

Stakeholders (Communicating to)	Key Messages	Method of delivery (Channel)	Transformation Lead	Planned delivery date	Current status	SME Support
Consumers						
Care home residents/carers	Scope of review and SWOT	Set-up specific sessions in care homes and invite residents/carers		February 2017		
School Children	SWOT	7x school roadshows (Rhodri Jones – School children’s councils)		February 2017		Rhodri Jones
Parents	Scope of review and SWOT	Join on to PTA meetings / specific roadshow sessions?		February 2017		Kelly Small (Nick Williams / Lindsay Harvey)
LA Staff	Scope of review and SWOT	Innovation Challenge Session	Andrew Hopkins	January 2017		Leanne Cutts
Core Stakeholders						
Trade Unions	Scope of review and review progress	Monthly meeting (potentially on an ongoing basis)	Gemma Whyley	January 2017		Deb Yeates

Councillors	Scope of review, progress and interdependencies	Specific 2 hour workshop to explore key themes?		February 2017		Cabinet Office
Heads of Service	Scope of review, progress and interdependencies	Specific 2-hour workshop to explore key themes?		February 2017		CMT?
Corporate resources (IT, HR etc)	Scope of review, progress and interdependencies	Specific 2-hour workshop to explore key themes?		February 2017		Jane O'Connor (Business Support)
Additional catering Services (JR, Can Cook)	Good Practice Examples, Opportunities, Vision and Outcomes	Individual sessions with service managers?		January / February 2017 (potential to be later and feed into stage 3?)		Individual service managers (Alison Cosker to support)
3 rd Party Providers / Contractors	SWOT – how could we deliver better?	Questionnaire?		January / February 2016		NA
School Heads / Business Managers	Scope and SWOT and ongoing review updates	Cross-Phase Heads Group / Joint Finance Group		January / February 2017		Sarah Nurse
Schools not in SLA – BVS an Olchfa						

STAKEHOLDER ENGAGEMENT TO DATE

22ND NOVEMBER 2016 – LAUNCH EVENT WORKSHOP (FRONT LINE STAFF)

The Catering review commenced with a Staff workshop on 22nd November held at the Civic Centre. Over 40 front line staff from the services within scope of the review attended the session which focused on why the review is taking place, the wider context of commissioning reviews in the Council and a more in depth look at the Catering function specifically. Staff were able to express their views based on strengths, weaknesses, opportunities and threats for the service as well as some input on external factors impacting Catering now and in the future. Finally, each table were given the opportunity to focus on one sole opportunity deemed to be the most lucrative and to expand on it further in terms of its deliverability.

PESTLE Exercise

<p><u>Political</u> BREXIT Local commissioning agenda May elections – Could we actually make a decision Spending restrictions Academisation agenda Obesity / Diabetes work – funding arrangements General election FSM / PDF money Catering now under spotlight (Jamie Oliver effect) Change of policy & procedures Internal politics effecting decision making Catering for all cultural requirements</p>	<p><u>Economical</u> Increase in living wage / JE Pension cost increases Outsourcing = losing the Swansea £1 Local food suppliers – is it available in Swansea? Supporting local economy Veg – Newport contract? Procurement – cost saving vs limited quality. Not always Value for Money Different areas have different amounts to spend e.g on school meals Delivery of goods patchy as suppliers not local Flexibility of buying local with p-</p>	<p><u>Social</u> Increase in people with special food needs Availability and variety of foods to cater for everyone Changing food trends Larger range of food needed, including around the world Culture of convenience Less people being taught how to cook Digital payments stop victimisation High street trends – best can be copied Benefits cuts – a trend Home economies not taught Smartphones to pay –</p>
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<p>Healthy school measures (2013) could be changed Political restrictions on recruitment DOLS</p>	<p>card – could also be a risk Rising food prices Family income under pressure Home economic education needed Fewer relatives at home to cook Understanding your costs</p>	<p>contactless. Trend Meals on wheels service – take away culture Opportunities to provide basic “life” skills in cooking, budgeting No one has the time – take away culture High street trends – sharing platters Shift in culture, eat what you like, go large 40 mins to feed our children (eating on the move) Social media – promoting food, how do we limit the impact of this? Every school in every area has the same menu – this may not suit everyone’s taste.</p>
<p><u>Technological</u> Mobile technology in schools (stock, payments etc) Card payment system in canteen Training including webinars ICT systems upgrading Kitchen equipment upgrades Unused equipment in sites Trade asset management Social media for recruitment, promotion/marketing of services, BP sharing</p>	<p><u>Legal</u> Food Safety Standards / Environmental Health WG Guidelines “Appetite for Life” Health & Safety Weights and Measures Employment Law CSSIW Estyn inspections Child Protection/Safeguarding (Adult Services & education etc) FOI’s</p>	<p><u>Environmental</u> Old building / old facilities not suitable for catering (leaky roof) Difference in quality of resource between schools Equipment and cost of repairs Office space & locations Working environments not always appropriate Parking SLA arrangement – Schools have funding. Difference with Social Services</p>

<p>Research / scientific nutritional advice updates</p> <p>Smart meters to manage waste & fuel</p> <p>Lack of IT for administration staff</p> <p>BACS or DD for primary school meals</p> <p>Linking outgoing to ordering – stock control</p> <p>Paperless projects</p> <p>Payment methods to support end user</p> <p>Thumbprint payments effective</p> <p>Primary schools – complex resource heavy</p>	<p>DBS checks</p> <p>Public liability</p> <p>Legal charging restrictions</p> <p>Internal procurement rules for providers</p> <p>VAT</p> <p>Wellbeing of Future Generations Act</p> <p>Social Services & Wellbeing Act</p> <p>Welsh Language Standards</p> <p>Care Council of Wales – Codes of Conducts</p> <p>WCCIS – But we don't even have PARIS</p> <p>Insurance</p> <p>Training</p> <p>Allergens</p> <p>HACCP</p> <p>Hygiene ratings</p> <p>HR Process – slows recruitment even if there is a urgent need</p> <p>Constant changing of law is a burden</p>	<p>Hot kitchens in summer – ventilations in some schools is poor</p> <p>Inadequate national regulations re kitchen welfare</p> <p>Size of kitchens / service areas with unused facilities</p> <p>Long queues / poor bad weather provision</p> <p>Civic centre “threat”</p> <p>Kitchens not fit for purpose – not suitable</p> <p>Investment – redecorate for users</p>
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SWOT exercise

<p><u>Strengths</u></p> <p>Cashless catering</p> <p>Cashless catering</p> <p>Record keeping – accessibility</p> <p>Qualified staff</p> <p>Training & development opportunities</p>	<p><u>Weaknesses</u></p> <p>No card payments</p> <p>Payment systems</p> <p>ICT ordering</p> <p>Slow ICT</p> <p>Not trustworthy</p>
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<p> Qualified staff Multi skilled staff Staff commitment Highly trained staff In-house operational management Staff knowledge Training & development of staff Staff knowledge Support & training Shared knowledge Highly trained, skilled staff Education for service users Nutritional meals Training for service users, work opportunities Independence, self-serve Facilities to develop people in the Community Users needs met Communication/engagement with service users Stepping stone for service user to gain employment Empty plates Changing menus to decrease health risks Schools are bought into an SLA Following WAG guidelines Health and Safety standards met Use of good quality products Good quality of service Flexibility and delivery of suppliers </p>	<p> ISIS not available P-card use Schools ICT ICT for operational staff Costs of supplied food Procurement Not value for money Availability of stock Unclear costs in Social Services Oracle i-siop Issues when ordering Staff Recruitment Turnover of staff Sickness policy Occupational health processes Afraid of waste Facility to transport food in-house Other suppliers locally Consistency Vegetarian provisions in day centres No choice in day centres Tasting sessions at pre-school Variance in service provision Joined up thinking Duplication Networking Contingency planning Sharing knowledge Education </p>
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<p>Well balanced meals Vegetarian provision& special diets Stock management and supply Consistency Reputation Nutritious menu Nutritious menu Value for money</p>	
<p><u>Opportunities</u> Card machines Cashless systems Better IT systems Processes Cashless systems Payment systems Income generation New products Self service Catering agency Economies of Scale Offer discounts Expand commercially New products Competancy checks Shared staff Multi-skilling staff Share strengths Training Shift thinking Challenging practice Care plan One service</p>	<p><u>Threats</u> Paper based systems External competitors Internal competitors External competitors Reduced funding Budget cuts Food costs Costs to end user External competitors School meals prices Food costs Reduced funding External competitors Recruitment Retention Absence Sickness Staff turnover Sickness Staff motivation SLA opt out Home closures Day service reductions Must provide</p>

In-sourcing New products Management Partnership opportunities Can Cook project Centralise expertise In-sourcing Opening times Public access to canteen Quality Production of meals Training Partnership working Community development Feedback Identification of need Collaboration Advertising Cross working	Compliance Impact Environment Location Local supply base Food preparation Packed lunches Legislation
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Opportunities exercise

Parent / Carer Nutritional Education @ Home

Focus on providing advice to those other than service users.

- Incentives / subsidised healthy food
- Don't make unhealthy food available
- Consequence of the impact of not doing this
- Home economies
- Education – involve parents
- Convenience – end ready meals

- Practical examples / games to show
- Collaborative working potential harm
- Challenge – healthy food is more expensive
- Link with external agencies for support / incentive
- Working parents / change in culture
- Empowering customers to influence change
- Time management workshops
- Changing eating habits & patterns
- School holiday meals
- Healthy meal stamps / Clear plates stickers

Special Diet provision – Pureed Food

Market niche in becoming a supplier of pureed food

- People with difficulty swallowing
- Market development by providing for NHS
- Use product development of Birchgrove SNS & Swansea Vale Resource Centre
- Corporate support to develop business case.

Commercial Arm of Catering – Combined Community Kitchen Scheme

- Easily adaptable model for other opportunities
- Greater utilisation of staff
- Quality freshly prepared meals
- School meals supplier/provider
- Social services – provider of voluntary placements. Trained staff / service users
- Poverty, reablement & wellbeing act as services change

JANUARY 2017 – SCHOOL HEADTEACHERS CONSULTATION

School head teachers were all contacted via the weekly communications methods arranged centrally. The following questions were posed:

- Does the SLA for school meals represent good value for money? If not, please elaborate on areas for improvement. (*cost*)
- Are your needs met by the current SLA and do you have the opportunity to shape how the service is delivered? (*customer input/performance*)
- How could the administration function be improved from your perspective? (*ICT*)
- Are you aware of any examples of good practice surrounding school meals both within your school and elsewhere? (*case studies*)
- What initiatives would you like to see developed by the school meals function in the future to increase uptake of school meals? (*Innovation*)

Unfortunately, only 3 responses have been received to date, therefore this does not offer a representative view of findings. However, suggestions for improvement were raised around the following themes:

- *Online payment systems introduced to eliminate administration burden and support attempts to reduce arrears*
- *Better communications from CCOS to communicate that no school meals can be provided if payment not received*
- *Good practice examples shared around weekly reconciliation of meals*
- *Opportunity to provide a more diverse salad bar (similar to format used in Harvester restaurants)*

However, the response from one primary school indicated that the school meals service offered excellent value for money given the value it provides for low income families. The school meal served at lunchtime can often be the only hot meal that a child will receive each day.

JANUARY 2017 – SCHOOL BUSINESS MANAGERS MEETINGS (OLCHF A & MORRISTON SECONDARIES)

The project team wanted to engage with schools who have opted out of the Catering SLA to understand from their perspective why this was the case. The following questions were set:

- What was the overriding factor for sourcing an alternative caterer?
- How do you evaluate the effectiveness of your current caterer?
- Are there good examples that CCOS schools meals service can learn from external caterers?
- How do you involve the consumer pupils/parents in developments in school meal provision?
- What is your view on the future of local authority schools catering?

Morrison have decided to employ a strategic catering manager within the school and launch their own business with all profits reinvested into the school. The main reasons they gave to pilot this were:

- *Ability to sell cheaper products to boost sales*
- *The freedom to reinvest profits back into school funds*
- *Concerns over the quality of the food produced by CCOS staff*
- *Unhappy with the presentation of the service in a canteen not café style*
- *Negative feedback from pupils with regards to choice, affordability, customer service & hygiene*
- *Successful examples quoted elsewhere*
- *FSM eligible pupils not taking up the service*

Olchfa employ an external caterer through a WPC framework. The reasons for sourcing this caterer are historic. Income is attributable through a payback agreement within the contract. In terms of examples that CCOS could learn from external caterers, the business manager quoted the presentation of the food, (porcelain dishes etc) monthly initiatives with a regional theme, TV monitors, and using kitchen as a classroom. Choice is also available through a sixth form café and a burger bar which are both provided by the caterer.

17TH JANUARY 2017 - INNOVATION SESSION PURPLE ROOM

Staff and trade union members attended an Innovation workshop held on January 17 to discuss areas for improvement, vision, and outcomes, as well as opportunities. The staff who attended not only had valuable input as users of the staff catering function but many have school age children and some have relatives using our residential or day services. They were therefore able to give us valuable insight and ideas about school catering and social services catering. The information from this session has been analysed and the opportunities were highlighted around technology including cashless catering, better information gathering and trend analysis, wider menu options for specific diets and better education within primary schools on healthy eating.

Key themes which came out of the outcome and visions exercise were: healthy eating and nutrition, affordability, education, consistency, choice and environment.

17th JANUARY 2017 – TRADE UNION MEETING

The scope of the review was presented at a recent trade union meeting and questions taken in respect of some anecdotal information. TU representation was evident at the Innovation Community session and further workshops are planned as the review progresses.

25TH JANUARY 2017 - PUPIL VOICE FORUM

This session asked specific questions to representatives of each secondary school who meet as a pupil voice forum. This gives young people the opportunity to discuss educational related matters with the Chief Education Officer. The project team posed the following questions of the group.

- Do the menus give enough choice to pupils? (*product*)
Yes 33 No 24
- Is the food that pupils want always available when accessing the canteen? (*Stock control / volumes*)
Yes 9 No 48
- What initiatives should the school meals service provide during the school year? (*innovation*)
 - *More salad*
 - *Genuinely healthy meals*
 - *Hot drinks*
 - *Easier pre-order system*
 - *More choices*
 - *New foods*
 - *Chinese New Year*
 - *Indian food*
 - *Mexican food*
 - *Variety of cultures*
 - *Chocolate eggs at Easter time*
 - *Buffets for special occasions*
 - *More Christmas things*
 - *Football cakes*
 - *Traditional Welsh food*
 - *World food events*
 - *Greek food*
 - *Sushi bar*
 - *African food*
 - *Italian food*
 - *St David's day Cawl and Welsh cakes*
- Do pupils get the opportunity to feedback on the food they receive? (*customer*)

I agree 25 I disagree 32

- What is best about the school meals service currently? (*strengths*)
 - *There is always hot food*
 - *Variety of food*
 - *Hygienic*
 - *Healthy options*
 - *Staff are nice*
 - *Portion size*
 - *Pupils feed back*
 - *Food is well cooked*
 - *Special days (i.e Indian day, Roald Dahl day)*
 - *Salad bar*
 - *Hot and cold options*
 - *Pre-ordering option*
 - *Take-away options*
 - *Fast service*
 - *Friday fish and chips*
- What could be improved within the school meals service? (*weaknesses*)
 - *Quality of food*
 - *More salad*
 - *More choice*
 - *Reduce prices*
 - *More savoury choices*
 - *Quicker service*
 - *Healthier food*
 - *Nothing*
 - *Amount of food*
 - *The system (pushing in etc)*
 - *Clean cutlery*
 - *Queueing times*
 - *Canteen size*
 - *Odd prices*
 - *Clean dining hall*
 - *More buffets*
 - *More vegetarian/vegan options*
 - *Better drink options*
 - *Free samples*
 - *More Halal options*
 - *Represent different nationalities*
 - *More dessert choice*

2016 SUPER SURVEY

In addition to the pupil voice forum, information was also provided as part of the pupil super survey in 2016

School Dining Experiences

The young people were asked to rate the importance of a range of factors associated with school lunches (see Table below).

Most young people said that ‘Being able to buy food to take out of the canteen’ (**54%**, n = 1416) and ‘Staff to ensure everyone queues correctly’ (**44%**, n = 1145) were ‘Very important’ when choosing whether to use the school canteen. Whilst **37%** said not having to queue for a long time (n = 985), and **32%** said not being rushed were ‘Very important’ to them (n = 834).

Table 1: How important are the following when choosing whether to use the school / college canteen? (n = 2,630-2,631 overall)

		Very important	Quite important	Not important	Total
Not having to queue for a long time	n	985	1098	548	2631
	%	37%	42%	21%	100
Not being rushed because there aren't enough seats	n	834	1092	705	2631
	%	32%	42%	27%	100
Staff to ensure everyone queues correctly	n	1145	1061	424	2630
	%	44%	40%	16%	100
Being able to buy food to take out of the canteen	n	1416	862	352	2630
	%	54%	33%	13%	100

Safety in School

The young people were asked if they felt safe in school. Of the **2,743** who responded, **52%** said **Yes** they did (n = 1416).

Those who felt unsafe were asked where in the school they felt most unsafe. Of those who responded, **18%** said they **felt unsafe in the canteen** (n = 85, of 471 responding).

FEBRUARY 2017 – CATERING SURVEY

Catering services have undertaken a survey through their Area Supervisors. The engagement will involve an informal telephone conversation with head teachers with a view to carrying out a more in-depth survey with them. Secondly, a pupil survey is also proposed, with the aim to capture a 25% response rate with both lunch and packed lunch school children.

DATE tbc – STAFF SURVEY

The review team launched a survey for staff to inform options for the future of staff catering. Questions were asked concerning aspects such as:

- How often do you use our staff catering facilities?
- What do you use our staff catering facilities for?
- Which services do you prefer to use and why? Including other provision such as Coastline café in Civic Centre?
- What changes would you like to see in our staff catering functions?

Results were captured and presented in tabular and graphical form.

Significant outputs for improvements to staff catering were around payment methods, choice & improvements to the environment

DATE tbc – PARENT SURVEY OF SCHOOL MEALS

The review team also conducted a parent survey which was shared effectively via Social Media to obtain a good response.

Questions were asked concerning aspects such as:

- Free School Meal entitlement and takeup
- Lunch arrangements
- Communication frequency and channels
- Choice, value for money and quality
- How the school meals service could improve

One of the key outputs from this survey is that parents do not feel well informed about the service and often find out information regarding the service from the school as opposed to the local authority as service provider.