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# Foreword

**On behalf of Sodexho, I am pleased to write the sixth 'Annual Service Review'. It is with pleasure that I have been associated with the contract since commencement in 2001. Year on year I have had the satisfaction of reporting on our progress. More than anything, I am proud of my team's efforts in providing quality services; this year is no exception.**

This year I have split the document into two parts. Part 1 reports on our previous years achievements and Part 2 includes a document recently prepared for the council in consideration of a contract extension.

The pace of innovation and change has increased each year. In particular catering for schools has become more challenging and has moved higher up everybody's agenda.

Expectations at the commencement of the contract six years ago were immensely different to now. In 2001, the service that we were able to provide was driven by cost. Limited resources and budget constraints of the County Council, shaped the food offer.

Driven by Government intervention, parents' and schools' expectations have increased significantly. By comparison to our original offer, we are now providing meals with higher quality ingredients, which are almost entirely kitchen prepared. Dishes that now appear on the menu are:-

- Grilled lemon sole, creamy mashed potato and mixed salad
- Freshly made pork meatballs in sweet & sour sauce, served with creamed potatoes and sweetcorn
- Chicken fajita with mixed salad and pasta

The menus have been developed to include more tempting vegetarian dishes including:-

- Sweet potato and lentil curry with rice and carrots
- Quorn fusilli bolognaise with baked bread and vegetables
- Harvest wrap (baked beans, carrots and thyme in a wrap) with carrot & sultana salad

Desserts include:-

- Chocolate sponge with chocolate sauce
- Sticky toffee pudding with custard
- Fresh fruit and yoghurts available daily as an alternative to traditional desserts

Since autumn 2006, our menus have fully met the new food standards set by the Government. This is two full years prior to the 2008 legal deadline.

Our ISO 14001 Environmental Management System was specifically designed to assist us in protecting the environment in Wiltshire. It enables us to control the processes involved in delivering all services effectively. Having an environmental management system ensures our operations have the least possible harmful effect on the environment at every stage; either by avoiding pollution or minimising the depletion of natural resources.

Our commitment to reducing our environmental impact in Wiltshire can be seen

- through our recycling of all green waste, and recently the replacement of our entire fleet of commercial diesel vehicles on the grounds maintenance contract, with the very latest cleaner air engines. All of these vehicle engines now comply with the Euro 4 emissions legislation. This commitment means we are achieving 50% reductions in oxides of nitrogen (NOx) and 40% reductions in particulates below the previous stage 3 levels
- as a result of our cleaning teams recently re-organising their working routines, to help save the County Council expenditure on electricity. The new method of working has resulted in prevention of 8.5 tonnes of CO<sub>2</sub> annually
- through Sodexho's logistic teams and unit managers having worked together to consolidate delivery of supplies. In Wiltshire we now have one supplier, delivering a maximum of once a week. This cuts down significantly the number of road miles. The impact on carbon emissions is currently being evaluated

I would like to acknowledge the long service of John Hiscocks, caretaker/porter at County Hall. John has just commenced his forty-eighth year of employment. Prior to transferring to Sodexho John had worked for the Council. Everyone who knows John will agree that he is genuine when he says "he has enjoyed every minute of his working life".

Each year Sodexho recognises the talented, dedicated and loyal people whose individual and team success has contributed to the success of the company. Recognition is through award of "Star Awards" for different categories of achievement.

In November 2006, I had the honour to attend Sodexho's Star Awards to collect the Corporate Responsibility Award on behalf of all staff in Wiltshire, for their efforts in environmental management. Wiltshire was one of the first Sodexho contracts in the UK to achieve the environmental ISO14001 status.

It has been an enjoyable relationship over the past six years and we hope that this will carry on into the future.



**Alan Bowley**  
Contract Director

# Part 1

# Services delivered - education catering

**In our previous Annual Service Review, it was reported that school meals were going through challenging times. In the summer of 2006, the Government announced that two sets of standards would be introduced for school meals. Sodexo is leading the way in meeting the new regulations through the Club Joules menu. This menu already meets the new Government nutritional standards which come into effect in 2008.**

Sodexo has been an advocate of a 'whole school approach' since the commencement of the contract in 2001. We believe it is very important that all the relevant parties; schools, local authorities, caterers, manufacturers and parents work together to improve the quality of school meals and to encourage children to eat more healthily. We had increased the amount of fresh food on the menu ahead of the media interest and before any Government decision on transitional funding.

## 2006 Regulations

The Club Joules menu meets the food based standards which came into effect from September 2006. These standards require;

- At least one portion of fruit and vegetables to be available on the menu each day
- A fruit based dessert to be available at least twice a week
- Red meat to be available twice a week and fish once a week
- Starchy foods, or carbohydrates, such as bread, potatoes, rice etc. to be available every day. The cooking of these foods in oil is restricted to only three times a week
- Deep fried foods to be restricted to no more than twice a week
- Dairy products to be available every day

- Plain water, milk, pure fruit juice, yoghurt or combinations of these to be available to drink
- Table salt not to be available

## 2008 Regulations

With the more complicated nutrient standards, Sodexo has taken the lead and in primary schools our Club Joules menus already meet the nutrient standards. This is a full 18 months ahead of the required deadline.

All of our recipes and menus are analysed by our in-house dietitians, all of whom are active members of the "British Dietetic Association". The table below identifies the nutritional content of our autumn 2006 menu.

Sodexo believes it is essential that school meals appeal to children, otherwise they will choose to buy unhealthy food outside of school or resort to unregulated packed lunches. Nutritionally Sodexo supports the unavailability of confectionery and savoury snacks at lunchtime. However, we urge caution over a total ban, as it is likely those children at schools without a gated policy will go to the high street for these items. Also children will bring in a packed lunch which may contain the products they cannot buy at school. Sodexo would prefer to see a gradual change over a defined period of time as this would allow children's tastes to adapt to healthier choices.

Club Joules, Autumn 2006 menu by Sodexo			
Nutritional analysis versus 2008 standards, main or 'wise' choice dishes			
Nutrient	Min or Max Value	Standard 2008	Met
Total Fat (g)	Max	21.6	✓
Saturated fat (g)	Max	6.8	✓
Sodium(g)	Max	600.0	✓
Total Carbohydrate(g)	Min	74.2	✓
Dietary Fibre (g)	Min	4.5	✓
Protein (g)	Min	8.5	✓
Iron (g)	Min	3.5	✓
Zinc(g)	Min	2.8	✓
Calcium (g)	Min	220.0	✓
Retinol (Vitamin A) (ug)	Min	200.0	✓
Vitamin C (g)	Min	12.0	✓
Folate (ug)	Min	60.0	✓
Energy (Kcal)	Min	557.0	✓

# Services delivered - education catering

## School meals service - improvements and achievements

It is generally recognised that the Club Joules menu is one of the best available for primary schools. During the past 12 months Sodexho has made several improvements to achieving the nutritional standards which will apply from September 2008.



Encouraging children to choose a school meal is vital

not only for their benefit but for the advantage of maintaining a cost effective 'hot school meal model' for all. Sodexho believe it is false economy to save money at the expense of a child's health and we have worked very hard to produce a menu which we believe has clearly visible benefits when compared with a typical cold packed lunch.

Some of the key improvements we have made to our service offer during the past year are:-

- Fresh bread is now made daily, on site, by our staff
- Yoghurt is now regularly available alongside other dessert choices

- Salad bars have been introduced into selected larger schools and include:-
  - Cous cous and Florida Beetroot salad
  - Some fish is now provided in a 'School Crumb' coating. This is then baked by our kitchen staff with no frying at any stage in production; this is much lower in fat and meets the new guidelines
  - Omega 3 has been added to some products

### Training

It is typical for our Area Managers to have IOSH (Institute of Occupational Safety & Health), RIPH (Royal Institute of Public Health) and NCFE (Northern Council of Further Education) in Nutrition and Health.

Unit staff receive training on Food Safety as well as Health & Safety, which is refreshed regularly. Each member of staff has a training 'passport' to ensure ongoing key skills training is documented and recorded. This training is supported by skills development on key topics such as menu and recipe training.

### Meal Numbers

Growing overall meal numbers is vital to sustaining a school meals offer, to encourage this, we offer schools special promotional days, often with a link to the school curriculum. Parents are regularly invited to join in school lunches, so allowing the school to demonstrate the quality of food being provided.

Examples of how we have worked with schools to encourage healthier eating include:-

### St Dunstan Primary School, Calne

Fruits and vegetables week March 2007

Working in conjunction with the school we devised a series of activities for the pupils during a week in March. We had great fun with the children, who entered the 'name the fruits and vegetables' competition. Both Key Stage (KS) 1 and KS 2 children had different exercises to match fruit and vegetables displayed on a tray to their correct names. A mystery vegetable was also included and we held a tasting of fruits and vegetables at lunch time, which was very popular.

Some of our 'signature' dishes are;	As well as 'traditional favourites' which include;
<ul style="list-style-type: none"> <li>• Beef &amp; Tomato Enchilada</li> <li>• Hot Ham &amp; Cheddar Deli Wrap</li> <li>• Beef &amp; Bean Chilli</li> <li>• Oven Baked Pasta Neopolitana with Garlic &amp; Fresh Vegetables</li> <li>• Lentil &amp; Carrot Fajita with a Hint of Spice</li> <li>• Crunchy Oaty Flapjack</li> <li>• Banana, Orange &amp; Cinnamon Chelsea</li> <li>• Warm Chocolate &amp; Mandarin Brownie</li> <li>• Dorset Apple Cake</li> </ul>	<ul style="list-style-type: none"> <li>• Roast Chicken Fillet</li> <li>• Roast Pork Loin</li> <li>• Cottage Pie</li> <li>• Lamb Bolognaise</li> <li>• Double Fish Finger</li> <li>• Freshly made Macaroni Cheese with Tomato</li> <li>• Chocolate Sponge &amp; Chocolate Sauce</li> <li>• Freshly made Rice Pudding &amp; Jam Sauce</li> <li>• Apple Crumble</li> </ul>

# Services delivered - education catering

A colouring competition for KS1 pupils was held and a word search for KS2 pupils.

Mary Smith, Head Teacher at St Dunstan said "We had an excellent week. The kitchen staff worked very hard to make it a fun week. The competitions and food tasting were superb. They even decorated the service area. It fitted in very well with the book week topic. Every day a number of children were also treated to a tour of the kitchen with Sodexo's Manager, Jenny Jeary, which they found fascinating, especially the very large saucepans".

## Noremarsh Junior Community School

A food tasting afternoon was held in order to gain an increased awareness of school meals, Area Manager, Toni Rowbotham and Catering Manager, Lorraine Slade, introduced a pre ordering system for school meals. This ensures that children can choose from the menu on a daily basis and receive their preferred meal.

To launch this they organised a food tasting afternoon. Parents, carers and children came into the school to taste samples of the food we produce.

The interest was overwhelming and at 3.15pm on the day, the hall doors opened and a great mass of people came in. They were very impressed with what we produced and were amazed that we created most dishes from scratch, as many were not aware of this.

Toni and Lorraine concluded by answering questions on:

- where the food comes from
- the chain of supply from grower through to supplier
- how meals were to be ordered
- paying for meals

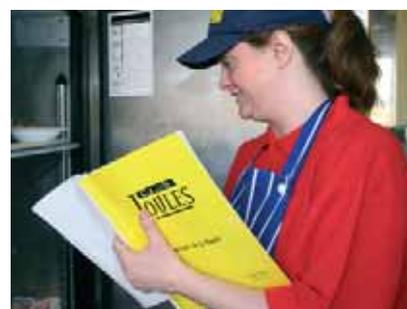
## Working with School Councils

Over the past few months Area Manager, Bridgett Scott, has been meeting with School Councils from various schools in the north of Wiltshire.

Each School Council has eight children who represent their class and member of teaching staff. These meetings have been very informative providing good honest feedback on questions such as :-

- Q.1 What is your favourite meal?  
A.1 Roast dinners were the favourite, followed by puddings and custard. Not surprisingly, chips were still very popular
- Q. 2 What would you like to see on the menu?  
A. 2 Pasta and rice based dishes were a popular choice to include on a menu. Fish was also a popular menu item
- Q. 3 How would you describe and promote school meals to a new pupil?  
A. 3 They would tell their friends how nice the meals were and would comment on the friendliness of the 'dinner lady'. Special days were described as popular and a good way to make lunchtimes fun.

Bridgett has also introduced parent's day in schools, where parents have lunch with the children. This has been so successful that she is now going to introduce Grandparent's day.



# Services delivered - building cleaning

**At the commencement of this contract, this service was identified as being of great concern to clients of the County Council as the quality of cleaning was below expectations. Year on year our 300 cleaning staff have improved and consistently maintained the quality of cleaning above the required standard.**

A key requirement of the Council in 2001 was to raise the quality of cleaning in all premises. The Council's 'in-house cleaning organisation' - Wiltshire Direct Services (WDS) were not meeting expectations and staff retention at the time was a challenge, resulting in cleaning tasks not being carried out to the standard required.

To monitor the quality of the cleaning service Sodexho developed a dedicated Quality Care System. This evaluates the performance of cleaning in over 150 locations against client expectations.

In 2006 our Area Managers had two meetings with 85% of clients and a

quality survey was completed for each. Our experience from other contracts is that the average response rate for completing surveys is less than 50% of clients surveyed. The Quality Care Review (QCR), which is unique to Wiltshire, achieves significantly higher interest and consequently a high response rate. This is an indicator of the value that clients place on standards of service.

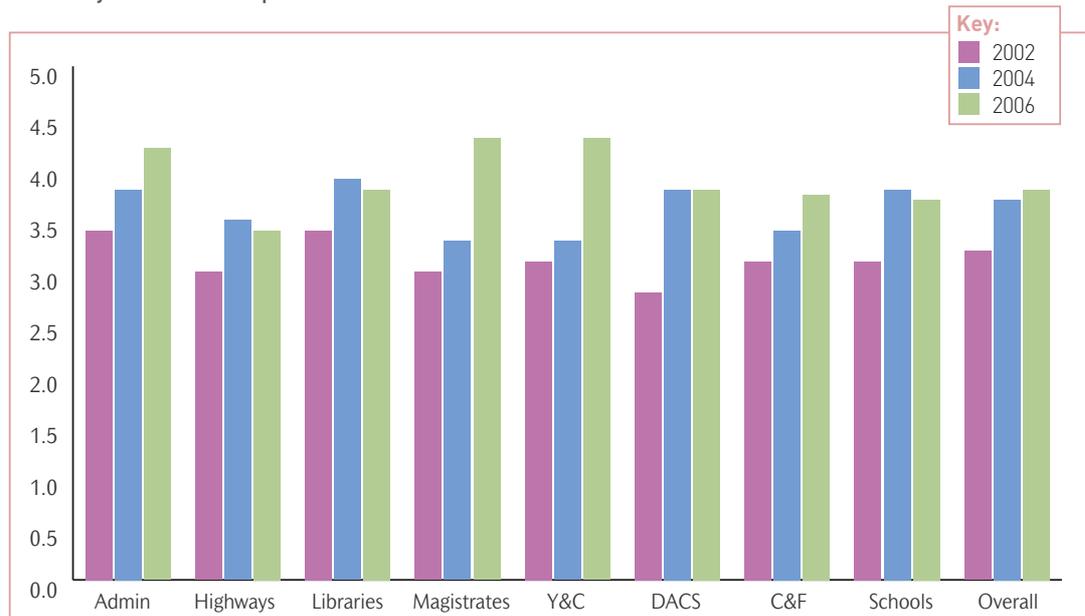
Each visit requires on average one hour of the client's time. Over 360 hours per year, equivalent to 10 weeks of management time, is dedicated to reviewing the quality of the cleaning in Wiltshire. Sodexho believe this is key to continuous improvement.

The quality of service provided at each establishment is measured by cleanliness of specific areas and overall management support i.e. communications, support, guidance, management of service and supervision. This is rated using a scale between one (constantly fails to meet the specification) and five (excellent standard). A score of three represents the level for compliance.

The graph below shows the year on year service improvement.

The QCR provides confirmation that Sodexho has regenerated a service in rapid decline, to one that is highly rated and valued by our clients.

Year on year service improvement.



# Services delivered - building cleaning

It is with regret and sadness that Lyn Rogers, Contracts Officer with the County Council passed away in 2006, after a long illness. Lyn was the client representative for cleaning, whose hands-on style of management helped us to develop and improve the cleaning service. Lyn's pro-active approach is an example of how contract and client relationships have changed for the better.

Like any service provider, our cleaning staff tend only to receive comments from clients on those relatively few occasions when things go wrong. It is rare for them to receive positive feedback. It is pleasing for them to receive letters from our customers and clients, which acknowledges the efforts of our staff.

It is with great pleasure therefore to report that Debbie McLellan was awarded Sodexo's Employee of the Month for September. This is a company scheme designed to reward achievements on a monthly basis.

The Chair of Governors at Bowerhill Primary School took the time to write, stating that Debbie had 'provided support to the school above that which would normally be expected'. He further stated 'that they are extremely pleased with your commitment as a key holder and the unselfish way in which you respond to alarm call-outs' especially as this occurred during Debbie's holiday. Debbie received £100 of gift vouchers (of her choice) and will be put forward for Sodexo's National 2007 Annual Star Team Awards. Well done Debbie.

A letter from Mary Andrews, Personal & Admin Assistant at Salt Lane Salisbury, thanked Sodexo employees James Gray, Colin Curtis and Pete Smith for their hard work and assistance during an office move.



# Services delivered - County Hall FM

**Sodexo provides a varied and flexible catering service throughout the campus at County Hall. The new coffee brand - 'Coffee with Principles' has resulted in staff using The Byway Restaurant more than ever, since the contract commencement in 2001. This is a quality coffee which is Fair Trade, organic and Rain Forest Alliance certified.**

During 2006 Sodexo opened The Byway restaurant for staff to meet with colleagues. People are now able to catch up over a speciality cup of coffee, away from their desk/working environment. The Byway Restaurant is now being used throughout the day, utilising the space more efficiently. The speciality coffee on offer includes:-

- Mocha
- Americano
- Latte
- Espresso
- Filter Coffee

At lunchtime periods, the restaurant offers a wide selection of hot and cold food and desserts from the sweet counter. The popular alternative to a traditional meal is available through the deli counter, and a wide selection of sandwiches and baguettes are made to the requirements of the customer.

A trolley service still operates throughout County Hall providing a service to those customers not wishing to use The Byway restaurant.

The following are the results of an electronic survey carried out in March 2007:-

- 114 people responded to the survey out of a potential 1,200 staff. This is a 9.5% response rate.

- Of those respondents using the trolley service:-
  - 7 use the trolley daily
  - 38 use the trolley once a week
  - 24 use the trolley twice weekly
  - 21 use the trolley 3 days per week
  - 9 never use the service
  - 61 state they use for convenience of product/service
  - 31 state time constraints as the main reason
  - 16 feel that The Byway Restaurant is too far
  - 81% of users rate the trolley service as satisfactory to excellent
- Of those respondents using The Byway Restaurant:-
  - 10 use the restaurant daily
  - 38 use the restaurant once a week
  - 16 use the restaurant twice weekly
  - 33 never use the restaurant
  - 83% rate the meals to be satisfactory to excellent
  - 94% rate the new 'Coffee with Principles' beverage service to be satisfactory to excellent
  - 87% considers the overall service to be satisfactory to excellent

- Of those respondents not using the catering facilities:-
  - 77 bring a packed lunch
  - 31 buy from a sandwich shop
  - 14 buy from a pub or restaurant
  - 13 prefer to go shopping
- Other services that staff wish to be available:-
  - 70% request a cash point
  - 4% coffee bars
  - 22% retail shop
  - 10% fast food outlet

The Byway Restaurant continues to provide good food and coffee. It is increasingly used throughout the day. Besides being a place to eat, it provides an added advantage of providing a quiet environment for employees to meet and relax. We feel that the environment could be enhanced by redecoration as this would attract more employees to use the facilities.



# Services delivered - County Hall FM

## Cleaning, caretaking and security

A total of thirty cleaning staff and a team of nine caretaking/security staff take care of the facilities at County Hall. Our teams continue to provide a high quality service throughout the entire County Hall complex. We feel the high standards we have achieved over the past six years are being maintained and create a noticeable first impression to visitors to County Hall.

Cleaning teams have recently re-organised their working routines to help save the County Council expenditure on electricity. Significant savings on energy have been achieved, through switching off lights early in the evenings. This has financial benefits for the Council on the cost of running County Hall, especially during the winter months. Of equal importance is the saving on the use of energy and the positive impact this has on the environment. The new method of working has resulted in prevention of 8.5 tonnes of CO<sub>2</sub> annually.

To achieve this saving our staff have adopted a new method of working. They now work in teams, commencing on the top floor of old County Hall and work down, floor by floor, as they clean. Once the floor is cleaned lights are switched off. Despite the significant change in long established routines, our staff have adapted positively and with enthusiasm to the new way of working.

Caretaking staff continue to carry out a wide range of duties including maintaining a patrol of County Hall throughout the night. We have recently extended the service to include a dedicated storekeeper who will take responsibility for receipt of goods delivered to County Hall.

As reported in our three previous annual reports we feel that the security of County Hall can be enhanced through the use of CCTV. Proposals and costs have been presented to the Council.

## Recognition for forty seven-years of work

The majority of staff at County Hall will know John Hiscocks, caretaker/porter at County Hall. John has just commenced his forty-eighth year with work associated the County council.

John originally started with Wiltshire County Council on 25th April 1960, at Palmer Gardens. He stayed there for 3 years, training to be a grounds person. In 1963 he moved to Nelson Haden School (now Clarendon School) as a grounds man, looking after the playing fields, grass cutting, marking-out sports pitches, maintaining flower beds and keeping the whole site clean and tidy.

In 1994 he came to County Hall as a caretaker which is still the job he is doing today. He says he loves every minute of it and everyone who knows John will know this to be true. Well done John, not many of us can demonstrate such loyalty to one organisation.



# Services delivered - grounds maintenance

**In the last annual review we revealed the results of our annual survey. The latest year on year comparison shows that overall customer satisfaction is once again being achieved.**

In areas such as Communication, Support & Guidance, Management of Service and Supervision, WCC Site Managers and Head Teachers registered their continued level of satisfaction. In more specific grounds maintenance services, continuous improvement was achieved - especially in grass cutting, strimming, hedge cutting and hard surface marking. On average all services achieved well above the 3.0 (satisfactory) mark, however, the exercise has also highlighted some key areas for continued improvement such as weed control and gang mowing.

The day to day responsibility of making sure we meet our specification and take on board feedback from our clients across the County, rests with the site management team headed by Tony Wootton with the support of Assistant Contracts Manager Alan Stevens. Both Tony and Alan are directly supported by Sue Wyatt the Contract Administrator who continues to be the main contact for all ground enquiries in Wiltshire.

Sodexho places great emphasis on supporting local management and as much as possible, giving them the freedom to manage the contract with a measured amount of autonomy. We believe what sets our management team apart is our belief in the company's attitude and values.

These are:-

- **Service spirit**

We are proud to provide services to others. We take care in getting to know our clients and customers. We listen to their needs and pay attention to detail. We make ourselves available and responsive, welcoming and efficient. What we say is what we do - we believe that we must always keep our promises.

- **Team spirit**

We believe strong teamwork is essential to deliver our service. Working together successfully means recognising our qualities and skills. It depends on good communication, honesty and mutual respect, with everyone pulling together to achieve clear goals.

- **Progress spirit**

Excellence in service means finding every opportunity for improvement - going the extra mile, taking the initiative, looking for better ways of doing things in our daily routine. It means learning from mistakes when they occur, in these ways we each make progress and the company as a whole succeeds.

We were successfully recommended for re-certification of our BS EN ISO 9001-2000 Quality Management System, following another extensive audit by SGS Yardsley in January 2007. This demonstrates our continued commitment to maintaining quality of grounds maintenance service in Wiltshire.

In addition to the site management team of Tony Wootton and Alan Stevens, the Wiltshire contract is fully supported by the divisional team who can provide additional expertise in specialist fields:

Regional Director  
James Lloyd

Human Resources Manager  
Kelly Bater

Training and Development  
Alex Howard

Fleet and Plant Management  
Pat Dunn and Miles Leach

Health and Safety  
Bill Blackborow

Quality Management  
Fiona Storrs and Rob Hardman

Taking on board comments from the previous surveys, over the last year the team have been strengthened by additional training in hard surface line marking, strimming, hedge cutting, shrub identification and pruning techniques. Refresher training has been rolled out again this winter using our Training Manuals to ensure that all our staff are fully re-inducted into the company, are aware of our company core values, receive foundation Health and Safety training and are competent to operate any equipment they use. The ongoing personnel training plans and staff appraisals for all staff in Wiltshire also help us to identify individual improvement targets. Going forward we have identified training on sports field marking and weed spraying as areas for targeted improvement.

# Services delivered - grounds maintenance

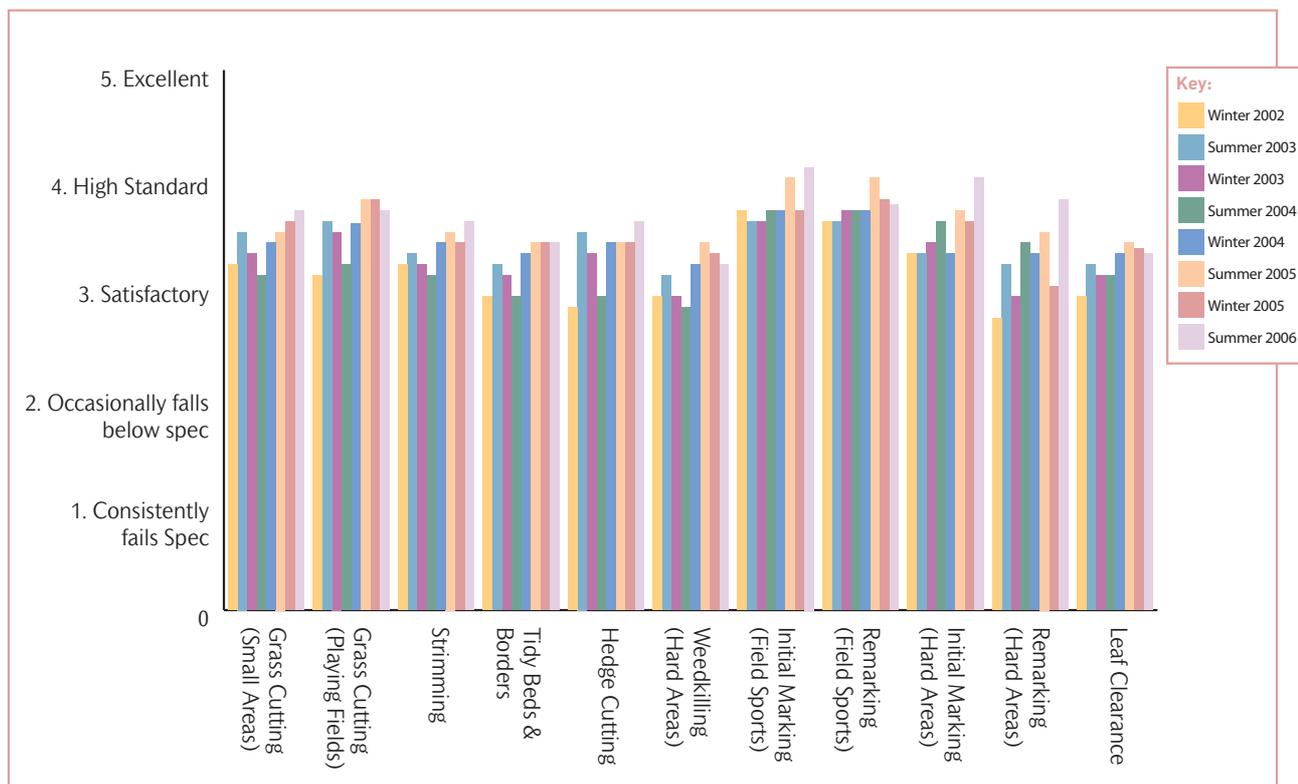
In addition to investment in the learning and development of contract staff, Sodexo Land Technology has also just made a substantial capital investment in another brand new set of tractor drawn trail gangs. These will be used to cut the larger playing fields and open areas replacing the existing set.

The equipment was delivered to Wiltshire in February ahead of the spring season and their introduction was complimented by on site training given to operators in March by the manufacturers Hater's. This will create a positive impact by improving our performance in the maintenance of playing fields yet further.

The site team also provide playground inspections, hard surface playground marking, fencing and timber bollard erection, and all forms of sports pitch marking and renovation. The teams have planted new hedgerows and trees, working to improve the environment in Wiltshire by strict adherence to our externally audited Environmental system which was re-accredited BS EN ISO 14001/2004 during an Environmental Audit.

Our management system was specifically designed to assist us in protecting the environment in Wiltshire. It enables us to control the processes involved in delivering our service effectively. Having a management system ensures our

operations have the least possible harmful effect on the environment at every stage; either by avoiding pollution or minimising the depletion of natural resources. Our commitment to reducing our environmental impact in Wiltshire can be seen through our recycling of all green waste, and recently the replacement of our entire fleet of commercial diesel vehicles on the contract with the very latest cleaner air engines. All of our vehicle engines now comply with the Euro 4 emissions legislation. This commitment by Sodexo Land Technology means we are achieving 50% reductions in oxides of nitrogen (NOx) and 40% reductions in particulates below the previous stage 3 levels.



# Services delivered - grounds maintenance

To further reduce our carbon footprint in Wiltshire we have also started a program to identify where we can procure a greater volume of locally sourced products, such as trees and shrubs grown in Wiltshire rather than flown in from the continent or driven great distances. Wherever possible we now source bulk aggregates and general materials from local suppliers further helping to reduce haulage emissions and costs.

Our experienced staff undertake tree inspections twice a year at every county facility to ensure any dangerous trees are identified and reported to Wiltshire County Council for appropriate action. This is just one of the joint ongoing activities we are involved in with Wiltshire County Council to ensure the environment is a safe place for all staff and visitors. Sodexho Land Technology's role in the wider partnership with Wiltshire County Council continues to grow and develop the existing level of service provision.

Health & Safety continues to be one of our key strengths and our commitment to our customers and staff remains one of our top priorities. We continue to train our staff and develop our relationship with individual clients through Wiltshire County Council to ensure they meet their obligations under Health & Safety. By working in partnership with our clients, we ensure we take an active role in preventing accidents to both the public we serve and our own employees. We bring safe and professional grounds maintenance services to a relationship built on partnership and dependability throughout the county.

In the last year Sodexho Land Technology have undertaken many projects on behalf of Wiltshire County Council to improve and enhance the

local environment at many schools, parks and other facilities, for example:-

- Small Grain Picnic Area**  
We installed 145 Linear Meter (LM) of knee railings to stop 4x4 vehicles tearing up the landscape
- Oxenwood Outdoor Education Centre**  
We planted a hedge of mixed species around the boundary fence line
- Woodlands School**  
We provided new playground markings including several numbered snakes, numbered squares (1-100), hopscotch and a maze to help stimulate the imagination and enjoyment of children in Wiltshire
- We had an unusual job to remove trapped frogs and frogspawn from the drains of one school and relocate them to the local river
- Corsham Youth and Community Centre**  
We felled 6 large conifer trees on a bank, which were blocking light to new houses, and planted replacement trees
- We undertook various tree climbing and surgery works throughout the County following storm damage

We believe we are better placed than ever to offer the County Council and wider population of Wiltshire the best possible grounds maintenance service available. With our thirty years experience, Sodexho Land Technology can offer the best in service, value for money and flexibility. This is only possible as the result of the consistency, loyalty and motivation of key staff who have proved their absolute commitment to service delivery for Wiltshire.



# Environmental management

**Organisations are becoming increasingly conscious of the impact their services have on the environment. Clients are asking for evidence of how their contractors are managing environmental issues. Sodexo's team in Wiltshire was given high recognition, by being awarded 'Sodexo's Corporate Responsibility STAR Award' for environmental management.**

The following article, 'Corporate Responsibility moves up the agenda' has recently been published in our corporate magazine.

In November, the Sodexo team working on the Wiltshire County Council contract was recognised for its commitment to Corporate Responsibility.

Contract Director, Alan Bowley, was at the Star Awards to collect the Corporate Responsibility Award on behalf of the team who helped the Wiltshire County Council contract become the only Sodexo contract in the UK to achieve the environmental ISO14001 status.

"We provide catering, cleaning, security, caretaking, grounds maintenance and home delivered meal service across Wiltshire in schools and council buildings," says Alan. "With 500 Sodexo employees working on the contract it was crucial that everybody had effective training before we could gain the ISO14001 accreditation."

To ensure Corporate Responsibility is at the forefront of employees' minds, Alan and the team at Wiltshire developed training aids, booklets and posters that reinforced the mnemonic ERNIE:

- E** - environmental awareness
- R** - respect and responsibility
- N** - natural resources conserved
- I** - inform others
- E** - ensure actions are effective

ERNIE epitomises the mindset of Sodexo employees working on the Wiltshire contract. "To comply with ISO14001, we have to demonstrate to external auditors that we are meeting all legislations and regulations outlined in the Environmental Protection Act, Ozone Depleting Substances EC Regulations and Water Industry Act to name a few," Alan explains. "We also have to show that we have policies and procedures in place to measure our environmental impact and that we are actively trying to reduce our carbon footprint."

So, what is being done in Wiltshire that others can take inspiration from? There are procedures in place to ensure waste carriers are disposing of waste correctly; ozone depleting substances, such as CFCs, are kept to a minimum by using environmentally friendly refrigerators, and by working with the Council, Sodexo is segregating waste so that it can be recycled. A new method of cleaning has been implemented whereby cleaning staff work in teams to clean each floor of County Hall at a time. As they move down floor by floor the electricity supply is automatically switched off. Through adopting new practices our staff are contributing to saving the Clients electricity and lessen the impact on the environment. Alan states "that their environmental development plans take account of the client's environmental requirements. This creates a joint approach to reducing environment issues which are generated through the services that our client provides".



ISO14001 accreditation is not simply receiving a one off certificate, we have to undergo annual assessments to see how effective we are, and to draw up objectives to become more environmentally conscious," Alan adds.

Currently, there is a drive towards reducing the amount of paper used by Sodexo employees on the Wiltshire contract, by using electronic means where possible and printing on both sides of paper. Similarly, Alan and the team are looking at how they can reduce emissions by monitoring the use of home service vans, as well as investigating the possibilities of reducing packaging to ease the strain on landfills.

Although Alan says it was no easy feat achieving ISO14001 status, he does believe that the work carried out on the Wiltshire contract could easily be transferred to other parts of the business. In fact, he is currently working alongside Directors Table to implement a similar mindset at The Guardian News Group.

"More and more clients are conscious of the importance of Corporate Responsibility and the impact business has on the environment. We, as an organisation, have to show that we can manage it effectively," Alan concludes.

# Corporate responsibility

**In the UK and Ireland, Sodexho employs around 48,000 people at 2,300 different locations. Through the services we provide we touch the lives of millions of people and Sodexho's challenge is to ensure that it manages its relationships responsibly. Acting responsibly is integral to Sodexho's growth strategy. By behaving conscientiously in the way it treats its customers, employees, suppliers and the communities in which it operates, Sodexho believes it is putting its values into practice, benefiting both society and its business.**

At Sodexho corporate responsibility (Corporate Responsibility) is about doing the right thing - it is a fundamental part of the company's every day business practice. Corporate Responsibility has always been core to Sodexho's business philosophy, and its mission 'to improve the quality of daily life for the people we serve' reflects this and is close to the 'The World Business Council for Sustainable Development' (WBCSD's) definition of Corporate Responsibility.

Corporate Responsibility is not new to Sodexho, however, reporting on it is and in spring 2006 Sodexho's first Corporate Responsibility report was published, and will be published annually. Through publishing a Corporate Responsibility report Sodexho holds itself open to public scrutiny, therefore demonstrating its commitment to improvement and meeting the targets the company has set for itself. Sodexho's approach to reporting on Corporate Responsibility is to provide stakeholders with an insight into how the company manages its social, environmental and economic impacts within its UK and Ireland operations. To do this it uses the Business in the Community model of marketplace, workplace, environment and community.

Sodexho's key actions and achievements:-

- Publication of the first annual Sodexho CR Report (2005) for the UK and Ireland
- Sodexho was named in the Sunday Times Top 100 Companies that count supplement following the publication of the 2005 Corporate Responsibility (CR) Index results by BITC. Sodexho moved 20 places to number 98
- In 2004 Sodexho launched Project Clear to meet the legislative requirements of the Sarbanes-Oxley Act (SOX)
- In October 2005 Sodexho published its Code of Ethics for all employees in the UK and Ireland
- Sodexho has retained the prestigious Investors in People accreditation for over five years
- In 2005 Sodexho launched the STOP Hunger Campaign to help combat poor nutrition in our local communities. The campaign provides a central focus for Sodexho's community related activities
- In September 2006 the inaugural Sodexho Foundation Dinner raised £65,000 through ticket sales, auctions and donations
- For the third year running the Sodexho Foundation donated £6,000 to Feed the Children International (UK) which organises regular breakfast clubs for disadvantaged children in Bristol and Birmingham
- Sodexho's graduate healthier eating programme was awarded the Big Tick in the BITC Awards for Excellence in 2004 and 2005
- Sodexho has been a member of the PerCent Club since 2005, a voluntary benchmark measuring the contributions made by companies through cash donations, staff time, gifts in kind and management time shown as a percentage of pre-tax profit.

# Part 2

## Contract review

# Introduction

**Purpose - The purpose of the following document is to summarise the main elements and benefits of the current contract and help schools help schools consider the future provision of catering and cleaning services.**

In 2001 Wiltshire County Council entered a new era. The Council decided that services, traditionally provided by their 'in-house' contractor Wiltshire Direct Services (WDS), would be put out to tender. This decision was prompted as a result of independent consultants

identifying that WDS was operating at an annual deficit of £439,000.

Since the start of our relationship with Council clients, schools and customers, we have been committed to the common objective of improving the quality of daily life for the people of Wiltshire.

On behalf of their clients the Council administrates and monitors the contract. A key measurement of quality performance can be assessed through the number of 'non-compliance' notices that have been issued throughout the life of the contract. No non-conformances have been issued for school catering and only 24 have been issued for county cleaning. This is low if compared against the 70,000 plus cleaning tasks carried out each day. Viewed from another perspective, a contract performance compliance rate of 99% has been achieved.

Our contract with the Council is made up of the following number of sites:-

	Schools	County Council
Catering	112	1
Cleaning/Caretaking	59	97
GroundsMaintenance	38	108
<b>Total</b>	<b>209</b>	<b>206</b>

Quality is of prime importance to us. We regularly review with school representatives and departmental clients their opinions on the standard of service that they are receiving. The satisfaction has increased throughout the period of the contract:-

	2002	2006	Increase
*School catering	60%	90%	50%
*County Hall catering	72	83%	15%
**School cleaning	3.1	3.8	22%
**County cleaning	3.1	3.8	22%
**School grounds maintenance	3.3	3.7	12%
**County grounds maintenance	3.0	3.2	9%

\* Measured as a percentage of schools response

\*\* Measured on a scale of 1 (constantly) - 5 (Excellent standard). A measurement of 3 is the acceptable/satisfactory standard for the quality and frequency laid down in the contract.

In schools we manage the maintenance of kitchens and equipment. During the past 12 months we have responded to:-

**88 - Electrical works orders**  
**618 - General maintenance/handyman works orders**  
**174 - Specialist gas/electrical equipment repair/maintenance works orders**

# Contract Service Delivery

**In 2001 the Council tendered and awarded the contract to their specification. The specification was described in the Conditions of Contract and Service Specification, which span over 17 volumes.**

The following is a summary of 'what schools and service users' can expect to be delivered from the contracts.

## School Catering

1. The provision of Club Joules hot school meals to pupils (free entitlement and those parents/carers wishing to purchase a school lunch). Club Joules is the unique lunch time experience developed by Sodexho for primary schools. It consists of a menu which in Wiltshire offers a choice of two main courses and a vegetarian dish with a selection of potatoes, vegetables, salad, pasta, rice and bread items. A choice of desserts is available each day including fresh fruit and yoghurts. In addition vegetable crudities, bread and fruit portions are offered daily as an additional top-up to the main meal.
2. Produced in accordance with Food Safety and Health and Safety Regulations.
3. Provision of special diets (medically referred).
4. Administration of cash collection of monies received from parents for paid meals.
5. Cleaning of kitchen areas - including deep cleaning as required.
6. Maintenance of equipment including PAT testing of electrical appliances and gas sound checks.

7. Maintenance of premises - decoration/light repair.
8. Replacement of heavy and light catering equipment.
9. Environment Management certification to ISO14001 standard.

## Method of payment - school meals

Free meals - Sodexho charges the Council per meal currently £1.76 - Council recharge school

Paid meals - Sodexho collects direct from parent, currently £1.85 rising to £1.90 in September

## Cleaning & Caretaking

1. Cleaning of areas in line with laid down standards set by Council as detailed in the day to day frequency of tasks and standards of cleaning expectations
2. Caretaking duties as agreed under service level agreements
3. Provision of equipment/cleaning materials and consumables
4. Maintenance of equipment and annual PAT testing
5. Carried out in line with Health & Safety requirements
6. Opening and closing of premises as agreed with each client/customer
7. Quality Care Review with Area Managers
8. Environmental Management Certification ISO14001 standard

## Method of payment - cleaning

Monthly charge - Sodexho invoices the Council on a monthly basis (1/12 of contract value); the Council re-charges schools or departmental clients.

# Not entering a council contract

## The implications:

**There are advantages to schools being in a contract administered by the authority. If a school was to leave the authority control, the school management team and governors would have to:-**

### School meals

- |   |   |  |
|---|---|--|
| <ol style="list-style-type: none"> <li>1. Retain current staff under Transfer Undertaking Protection of Employment (TUPE) regulations. There is likely to be an impact on single status pay and conditions of service</li> <li>2. Produce menus 2 times per year in October and April</li> <li>3. Analyse nutritional content of the menu and demonstrate compliance with Government Legislation</li> <li>4. Recruit new staff and employ sufficient staff to cover for staff absence</li> <li>5. Manage Food Safety and Health and Safety, including identifying the critical control points of producing meals and completion of risk assessments</li> <li>6. Maintain, repair and replace equipment including PAT testing and gas sound checks. During the past 12 months each kitchen on average has been visited by our maintenance teams/contractor an average of 8.5 times</li> <li>7. Purchase supplies and setting up a system to monitor products and manage due-diligence, at each stage of the supply chain</li> <li>8. Administer cash collection of monies received for paid meals</li> </ol> | <ol style="list-style-type: none"> <li>9. Train staff in culinary techniques and develop catering staff knowledge in elements of nutrition, health and safety, food safety, kitchen administration, recipe development, cleaning and use of cleaning chemicals</li> <li>10. Review insurance policies and consider how to manage the change in food supply and make contingency plans</li> <li>11. Plan, monitor and recognise staff performance</li> <li>12. Consider how they replace the Club Joules website, menu information and email request hotline</li> <li>13. Monitor standards &amp; quality issues</li> <li>14. Manage environmental legislation</li> <li>15. Manage enforcement authorities - Environmental Health Officer (EHO)</li> </ol> | <ol style="list-style-type: none"> <li>4. Train staff - technical, specialist and legislative including use of chemicals pesticides and use of machinery</li> <li>5. Manage Health and Safety, including identifying the critical control aspects of the service and completion of risk assessments</li> <li>6. Implement procedures to inspect the condition of trees on site and have in place a process to rectify damage/dangerous trees</li> <li>7. Sports fields - mark pitches/tracks throughout the year</li> <li>8. Open &amp; secure premises</li> <li>9. Purchase supplies and setting up a system to monitor products and manage due-diligence, at each stage of the supply chain</li> <li>10. Store equipment and materials</li> <li>11. Purchase equipment, vehicles, plant &amp; machinery</li> <li>12. Maintain and repair equipment including PAT testing.</li> <li>13. Monitor standards &amp; quality issues</li> <li>14. Review insurance policies and consider how to manage changes in the supply chain and make contingency plans</li> <li>15. Plan, monitor and recognise staff performance</li> <li>16. Manage environmental legislation</li> </ol> |
|---|---|--|

### Cleaning Caretaking & Grounds Maintenance

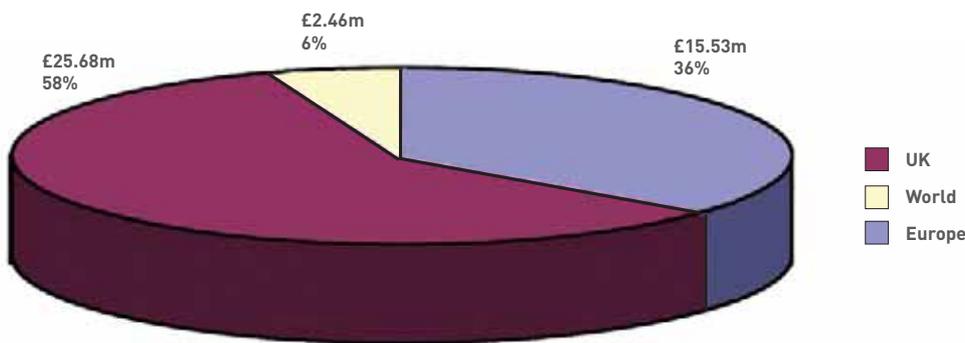
1. Retain current cleaning staff under Transfer Undertaking Protection of Employment (TUPE) regulations. There will also be an impact on single status pay and conditions of service
2. Recruit new staff and employ sufficient staff to cover for staff absence
3. Develop and implement cleaning/grounds schedules and frequency charts

# Sourcing of products

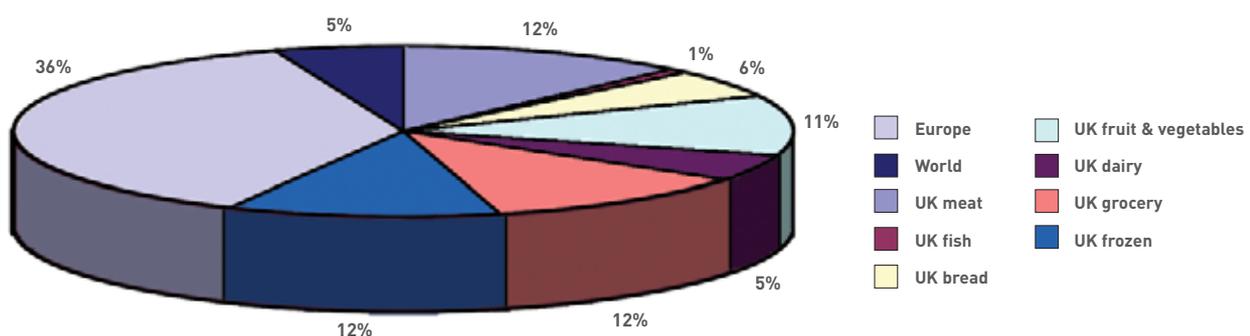
**As a large scale purchaser, Sodexo is committed to the principles of sustainable food and commodity procurement. We recognise that there is a balance between meeting the needs of our business, adhering to Government Legislation and meeting the needs of others such as clients, suppliers and consumers**

We recognise that it is important for the future well being of the UK and Ireland that farming communities are supported and are able to contribute to our supply chain.

Our current sourcing of food commodities is made up as follows:



To better illustrate this we can look at this on a per meal basis:



Sodexo follows the guidelines established by the Department for the Environment Food and Rural Affairs which considers 'local' to be UK sourced.

To develop and support the practice of developing long term relationships with local growers/farmers we will be exploring the viability of fruit and vegetables moving to local supply.

# ISO14001 - Environmental Management

**Sodexo has invested significant resources in developing and gaining accreditation of ISO14001 in Environmental Management for their Wiltshire contract. Each year independent auditors review our Environmental Management System to ensure that we are operating to an international set of standards. The system is re-certified every 3 years. This last took place in May 2007.**

Over the duration of the contract, the investment cost of originally achieving and then maintaining ISO 14001 is in excess of £57,000.

#### What does this mean?

1. To gain certification we have to evaluate how the provision of our services impact on the environment. The critical ones have to be managed with the objective of removing and/or reducing the adverse effect on the environment.
2. We hold a 'Register of Legislative Compliance'. This is a list of environmental laws connected with the service that we provide together with a named person who will take responsibility for implementing environmental legislation.
3. As part of on-going certification we have to demonstrate that there are clear laid down objectives to demonstrate ongoing improvement in managing the environment.

#### Major benefits to date:

1. Training of all Sodexo staff (in excess of 500 people) in environmental management. This involved group training by area managers in over 350 sites over a period of 6 months

2. Sodexo's logistic teams and catering managers in schools have worked together to consolidate delivery of supplies. In Wiltshire we now have one supplier, delivering all food items a maximum of once a week. This cuts down significantly the number road miles. The impact on carbon emissions is currently being evaluated

3. Cleaning teams have recently re-organised their working routines, to help save the County Council expenditure on electricity. The new method of working has resulted in prevention of 8.5 tonnes of CO2 annually

4. Recycling of all green waste

5. Replacement of our entire fleet of commercial diesel vehicles on the grounds maintenance contract, with the very latest cleaner air engines. All of these vehicle engines now comply with the Euro 4 emissions legislation. This commitment means we are achieving 50% reductions in oxides of nitrogen (NOx) and 40% reductions in particulates below the previous stage 3 levels

6. Introduction of 'Coffee with Principles'. This product is registered as a fairtrade, organic product and is Rainforest Alliance Certified. A further benefit of introducing this service is that of

opening up the restaurant for meeting, encouraging staff to meet colleagues away from their place of work.

7. Joint initiative for recycling of kitchen waste in school compost bins which is then used for enriching the school's vegetable gardens.

Each year Sodexo recognises the talented, dedicated and loyal people whose individual and team success has contributed to the success of the company. Recognition is through award of "Star Awards" for different categories of achievement. In October 2006 the Sodexo team in Wiltshire was awarded the 'Star Award for Corporate Responsibility' for their work in developing and implementing ISO 14001 in Wiltshire.

Throughout the duration of the contract, all catering units have frequently been inspected by Environmental Health Officers (EHOs) and are compliant with the required level of food safety, health and safety and environmental regulations.

# Patronage and Reputation

**In 2001 the number of schools entering into the catering contract was 119 in total. Since that time there have been a number of school closures and/or amalgamations. The combination of this course of action over the past 6 years has resulted in an overall decrease of 137,000 (11%) in the annual number of meals provided.**

The greatest increase in uptake of school meals occurred in 2004, during which meal numbers increased by 1.5%. This was the year immediately prior the Jamie Oliver TV series, on school meals. As a consequence, there was a sizable degree of media coverage at national and local level. This led to new Government legislation on food served in schools. School meal providers throughout the country experienced an instant decline in meals provided. Wiltshire was no exception and we saw a significant decline of meals in both 2005 and 2006, by up to 13%.

In October 2006 Sodexo introduced new menus which complied with new nutritional standards, well ahead of the 2008 legislative requirements. Meal numbers are now showing an increase and we anticipate this year numbers to be up by 1.5% on last year.

The meal price has increased as follows:

	Free meals	Increase	Paid meals	Increase
2001	£1.32		£1.40	
2002	£1.33	0.93%	£1.45	3.5%
2003	£1.37	3.16%	£1.55	6.8%
2004	£1.40	2.51%	£1.65	6.4%
2005	£1.44	3.16%	£1.75	6%
2006	£1.68	16%	£1.85	5.7%
2007	£1.76	4.58%	£1.90	2.7%

The paid meal price has risen above the Retail Price Index (RPI) as operating costs have increased. This is directly as a result of rises in minimum wage legislation and new Government regulations for school meals. In 2005

the additional requirements brought about by legislation increased the cost of food and following negotiation with the Council, schools agreed to increase the price of free meals in line with their delegated funding.

## Reputation

Since the commencement of the contract our reputation has grown. The following are some of the key areas of achievement which has enhanced our reputation:-

- The introduction of new school meal menus has been well received by both schools and parents. It is widely acknowledged that we are delivering nutritionally sound menus. Children are now more willing to try new dishes and we take their views into account in compiling menus
- The development of educational material to aid children to make wise choices. This includes the introduction of the '5 step' challenge in all school meal sites, which is supported by point of sale material that appeals to children, CD's and newsletters.

The '5 step' challenge is for children to:-

1. Eat a balanced meal with plenty of variety
2. Take more exercise
3. Try to eat 5 portions of a variety of fruit and vegetables daily
4. Eat less sugar, salt & fat
5. Drink more water

- By meeting parents to promote and explain the benefits of Club Joules. This has developed even further by offering parents/carers to experience a school meal with their children. In some cases and with agreement with the school, this has been extended to an invitation to grandparents.

- By cleaning staff at County Hall agreeing to change long established work practices to save electricity. This has saved 8.5 tons of CO2

- Through working closely with individual schools. One of our greatest successes is that of working with a group of parents in the compilation of a menu specific to the schools requirement. This increased the take up of meals from 60 to 140 meals a day, an increase of over 100%

- By working closely with a school, we have provided new playground markings including several numbered snakes, numbered squares (1-100), hopscotch and a maze to help stimulate the imagination and enjoyment of children in Wiltshire

- Though meeting challenges head on. In grounds maintenance we had an unusual job to remove trapped frogs and frogspawn from the drains of one school and relocate them to the local river

# Quality

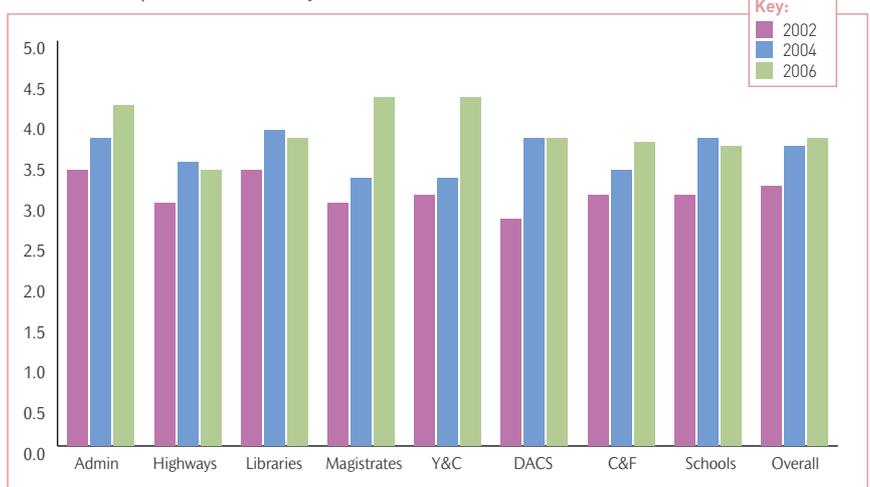
**In Wiltshire we aim to manage both the predictable and the unknown elements of service. In our grounds maintenance service the quality of service is managed to international standards laid down by ISO 9000 (2001).**

For catering, cleaning and caretaking services a quality system has been specifically developed for our clients in Wiltshire. This system lays down a number quality objective statements, procedures, methods and controls. Areas of operation that are included are:-

- Management responsibility
- Quality system
- Purchasing
- Product identification and tractability
- Process control - procedures relating to all parts of the operation including preparation and work instructions for carrying out service activities
- Inspection and testing
- Control of non-conforming product/service
- Corrective action
- Handling and storage
- Training
- Health & Safety - since 2004 the number of accidents for school catering, cleaning and County Hall FM contracts is 233 and 48 for Grounds Maintenance. To put this in perspective out of 300,000 man days, the percentage of accidents is less than 0.1%.

Unique to our system in Wiltshire is our Quality Care Review (QCR). This provides each customer or client the opportunity to rate, comment and personally discuss with the Manager their views in relation to quality of service delivery. Ratings are based on a scale of 1 to 5. A low score of 1 indicates that the element of service consistently fails to meet specification, whereas a high mark of 5 rates it to be excellent. A score of 3 denotes a satisfactory level of performance. If scores of 1 & 2 are recorded, the process triggers either an amber or red alert. At this stage, ratification of the problem has to be completed either in 48 hours or 5 days respectively. This review is carried out twice yearly and the rating for each service, are published in our Annual Review.

Annual Comparison - Quality Care Review



# Health & Nutrition

**We have been providing school meals in Wiltshire since 2001. As a significant supplier of school meals Sodexo is committed to improving the diet of school children and believes that this will only be achieved by an educational programme to promote cultural change.**

Studies have shown that the eating habits we adopt at a young age are carried through to later life. Sodexo understands the importance of its role in not only providing but educating and encouraging children to choose nutritious and well balanced meals. Sodexo considers it vital that parents and children are supported in gaining and improving cookery skills and seeks every opportunity to support training initiatives. As a major caterer Sodexo is in the front line and fully recognises the expectations of parents.

## Sodexo's key actions and achievements

- Sodexo regularly holds promotions aimed at educating and encouraging school children of all ages about the importance of a healthier diet and lifestyle
- Pre-ordering system has helped increase school meal numbers by over 40 a day at 40 schools in Wiltshire and at one school, after working with the headteacher and parents, Sodexo has gone from providing just one packed lunch a day to now providing over 60 hot meals a day
- Confectionery, crisps and carbonated drinks are no longer available at lunch to children under that age of 16
- Sodexo's Club Joules menus for autumn 2006 meet the nutrient standards well ahead of the 2008 deadline
- All Club Joules meals are analysed by Sodexo's registered dietitians to ensure they meet the Government's guidelines
- Educational marketing activity is continuously featured within the 'Club Joules' offer not only at lunchtime but also at home through the Joules Rules newsletter and the interactive website
- Where possible over 70% of dishes are freshly prepared on site
- Since 2001 fresh fruit, crudites and reduced salt bread have been provided every lunch in addition to the menu
- Colour coded menus and posters are used to help children to recognise the different food groups and encourage them to choose a balanced meal
- Development of educational material including balance of health jigsaw and '5 Step Challenge' and CD for Key Stage 1 pupils and roadshows

## Background

The education sector has been a key focus in the healthy eating debate and in February 2005 the Government announced a drive to improve the quality of school meals. This was followed in March 2005 with the unveiling of the £280 million funding package, around £60 million of which went into the establishment of the School Food Trust. The report 'Turning the tables: transforming school food' was published in November 2005 setting out recommendations and targets for all providers of school meals. This was followed in September 2006 by an announcement of a further £240 million to continue to subsidise healthy ingredients until 2011. It also included £2 million for training kitchens, providing children with cookery skills, specific funding for building kitchens and increased tendering opportunities for small and local producers.





