

## The Small Schools Taskforce

The [Small Schools Taskforce](#) was set up to help develop solutions for the particular challenges faced by small schools in establishing a viable meals service, as part of the [School Food Plan](#).

Every school is different, and there is no single best 'one size fits all' approach. The Small Schools Taskforce aims to use a pilot to focus on developing one possible solution. The pilot approach will show how it is possible to begin a journey to get kitchens back into all schools, enabling on site preparation of fresh ingredients. The findings of the pilot (including the financial breakdown and business model) will be made freely available for all.

The Small Schools Taskforce has now [launched its pilot](#) in the South West. This document compiles information on the pilot, including sample menus, indicative costing models (based on government allocation of £2.30 / meal revenue funding for infant school meals), and press coverage of the pilot launch on 20 March.

However, we recognise that there are many other small schools and rural local authorities grappling with these issues.

Brad Pearce, Project Manager for the Small Schools Taskforce, has been talking to small schools around the country over the past 5 months and welcomes queries. If you think your school or local authority might be interested in replicating the Small Schools Taskforce pilot within a local cluster of schools, please email [brad@schoolfoodplan.com](mailto:brad@schoolfoodplan.com)

Together we can create a new Golden Age for school food.

***Myles Bremner (School Food Plan), Annabel Karmel MBE, James Mills (Brakes),  
Brad Pearce (Plymouth Council Catering), Lee Vines (PKL Group)***

*The Small Schools Taskforce, 9 April 2014*



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# 1. Background information



## The Small Schools Taskforce and the Small Schools Pilot

### Small Schools Taskforce

The Small Schools Taskforce is a cross-sector coalition of caterers, kitchen designers, manufacturers, support organisations, and others, working together to provide good food for small schools.

With the support of this public-private alliance the objective of the Small Schools Pilot is to work with you as a small school to develop a model of group purchasing, menus, recipes and other innovative measures that will deliver tasty, nutritious food to children while also enabling the meals service to break even.

### Objective (taken from The School Food Plan, July 2013)

To build / develop a model that:

- Delivers great tasting and healthy hot lunches that children love (increasing take up)
- At a cost of around £2 per lunch
- To schools with a take up of under 100 pupils and breaks even
- That could be applicable nationally
- Ideally in time to support schools with Universal Infant Free School Meals



## Small Schools Pilot solution

Working with partners PKL Kitchens, Brakes, Annabel Karmel and LACA (the Lead Authority for Catering in Education), the Small Schools Pilot offers the opportunity to have hot, flavourful, appealing, healthy and tasty food, that children want to eat, produced in school.

The two single largest cost pressures on running the school meals service are labour and food costs. Both of these will be tightly controlled in the pilot.

**Catering equipment/kitchen:** The pilot has constructed three different executions of kitchen.

- 1) A simple starter model for equipment rental to deliver 30+ meals, in an existing kitchen or food preparation area
- 2) A larger scale kitchen equipment model for rental to deliver 50+ meals, which can also be delivered via a pod.
- 3) A fully kitted out Pod kitchen to enable a school to deliver 80+ meals, from a dedicated unit attached to the school.

## Food and menus:

The commonly shared vision is to cook from scratch in our school kitchens so a range of menu options has been developed that enables the school to follow a journey from prepared hot food through to a fully freshly prepared, healthy menu, that as well as being affordable also maintains the goal of fresh, nutritious food. The entry level menu relies on a number of prepared dishes, designed in conjunction with Annabel Karmel. As the school grows its numbers, it increases its labour and creates more dishes from scratch. **The costing models that we have worked up include labour costs per meal and the school will need to appoint a member(s) of staff dependant on meals served.**

Menus are based around the food children like with classic favourites such as spaghetti bolognese, roast beef & Yorkshire pudding and macaroni cheese. It is intended that a local provider of fruit, vegetables and salad be used so that a freshly prepared, healthy salad bar features every day.



**The pilot is all about growing:** the levels of meals served, the pupils involvement, in confidence, some the ingredients – over time increasing all elements of the food service to be produced from scratch and delivering Gold standard meals along the lines of schemes like Food for Life.

## Universal Infant Free School Meals

As Governors, there is a statutory responsibility to provide a two-course meal to pupils registered as eligible for free school meals under existing criteria and a paid meal on request.

Meals provided need to meet the mandatory food and nutritional standards for school lunches and for all school food other than school lunch (e.g. breakfast clubs, mid-morning breaks and after-school clubs). New Food Standards are currently out for consultation for implementation in January 2015.

**From September 2014** all pupils aged 5-7 will be entitled to receive a free school meal and it is anticipated that take-up will be around 85-90% (as demonstrated in previously run pilots schemes across the country). The Children and Families Bill has been amended to include this new eligibility as a statutory requirement **and** the opportunity to add further Year Groups to this new eligibility has been left open to potentially be applied in the future (e.g. KS2 pupils).

## Funding and income streams

There are a number of funding streams that have recently been announced **in addition to** the delegated funding that a school may already hold for the provision of the statutory school meals service which will have included (a) FSM allowance for eligible pupils under existing criteria (b) an element of equipment, maintenance, repair and replacement and (c) an element for utilities. These will have been delegated by the Local Authority in agreement with Schools Forum and come via the DSG. Plus income from paying pupils.



## NEW Revenue funding

Revenue funding will be based on a rate of £2.30 for each meal taken by pupils who will be newly eligible for UIFSM.

Schools will be expected to continue to fund meals for those eligible under existing criteria in the same way as they do now.

\*Schools will be notified of their provisional full year revenue funding allocation for 2014/15 academic year in June 2014.

## NEW Small Schools additional funding

The definition of a “small school” from the DfE is a school with less than 150 pupils on roll.

For schools in this category there is additional transitional funding for one year only and this will be provided as a lump sum in June 2014. \*Dependant on the number of newly eligible pupils, this will be a **minimum** of £3,000.

\*Please refer to the document <https://www.gov.uk/government/publications/universal-infant-free-school-meals> for full details and specifically pages 6, 7 and 8.

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For further information please contact Phil Slaney or Kevin Coles at the Small Schools Taskforce Press Office on 020 7052 8839 or 020 7052 8840.



## 2. Small Schools Pilot Launch





**The Small Schools Taskforce launched its pilot at an event in London on Thursday 20 March 2014.**

[View the Small Schools Pilot launch video](#), featuring Payhembury C of E Primary School in Devon.

[Read the full story in Cost Sector Catering](#).

*N.B. Payhembury pupils are shown eating off paper plates because the school does not currently have a meal service and has not yet acquired crockery and cutlery.*

## **PRESS RELEASE:**

### **SMALL SCHOOLS GET LUNCHTIME MAKEOVER Hot Food back on the menu at Small Primary Schools**

The School Food Plan has launched a new proposition to ensure that children from small schools are given the opportunity to be able to eat hot and nutritious school food when free school meals for infants are launched this September.

The new initiative is part of the overall School Food Plan to ensure that well-trained, fulfilled and empowered cooks and caterers serve flavourful, fresh food and it is enjoyed by at least 70% of all pupils.

With the advent of free school meals for infants, small schools have been identified as one of the most problematic areas in delivering the School Food Plan's objectives, due to the lack of existing catering equipment and difficulties in running a profitable lunch service with few pupils.



However, the Small Schools Taskforce has been running trials, developing the menus and identifying the equipment that even the smallest schools can provide hot school meals without being a drain on school resources.

Working with industry partners such as equipment suppliers PKL and food companies such as Brakes, the Taskforce has identified solutions that are workable even in small schools.

The new plans include KitchenPods, fully self-contained kitchens that can be delivered to schools and can be up and running within a matter of hours. And because they are self-contained units, they can be introduced without taking up valuable space. In addition, the Small Schools Taskforce has developed a number of menu options that as well as being affordable, also maintain the School Food Plan's goal of fresh, nutritious food.

The new menu is based around the food children like, prepared using fresh, wholesome ingredients where possible, combined with prepared meals and sauces to ensure the cost of the service is not too high. The menu features classic favourites such as Spaghetti Bolognese, Roast Beef and Yorkshire Pudding and Macaroni Cheese. A fresh fruit and freshly prepared salad bar will feature every day as part of a complete overhaul of the traditional school meals service.

Mrs Penny Hammett, Headmistress of Payhembury C of E Primary School, which has been trialling the new menus, said: "We were very disappointed when we had to stop our school meals a couple of years ago. As a head teacher, I am aware of the importance of proper nutrition, so I was really pleased to be approached by the small school taskforce. We can now run a viable school meals service based on healthy, fresh, nutritious hot food."

The menus have been developed in association with leading food writer, Annabel Karmel, MBE, who said: "Healthy meals can be a hit with children – as long as they look good and taste great – and that's been the challenge up until now, particularly in small schools that have limited facilities to provide hot, quality meals."



“Lots of larger schools are already doing great things to instil good eating habits, so it’s about taking lessons from the best and devising an economically viable model to assure every school child of a hot, healthy, tasty meal; and that’s exactly what I’ve done with the Small Schools Taskforce.

“I’ve helped to develop menus using fresh, quality ingredients that offer an enjoyable food experience whilst encouraging healthy eating habits to last a lifetime. Children are more adventurous than they are often given credit for – but it boils down to taste and presentation.”

James Mills, Chair of the Small Schools Taskforce, said: “We knew that in order to ensure that all children are able to enjoy nutritious school food that we would need to tackle the problem of schools with a small number of children. There are a number of challenges and we are therefore providing head teachers with the tools that makes them reconsider school food as an integral part of the school day. Part of that means taking a whole school approach to food, not only meeting the needs of children, but also providing cultural and social benefits.”

Brad Pearce, Project manager of the Small Schools Taskforce adds: “Working with a collaborative group of food producers, equipment suppliers and the schools themselves, we have developed a formula that will work. Our calculations show that we can run a breakeven school service serving less than 40 meals a day.

“We are working with a small number of schools in the West Country to prove that the formula works, and the outcomes will be openly available in the Small schools Taskforce Report, later this year. This pilot will then become a potential blueprint for small schools all over the country as they strive to feed their children hot food from September 2014.”



### 3. Sample menus



## Week 1 Complete Menu

Week 1	Monday	Tuesday	Wednesday	Thursday	Friday
<b>Main Dish</b>	Sausages in Onion Gravy	Spicy Chicken and Noodle Stir Fry	Roast Beef with Seasonal Roast Vegetables	Chicken and Herb Pasta with Salad Breaded Salmon	Fish and Chips
<b>Vegetarian main</b>	Cauliflower and Broccoli pasta Bake	Vegeballs with sweet and sour sauce	Macaroni Cheese	Sticky Quorn and Pasta with Salad	Cheese and Tomato Pizza, topped with Traffic Light peppers
<b>Carb</b>	Mashed Potatoes	Garlic Bread	Roast potatoes	Bread Roll	Chips
<b>Vegetable Options</b>	Carrot and Swede Mash	Sweetcorn	Carrots	Broccoli	Peas and Baked Beans
<b>Also available</b>	Jacket Potato with a choice of fillings	Jacket Potato with a choice of fillings	Hearty Vegetable Soup with a chunk of Bread	Jacket Potato with a choice of fillings	Jacket Potato with a choice of fillings
<b>Dessert</b>	A Flapjack and Glass of Milk	Chocolate and Fruit Sponge with ice cream	Freezing Cow Frozen Yoghurt with Cookie Crumble	Rice Pudding with Mixed fruit Jam	Apple Crumble and Ice cream
<b>Daily Alternatives</b>	Yeo Valley Yoghurt or piece of fruit	Fresh Fruit Salad or Dried Fruit	Yeo Valley Yoghurt or piece of fruit	Dried Fruit or Fruit Juice	Piece of fruit or Yeo Valley Yoghurt

Salad Bar of locally sourced, seasonal selection every day



## Week 2 Complete Menu

Week 2	Monday	Tuesday	Wednesday	Thursday	Friday
<b>Main Dish</b>	Spaghetti Bolognese	Chicken Fajita Wrap	Roast Gammon Breaded Salmon	Chilli Con Carne	Fish and Chip style cod Bites
<b>Vegetarian main</b>	Vegetable Chilli	Creamy Mushroom Pasta Bake	Cheese and Onion Pasty	Vegetable Wraps	Vegetarian Sausages
<b>Carb</b>	Garlic Bread	Potato Wedges	Roast potatoes	Rice	Chips
<b>Vegetable Options</b>	Carrots	Honey roast parsnips	Green Beans	Sweetcorn	Peas and Baked Beans
<b>Also available</b>	Hearty vegetable soup with a chunk of Bread	Jacket Potato with a choice of fillings	Hearty Vegetable Soup with a chunk of Bread	Jacket Potato with a choice of fillings	Jacket Potato with a choice of fillings
<b>Dessert</b>	Fresh Fruit Salad	Apple and Sultana sponge	Arctic Roll	Date and Treacle Pudding	Banana Custard
<b>Daily Alternatives</b>	Yeo Valley Yoghurt or piece of fruit	Fresh Fruit Salad or Dried Fruit	Yeo Valley Yoghurt or piece of fruit	Dried Fruit or Fruit Juice	Piece of fruit or Yeo Valley Yoghurt

**Salad Bar of locally sourced, seasonal selection every day**



## 4. Kitchen solutions





# About PKL Group

PKL Group is a specialist provider of catering infrastructure solutions, including temporary kitchens for hire, catering equipment for hire and permanent modular kitchens for hire or sale.

We have over 25 years of experience in designing and providing commercial kitchen solutions, throughout the UK and around the world. Our range of solutions specific to the education sector can be found at the website [www.schoolkitchens.com](http://www.schoolkitchens.com)

In the last three years, we have provided over 150 permanent modular kitchens, predominantly to schools throughout the UK who needed to introduce catering facilities at their site, or expand their existing catering facilities to help with increasing pupil numbers or with the introduction of a “stay-on-site” policy. We have also provided countless temporary kitchens to schools and colleges, when they are having their existing kitchens refurbished but need to carry on feeding pupils.

# PKL and the Small Schools Taskforce

As part of our role on the Small Schools Taskforce, PKL has been involved in providing advice and information regarding kitchen infrastructure suitable for small schools looking to introduce kitchens.

We have also been involved in the survey of a number of small schools, in preparation for the small schools pilot, and will be providing catering equipment to these schools as part of a trial, which will lead to the development of a model for small schools wishing to implement a hot school meal service.



# KitchenPods

- Permanent modular kitchen buildings, constructed offsite and delivered complete with catering equipment and ready to connect to services
- Available as single units, or can be linked together to form larger open plan facilities
- Supplied with a 60-year BBA accredited design life
- Supplied with a 15-year structural warranty
- Although permanent, they are fully relocatable buildings
- Flexible solution which can be added to over time to increase kitchen size if required







Brick Slip



Wood Cladding



Vinyl Wrap



Painted Finish

# External Finishes

KitchenPods are available in a wide range of finishes including a wood cladding, brick slip, vinyl wrap or painted exterior.

The range of finishes ensures that they can be designed to meet exact end user specifications or can be finished to match existing buildings on site. This is particularly useful when faced with stringent planning regulations.

## Brick Slip

Brick slips are available in a wide range of standard finishes, while can also be produced to match an existing brick / stone finish if required.

## Wood Cladding

The attractive wood cladding finish can be stained in a wide range of colours, which can be complemented with colouring to the trim of the building.

## Vinyl Wrap

The vinyl wrap can be produced in any design required by the end user. As well as a standard range of designs, bespoke finishes are also available by providing a photo or customised design.

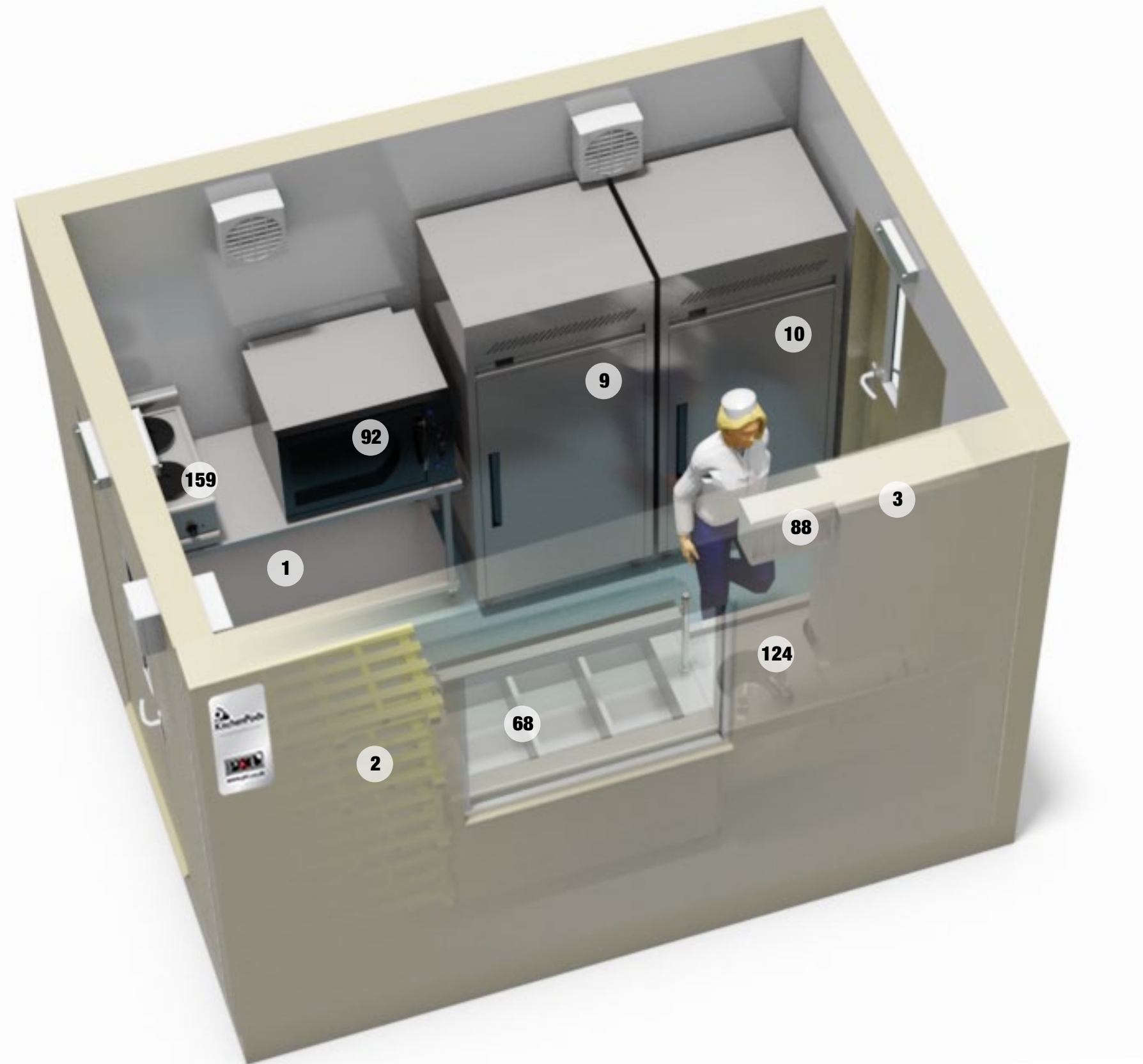
## Painted Finish

The painted exterior can be matched to any RAL colour of the user's choice.



# 35 to 50 Meals

## KitchenPod Solution



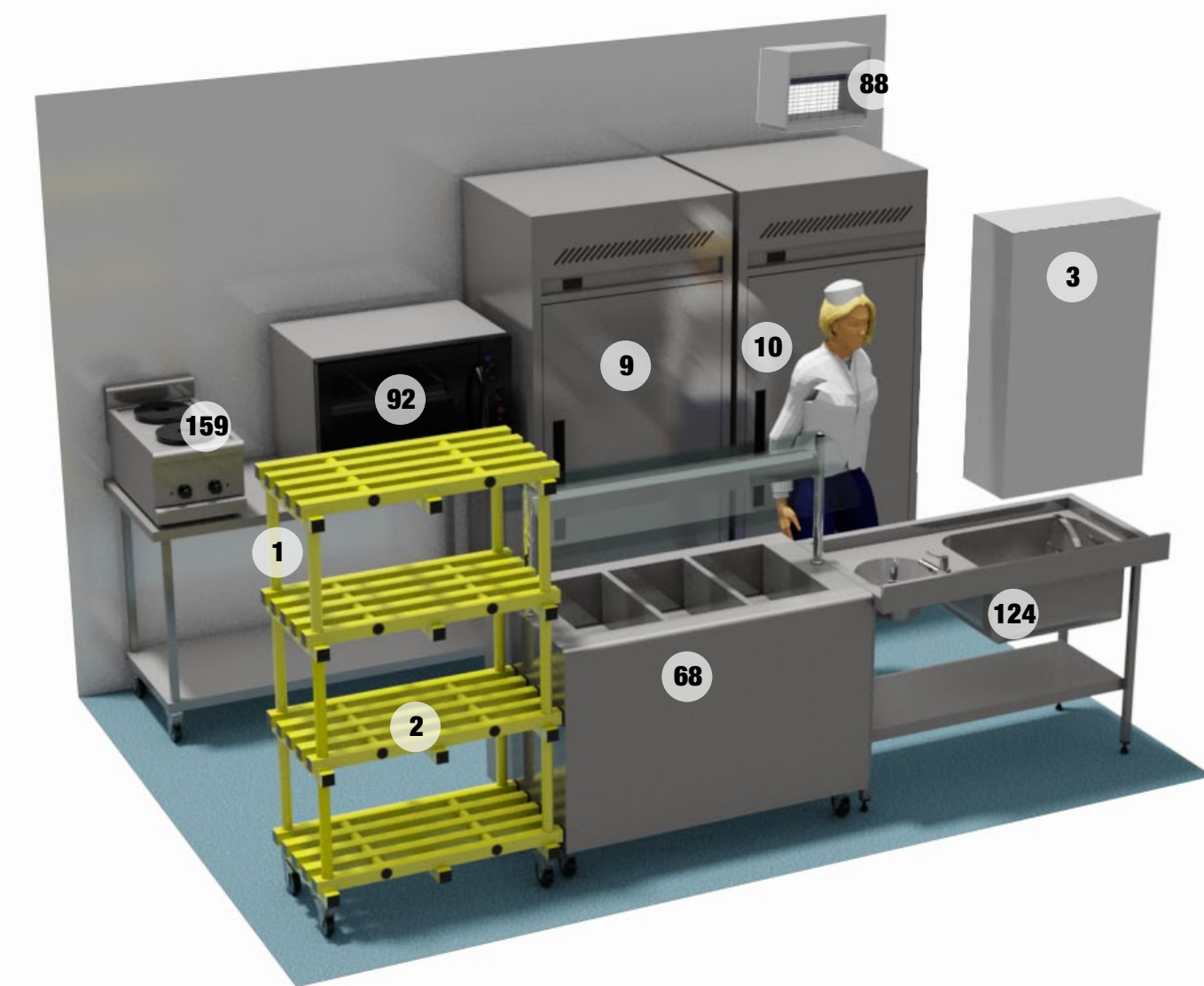
60 Month Contract Hire = £561.79 per month



### Equipment Key

- 1 Preparation Table
- 2 Racking
- 3 Water Heater 70lt
- 9 Upright Refrigerator 610lt
- 10 Upright Freezer 610lt
- 68 Hot Servery 1200mm
- 88 Fly Killer
- 92 Turbofan Convection Oven
- 124 Single Bowl Sink and Hand Wash Station 1200mm
- 159 Two Ring Boiling Top - Electric

## Catering Equipment Only Solution

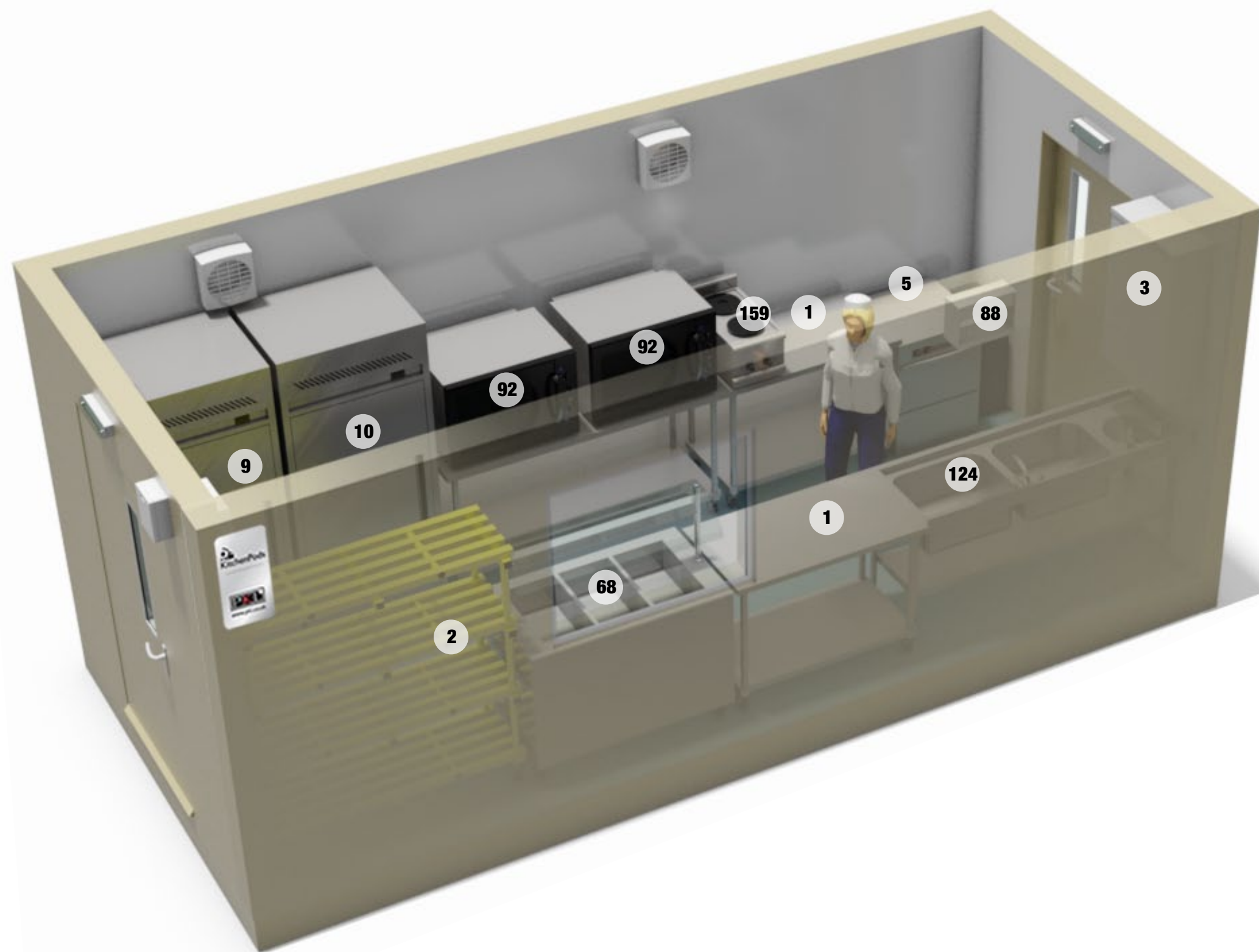


60 Month Contract Hire = £205.12 per month



# 51 to 80 Meals

## KitchenPod Solution



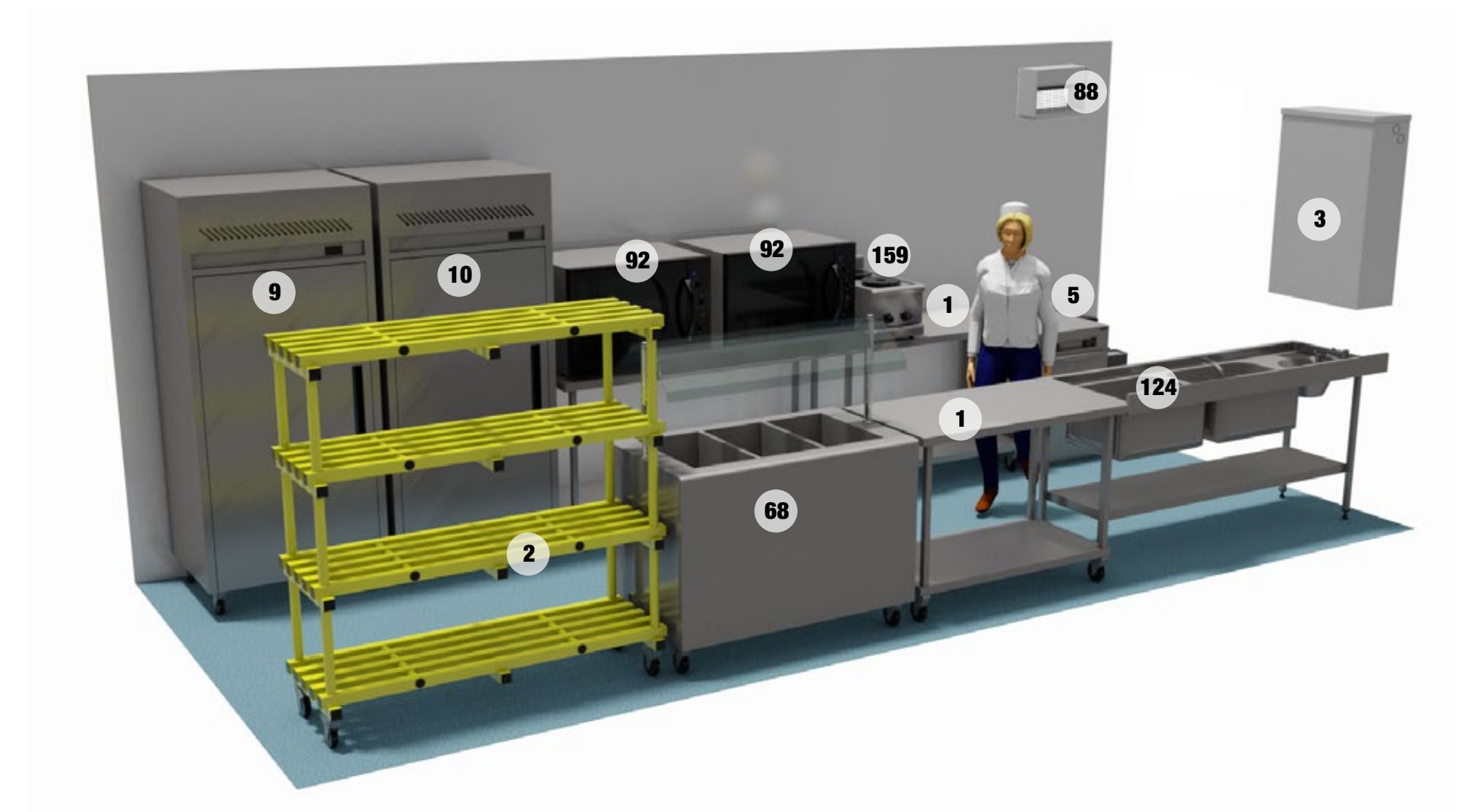
60 Month Contract Hire = £774.75 per month



### Equipment Key

- 1 Preparation Table
- 2 Racking
- 3 Water Heater 70lt
- 4 Double Bowl Sink and Hand Wash Station 1800mm
- 5 Undercounter Dishwasher
- 9 Upright Refrigerator 610lt
- 10 Upright Freezer 610lt
- 68 Hot Servery 1200mm
- 88 Fly Killer
- 92 Turbofan Convection Oven
- 159 Two Ring Boiling Top - Electric

## Catering Equipment Only Solution

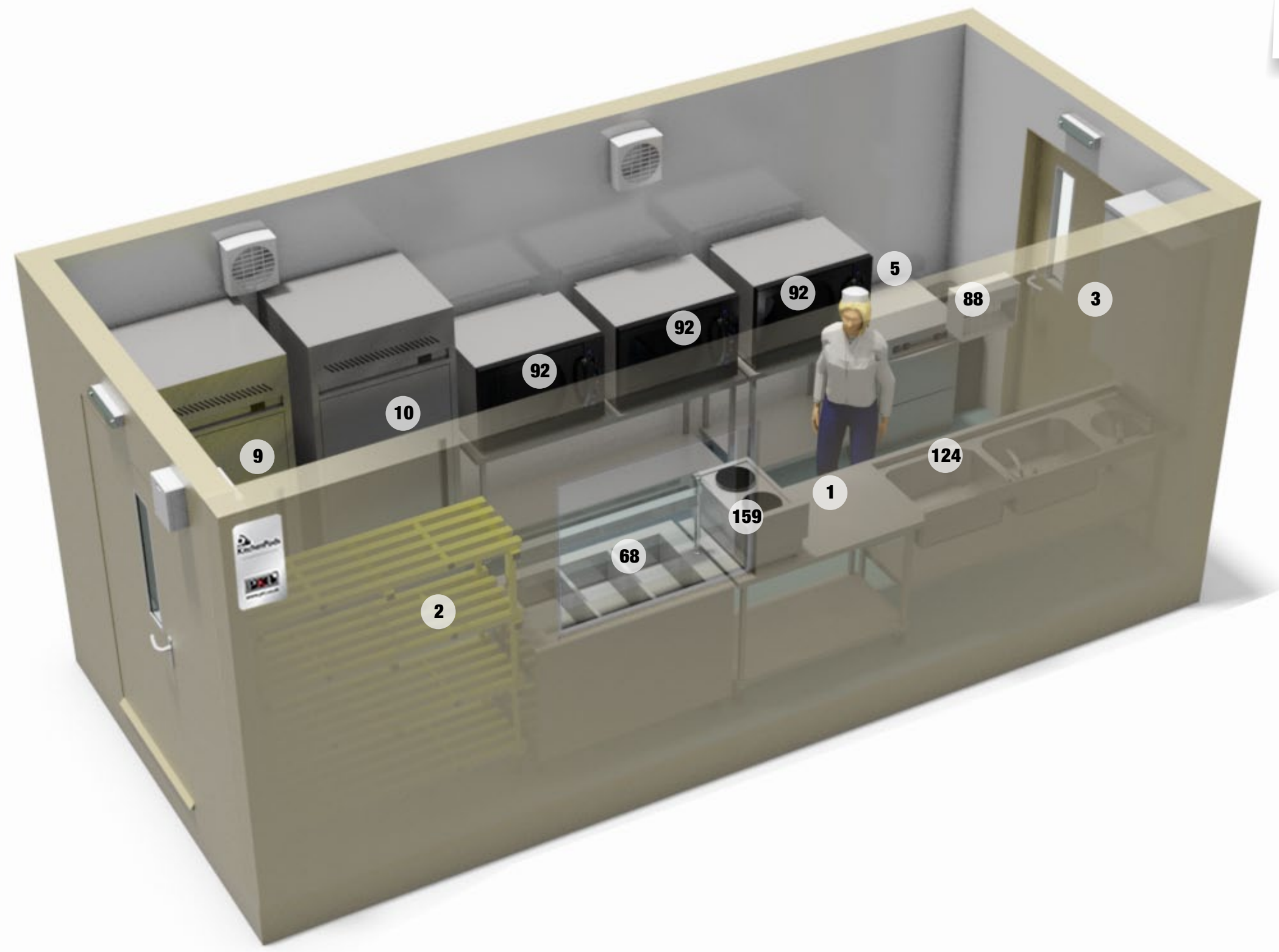


60 Month Contract Hire = £326.40 per month



# 81 to 110 Meals

## KitchenPod Solution



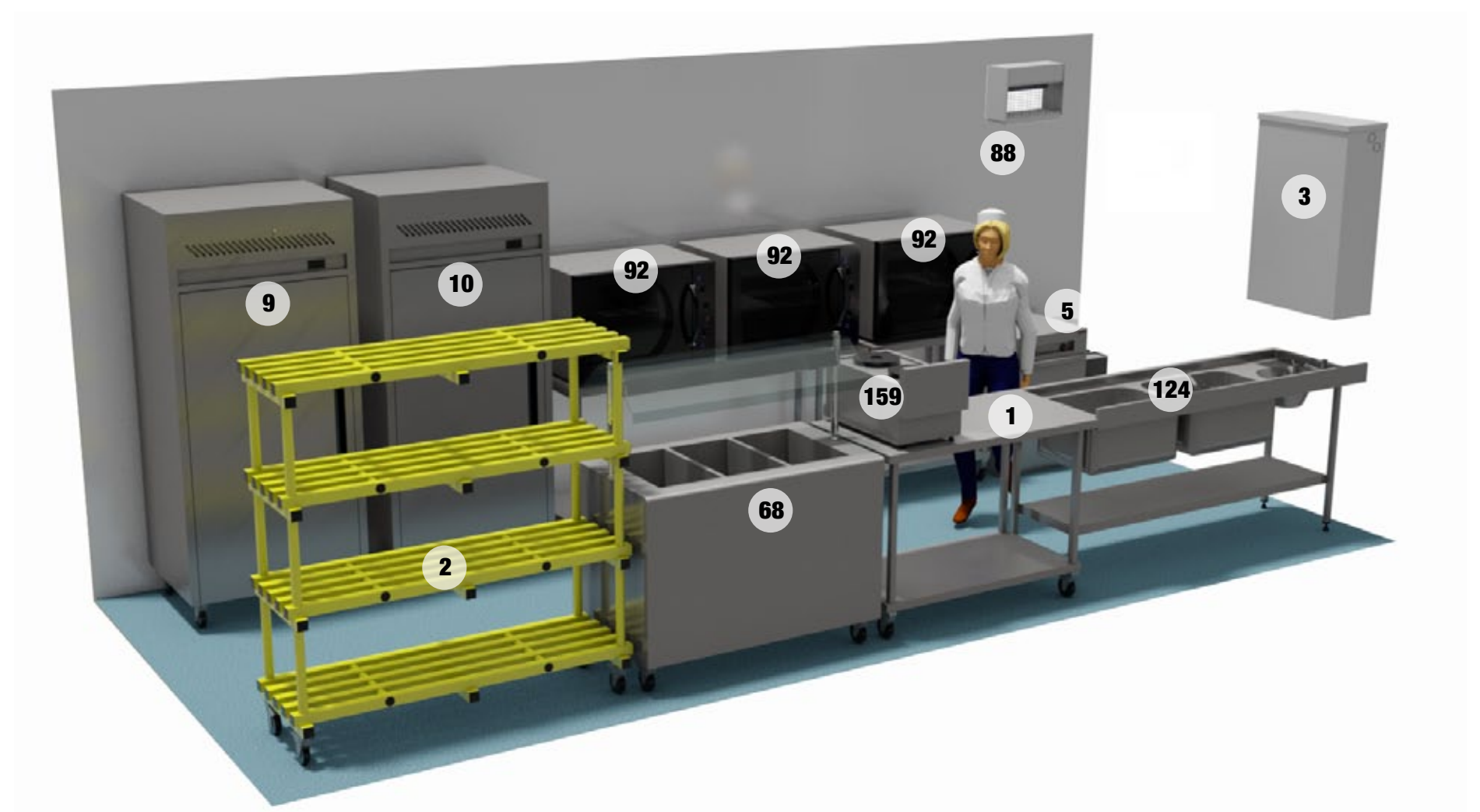
60 Month Contract Hire = £801.27 per month



### Equipment Key

- 1 Preparation Table
- 2 Racking
- 3 Water Heater 70lt
- 4 Double Bowl Sink and Hand Wash Station 1800mm
- 5 Undercounter Dishwasher
- 9 Upright Refrigerator 610lt
- 10 Upright Freezer 610lt
- 68 Hot Servery 1200mm
- 88 Fly Killer
- 92 Turbofan Convection Oven
- 159 Two Ring Boiling Top - Electric

## Catering Equipment Only Solution



60 Month Contract Hire = £361.93 per month





The independent  
**SCHOOL FOOD PLAN**



# Procurement Options

The KitchenPods and catering equipment options can be procured in a number of ways. These include:

- Capital Purchase
- Contract Rental
- Lease

## A Flexible Solution

Under a contract rental option, a school can change its catering equipment mid contract term. This means that if menu requirements or meal production type changes, catering equipment can be upgraded to suit the school, without the need for a capital purchase of new equipment.

A contract rental option also provides a known fixed cost for a school, as the building, all catering equipment, service, maintenance, parts and labour is included for a monthly fee.





## 5. Indicative costing models



# DRAFT Small Schools Cost

## Payhembury C of E Primary pilot (indicative model - adapted to school)

### Scenario 1 - £2.30 revenue funding only

Number of meals per day	Income (£ per day)	Food Cost (£ per day)	Rental Cost (£ per day)	Sundries (£ per day)	Utilities (£ per day)	Labour (£ per day)	Surplus / Deficit (£ per day)	Annual surplus / Deficit (£)
40	92	48	11.05	4.60	2.76	33.57	-7.98	-1,517.07
50	115	60	11.05	5.75	3.83	33.57	0.80	152.58
60	138	72	11.05	6.90	4.53	44.76	-1.24	-236.09
70	161	84	11.05	8.05	5.22	44.76	7.92	1,505.26
80	184	96	11.05	9.20	5.90	44.76	17.09	3,247.37

**Labour**

For 20, 30, 40 meals, 2 hours per day  
 For 60, 70 meals, 4 hours per day  
 For 80,90 and 100 meals, 5 hours per day

### Scenario 2 - £2.30 revenue funding with transitional funding

Number of meals per day	Income (£ per day)	Food Cost (£ per day)	Rental Cost (£ per day)	Sundries (£ per day)	Utilities (£ per day)	Labour (£ per day)	Surplus / Deficit (£ per day)	Annual surplus / Deficit (£)
40	112	48	11.05	5.60	3.36	33.57	10.42	1,978.93
50	135	60	11.05	6.75	4.05	33.57	19.58	3,719.83
60	158	72	11.05	7.90	4.74	44.76	17.55	3,334.01
70	171	84	11.05	9.24	5.22	44.76	16.73	3,179.16
80	194	96	11.05	10.56	5.96	44.76	25.67	4,876.81

**Labour**

For 20, 30, 40 meals, 2 hours per day  
 For 60, 70 meals, 4 hours per day  
 For 80,90 and 100 meals, 5 hours per day

With the transitional funding you choose to add more labour and use more fresh ingredients

	Transitional Funding	(minimum £3000)	
24 new children	£160 per pupil	£3,840	50% into meal price 50% into light equipment and start up costs



# DRAFT Small Schools Cost

## Significant equipment rental option (indicative model)

### Scenario 1 - £2.30 revenue funding only

Number of meals per day	Income (£ per day)	Food Cost (£ per day)	Rental Cost (£ per day)	Sundries (£ per day)	Utilities (£ per day)	Labour (£ per day)	Surplus / Deficit (£ per day)	Annual surplus / Deficit (£)
40	92	48	20.61	4.60	2.76	33.57	-17.55	-3333.87
50	115	60	20.61	5.75	3.45	33.57	-8.39	-1593.47
60	138	72	20.61	6.90	4.14	44.76	-10.42	-1979.29
70	161	84	20.61	8.05	4.83	44.76	-1.26	-238.89
80	184	96	20.61	9.20	5.52	44.76	7.90	1501.51

**Labour**

For 40 and 50 meals, 3 hours per day  
For 60, 70 and 80 meals, 4 hours per day

### Scenario 2 - £2.30 revenue funding with transitional funding

Number of meals per day	Income (£ per day)	Food Cost (£ per day)	Rental Cost (£ per day)	Sundries (£ per day)	Utilities (£ per day)	Labour (£ per day)	Surplus / Deficit (£ per day)	Annual surplus / Deficit (£)
40	105	48	20.61	5.20	3.16	33.57	-5.55	-1053.87
50	128	60	20.61	6.38	3.83	33.57	3.61	685.58
60	151	72	20.61	7.52	4.52	44.76	1.53	291.59
70	174	84	20.61	8.68	5.21	44.76	10.68	2030.09
80	197	96	20.61	9.84	5.92	44.76	19.86	3773.91

**Labour**

For 40 and 50 meals, 3 hours per day  
For 60, 70 and 80 meals, 4 hours per day

With the transitional funding you choose to add more labour and use more fresh ingredients

<b>Transitional Funding</b>	<b>(Minimum £3000)</b>	50% into meal cost
36 new children £135 per pupil	£4,860	50% into light equipment and start up costs

# DRAFT Small Schools Cost

## Kitchen pod option (indicative model)

### Scenario 1 - £2.30 revenue funding only

Number of meals per day	Income (£ per day)	Food Cost (£ per day)	Rental Cost (£ per day)	Sundries (£ per day)	Utilities (£ per day)	Labour (£ per day)	Surplus / Deficit (£ per day)	Annual surplus / Deficit (£)
60	138	72	48.93	6.90	4.14	44.76	-38.73	-7359.19
70	161	84	48.93	8.05	4.83	44.76	-29.57	-5618.79
80	184	96	48.93	9.20	5.52	55.95	-31.60	-6004.61
90	207	108	50.96	10.35	6.21	55.95	-24.47	-4649.91
100	230	120	50.96	11.50	6.90	55.95	-15.31	-2909.51
110	253	132	50.96	12.65	7.59	67.14	-17.34	-3295.33
120	276	144	69.73	13.80	8.28	67.14	-26.95	-5121.23
150	345	180	69.73	17.25	10.35	67.14	0.53	99.97

**Labour**  
 For 60, 70 meals, 4 hours per day  
 For 80,90 and 100 meals, 5 hours per day  
 For 110 and 120 meals, 6 hours per day

### Scenario 2 - £2.30 revenue funding with transitional funding

Number of meals per day	Income (£ per day)	Food Cost (£ per day)	Rental Cost (£ per day)	Sundries (£ per day)	Utilities (£ per day)	Labour (£ per day)	Surplus / Deficit (£ per day)	Annual surplus / Deficit (£)
60	151	72	48.93	7.54	4.51	44.76	-27.00	-5129.35
70	174	84	48.93	8.69	5.21	44.76	-17.85	-3391.04
80	197	96	48.93	9.84	5.90	55.95	-19.90	-3780.85
90	220	108	50.96	10.99	6.57	55.95	-12.74	-2420.07
100	243	120	50.96	12.14	7.28	55.95	-3.63	-690.31
110	266	132	50.96	13.26	7.98	67.14	-5.57	-1059.03
120	289	144	69.73	14.44	8.65	67.14	3.53	670.35
150	358	180	69.73	18.03	10.82	67.14	30.65	5823.72

**Labour**  
 For 60, 70 meals, 4 hours per day  
 For 80,90 and 100 meals, 5 hours per day  
 For 110 and 120 meals, 6 hours per day

With the transitional funding you choose to add more labour and use more fresh ingredients

**Transitional Funding (minimum £3000)**  
 48 new children £100 per pupil £4,840  
 50% into light equipment and start up costs  
 50% into meal cost

## NOTES:

Working with the cross sector coalition of partners and schools to develop potential models of delivery for small schools it is clear that there is no one solution and that, at the outset of any Pilot which is all about learning and growing experiences together, there has to be a set of assumptions made which will then inform progress, development and success. We are taking each school conversation separately - looking at what suits that school and not a one size fits all approach.

In this context it would be useful to consider the following for information:

### 1. Cost of food per meal

We have quoted at maximum level per meal and this reflects quality of ingredients and produce. All school meal providers will know that the food cost per meal varies across the menu cycle and days per week dependant on the mix offered to meet current food and nutritional standards.

### 2. Draft menus and food standards

The draft menus and food meet current requirements for Food and Nutritional Standards in Schools. Menus have been developed to minimise food costs and maximise efficiencies of labour and, in doing so, maintain control of costs. Menus are designed to be adaptable and to allow schools to increase the amount of food preparation and cooking from scratch as they wish to develop their service. Menus are complemented with freshly prepared vegetables and salad bars.

### 3. Labour

All school meal providers will be aware that wage rates vary across the country and may also be dependent on the maintained or academy status of a school and whether Governing Bodies have signed up to their local authority Terms and Conditions and, of course, local availability across the labour market. For fairness and consistency, the models shown here show labour at current UK Living Wage rate (£7.65) and include on-costs circa 25%.



#### 4. Utilities

It is acknowledged that these costs will vary as a “per meal” cost dependant on the amount of preparation, scratch cooking and, importantly, on the schools arrangements for utilities supply and local arrangements (e.g. shared facilities).

#### 5. Kitchen PODS

We have included the option of PODS within the Small Schools Model as a potential solution to schools but this would not necessarily be the recommended option for a truly small school. Schools, however, may wish to consider this as an option on their journey to full production kitchen and increased scratch cooking.

#### 6. Contract rental of equipment and Kitchen PODs

These options allow for facilities and services to be scaled up as take-up increases and schools wish to develop services further; for example, to have a facility which could also potentially support cookery on the curriculum.

#### 7. Payhembury model

The models shown for this one specific school reflects the ethos and spirit of the plan and identifying school-based solutions that can be owned by the school. The model also reflects community-based approach to service re-introduction and complements existing Parish Hall space.



## 5. Contact

### **Press or media enquiries:**

Please contact Phil Slaney or Kevin Coles at the Small Schools Taskforce Press Office on 020 7052 8839 or 020 7052 8840

### **Small schools and local authorities:**

Please email Brad Pearce at [brad@schoolfoodplan.com](mailto:brad@schoolfoodplan.com)

### **For more information about the School Food Plan:**

Please visit [www.schoolfoodplan.com](http://www.schoolfoodplan.com) or email [info@schoolfoodplan.com](mailto:info@schoolfoodplan.com)

