



Hampshire County Council Catering Services (HC3S)

www.hc3s

Children and Young People Select Committee

12 January 2023





Key Facts & Figures



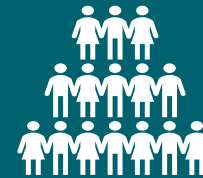
£36.9 million
annual turnover



10.5 million primary
school meals
served in 2021/22



1,651
colleagues



824 FTE





What we do

School Meals

- ❖ Primary Schools
- ❖ Special Schools
- ❖ Nurseries
- ❖ SLA Catering Support: pooled fund for equipment servicing, repair & replacement
- ❖ Secondary Schools

Catering at Commercial Sites

- Sir Harold Hillier Gardens
- EII HQ coffee shop and restaurant
- HQ Civic catering
- Fareham library
- Calshot Activity Centre residential

Annual turnover: £1.6 million

Professional Food and Food Safety Skills Training

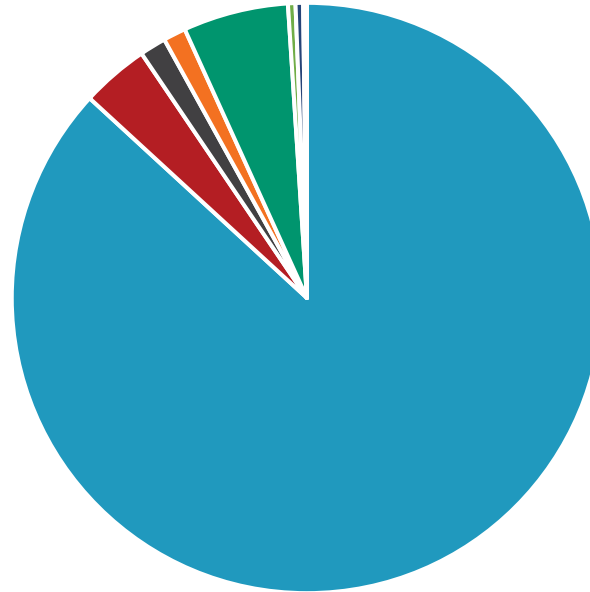
- HC3S
- Adults Health and Care
- Countryside Service

School Customers

HC3S's main market is education catering predominantly in primary schools, whilst continuing to grow the secondary school business.

HC3S School Customers

- Hampshire Primary (422)
- Hampshire Secondary (18)
- Dorset (7)
- BCP (6)
- Wiltshire (28)
- Southampton (2)
- Portsmouth (2)
- Surrey (1)



486 school customers



82% of Hampshire's schools



10.5 million school meals p.a.

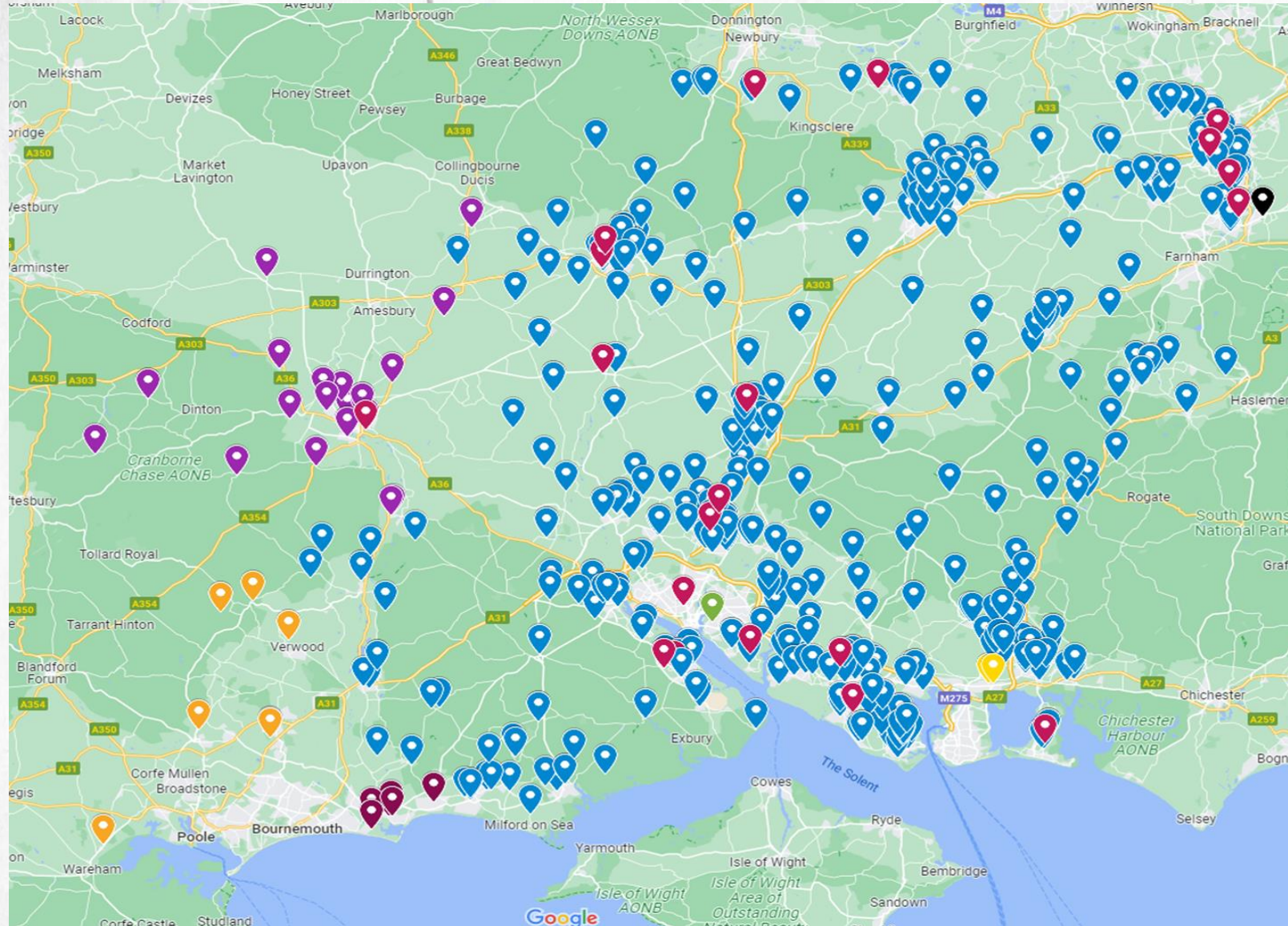


Meals provided for 38 school associated nurseries

A further 44 schools take the HC3S Single Site SLA for catering equipment servicing and 64 opt in for FSM eligibility checking only



HC3S School Locations



Key:

- Blue – Hampshire
- Purple – Wiltshire
- Orange – Dorset
- Maroon – BCP
- Green – Southampton
- Yellow – Portsmouth
- Black – Surrey
- Red - Secondary

Current primary school meal uptake

The figures shown below relate to the primary school meal uptake in Hampshire for April to December 2022.

	Paid Meals	Income based free school meals (FSM)	Universal Infant Free School Meals (UIFSM)	Total
Number of eligible pupils	46,595	17,785	33,447	97,827
Average daily meals	15,185	11,390	23,941	50,516
Average daily uptake	32.6%	64.0%	71.6%	51.6%

Our current primary school 3-week menu

A non-meat and meat option served every day

Non-meat option shown first

Red meat (beef) reduced to twice every 3 weeks

Full vegan lifestyle menu is available

Assessing future demand

Plus 2,022 individual special diets (allergens)

WEEK 1 MONDAY
Mashed potatoes with diced potatoes
or salad
TO FINISH
Lemon drizzle cake

WEEK 2 MONDAY
WEEK STARTING :
November 7
November 28
January 2
January 23
February 20
March 13
Our primary school menus comply with the Government's food and nutrition standards, meeting an average of 530 calories for each meal.
CHOOSE FROM
Vegan Bolognese
Pork sausage roll with diced potatoes

WEEK 3 MONDAY
WEEK STARTING :
November 14
December 5
January 9
Daily selection of alternative desserts; fresh fruit, yoghurt
CHOOSE FROM
Cheese and onion slice with crinkle cut wedges
Burger with potato wedges
ON THE SIDE

THURSDAY
CHOOSE FROM
Quorn chicken pieces in a Yorkshire pudding
Roast chicken with Yorkshire pudding
ON THE SIDE
Roast potatoes, vegetable of the day and gravy
TO FINISH
Chocolate brownie

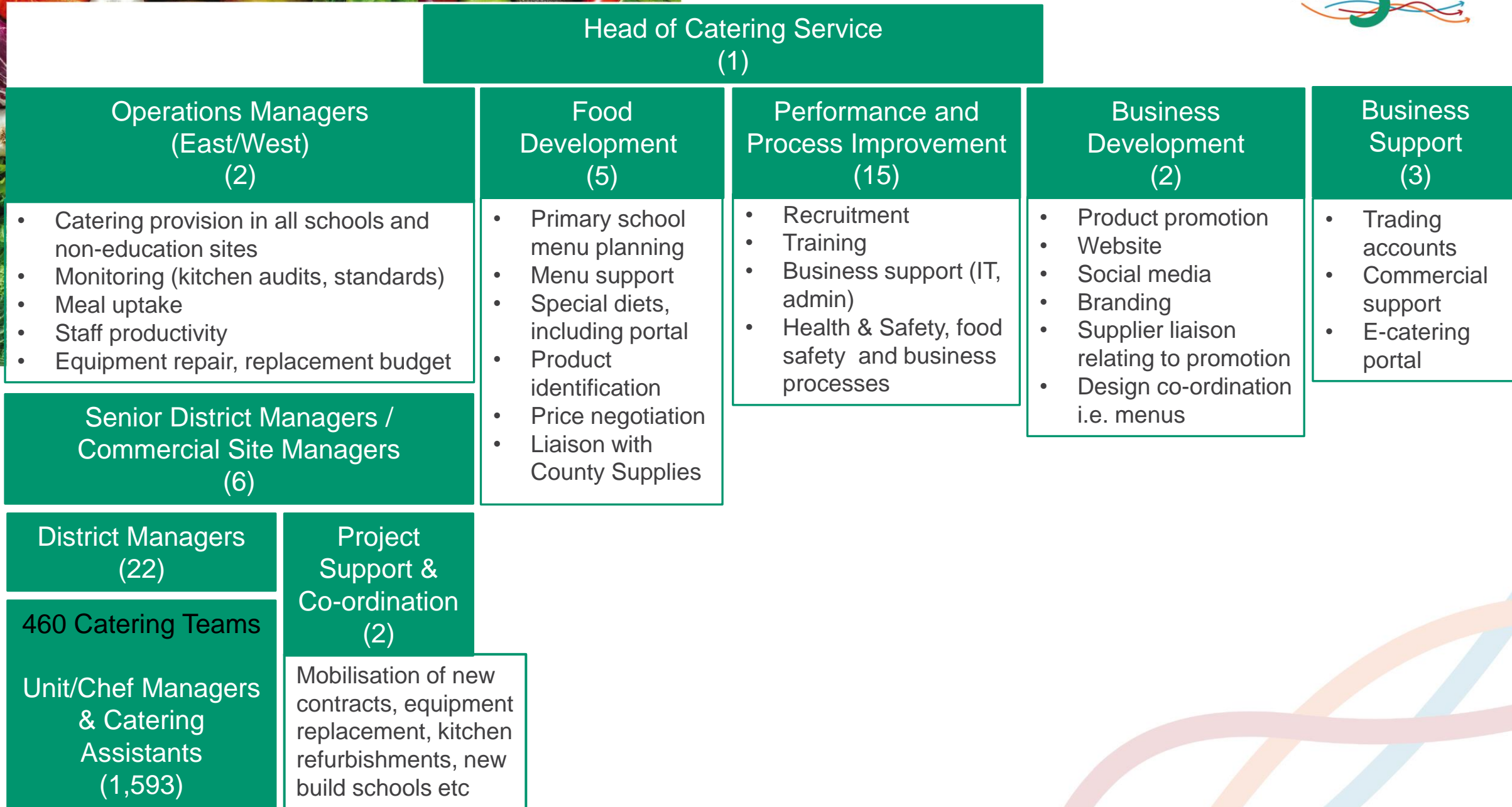
FRIDAY
CHOOSE FROM
Macaroni cheese with Somerset cheddar
Baked fish fingers and chips
ON THE SIDE
Vegetable of the day or salad
TO FINISH
A choice of desserts

THURSDAY
CHOOSE FROM
Vegetable goujons
Sliced pork and Yorkshire pudding
ON THE SIDE
Roast potatoes, vegetable of the day and gravy
TO FINISH
Fruit crumble and custard

FRIDAY
CHOOSE FROM
Sweet potato and lentil curry with a blend of brown and white rice
Baked fish fingers with chips
ON THE SIDE
Vegetable of the day or salad
TO FINISH
A choice of desserts

DOWNLOAD OUR CALENDAR AND PICTURE MENU RESOURCES HERE
www.hants.gov.uk/hc3s

Our Team: 1,651 staff (824 FTE)



Key Performance Indicators

KPI	2021/22 Actual	2022/23 Target	2023/24 Forecast
-----	----------------	----------------	------------------

Primary Schools

Meals per hour (MPH)	11.9	12	12
Cost per meal	£0.87	£0.90	£0.88
Daily Meal Equivalent	50,740	51,977	51,477
Percentage uptake	52%	53%	54%
Labour as a percentage of income	57%	60%	59%

Secondary Schools

Food cost as percentage of income	43%	46%	46%
Average daily contract sales	£16,953	£19,361	£21,717
Percentage pupil uptake	31%	48%	51%
Spend per pupil per day	£1.01	£1.29	£1.47

Commercial Sites

Food cost as percentage of income	27%	34%	40%
-----------------------------------	-----	-----	-----

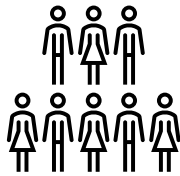


Challenging Market Conditions




Food Cost

- Rising prices impacting on business surplus: every additional 1p per meal costs £100,000 p.a.
- HC3S food purchase prices increased by 5% from September 2022 (£400,000 cost p.a. compared to annual food inflation of 14.6%.



Recruitment

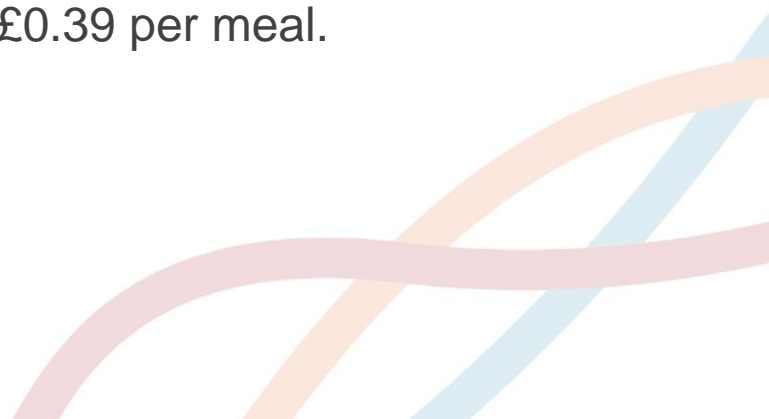
- Challenging recruitment market: competition on pay rates from supermarkets and hospitality.
- Vacancy rate 10% - 12% (150-180 vacancies) and 25% annual turnover. Impacting on service delivery.
- 'Refer a Friend' payment increased to £250 to encourage staff to find new colleagues.
- New Starter Programme introduced in April 2022 to fully induct staff before entering kitchens and retain through sense of belonging from day one.



Universal Infant Free School Meals (UIFSM): Government Funding

£

UIFSM Funding

- Introduced in 2014 funded at £2.30 per meal.
 - Government funding currently at £2.41 per meal (4.8% increase in 8 years).
 - HC3S cost / price per meal is £2.80.
 - Funding level is not sustainable due to pay and food inflation.
 - National Living Wage increased by 41.8% and food inflation 7.8% in same period.
 - Cost pressure for schools as subsidising the funding by £0.39 per meal.
- 



Medium Term Priorities to 2025

Financial Resilience

- Return to surplus to recover losses of previous years by growing meal numbers and controlling food costs
- Work with commercial site clients to maximise return

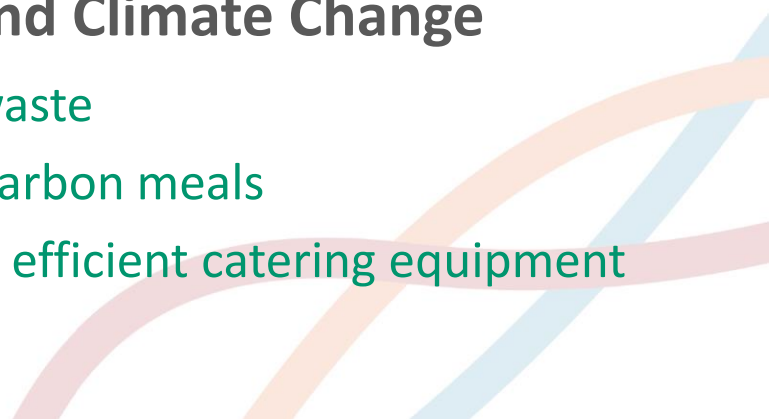
Digital Leadership

- Increase technical knowledge and ability of workforce
- Continue to investigate opportunities to streamline processes
- Development of e-catering portal to integrate with multiple school systems

People

- Maximise recruitment opportunities
- Constantly review kitchen operations to reduce resource reliance
- Promote internal training to develop and retain staff
- Assess response to New Starter Programme to see if improved induction is helping to retain staff

Sustainability and Climate Change

- Reducing food waste
 - Promoting low carbon meals
 - Installing energy efficient catering equipment
- 

National Awards 2022/23

- ✓ LACA Primary School of the Year: **Endeavour Primary School**
- ✓ LACA Secondary School of the Year: **Hamble School**



- ✓ VegPower School Caterer's Challenge winners: **Endeavour Primary School**
- ✓ Tilda Caterer's Challenge winners: **Endeavour Primary School**
- ✓ VegPower School Hall of Fame – runners up: **Anstey Junior School**