

Theme	Example Questions / Topics
Data	Does your school meals function run at cost neutral?
	What income is attributable for school meals? Primary / secondary / inc. FSM entitlement
	What price do you charge for school meals?
	What KPI's do you have in place for catering?
	School meal uptake - paid / non-paid
	What is your food cost as a % of sales?
	What is your cost of sales?
	Information on kitchen equipment. Gas/electric
	How is management information available as a whole?
Functions	What is your structure for catering? i.e one service?
	What roles/responsibilities exist within your structure. i.e supervisors, area supervisors
	Can we get an org. chart / hierarchy chart from them?
	What are the arrangements for business support?
	How does this structure allow for shared / best use of resources?
	How does the structure support school / commercial / soc. Serv catering?
	How is Facilities Management support given to Catering services?
	What is similar / different in respect of Soc serv catering delivery?
Process	How are SLA's being reviewed for Catering services?
	What administration processes exist for food purchasing / menu preparation? Soc. Serv / schools / staff
	Above including P2P process
	Have any paperless projects being launched?
	How are school meals volume reconciled?
	What process exists for the collection of school meals income?
	How is debt recovery managed for school meal arrears?
	How are sickness / absence interviews dealt with?
Strategy	Has catering been managed strategically across a range of functions?
	Do you have a catering strategy / business plan?
	What is your forward view / programme for catering
	What is your view of Local Authority catering in the future?
Change	Have you launched / planning any initiative to increase school meal uptake?
	Have you reviewed branding / comms for school meals?
	Has any changes been made to the service incrementally for service improvement? I.e business processes
	What is the key driver for change? I.e digital, commercial, falling demand

	Has catering been reviewed as part of a wider review. i.e commissioning, service re-design etc
	Have other models of delivery been looked at? I.e outsourcing, LATC etc
Commercial	What commercial opportunities have been pursued?
	How have you looked to retain existing business? I.e schools SLA
	Has a commercial culture been adopted amongst catering functions?
	Is there any strategy along the principles of commercialism?
	Any quick wins?
	Which parts of Ansoff have you looked at? I.e market or product development