

**Community Services & Environment
Scrutiny and Performance Panel**

**Agenda
Item No. 7**

14 NOVEMBER 2012

SCHOOL CATERING IN WALSALL

Ward(s) All

Portfolio: Councillor A. Harris – Leisure and Culture
Councillor R. Andrew – Children's Services

Report:

At its meeting on 18 June 2012 the Community Services and Environment Scrutiny and Performance Panel appointed a working group to consider school catering in Walsall.

Terms of reference for the working group were drafted and approved by the Panel on 30 August 2012.

Since this time the working group has been very busy taking part in several meetings and visits talking to a range of partners and stakeholders.

The working group's final meeting does not take place until 7 November 2012. Therefore the working group's final report and recommendations will be made available as soon as it is completed.

Recommendation:

That:


1. the conclusions and recommendations of the School Catering Working Group be approved and forwarded to Cabinet for consideration;


and;

2. the Panel consider a report in six months time detailing Cabinets response to the working groups recommendations.

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School Meals in Walsall

Report of the School Catering Working Group



To be presented to Community Services & Environment
Scrutiny and Performance Panel on 14 November 2012



Walsall Council

Foreword

School meals is perhaps one of the most challenging and complex areas to investigate given the intertwined nature it has in crossing many different areas and subjects from health through to inequality.






In many regards the time constraints placed on the group to report in a relatively short period of time have led to other factors that I would have dearly wished to have looked into deeper not being given the in depth analysis that I would have hoped.

However, taking into account the time constraints I believe that we have come a long way - learning from the experiences of others such Bolton Council and in the international context - Tampere in Finland.

The challenges that we face as a borough are significant. The often mentioned East-West divide is stark and tackling that divide in terms of life chances and overall quality of life is one which we as councillors cannot shrug our responsibilities from lest we accept its continuation.

There are many avenues to addressing this problem but educational attainment and health are perhaps key. I'm pleased to see the council accepting the principles of the Marmot Review commissioned by the previous government and believe the recommendations here are a key plank of those principles.

In addition to the council officers and head teachers I would also like to pay special thanks to Tarja Elatalo - Managing Director of Tampereen Ateria (Tampere city school meals service), Merja Paturi and Susanna Kautinainen, Finnish National Institute for Health and Welfare, and Elaine Long, head of school meals service at Bolton Council.

	Councillor G. Illmann-Walker Lead Member		Councillor I. Azam
	Councillor R. Martin		Councillor E. Russell
	Councillor V. Woodruff	Ms. E. Barrett Co-opted Member Head Teacher Caldmore Primary School	

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Introduction

The Community Services and Environment Scrutiny and Performance Panel (the Panel) identified the opportunity to investigate school catering at its meeting on 18 June 2012.

To complete this task a small working group was established.

Terms of Reference

Draft terms of reference were discussed and agreed by a meeting of the working group that took place on 31 July 2012. These were subsequently agreed by the Panel at its meeting on 30 August 2012.

The full version of the Working Groups terms of reference can be found at Appendix 1 to this report.

The Working Group was supported predominantly by two Officers:

Darrell Harman	Head of Effectiveness, Improvement and Contract Management (Children's Services)
Craig Goodall	Scrutiny Officer

Membership

Due to the cross cutting nature of the topic the Panel decided to invite Members from other scrutiny and performance panels to participate in the working group. Invitations were sent to the Children's and Young Peoples and Health Scrutiny and Performance Panels.

The working group was made up of the following Councillors:

- G. Illmann-Walker (Lead Member) – Community Services and Environment
- I. Azam – Community Services and Environment
- R. Martin – Children's and Young People
- E. Russell – Health
- V. Woodruff – Community Services and Environment

To assist Members with their understanding from the perspective of schools invitations were sent to both the Primary School and Secondary Headteachers Forums to join the working group as a co-opted member. This led to the appointment of:

E. Barrett – Headteacher, Caldmore Primary School.

Methodology

The Working Group has held 5 meetings during its investigations and undertaken 4 visits to schools.

Witnesses

The Working Group met and discussed issues relating to school catering with the following witnesses:

Chris Holliday	Head of Leisure and Community Health
Jackie Groves	School Catering Manager
Louise Hughes	Assistant Director (Universal Services)
Susie Gill	Healthy Weight and Sexual Health Programme Manager, Walsall PCT
Barbara Watt	Consultant in Public Health, Walsall PCT
Janet Croft	School Catering Manager – Shire Services
Bill Campbell	Business Operations Manager – Shire Services
Gary Stewart	Managing Director – Catering Management Consultants
Sue Pawley	Operations Director – Catering Management Consultants
Rod Dickson	Headteacher – Bentley Cluster of Schools
Julie Wall	Federation Business Manager – Bentley Cluster of Schools
James Pearce	Headteacher – Chuckery Primary School
Andy Nicholls	Headteacher – Moorcroft Wood Primary School
Elaine Long	Head of School Meals, Bolton Council
Tarja Elatalo	Managing Director of Tampereen Ateria (Tampere City School Meals Service)
Merja Paturi	Finnish National Institute for Health and Welfare
Susanna Kautinainen	Finnish National Institute for Health and Welfare

Report Format

The report sets out the evidence that the working groups received before bringing issues together in the conclusion.

Note on Data

This report contains data from many sources that was taken at different times. Fluctuations in pupil numbers, eligibility means and dates means that often different figures are shown for similar circumstances.

Context

School meals are provided in all but a handful of Walsall's 113 primary and secondary schools.

Schools are free to choose how they deliver meals to their students. 58 schools are supplied by the Councils School Catering Service (SCS) and 45 use a different provider or supply meals through an in-house team. 7 primary schools provide no meals service at all. Provision at 3 schools is unknown.

School Meals Take Up

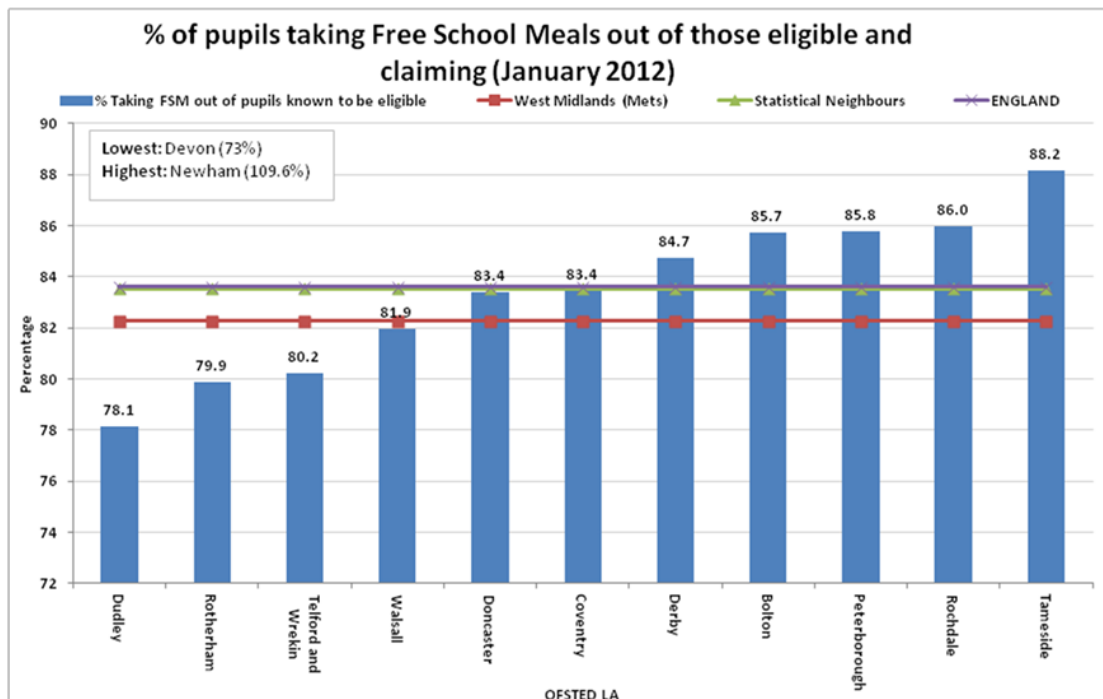
Free School Meals

In January 2012 free school meals (FSM) were available to approximately 10,849 primary and secondary students. 24.3% (6,438) of these were primary students and 21.4% (4,411) secondary. However, only 8,901 students were claiming them meaning that 1,984 students were not claiming the FSM they were eligible to receive.

In 2011-12 88.5% of children eligible for FSM claimed them whilst at primary school but this reduced to 51.7% at secondary school.

When comparing take up of free school meals with similar local authorities, Walsall has a lower take up rate. This is true when compared to its statistical neighbours, West Midlands neighbours and England as a whole.

The working group would like to see take up of free school meals increased to best in class of similar Councils.



Paid take up of school meals

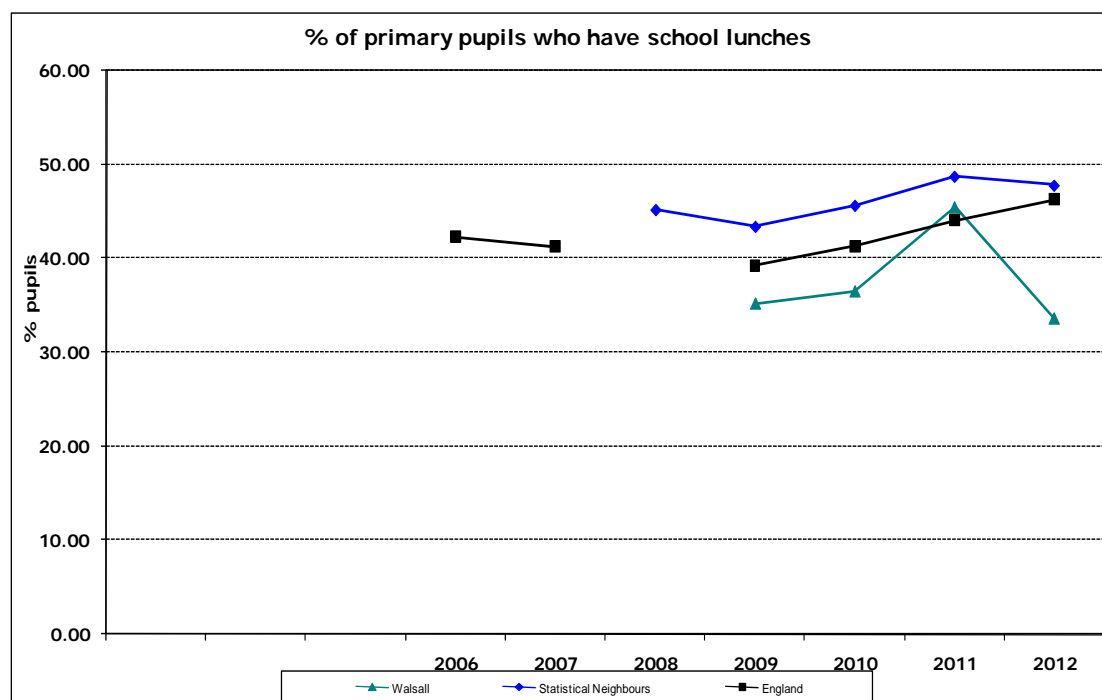
Paid, take up of school meals is significantly lower than that for those eligible for FSM. Take up sits at 29.7% in primary schools and falls to 17.3% at secondary school level.

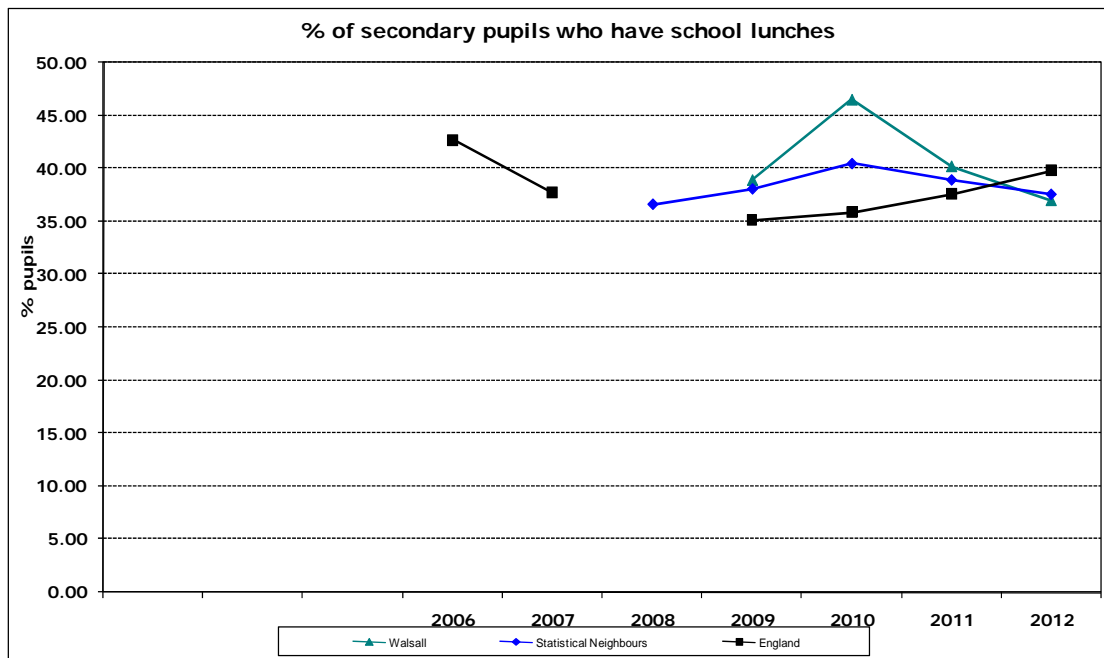
The working group were interested to learn that take up of paid meals was so low. Anecdotal evidence suggested that cost, quality and choice were the principal issues holding back take up.

Members wish to see the take up of paid meals increase. This could assist providers in economies of scale and help to reduce production costs.

Overall take up of School Meals

The trend in the percentage of pupils having a school lunch (not just FSM) has declined in Walsall during 2012. Both Primary and Secondary schools have less take up than the Statistical Neighbour average and England as a whole and has seen a dramatic reduction in recent times..





The overall take up of meals in Walsall during 2011/12 was:

Take up for school meals 2011-12	Primary	Secondary	Special	All Schools
Free School Meal	88.59%	51.73%	78.33%	82.18%
Paid`	29.71%	17.38%	56.36%	28.43%
All take up	46.10%	29.09%	67.95%	44.11%

These figures highlight the working group's view that more work can be carried out to improve the take up of school meals, both free and unpaid, across the borough.

Deprivation in Walsall

Indices of Deprivation

Walsall has the highest level of child poverty when compared with similar councils. Nearly 1/3 of children are living in poverty – Walsall ranks 123rd out of 152 councils.

The English Indices of Deprivation, produced by the Department for Communities and Local Government (DCLG), identify small areas of England which are experiencing multiple aspects of deprivation. This makes them an important tool for identifying and understanding deprived areas, and for targeting resources effectively. The most recent figures were released in March 2011, and update the indices published in 2007 and 2004. Figures are released at Lower layer Super Output Area (LSOA) level – a ‘neighbourhood’ level geography of approximately 1,500 people. There are 169 LSOAs in Walsall.

The most commonly used measure of local authority level deprivation is the average LSOA score – this gives an average for the borough while retaining the effect of ‘extreme’ scores. Walsall is the 30th most deprived local authority (out of 326), putting it in the most deprived 10% of districts. Walsall is more deprived in relation to the rest of England in 2010 than it was in 2004, when it was within the most deprived 15% (see table 1)

Table 1: District level summary measures for Walsall

Measure	Most deprived percentile			England Rank*			West Midlands Rank*		
	2010	2007	2004	2010 rank out of 326 2007/2004 rank out of 354	2007	2004	2010 rank out of 30 2007/2004 rank out of 34	2007	2004
Average of LSOA score	10%	13%	15%	30	45	61	5	4	5

*Where 1 is most deprived

Walsall is less deprived overall than its neighbouring authorities of Birmingham, Sandwell and Wolverhampton. However it is more deprived than the other unitary authorities of Coventry, Dudley and Telford and Wrekin, and much more deprived than neighbouring district authorities of Staffordshire (see table 2).

Table 2: District level summary measures for surrounding Local Authorities

Local Authority	England Rank (out of 326)*					
	Average Score	Average Rank	Extent	Local Concentration	Income Scale	Employment Scale
Birmingham	9	13	10	20	1	1
Sandwell	12	9	6	36	12	15
Wolverhampton	21	20	18	31	27	24
Walsall	30	35	26	40	30	31
Coventry	50	53	52	37	24	22
Telford and Wrekin	96	105	83	82	89	90
Dudley	104	113	85	85	33	34
Cannock Chase	128	123	137	156	173	156
Solihull	179	212	119	98	101	95
Lichfield	237	237	204	205	243	231
South Staffordshire	250	247	256	245	227	223

*Where 1 is most deprived and 326 is least deprived

Walsall: neighbourhood level deprivation

Within Walsall, there is considerable variation between the levels of deprivation across the borough. Figure 1 shows that there are pockets of extreme deprivation in some areas – almost a quarter of neighbourhoods (41 of 169) are amongst the most deprived 10% in England. This is worse than 2007 when there were only 33 neighbourhoods in this category. These LSOAs are located in Blakenall, Birchills Leamore, Pleck, Palfrey, St Matthew’s and Bloxwich West wards. Darlaston and Willenhall also have widespread multiple deprivation.

However, 9 areas (5% of the total) are within the least deprived 10% nationally and this is a slight improvement from 7 areas in 2007. Overall, levels of deprivation are rising across Walsall but the least deprived LSOAs do not appear to be affected by this trend.

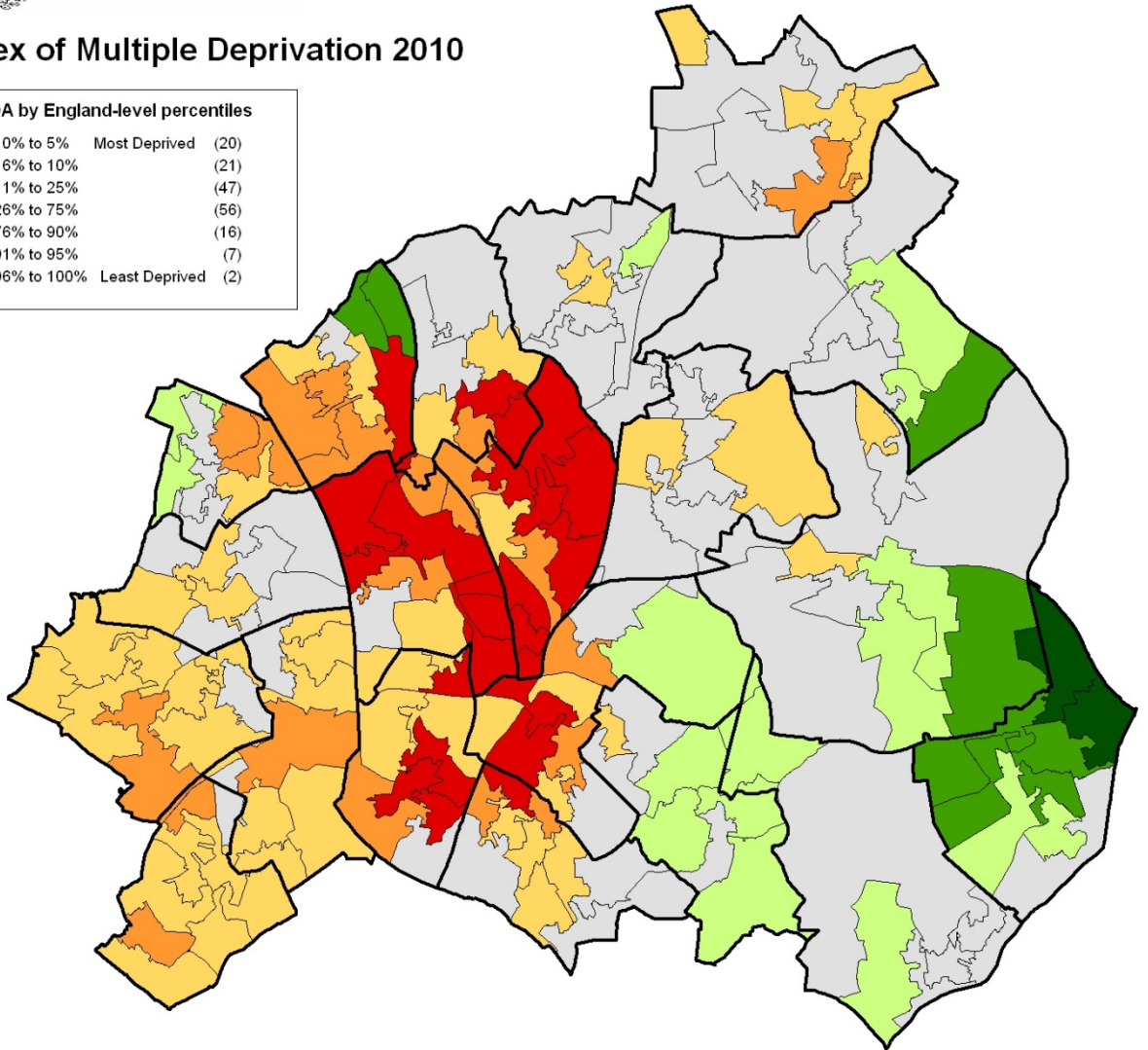
While the least deprived areas tend to be concentrated to the east of the borough, in Streetly and Aldridge, there are pockets of very low deprivation located adjacent to areas of extremely high deprivation. This is the case in parts of St Matthew’s near the town centre, Willenhall North, and particularly in Bloxwich West, where the Turnberry Estate is significantly less deprived than its surrounding neighbourhoods. Conversely, parts of Aldridge – such as the Redhouse Estate – are much more deprived than the surrounding ward.

So while there is a general trend for areas of high deprivation to be concentrated towards the centre and west of the borough, there is not a straightforward divide – pockets of deprivation exist across Walsall.



Index of Multiple Deprivation 2010

LSOA by England-level percentiles		
0% to 5%	Most Deprived	(20)
6% to 10%		(21)
11% to 25%		(47)
26% to 75%		(56)
76% to 90%		(16)
91% to 95%		(7)
96% to 100%	Least Deprived	(2)

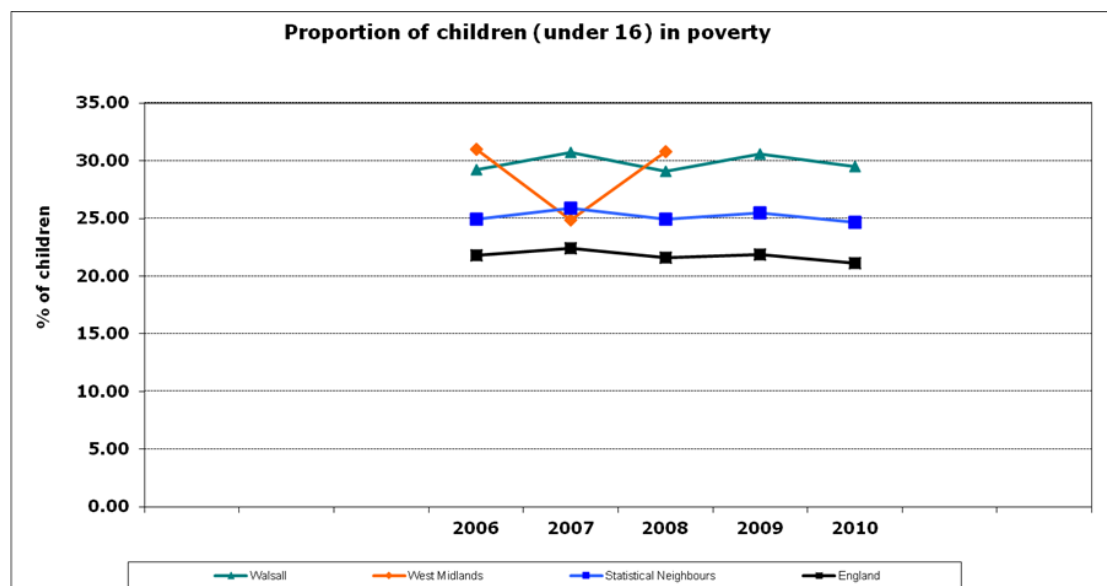
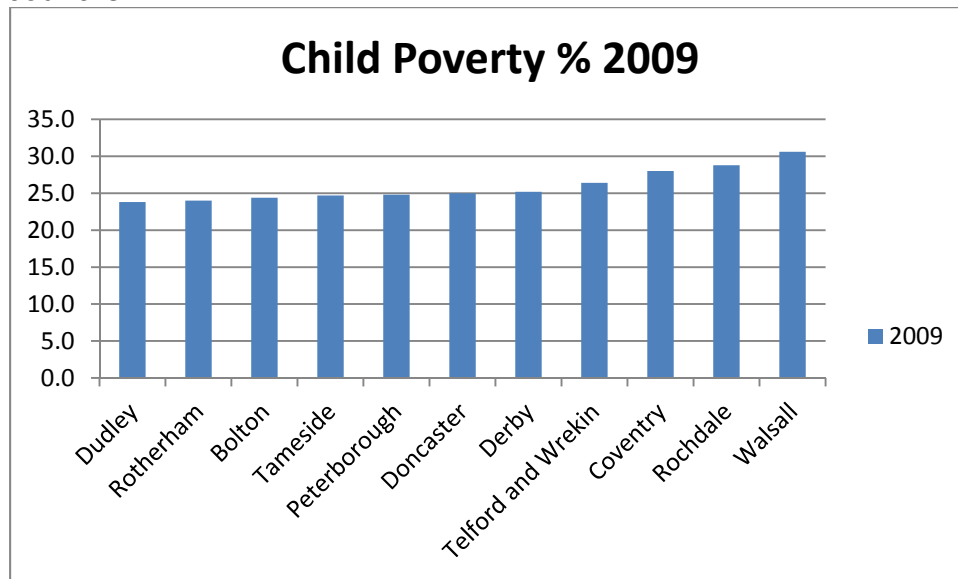


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Figure 1: Index of Multiple Deprivation 2010 in Walsall

Child Poverty

Walsall has the highest level of child poverty when compared with similar councils. Nearly 1/3 of children are living in poverty – ranking 123rd out of 152 councils.



Walsall has over 17,000 children living in poverty (August 2008), equating to 28.4% of the children living in the borough. This is higher than the national average of 20.9%. However this average of 28.4% masks the high levels of child poverty in some communities, where it is more than double the national average. For example, in Blakenall ward 47% of children live in poverty.

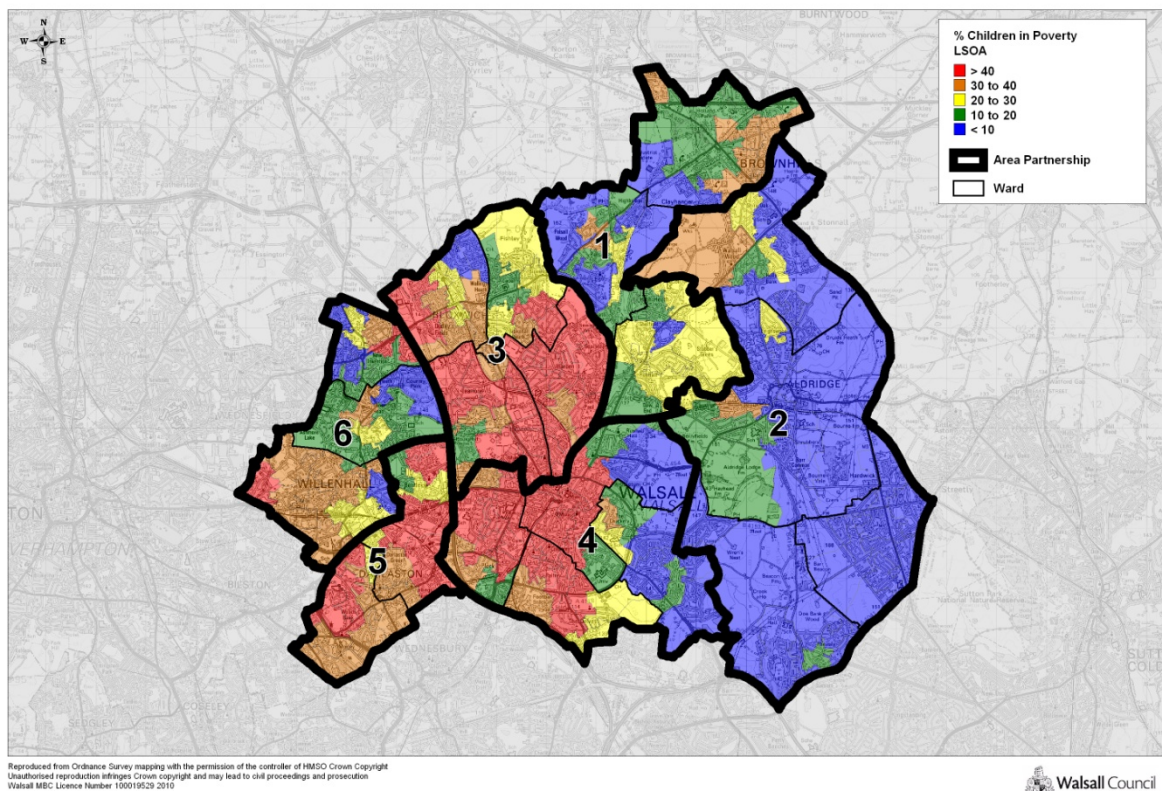
Key characteristics of child poverty in Walsall are:

- Almost half of all children living in poverty in Walsall live in lone parent households.
- Almost a quarter of all children in Walsall live in a household where no one works.

- Wards with the highest rates of child poverty are generally in the west of the borough, but with pockets of high child poverty in the east.
- The number of children living in poverty is likely to have risen during the recession.

The Walsall Child Poverty Needs Assessment 2010 highlighted that children aged 0 to 10 years are most at risk of living in poverty. The greatest proportion live in Birchills Leamore and Blakenall wards. They are more likely to live in a household where no one works or in a lone parent household dependent on out of work benefits.

Figure: Proportion of Children living in poverty by LSOA August 2008



The working group noted the high levels of deprivation and child poverty in Walsall. This deprivation is reflected in school meal take up through the significant number of children who receive FSM and the low number of paid meals. Paid meal take is most probably low because those families who do qualify for FSM cannot afford to buy them.

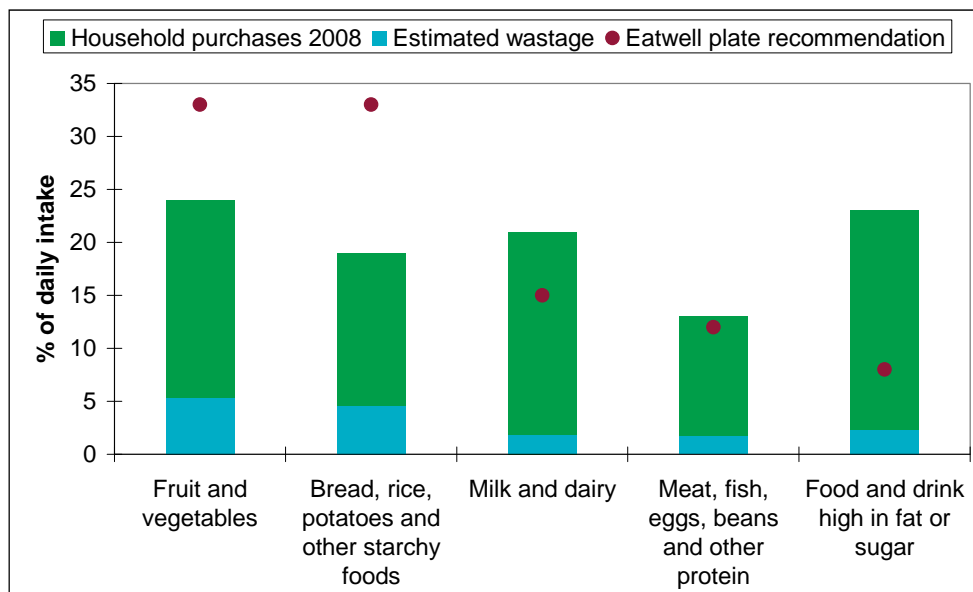
School Meals and Health

Nutrition in School and Long Term Health

A child having a daily school lunch will eat nearly 20% of their meals in a year at school; in deprived households the school meal is often the only substantial meal of the day. Provision of healthy school food can limit a child's exposure to sugary and fatty foods, providing more nutrient-dense rather than energy-dense options.

Data from the West Midlands Regional Lifestyle Survey (2005) show that fewer than one in four Walsall residents eat the recommended five portions of fruit and vegetables per day. This is lower than the regional and national averages. The table below shows that compared to the Food Standards Agency "Eatwell plate" recommendations, Walsall residents on average over-consume dairy products and energy-dense food or drink (including sugary soft drinks) and eat too few fruits, vegetables and starchy foods.

Household average purchase and wastage of food groups compared with Food Standards Agency "Eatwell plate" recommendations.



Research carried out by the School Food Trust in primary schools showed that children eating a school lunch are more likely to choose vegetables (72% of pupils) compared with pupils taking a packed lunch to school (6% of pupils) (School Lunch and Behaviour in Primary Schools, 2009).

Obesity

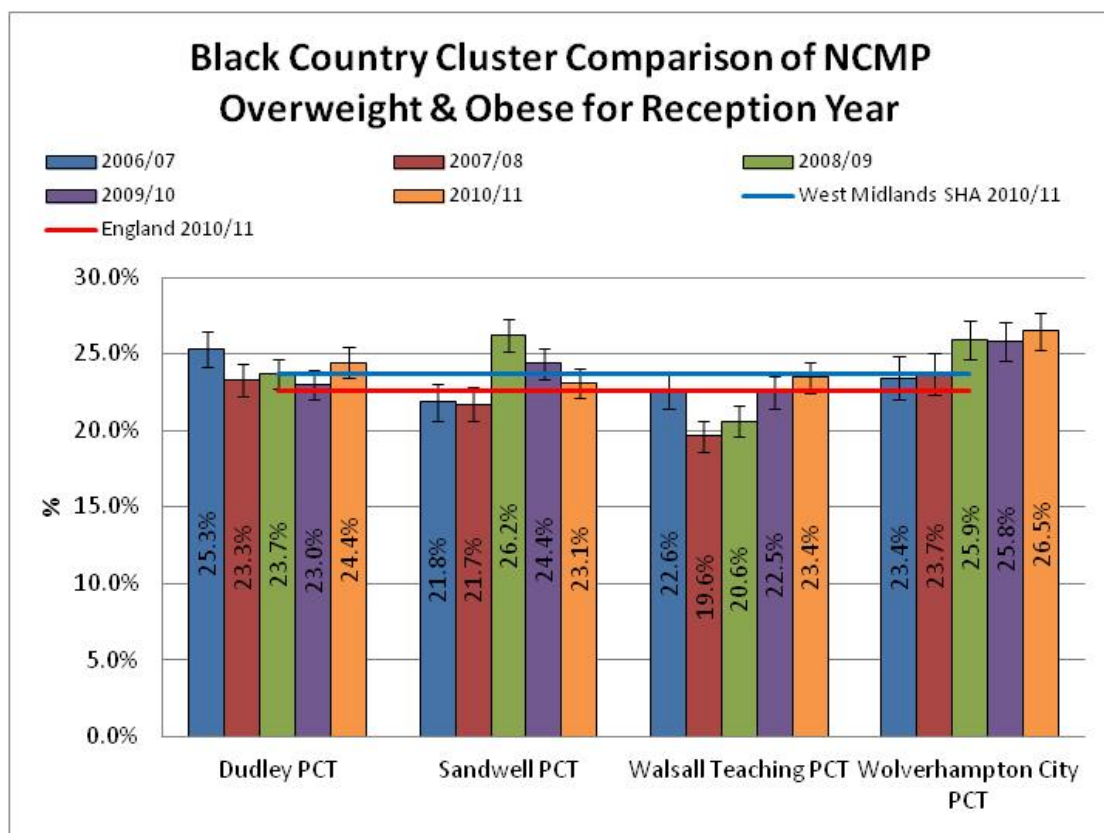
The National Child Measurement Programme has been monitoring obesity levels.

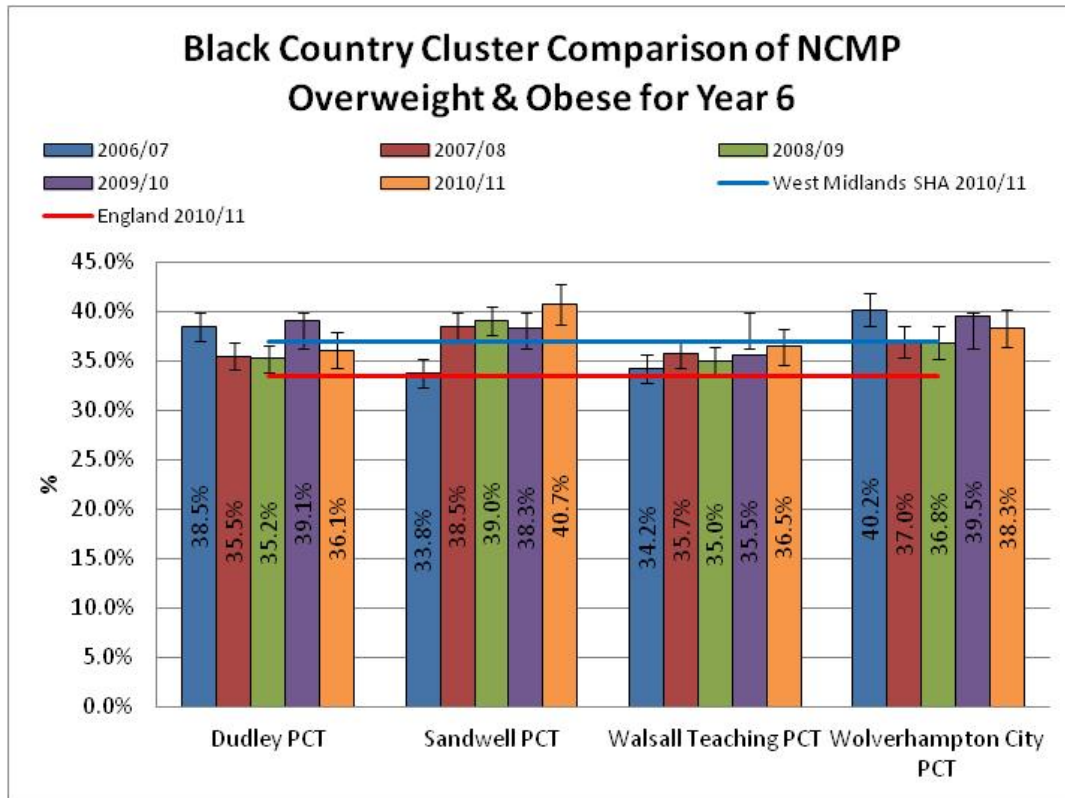
The study shows that in Reception class over a fifth (22.6%) of children measured were either overweight or obese. In Year 6, this proportion was

one in three (33.4%). The percentage of obese children in Year 6 (19%) was over double that of Reception year (9.4%).

The study has shown year-on-year that children living in the most deprived areas are almost twice as likely to be overweight or obese compared to children in better off areas. The likelihood of obesity increases significantly for children who live in urban areas and is higher still for children from a black or minority ethnic background.

In Walsall, Year 6 overweight and obesity levels have been above regional and averages at Year 6 levels despite being below them at reception. As illustrated in the graphs below.





NHS Walsall reported to the working group that nutritional school meals are a significant tool which can contribute to reducing the prevalence in overweight and obese children.

Long term impacts

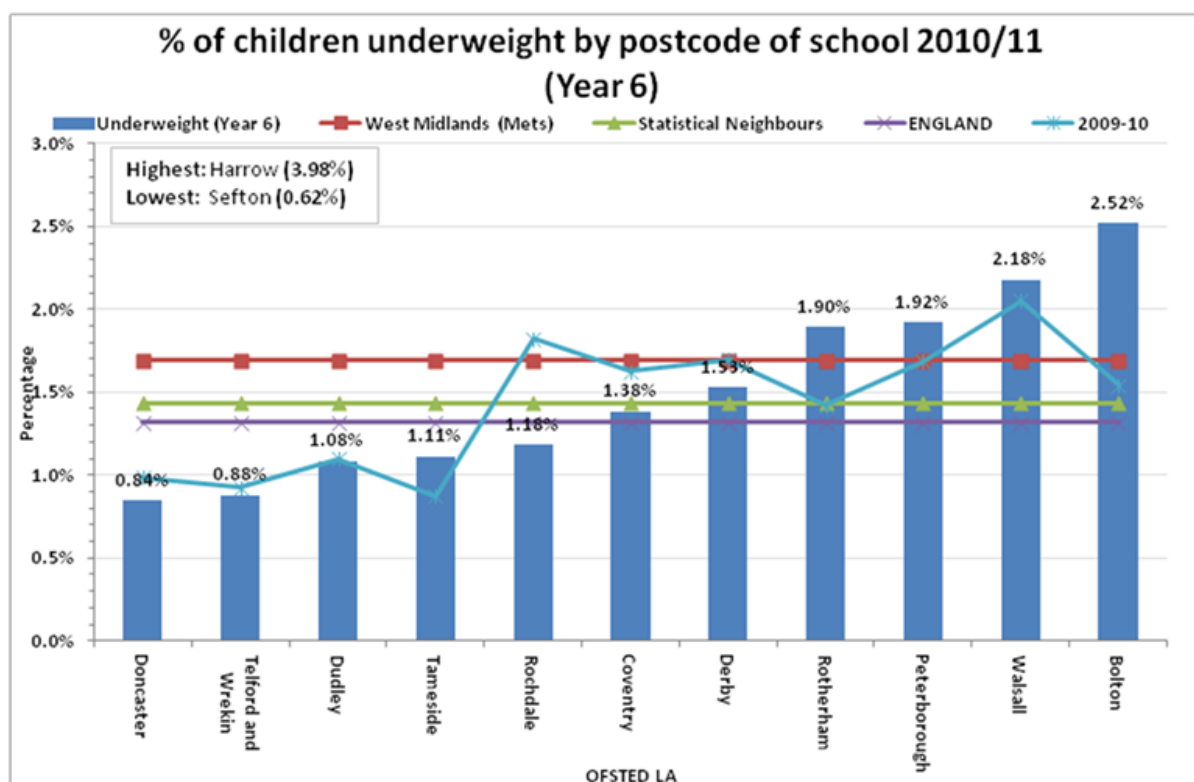
The long term impact of a bad diet and obesity increases the risks of local people developing chronic disorders such as diabetes, heart disease, stroke, liver disease and some cancers (World Health Organisation, 2004). It is notable that as obesity rates increase, Type 2 diabetes is becoming increasingly common in children. These illnesses are going to place significant budgetary constraints on the health service in the future unless more is done to prevent ill health.

A recent Freedom of Information request by BBC Radio Five Live found that UK Fire and Rescue Services (FRS) had received 2,700 requests for help with lifting severely obese people since 2007. The study found that West Midlands FRS had spent over £50,000 responding to calls in this time. The highest spending FRS was in Northern Ireland where £313,000 was spent over five years with one single 3 ½ hour rescue costing £11,000.

Hunger and Underweight Children and Young People

The increasing poverty among children due to the recession and also the Welfare Reform Programme is resulting in increasing numbers of underweight children. While numbers are small and being underweight can be due to a number of factors apart from hunger – at circa 2%, this is equivalent to

around 1260 children in 2011. Walsall has the 2nd highest rate in its statistical neighbour group.



Staff who work with vulnerable children report

The working group were concerned to hear that the Area Family Support Team were noting an increase in families in Walsall who were needing support from emergency food banks to ensure that basic dietary needs are met. The reasons for this are complex but common contributory factors include:

- delay in getting benefits
- repayment of loans taking up all available resources
- prioritisation of purchases for children's school uniforms/gifts etc
- prioritisation of resource to meet addiction dependency
- families not receiving what they are entitled to
- lacking skills to manage finances and competing demands.

There are examples in Walsall of children being assessed as being underweight due to insufficient intake of food and there are many examples of parents missing meals to enable children to eat.

National reports on increasing hunger

Some 83 per cent of respondents, to a newspaper survey of teachers, said they see evidence of hunger in the mornings at their schools. 55 per cent believe they have seen an increase in hunger over the past two years with a

mere two per cent countering that idea, saying it had decreased (Guardian June 2012 – survey of 591 Teachers).

Food charity FareShare, which collects surplus food stock from supermarkets and distributes it to over 700 human welfare charities, said that there had been a 57% increase in the number of school breakfast clubs requesting its services over the past year (Guardian 16/10/12).

Tackling Hunger

The working group were concerned about the levels of hunger being reported in the borough. In addition to evidence from the national child measurement programme anecdotal evidence from the headteachers and school staff the working group met with confirmed some children go to school hungry and that a FSM may be their only decent meal that day. For those who did not qualify for FSM there was evidence of their dietary needs not being met due to inadequate packed lunches.

In order to tackle this important issue the working group would like to see professionals working with children and families inside and outside schools collaborating and sharing information so hungry children can be identified and fed whilst at school.

Packed Lunches

Studies that have looked at the quality of packed lunches have found that improvements being made in the nutritional quality of school lunches were often not reflected in packed lunches brought from home, with levels of iron, zinc and vitamin A remaining below recommended levels (Evans and Cade, 2007). Fifty per cent of packed lunches were found to have no fruit or vegetables; only one per cent met the new standards and overall they were more likely to provide twice the recommended intake of saturated fat, sugar and salt (Rogers, 2007; Evans and Cade, 2007). ***These findings have been noted anecdotally by the working group on their visits to schools.***

Studies have also shown that pupils who eat school meals perform better than packed lunch eaters (Colquhoun et al, 2008).

Encouraging Healthy Eating

Healthy eating activities such as 'Food Dudes' is an example of an excellent initiative that is being used in schools to encourage healthy eating. 'Food Dudes' was a reward based project that encourage children to eat healthy food and vegetables.

A three month follow up of the programme showed that at lunch time consumption of fruit had increased by 87% and of vegetable by 183%. Moreover consumption of high fat and sugary snacks had reduced by 34%.

As well as children eating more healthily teachers and parents reported that their eating habits had changed too.

'Food Dudes' is funded through NHS Walsall and is planned to see all schools through the programme by the summer of 2014. ***The working group recommend that this takes place and that the programme continues post 2014 due to its excellent results influencing the food choices of young people.***

Nutrition

The schools which the working group visited were following the nutrient standards set by the Schools Food Trust (SFT). The SFT gives guidance on how to produce healthy school meals and how to analyse menus to ensure that a balanced diet is provided. The Councils School Catering Service is obliged to follow SFT.

The working group learnt that academies and free schools are not obliged to follow the SFT standards. Whilst the working group recognise the potential menu flexibility that could be gained through not following the SFT nutrition standards ***Members strongly recommend that all schools and school caterers adhere to the SFT nutrition standards.***

School Meals and Attainment

The working group heard that diets can affect how children concentrate, behave and perform.

Research carried out by the School Food Trust in primary and secondary schools, following improvements in the nutritional quality of schools meals, showed pupils were more alert and over 3 times more likely to be 'on-task' working in the classroom after lunch. (School Lunch and Behaviour in Primary Schools, 2009).

Post intervention evaluation (2 years) following implementation of improved school meals led by Jamie Oliver in Greenwich South-East London showed significantly better SAT results than matched schools in neighbouring boroughs (Belot and James, 2009). In addition, a recent study has found that students with an increased fruit and vegetable intake and lower calorific intake of fat were significantly less likely to fail assessments (Florence, 2008).

Evaluation of the City of Hull's provision of free school meals to every child found that pupils' concentration and readiness to learn improved (Colquhoun et al, 2007). Further research has since found that pupils consuming school dinners perform better than packed lunch eaters (Colquhoun et al, 2008).

Universal and Extended Free School Meals Pilot

Between 2009 and 2011 the Department for Education and Department for Health funded a pilot study into two areas with primary school children:

1. Providing universal free school meals (Newham and Durham);
2. Extending the eligibility criteria to provide free school meals to families in receipt of Working Tax Credit (Wolverhampton).

Conclusions from the extended pilot were difficult to accurately quantify due to the relatively short period the schemes operated for but informal feedback from the Wolverhampton School Catering Team indicated that there had been benefits to extending the provision of free school meals.

The universal pilot led to many interesting findings, including:

- A significant positive impact of attainment for pupils at key stage 1 and 2. Improvements indicated four to eight weeks more progress than similar pupils in comparison areas.
- The improvements in attainment tend to be strongest amongst pupils from less affluent families and amongst those with lower prior attainment.
- These improvements arose from an increase in classroom productivity as there was no significant reduction in absence rates.
- Most pupils took up free school meals.

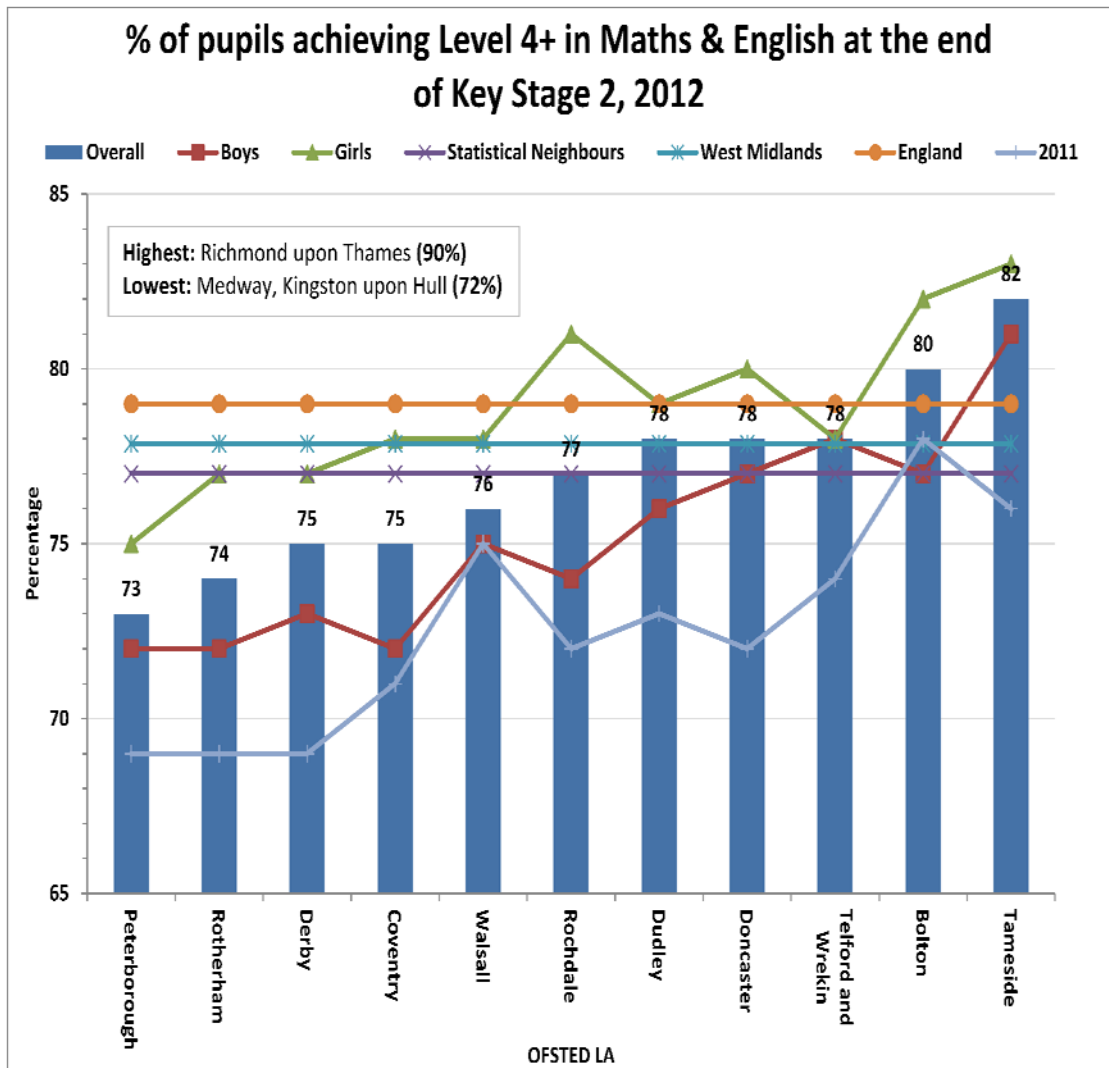
- Increased school meal take up led to a shift in the types of food that pupils ate at lunch time.

The cost of this universal pilot was calculated to be £220 per pupil over two years.

Effect of Attainment

The outcomes that can be most readily compared with those in other studies are the proportion of pupils reaching the expected level of attainment in English and maths at Key Stages 1 and 2. The universal entitlement pilot led to a 1.9 percentage point (ppt) increase in the proportion of pupils reaching the expected level in reading at Key Stage 1, a 2.2ppt increase for maths at key Stage 1, a 4.0ppt increase for English at Key Stage 2 and a 5.5ppt increase for maths at Key Stage 2. At a cost of £112 per pupil per year, the study suggested that would cost £50-60 to obtain a 1ppt increase in attainments at Key Stage 1 and £20-30 to obtain a 1ppt increase in attainment at Key Stage 2.

The working group were impressed by the findings of this study in particular the improvements in attainment levels. The table below demonstrates how a few extra percentage points can significantly improve Walsall's performance relative to other local authorities.

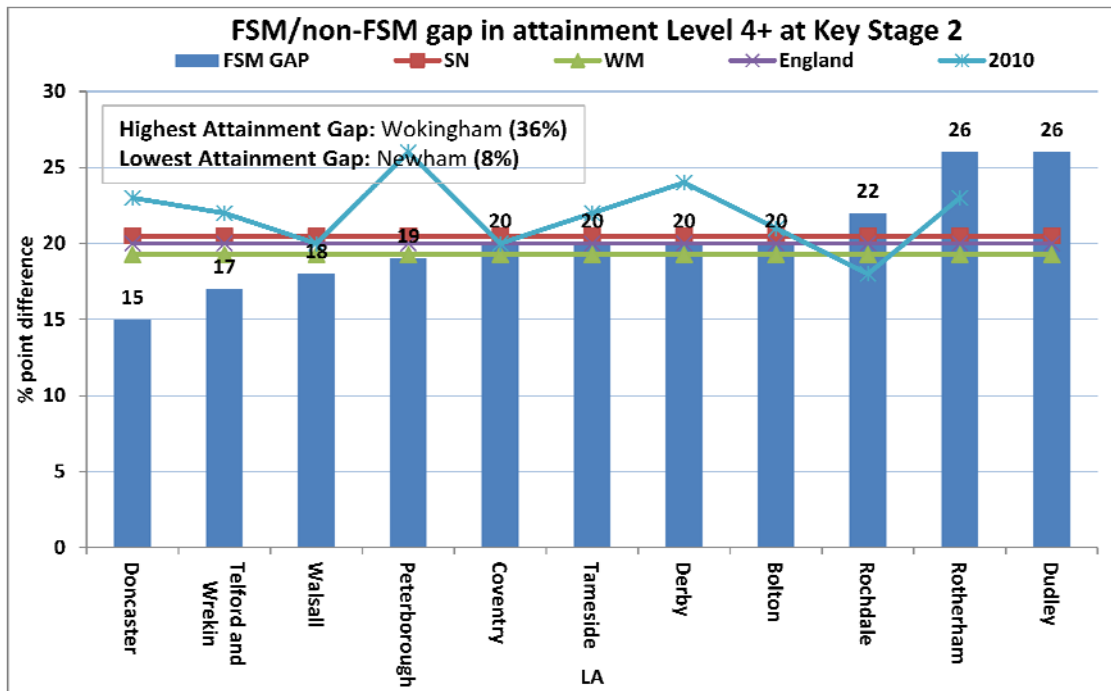


Free School Meals and Attainment

Research has shown that those children who are eligible for a FSM achieve less than those children who are not eligible.

In Walsall there is an 18% gap in attainment between FSM eligible students and those who are not eligible. When comparing to statistical neighbours in 2010/11 Walsall ranks relatively favourably. However, the lowest attainment gap of 8% was achieved in Newham. As aforementioned one of the key findings from the universal provision of free school meals study was that it levelled the playing field between FSM and non-FSM students with FSM students showing the greatest improvement in attainment. Moreover other studies have shown that pupils who eat school meals perform better than packed lunch eaters (Colquhoun et al, 2008).

There is clear evidence of this here as Newham was one of the pilot areas and it has the lowest attainment gap in the country. If the same were true in Walsall then substantial progress would be made to reducing the boroughs inequalities.



School Meal Visits

As part of their investigations the working group visited four local schools to sample school meals and speak to staff and students.

The schools visited were:

SCHOOL	PROVIDER
Bentley Cluster	Shire Services
Caldmore Primary School	Walsall Council
Chuckery Primary School	Catering Management Services
Moorcroft Wood Primary School	Walsall Council

The following is a short summary of the findings from each visit.

Bentley Cluster

The Bentley Cluster had previously received its school meals through the Councils School Catering Service but decided to change providers due to the uncertainty of its continuation and dissatisfaction with the service received. One issue identified included the use of instant food products, such as instant mash.

The School was very satisfied with its new provider and reported that uptake of paid school meals had increased following the change.

Caldmore

The working group visited Caldmore Primary School. The School is populated by a majority Asian and minority ethnic population. This has proved to be a challenge for the Council in terms of offering choices to meet the schools needs. For example, in consultation with the headteacher, meat is only served once a fortnight with the remainder of meals all vegetarian.

The school has considered using an alternative provider some years ago but was told then that, as the school made a loss it would be an unwise move. The school believes the quality of the food provided by the Council could be improved. They are also concerned about the cost being too high for parents who are not entitled to free school meals but are still on an extremely low income.

Chuckery

Chuckery manages its school meals with the assistance of Catering Management Services (CMC). The school were very pleased with the service that they received in particular the control and influence that could be delivered over the food served to children. This included parents providing recipes for authentic curries for catering staff to cook for children.

Uptake of paid school meals had increased with the new provider and the satisfaction of kitchen staff had greatly increased.

Moorcroft Wood

The School were happy with the service offered to them through the Councils School Catering Service. Good relationships had been created that resulted in menus being developed that children enjoyed.

The working group were surprised to learn that only a small number of children paid for a school meal. The school reported it was likely this was because those families which did not qualify for FSM were still not able to afford them. Therefore approximately 60% of students ate packed lunches.

The school also made comments regarding children being served their meals on plastic trays which required them to collect their main meal and dessert at the same time. It was noted that many children would then eat their dessert first and often leave their main meal. The school felt that meals should be served on plates so children could learn to eat a meal properly rather than from a tray.

Packed Lunches

At all schools Members observed children eating packed lunches. It was noted on numerous occasions that the nutritional quality of many of the packed lunches observed was poor. Popular items unsurprisingly included crisps and confectionary.

The quality of packed lunches was a concern for Members as a number of schools do not provide school meals. The common reason for this was because the school did not have a kitchen.

Working Group Reflection

The working group were pleased to be welcomed into the four schools they visited and were very grateful to share the lunch time experience of staff and pupils.

The working group's points of note from the visits were:

- School meals were more nutritious than packed lunches;
- Meal quality varied between schools;
- Council kitchens had lower paid take up than non-council meal providers;
- Where possible it would be better for children to eat from plates with a knife and fork than off 'prison trays';
- Menus at non-council providers were more appealing.

International Comparison – the Finnish Experience

The working group right from the outset were concerned about availability of information as to different models. Although some pilot schemes were set up under the previous government the relatively short length for which they ran meant there was limited evidence as to what the long-term benefits might be.

With this in mind it was decided to look overseas to see if any alternative models were operating that may give additional long term trend information.

This led the working group to examine the Finnish model whereby provision of free school meals to all children has been a statutory obligation on Finnish local authorities for the last 50 years.

In discussion with the school meals provider at Tampere City council it was encouraging to find that they too share many of the challenges that we do ourselves. Whether this be sourcing local produce right through to trying to dissuade older children from going down to the 'grilli' for their lunch instead of eating within schools.

However overall and despite levels of obesity increasing significantly across the Western world in the last 30 years - there are significantly lower levels in Finland in particular primary school aged pupils where much of our emphasis has been concentrated and where we believe the greatest opportunity exists for making the maximum impact in the long-term.

The Group noted that while instances of malnutrition in Walsall are rightfully alarming - that in Finland instances of malnutrition in children is effectively nil.

It was also noted that although there may be many other factors involved, that Finnish pupils often rank as having the best or one of the best educational attainment scores in the world across many different international comparisons.

Long term effects

The working group obtained research papers from Finland to seek evidence of any benefits. Research has shown that levels of overweight and obese children are lower than UK levels at reception and Year 6 equivalents. However, there is a recognised issue with obesity amongst adolescents in Finland which research has linked to 'the consumption of fast food and energy-dense snacks...sugar-containing juices and beverages, chocolates and sweets'. This links to Walsall's findings which show that school meal take up at secondary school is significantly lower than primary school as older children begin to take their own decisions on what food they consume. A further report states that changes in lifestyle are creating an 'obesogenic' environment and that it is important to put in place preventative programmes.

Measured weight and height, and International Obesity Task Force criteria for BMI used for all prevalence figures given below:

sex	age (y)	year	prevalence of overweight (obesity included) (%)	prevalence of obesity (%)	Note
Boys					
	3	2007-8	6.5	0	
	5	2007-8	10.3	0.9	
	~7-8*	2007-8	16.2	5.4	* 1 st class at school
	~11-12*	2007-8	15.2	0	* 5 th class
	~14-16*	2007-8	27.8	10.2	* 8 th or 9 th class
Girls					
	3	2007-8	15.2	3.6	
	5	2007-8	19.1	3.6	
	~7-8*	2007-8	16.8	5.3	* 1 st class at school
	~11-12*	2007-8	13.9	1.7	* 5 th class
	~14-16*	2007-8	24.8	4.4	* 8 th or 9 th class

Source: <http://www.thl.fi/thl-client/pdfs/3ebde5ad-1be7-4268-9167-df23095fca33>

Walsall's combined figures are higher. For example overweight and obesity levels for girls and boys at reception are 22.5% and at Year 6: 35.5%.

Clearly it is difficult for the working group in the short space of time that it has been completing their work to ascertain and identify the reasons for this. However, Members have a strong inclination to believe that universal school meals are a contributory factor to reduced levels of childhood obesity.

The following text is an extract from the City of Tampere website:

On every working day at school a balanced, appropriately organised and monitored school lunch is offered to the pupils free of charge. This is a service that is provided by law.

Statutory school lunches have been free of charge for more than 50 years. The financing for the school meals is granted by the City Council.

Healthy meals and table manners

The school lunch is designed to promote the pupils' health, working capacity and good table manners. The school lunch complements the meals at home.

The school lunch consists of a hot dish, salad, bread and margarine, and a drink. It is an example of a nutritionally healthy meal. The school lunch is varied and wide-ranging; it avoids salt and hard fats. A good basis for preparing the meals is the plate model according to which a balanced meal is prepared for the pupils.

The school meals also aim to acquaint the children with different tastes and flavours. At school, it is possible to taste a new dish one has not tasted at home. The school lunch is also a social event where the teachers guide the pupils in table manners in practice.

Production or service kitchen

School lunches are prepared by skilled catering personnel in the school's kitchen. Schools with a so-called service kitchen receive hot meals such as sauces or soups ready-made from a nearby school. The personnel of the service kitchen cook the potatoes and make the salad by themselves. Some service kitchens receive everything ready-made from a nearby school where food is prepared for nearby day care centres. Some of these services kitchens also prepare snacks for the afternoon club activities of the school children.

School meals between 10:30 and 12 o'clock

On a typical school day more than 23,000 meals are prepared. School lunch is served between 10.30 and 12 o'clock. The lunch break lasts 30 minutes. Meals are mostly served on a self-service basis, following the principle "I will eat all I put on my plate". In some schools, meals are served in portions on the pupils' plates. A pupil who wishes to have a smaller portion may ask for it. A second helping is available for those who wish to have it.

The favourite meals in Tampere schools are dishes like minced meat and macaroni casserole, pea soup, lasagne, sausage, minced meat sauce, spaghetti and different chicken dishes. Popular desserts are ice cream and Finnish pudding-type milk desserts, which are offered every now and then.

Special diets

Special diets for medical reasons are implemented on the basis of a consultation by a doctor, a school nurse or nutrition therapist. Alternative diets for diners with ethical or religious reasons are followed when possible. Organic diets can, however, not be offered.

The pupil can apply for a special diet by filling out a form obtainable from the school nurse.

Example Menu

English school menu

Tänään (Tiistai, 13.11.2012):

Lunch: Pea soup, bread, fruit/vegetable

Vegetarian: Vegetable and pea soup, bread, fruit/vegetable

Keskiviikko, 14.11.2012:

Lunch: Tuna and pasta casserole, salad

Vegetarian: Vegetable and pasta casserole, salad

Torstai, 15.11.2012:

Lunch: Chicken and vegetable soup, bread, fruit/vegetable

Vegetarian: Creamy vegetable soup, bread, fruit/vegetable

The Councils School Catering Service

The Councils School Catering Service (SCS) currently provides school meals to 66 schools. It provides approximately 7,500 meals per day, over 190 days and offers breakfast services where required.

In 2012/13 the contract is worth £4.5m per year and the service employs 300, mainly part time, staff. After income has been taken into account there is a £1.1m cost to the Council. Please note that budget proposals for 2013/14 will reduce this overall cost to £280,000.

The SCS is part of the overall Catering Service and the budget breaks down as follows:

Catering Services Budget

Employees	£2,392,603
Premise	£2,000
Transport	£10,000
Supples & Services inc food	£1,551,296
Internal Recharges	£110,498
CSS	£324,845
Office Accom	£47,179
Capital - Depreciation	£47,998
FRS17	£76,859
Total Expenditure	£4,563,278
Restaurant Income	-£93,620
Comm Teas	-£70,000
Vending Income	-£14,500
Breakfast Income	-£115,115
	-
Free School Meal	£1,264,726
Adult Meals	-£17,067
Milk Subsidy	-£158,000
School Lunch Grant	-£233,885
Management Fee	-£224,994
	-
Lunch Paid Meals	£1,094,152
CYP - internal recharge	-£140,000
	-
Total Income	£3,426,059
Net Subsidy	£1,137,219

The working group met with representatives from the SCS. The working

group found that the service had been under a state of constant review for a number of years without a satisfactory outcome being reached. These years of uncertainty had contributed to the loss of a number of schools to external providers. A study in May 2012 of those schools still using the SCS showed that they overwhelmingly (81.5%) wished the SCS to continue.

The working group learnt that the SCS used out dated systems and back office methods of working. Inadequate paper based systems were still in place. The service had been required to make cuts and increase charges to schools to survive. Indeed proposals as part of the 2013/14 budget seek to increase these charges further.

CSS Recharges

A common feature of Council service budgets is 'Corporate Support Services Recharges'. This is where services are recharged for back office support such as human resources and accounting services.

The SCS CSS recharges are £308,000. This works out at approximately 21p per meal.

A key factor in calculating CSS is staff numbers. The more staff in a service the higher the CSS recharges. £230,000 of the CSS recharges for the SCS are for Human Resources (HR) services. The SCS has 300, mainly part time, staff. However, HR charges are made on staff numbers rather than Full Time Equivalent (FTE) posts. If a FTE rate was used instead the HR element of CSS Recharges would be reduced.

Another factor that influences CSS is the number of 'cost codes' a service has. The majority of services have a maximum of 15-20 cost codes. The SCS has 82. This is to enable the SCS to monitor spending at each school. However, if the SCS was to have its own modern ways of monitoring spending less cost codes would be required.

Further to this the Council charges schools lower levels of CSS recharges for the same services. Therefore if the same number of SCS staff were to be employed by schools rather than the Council the level of CSS charges for the same service would be substantially reduced.

It is important to note that if CSS Recharges reduced for the SCS the CSS savings would be apportioned across other Council departments.

The working group believe that the CSS recharges for the SCS are too high. Also Members believe that more efficient methods of budget monitoring could be introduced to reduce the number of 'cost codes' used by the SCS.

In addition to this the working group recommend that the Corporate Scrutiny and Performance Panel consider CSS recharges across the

Council in detail including potential alternative practices that could be used. It is suggested that this could be completed by a working group.

Feedback from Schools

During the course of the investigation the working group spoke to schools including SCS users and schools who no longer used the SCS along with the providers who replaced them.

There were two common issues raised with regard to the reasons for changing providers. Namely, uncertainty and a lack of quality.

It is only natural that if a service's future is uncertain then current customers may consider other options. It is clear that this influenced the decisions of some schools and that it is still a concern to schools who continue to use the SCS. ***The working group strongly believe that this uncertainty should come to an end with Members in favour of substantially investing and modernising the SCS so that it can meet the ambitions of the working group's earlier recommendations of a universal service.***

In terms of quality both previous and current users of the SCS commented on dissatisfaction with the quality and the consistency of meals. The working group concluded that the quality of school meals relied heavily on the skills and motivation of the local school cook. Poorer quality cooks were able to continue despite there being room for improvement.

From speaking to alternative providers there appears to be greater engagement with the school, pupils and parents than there would be with the SCS. For example, at Chuckery Primary School, with Catering Management Consultants, an authentic curry recipe has been passed from parents to kitchen staff following a kitchen open day. This engagement has contributed to an increase in meal uptake.

On the other hand the SCS uses research from the Schools Food Trust and Local Authority Caterers Association to inform their services.

It is clear that the SCS cannot continue in its current form. The uncertainty about its future must end and in order for it to survive investment is required in order to make it:

- More customer focussed in terms of meeting the needs of schools, parents and children;
- Improve the quality of food on offer;
- Become more efficient;
- Invest in modern back-office systems.
- Continual training and updating of skills for cooks.

The working group recognise that there is a cost to updating the SCS but there is a clear wish from schools for it to continue. A modern service is

required to meet the aspirations of the working group's recommendations for the future.

Other School Catering Models

As part of their investigations the working group considered alternative models of provision. Many local schools do not use the Councils School Catering Service. Some schools employ another company to oversee their meals and others provide an in-house service.

External Contractor

A number of schools employ an external contractor to provide their school catering. There are two principal models used here.

Outsourcing Model

Some schools, for example the Bentley Cluster, completely outsource their catering service. In this case 'Shire Services' have taken over complete management and responsibility for providing school catering. This included the TUPE transfer of all staff (including less favourable new terms and conditions).

Oversight and Management Model

An alternative approach used by schools is to employ a management company who take oversight of school catering and assist with menu development and overall monitoring, for example, with finances.

Catering staff in this model TUPE transferred to the school. Day to day management would be overseen by the management company but overall responsibility rested with the school. In this model staff retain Walsall Council terms and conditions.

Comparative costs

Provider	Unit cost per meal	Meal Cost	Management fee
Walsall Council	£2.73 £2.52 – minus CSS	£1.95	*
Shire Services	*	£1.95	*
CMC	*	£1.85	*

**this is exempt information as it contains information relating to the financial or business affairs of any particular person as described by Access to Information legislation. The information is contained in a private appendix.*

Benchmarking

The working group have used existing information to benchmark the SCS.

2010/11 data was available from the Association of Public Service Excellence (APSE) regular performance network reports. This provided the working group with the valuable information found in the table below:

Authority	Budgeted Food Cost	Actual Food Cost	Difference	Take up Free %	Total Take Up %	Labour Cost	Selling Price
Coventry	£0.90	£0.87	£0.03	71.8%	13.0%	£1.46	£2.35
Dudley	£0.82	£0.77	£0.05	65.5%	22.0%	£0.85	£1.75
Derbyshire		£0.97		73.0%	37.7%	£0.98	£1.90
Leicester	£0.70	£0.89	-£0.19	72.0%	23.0%	£0.89	£1.95
Nottingham City	£0.72	£0.95	-£0.23	54.6%	26.0%	£1.17	£1.60
North Lincolnshire				68.7%	29.9%		£2.10
Shropshire				32.2%	38.4%		£2.00
Solihull	£0.80	£0.80	£0.00	76.6%	42.3%	£0.86	£2.00
Staffordshire	£0.88	£0.99	-£0.11	73.4%	27.9%	£0.96	£2.20
Telford and wrekin				67.3%			£1.90
Walsall	£0.69	£0.99	-£0.30	78.6%	37.0%	£1.05	£1.85
Wolverhampton	£0.82			64.7%	33.0%		£1.97
England Average		£0.88		68.9%	30.0%	£1.10	£1.98

Data for 2012/13 for Walsall is:

Authority	Budgeted Food Cost	Actual Food Cost	Difference	Take up Free %	Total Take Up %	Labour Cost	Selling Price
Walsall 12/13	£0.86	£0.82	-£0.03			£1.57	£1.95

Whilst recognising the improvements for 2012/13 from reviewing the benchmarking data it is clear that, from the available figures, Walsall has the largest gap between budgeted food cost and actual cost. Production costs are marginally higher than most providers with the selling price one of the lowest. ***The working group believe that by investing in the service substantial efficiencies can be gained. In addition to this the working group recommend that a working smarter review of the SCS takes place to assist in the identification of further improvements and opportunities.***

Future Service Options Appraisal

As part of their work Members considered the following potential models:

	Advantages	Disadvantages	Recommendation
Status Quo	<ul style="list-style-type: none"> • Council continues to provide meals services to schools • Schools do not have to procure alternative supplier but have the choice to do so if they wish 	<ul style="list-style-type: none"> • Quality of meals and take up is generally variable • Unit cost is high (partly due to allocation of CSS charge) • Continued provision is uncertain and so schools are increasingly choosing another provider of meals • Prices of meals increase (Council propose to increase FSM meal charge) • Back office systems (paper based) require substantial investment to make efficient 	<p>This option is unsustainable in the long term.</p> <p>Current issues with the SCS will continue. Likely that further schools will move to alternative providers.</p>
Status Quo with investment in Councils School Catering Service	<ul style="list-style-type: none"> • Council continues to provide meals services to schools • Schools do not have to procure alternative supplier but have the choice to do so if they wish • Problems and inefficiencies in the Councils School Catering Service are eliminated. Unit cost comes down. 	<ul style="list-style-type: none"> • Cost of investment in modern back office systems. • Investment in local customer research to meet the needs of children, pupils and parents. 	<p>This option is recommended.</p>

<p>Council school meal service ceases – schools procure alternative supplier</p>	<ul style="list-style-type: none"> • Schools take responsibility for ensuring children receive nourishing meals to enhance attainment • Meal Take-up increase • Unit cost reduces • Price increase is less 	<ul style="list-style-type: none"> • Council catering staff TUPE to another organisation and may see T&Cs reduce over time • Many schools have to procure solution – and then manage contract 	<p>This option is not recommended.</p> <p>Some schools are uncertain of taking on additional responsibilities.</p>
<p>Council school meal service ceases – schools procure management agency</p>	<ul style="list-style-type: none"> • Schools take responsibility for ensuring children receive nourishing meals to enhance attainment • Meal Take-up increase • Unit cost reduces • Price increase is less • Council kitchen staff TUPE to school and retain T&Cs • Council can establish its own management company providing continuous service to those wish to retain the school catering service. 	<ul style="list-style-type: none"> • Schools need to procure management agency - but as less than £10k pa need only 2 quotes – possible cluster approach to reduce cost. • Schools take on catering staff – but management agency manages. • Investment required in Councils school catering service for it to adequately compete with rival providers. • Kitchen staff retain Walsall T&Cs. 	<p>This option is not recommended.</p> <p>Some schools unwilling to take on additional responsibilities.</p> <p>Not all schools seen as viable by management companies (this could potentially be overcome by clustering).</p>
<p>Council procures a 'meals on wheels' service</p>	<ul style="list-style-type: none"> • One centrally located kitchen can produce all meals therefore savings can be made on kitchen plant. • Economies of scale can be gained through reduced production costs. • Potential economies of scale with Councils 'Taste for Life' service. 	<ul style="list-style-type: none"> • Some school staff and kitchen facilities still required to serve food/keep it warm. • Investment in fleet of delivery vehicles and drivers required. • Potentially less flexibility with menu choices. 	<p>This option is not recommended.</p>

<p>All schools stop providing catering and students bring sandwiches</p>	<ul style="list-style-type: none"> • No costs associated with producing meals including staff and kitchens. 	<ul style="list-style-type: none"> • Current anecdotal evidence of packed lunches indicates that nutritional standards are low. • Schools would still need to provide sandwiches to free school meal pupils. 	<p>This option is not recommended.</p>
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A Way Forward - Conclusion

School meals

Walsall is a deprived area, with high levels of child poverty and obesity as well as a significant proportion of hungry and underweight children when compared to its statistical neighbours and the rest of England. The number of children taking free school meals is high but has room for improvement. To many children their free school meal is their only decent meal of the day. The take up of paid meals is low reportedly due to cost, quality and choice. There should be substantial improvement in the number of paid meals. This will help with economies of scale.

Walsall is below the West Midlands and England averages in Key Stage 2 attainment. A study of primary school children in Durham and Newham showed that attainment levels increased when free school meals were provided on a universal basis. Moreover, the attainment gap between children receiving free school meals and those who did not substantially reduced.

Obesity levels amongst children are high and increasing over time. Obesity can cause long term health problems that will require treatment and support in the future. One contributory factor to reducing this is eating healthily. To this end the working group commend the good work of the 'Food Dudes' programme and recommend it continues.

After considering all these issues the working group wish to recommend that in the interests of improving long term health and educational attainment that school meals should preferably be provided free of charge to all primary school children. If it is not possible to provide them free of charge then the maximum charge for a school meal for primary school children should be £1.

The idea of this radical strategic proposal is to try and contribute towards drastically altering Walsall's cycle of deprivation and disadvantage. If a free school meals can improve a child's educational attainment they are more likely to get improved exam results which could improve their job opportunities and earning potential. If a person is working they will not be reliant on out of work benefits. In addition to this if a nutritional free school meal can improve a child's diet in the long term, and for example reduce the rates of obesity, then there are potential, but unquantifiable, long term savings to the health economy.

The potential annual cost of this proposal is circa £12m (or around £8m for a £1 meal) based on a 100% take up of over 23,000 primary school children (Appendix 2). Whilst this is a large figure in the current context of reducing budgets, after reviewing all the available evidence, the working group strongly believe that the potential long term benefits in terms of cost savings from

reductions in the negative effects of obesity and malnutrition in the long term are worthy of the investment.

In order to meet the cost of this proposal contributions should be made to budgets from a whole range of partners who would ultimately benefit. In particular: the Council, health partners and welfare providers.

However, this proposal will only work if school meals are nutritionally balanced. Therefore the working group recommend that all school meals follow the standards set out by the School Foods Trust.

Council's School Catering Service

The SCS has suffered from a long term period of uncertainty. This has seen the loss of customers to external providers.

The working group recognise that alternative providers are a very real option to many schools. Evidence from schools with other providers reports increased satisfaction and meal uptake.

It is clear that the SCS cannot continue in its current form. The uncertainty about its future must end and in order for it to survive investment is required in order to make it:

- More customer focussed in terms of meeting the needs of schools, parents and children;
- Improve the quality of food on offer;
- Become more efficient;
- Invest in modern back-office systems.

The working group recognise that there is a cost to updating the SCS but there is a clear wish from schools for it to continue and a modern service is required to meet the aspirations of the working group's recommendations for the future.

The working group believe that by investing in the service substantial efficiency can be gained. In addition to this the working group recommend that a working smarter review of the SCS takes place to assist in the identification of further improvements and opportunities.

Finally, the working group suggest that consideration should be given to moving responsibility for the School Catering Service away from the Leisure and Culture Portfolio and Service. It is recommended that management of this service takes place under 'Public Health'.

Members recognise that these recommendations require a large shift in resources and that they will not be able to be implemented quickly but strongly urge that due consideration is given to them due to their potential long term benefits.

Recommendations

1. School meals should meet the School Foods Trust standards for nutrition.
2. Children should eat school meals at a table from a plate with a knife and fork;
3. School staff, health staff and other professionals should work together to identify hungry and malnourished children and ensure that they receive a school meal;
4. School meals should be produced in the locality of the school where they are served;
5. Take up of free school meals in Walsall should be increased to best in class of similar councils – from 81.9% to 88.25 (Tameside)
6. Take up of paid schools should increase substantially;
7. In the interests of improving long term health and educational attainment school meals should preferably be provided free of charge to all primary school children. If it is not possible to provide them free of charge then the maximum charge for a school meal for primary school children should be £1;
8. In order to reduce costs to make the free or £1 achievable Members would support less meal choices being available to reduce overall costs;
9. strong consideration should be given to investing in school meals as a long term preventative measure against poor health;
10. The 'Food Dudes' programme should continue in all appropriate schools;

Part 2 – School Catering Service

The Councils School Catering Service should continue as a traded service as part of the council's commitment to investing in the attainment and well-being of children. However, it cannot continue in its current form.

1. The School Catering Service should:
 - a. become more customer focussed in terms of meeting the needs of parents, schools and children;

- b. improve the quality of food on offer;
 - c. become more efficient;
 - d. invest in modern back-office systems;
 - e. Take part in a working smarter review.
 - f. Continual training and updating of skills for cooks.
2. Corporate Support Service Recharges for the School Catering Service should be reviewed;
 3. The Corporate Scrutiny and Performance Panel should undertake an investigation into Corporate Support Service Recharges. Including considering alternative processes.
 4. The School Catering Service should be managed as part of Public Health, once they transfer to the council, not Leisure.

Appendix 1

Work Group Name:	School Catering Working Group
Panel:	Community Services & Environment (Lead) Children & Young Peoples Health
Municipal Year:	2012/13
Lead Member:	Councillor Illmann-Walker
Lead Officer:	Darrell Harman
Scrutiny Officer:	Craig Goodall
Membership:	Councillor V. Woodruff (CS&E) Councillor I. Azam (CS&E) Councillor G. Ilmann-Walker (CS&E) Councillor R. Martin (CYP) Councillor E. Russell (H)
Co-opted Members:	Elizabeth Barrett – Head teacher Caldmore Primary School

1. Context	<p>The Council runs a school catering service for 66 schools. This costs the Council £1.2m a year from a total budget of £3.5m. The service is required to make efficiencies.</p> <p>The school landscape is changing with increasing numbers of schools becoming Academies and no longer being local authority controlled. Schools will become commissioners of the services they require.</p> <p>Walsall is a deprived area and recent research has shown that a nutritious meal can improve attainment in pupil performance. The area also suffers from poor health so there are potential long term health benefits of providing children with good quality food.</p>
2. Objectives	<p>To make recommendations to Cabinet and local schools on:</p> <ol style="list-style-type: none"> 1. a school meals strategy for primary and secondary schools; <p>To make recommendations to Cabinet on:</p> <ol style="list-style-type: none"> 2. the future of the council's school catering service.
3. Scope	<ol style="list-style-type: none"> 1. National and international comparisons and research; 2. Quality of school meals; 3. Cost effectiveness of the school catering service; 4. External providers 5. Cost/benefit analysis of school meals 6. Benchmarking.

4.	Equalities Implications										
	Members will ensure that their recommendations take into account food preferences of religious communities and those with dietary preferences.										
5.	Who else will you want to take part?										
	<ol style="list-style-type: none"> 1. Schools: Head teachers and children who use: <ol style="list-style-type: none"> a. School catering service; b. External providers; c. Schools who don't provide school meals. 2. School catering service staff; 3. Local external school catering providers; 4. Portfolio Holder for Children's Services; 5. Public Health and Physical Activity; 6. Other local authorities; 7. Welfare Rights Service; 8. Food Dudes; 										
6.	Timescales & Reporting Schedule										
	<p>To report to the Community Services and Environment Scrutiny Performance Panel on:</p> <p>Terms of reference – 30 August 2012</p> <p>Final report – 14 November 2012</p> <p>To report to Cabinet: 12 December 2012</p>										
7.	Risk factors										
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Timetable:

DATE	ACTIVITY
5 Sept 2012	Interviews with: Portfolio Holder for Children's Services School Catering Service Management The experience of Social Care and 'Meals on Wheels'
19 Sept 2012	Interviews with: Public health and Physical Activity Food Dudes Welfare Rights Service
4 Oct 2012	Interviews with: Local external school meal suppliers
31 Oct 2012	Conclusions and recommendations.
Dates TBC	Visits to schools to eat school meals from different providers, meet head teachers and talk to children about school meals.