually about 650 head of cattle on the farm.

Calves are produced all year round and are produced from Limousin and Belgian Blue Bulls.

They rear cattle for store and then sell them at the market where they are sold for fattening. The cattle are predominantly fed on straw, silage and vegetable waste which is sourced from local farms in the area.

The smaller and quicker finishing cattle are sold through the family’s butchers shop.

Stuart Ashton bought the butchers shop in Wrangle five years ago. At the time it was purchased it had its own slaughter house, but this has since been closed due to increasing levels of regulation. All stock is now slaughtered in nearby Skegness.

The shop produces a range of pies, sausages and other related meat products. The shop has a regular clientele which is now made up from restaurants and holidays outlets in the area.

In January 2005 Stuart Ashton diversified yet again from traditional farming activities, into providing hot meals to schools. This move was motivated by the lack of hot school meal provision in the counties primary schools, a situation created 25 years ago by Lincolnshire County Council, with the removal of all school kitchens.

This move was further encouraged by Mr Ashton’s Governor role at Park Primary where his close friend is the headmaster – Park Primary is a local school with a history of child behavioural problems.

Frustrated by the lack of a hot meal service, Stuart and his wife Alison, decided to run an initial meal trial. The trial was run from a local restaurant and research was conducted with parents, children, schools and governors to determine the levels of interest in the provision of hot school dinners, along with menu and meal cost options. The results of the trial were positive, demonstrating the need for a hot meal service at a primary school level and so the new business was launched.

2.0 The Service

Mr Ashton then approached Boston High School for the use of their kitchens which were under utilized - 790 pupils attended the High School, but they were only preparing

35 hot meals per day - both parties recognised the opportunity to take advantage of this spare capacity.

The service was initially set up with four schools – Stuart administers the service he has no responsibility for cooking. Ashton's prepare menus, provides hot boxes, cutlery, dishes etc. Menus go out one week in advance to schools, children choose and meals are prepared accordingly to the appropriate numbers.

The meals are prepared and cooked in gastronorms – big commercial stainless steel dishes.



They are then packed into insulated “hot boxes” at a temperature of 85 degrees Celsius

Ashton's collects the “hot boxes” in their own vans (purchased especially) - he has 2 vans and they collect and then deliver out to the schools – vehicles start at 10.00am and finish at 3.00 p.m. The number of schools wanting this service continues to grow – they now produce 250 meals per day at Boston High School.



A team of ladies collect and deliver to the schools. Here the meals are probed and temperature checked for a target temperature of 75 to 80 degrees Celsius



The meals are then served. As the schools have no specific dining facilities meals are usually served in the hall. Each school has invested in tables and chairs which are erected each lunch time and then put away until the next day.

3.0 Portion Size

The government target is 6oz for the total meal – Ashton's are working to a minimum average portion size of 8- 10 oz. Many children regular go back for a second helping.





Ashton's have purchased all gastronorms, hot boxes, utensils and flight trays on which the meals are served. They also provide staff to serve the meals and clear away. The vans then collect all the equipment, returning it to the main kitchen for washing up.

At present the business employs eight full time staff. Ashton's have been able to recruit mainly mothers with school children, as the working hours are ideally suited.

4.0 Menu's Options and Choice

All meat for the meals comes from Ashton's farm shop, with other produce sourced locally wherever possible. Ashton's contract with the cooking providers stipulates that 60% of all ingredients should come from the Lincolnshire area.

The four weekly menu aims to give the children wholesome and nutritionally balanced meals without excessive levels of fat or salt, including fresh vegetables and fruit, (example menu see appendix 3)

Around one third of all children in the schools have hot lunches but this figure is on the increase. In order to provide this service to more schools Ashton's have recently entered into a contract with Boston College. This has meant that Ashton's now delivers to four new schools making eight schools in total. Ashton's now supply five hundred meals per day but now have sufficient cooking capacity to double this number.

Boston College run catering courses and saw the opportunity not only to train and educate pupils from NVQ1 to NVQ3, but to fully utilize their kitchen facilities. Boston College kitchens have recently been refurbished, with the college investing £60k behind the project in two new Rational Ovens, Electrics and Plumbing.



Students are encouraged to travel with the food they have prepared to the schools, to gain pupil feedback.

Ashton's have now reached the point where Stuart's wife Alison, has had to give up her full time job in the housing department of the council, to run the school meal business.

5.0 Territory

Ashton's would like to supply all the schools in the Boston Borough, its immediate target is to supply 1500 meals per day and eventually to be supplying about another 30 primary schools. They feel that each vehicle could operate up to a 20 mile radius of each cooking operation.

At present each van delivers to four schools and collects, delivers and returns in under 2 hours. More schools would mean that those vehicles would be better utilized, but would inevitably mean that the collection and delivery time would be extended with participating schools needing to stagger their lunch timetables.

Free School Meals – for those children who receive free school meals at the schools that are supplied - Ashton's receive full payment in the normal way. The cost of that "free" meal being borne by the school/local authority

6.0 New Territories

Ashton's are keen to talk to other businesses who are have an interest in supplying hot meals to the public sector under some form of still to be defined "Franchising Agreement" but outside of the Boston Borough.

Ashtons Investment

- 2 vehicles, utensils, airline trays, hot boxes, gastronorms, industrial dishwasher

Schools

- Tables and chairs

8 tables capable of seating 64 pupils each table cost £700 x 8 = £5,600

7.0 Commercials

The meals are sold to the children at £1.80 - this is broken down 50p for ingredients, 50p to school (labour energy etc) and 80p to Ashton's to cover overheads plus margin e.g. 2 vehicles, 8 part time staff plus equipment.

8.0 Impact of locally sourced through Primary Schools using the Ashton's model

Number of Meals Per Day	500	£/day	£/week	£ / term year	Locally sourced	£ of locally sourced	£ of locally sourced per school p.a.
Ingredients	pence 0.50	250	1250	48750	60%	29250	3656.25
School gm	0.50	250	1250	48750			
Ashtons gross margin	0.80	400	2000	78000			
Total cost of meal	1.80	900	4500	175500			
							£ of locally sourced all schools p.a.
Number of Primary Schools	252						921375

Using the Ashton's model and assuming an ingredient cost of 50p per meal, if this model is extrapolated out to all 252 primary schools in Lincolnshire, then this would equate to a £1m opportunity for local producers assuming a 60% local content (Assumes 39 week year), this would equate to £1.7m if 100% of all food was sourced locally.

A Joint Approach to Sustainable Food Procurement in Lincolnshire PSFPI

Pilot Case Study 2

County Enterprise Foods

1.0 Background

County Enterprise Foods (CEF) production unit is based at Worksop and is run by Elaine Coupland, General Manager. It produces both Frozen and Chilled food ranging from individual meals to multi portion entrees including recipes such as vegetable lasagne, meat pies, various casserole mixes and a range of puddings and desserts. All food is cooked prior to chilling or freezing.

CEF is owned by Nottingham County Council. It was created 18 years ago to produce meals for social services (meals on wheels). It is a non profit making organisation and operates to an annual budget and services both the public and private sectors.

1.1 Current Operation

CEF produces a range of individual portions in P.E.T segmented trays that contain protein and vegetables. It is a modern and well equipped unit that operates to the highest standards of food safety and hygiene (ISO 9002).



The operation is run with supported employment – all staff have some form of disability.

The unit has developed over time and has a total capacity of 7,000 meals per day – this is running a single shift 5 days per week – currently the unit is producing 4,500 meals per day and therefore has 1/3rd of its capacity spare (based on a single shift).

Meal volumes are down year on year and therefore Elaine is looking to service other markets – in the past CEF have had a relationship with the private sector and have toll processed sandwich fillings for companies such as Hazelwood's.

CEF have recently started to produce a range of meat based multi portion entrees (10 portion dishes in foil trays with card lids) for 25 Nottingham City Schools – which they currently produce for 50p per portion. This portion cost is based on 40gms of meat and is for the meat component of the meal only e.g. sliced lamb

Social services target price is £2.15 (main meal and pudding) including packaging, overhead and distribution.

CEF buy their meat from Hobsons and Owen Taylor and Vegetables from Prices and Hallum County Fresh Foods Sheffield. They buy the best possible ingredients as the meals are often prepared up to 3-4 days prior to consumption. They have an open mind to local producers and are happy to engage them as suppliers – they are comfortable with the principle of frame work agreements. Nottingham Corporate Procurement support CEF and offer them their contracts, but CEF are free to arrange their own separate contracts for specific items.

CEF operate a batch production system and have a minimum volume requirement of 200 meals (1 batch) per product variety.

1.2 Nutritional Standards

All meals that are produced by CEF exceed the current standards as set by The National Association of Care Catering NACC. CEF operate a fully traceable ingredient system.

CEF operates a 28 day menu cycle (see appendix 5) which is communicated to all households one month in advance.

1.3 Distribution

CEF run two 7 tonne multi temperature tail lift vehicles. Meals are delivered either frozen or chilled and are racked in trays. Only one of those vehicles is currently fully utilised

They make daily deliveries to a central logistics and distribution centre based at Rainworth Mansfield. Here the meals are picked, packed, regenerated and then distributed to individual households and schools via a fleet of vehicles. The unit, managed by Kerry Severn, is also owned by Nottingham County Council, it operates autonomously to CEF. Kerry sits on the National Executive of the NACC see nutritional standards above.

CEF and the distribution centre at Rainworth have expressed joint interest in becoming involved with Lincolnshire County Council and feel that they can offer a tailor made solution specific to the needs of primary schools in the county.

2.0 Logistics and Distribution Unit



The logistics and distribution unit is based at Rainworth Mansfield. The operation runs a total of 35 vehicles which offers full temperature flexibility including;

- 4 frozen vehicles – deliver food in a frozen form
- 5 chilled vehicles – deliver food in a chilled form
- 13 traditional hot vehicles – deliver hot food in insulated containers
- 13 mobile ovens – reheats food from either chilled or frozen in 45 minutes (as it delivers)

Their fleet of vehicles covers the whole of the county with the exception of Nottingham City Centre.

2.1 Delivery of food from County Enterprise Foods

Products for Hot and Chilled distribution are produced on a Monday, Tuesday, Wednesday and shipped to Rainworth, for delivery and consumption on a Wednesday, Thursday, Friday and then produced on a Thursday, Friday for Monday, Tuesday delivery and consumption.

2.1.2 Regeneration – Oven to insulated containers

The meals are supplied from CEF on metal trolleys. They contain 266 meals or 532 puddings. The trolleys are 19 trays high and fit exactly into the regeneration ovens at Rainworth, where they are heated to 82 degrees Celsius.



The meals are then packed into insulated containers at 75 degrees Celsius. Each box contains 12 main courses and 12 puddings.



The boxes are then loaded onto small vans and distributed – the meals will still hold a temperature of 70 degrees after 2 ½ hours.

2.1.3 Regeneration Mobile Ovens

The meals are packed chilled into ovens that have been fitted into the back of vans. The ovens are powered by calor gas which is also housed on the vehicle. Each vehicle carries a spare gas bottle. The meals are reheated to 90-95 degrees Celsius. These vehicles make a daily delivery to households in the County.



2.1.4 Frozen and Chilled

The logistics centre operates a dedicated picking and packing line for frozen meal collation and distribution. The product arrives from CEF in cardboard cases, which are then stored at the Rainworth depot before they are then picked and repacked against specific customer orders. Frozen deliveries are made once per week to households in the County. The distribution centre holds approximately 2 weeks stock of product in case of emergency. The Rainworth depot forms part of the County's emergency plan.



3.0 Supply Options

Lincolnshire County Councils preference for a hot box system was outlined to Elaine Coupland at County Enterprise Foods.

County Enterprise Foods operate both a cooked chill and cooked freeze operation for schools and social services.

Preferred Supply Option – CEF's preferred option would be to supply chilled meals to one delivery point. This delivery point could either have its own regeneration facilities for onward distribution or would act as a distribution provider to other sites with existing re-generation facilities e.g. Secondary Schools.

Flexible Offer – CEF considers itself flexible enough to consider a number of potential supply options which can be summarised as follows;

3.1 Hot Box – CEF are prepared to examine the option of providing meals via a hot box system direct to primary schools.

Their views are as follows;

- They would achieve a fill temperature of 82 degrees celcius
- The hot box would hold that temperature for as long as it was closed
- The recommended guideline is 2 hours for food that has been prepared in this way before the food degenerates

- Therefore this system would be restricted to a number of schools within a maximum of 1 ½ hours drive time from the existing processing or distribution facility or from strategically located regeneration site(s) in Lincolnshire, leaving ½ for decanting of the meal at point of serving
- The circumstances above would be common to all other processors / secondary schools preparing meals in this way

3.2 Cooked Chill Components to Satellite Kitchens – CEF produce cooked chill components such as multi portion sliced roast lamb, which could be delivered in a cooked chill form to secondary schools, for those schools to reheat and add to it other components such as vegetables. CEF could apply this system to a higher proportion of secondary schools within the Lincolnshire area.

3.3 CEF Unit within the Lincolnshire County – CEF would be happy to consider the commercial implications of operating a strategically sited unit within the Lincolnshire county to which it would deliver from Worksop cooked chilled items either for;

- reheating into hot boxes for onward distribution to schools either secondary or primary – this could be a delivered or collected service
- delivery by mobile vehicles with inbuilt regeneration capability. This would involve the delivery of chilled meals supplied in gastronorms, to a strategically located site(s) from which the food could be distributed to a cluster of schools – exact number of schools dependent on the load capacity of the vehicle

3.4 Capacities and Capabilities at CEF

- Spare production capacity at CEF single shift – 2,500 meals per day (12oz)
- Spare production capacity at CEF double shift – 10,000 meals per day - 2,500 plus 7,000 (12oz)
- Spare vehicle capacity – 1 x 7 tonnes vehicle will hold 28 trolleys x 260 (12 oz multi single portion) meals totalling 7280 meals
- Lincolnshire primary schools average number of meals per primary school assume 50 x 252 schools therefore requires 12,600 meals per day
- 43 secondary school – each secondary has to produce circa an additional 300 meal per day – is this achievable?

A Joint Approach to Sustainable Food Procurement in Lincolnshire PSFPI

Pilot Case Study 3

Cambridgeshire County Council – Catering Services

1.0 Background

Cambridgeshire Catering Services (CCS) Central Food Production Unit is managed by Hilary Witt. She operates a Cooked Freeze operation from Huntingdon, which has a total capacity of 8-10k meals per day, based on running a one shift system over 5 days. The operation currently provides a one stop shop for all the schools that it services, including the provision of individual and multi portion frozen meals, chilled and ambient food products. The CFPU services a total of 31 Secondary schools and 220 Primary schools in the Cambridgeshire County with 5,500 meals per day

The primary schools are differentiated on the basis of;

- **Satellite kitchens** – which are mini kitchens within each school each providing around 70 meals per day, they operate a fridge/freezer and oven – they are operated by staff trained in food hygiene and customer care.
- **Production kitchens** – they receive fully cooked meats to which they add their own cooked on site accompaniments e.g. vegetables etc

2.0 The Central Food Production Unit



CCS CFPU is a modern food processing production unit with full EFSIS accreditation. It is located at Stanton House, Stanton Way, Huntingdon and has very easy access to the A14 which connects with the A1 and M11

The focus of the food is around standard traditional British recipes, which are manufactured in foil multi portion trays. The food is cooked in Rationale Ovens and then frozen and stored in cold stores on site at minus 23 degrees Celsius.

2.1 Distribution

Each school places their order with the CCS three weeks in advance from a pre determined menu which changes every term time. The food is delivered via two 7 ½ tonne multi temperature vehicles. Frozen and ambient products are delivered once every week. Each vehicle delivers to around 25 schools each day.



Fresh Fruit, Salads and Vegetables e.g. Potatoes, Carrots, Broccoli, Cauliflower and Cabbage are delivered on the same vehicle.

2.1 Supply of Food to other Schools / Authorities

CCS has extended its operation to other counties and now supplies the following to schools in neighbouring counties;

2.2.1 Primary schools with a cooked freeze product;

- 16 primary schools in Rutland – 900 meals per day
- 8 primary schools in Essex – 250 meals per day
- 17 primary schools in Peterborough – 1,500 meals per day

2.2.2 Cooked meats to other Schools / Authorities;

- Sells a range of cooked meats to Leicester Schools

2.2.3 Manufactures Christmas Dinners

- Produces in August and uses Hopwells a Frozen Food wholesaler to store and then distribute out to other Authorities as far a field as London

3.0 Food regeneration at Satellite Kitchen Units – Rutland County Primary Schools

CCS have recently won (September 2003), a five year contract to supply 16 primary schools in the county of Rutland, East Midlands.

This is a direct result of Rutland Primary schools being unhappy with the previous means of hot meal provision which was provided via a hot box system, the meals being produced at a larger school (Ketton Primary). This format was rejected by the primary schools based on quality, service and reliability (Hot boxes were delivered in Taxi's)

Primary Satellites either regenerate via a conventional convector oven or via regeneration trolleys – the following examples explain each method of regeneration

Break down of regeneration method

CCS are contracted with 16 schools

- 14 operate with a conventional convector oven
- 2 operate from regeneration trolleys

Seven of the 16 units are satellite units, the other 9 receive their meat in a cooked freeze format but cook the rest of the dish from scratch from fully equipped kitchens.

3.1 Empingham Primary School – Traditional Convector Oven

Empingham primary school serves around 40 school meals per day. The whole operation is staffed by one person, who cooks and then serves the product. The process starts at 10.30 am and lunches are served at 12.00 noon. There is a small kitchen, approximately 4 square meters, from which the meals are prepared and then served.

The kitchen comprises of;

- Freezer
- Fridge
- Convector Oven – uses three phase electricity
- Hot storage oven
- Extractor fan
- Sink



The majority of the equipment (approximate cost £6k), has been supplied to the school by CCS, the cost of the equipment being recovered over the term of the 5 year supply contract.

The meals are served in the school hall, where every lunch time tables and chairs are erected for the hot meal service. The meals (main meal and desserts) are served out on plastic compartmentalized plates.



3.2 Exton Primary School – Regeneration Trolley

Prior to September 2003, Exton Primary School, received hot meals via a hot box system, as it had no kitchen or cooking facilities. A small space adjacent to the hall has since been fitted out as a kitchen and comprises of the following equipment;

- Fridge
- Freezer
- Rescaserve regeneration trolley – 13 amp
- Hot Plate/ Boiling Ring

The regeneration unit plugs into the mains via a 13 amp plug and both reheats and cooks the food.



The trolley is completely portable as it is fitted with wheels. The trolley is used to reheat frozen multi portion meals and to cook fresh food from scratch. This has been identified

by Cambridgeshire Catering Services as the best method of cooking and serving hot food from a very small space.



The protein element is plated (plastic compartmentalized plates) and then served by pupil monitors, who each service their own table – vegetables and accompaniments are decanted into serving bowls which are again taken to the tables by the monitors.



4.0 Balance of Fresh versus Frozen

Approximately 60% of the meal by weight (average portion size 8oz) was delivered cooked from fresh in the kitchen e.g. potatoes and vegetables with only the protein element being previously frozen. Multi portion Puddings – the pastry is uncooked in its frozen form – but replicates a just cooked product when it is taken out of the oven. Traditional Hot Puddings are served with freshly made custard.

5.0 Nutritional Analysis

Each menu and meal is nutritionally analyzed and they are all designed to meet the recently published nutritional standards for schools. The price of the meals is £1.40 for key stage 1 pupils and £1.45 for key stage 2 pupils.

6.0 Management and Supervision

CCS, employs a total of four Contract Managers each responsible for schools within a geographic area. The Contract Manager is responsible for the management, administration and delivery of the service. Each Contract Manager is supported by two supervisors and two relief staff who are also responsible for training and development. Cambridgeshire County Council Catering Services employs eight mobile staff to cover vacancies and to relieve during time of sickness or absence.

7.0 Local Sourcing

Cambridgeshire County Council Catering Services has an annual food spend of £2.96m. Currently locally sourced products account for 25% to 30% of all food purchase and these figures continue to grow. All of the Pork, Sausage and Chicken are sourced from Norfolk producers. The majority of vegetables come from Lincolnshire and Cambridgeshire producers / wholesalers.

Acknowledgements

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Cambridgeshire Catering Services

Centre of Excellence East Midlands

County Enterprise Foods

Food and Drink Forum

Government Office East Midlands

Hyder Business Services

Lincolnshire County Council

Lincolnshire County Council – Children’s Services

Lincolnshire County Council – Social Services

Nottingham City Council

Nottingham County Council

Robert Miller

Sliced Bread Marketing

Stuart Ashton

Transfresh

United Lincolnshire Hospital

Wiltshire Farm Foods

Useful web site addresses

www.espo.org

www.sourceeastmidlands.co.uk

www.sourcederbyshire.co.uk

www.lincolnshire.gov.uk/sfs

www.defra.gov.uk/farm/sustain/procurement/index.htm

www.foodanddrinkforum.co.uk

[www.cambridgeshire.gov.uk/education/parents/
meals/About+Cambridgeshire+Catering+Services+\(CCS\).htm](http://www.cambridgeshire.gov.uk/education/parents/meals/About+Cambridgeshire+Catering+Services+(CCS).htm)

<http://www.lincolnshire.gov.uk/section.asp?docId=38692>

www.hbs.uk.com/

www.go-em.gov.uk

www.foodinschools.org

www.dfes.gov.uk/consultations/downloadableDocs/SMRP%20Report%20FINAL.pdf -
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