

# Equality Impact Assessment

Please click on headings to find [general guidance](#) or section guidance with an example.

You will find supporting information in appendices at the end of the guidance.

When you start to assess your proposal, arrange to meet Tim Greaves, Equality Co-ordinator, for specific guidance. Send the completed form to him for a final check and so that he can publish it on our Vale of Glamorgan equality web pages.

Please also contact Tim Greaves if you need this equality impact assessment form in a different format.

## 1. [What are you assessing?](#)

Local Authority Trading Company resulting from the Reshaping Services Project 2015-18  
To create a new company to deliver and develop the catering service for internal and external customers. To commercially develop the school meals service and trade externally with public and private sector businesses. The service will create a highly trained, commercial facing workforce promoting and delivering opportunities for everyone to develop, learn and succeed.

## 2. [Who is responsible?](#)

<b>Name</b>	Carole Tyley	<b>Job Title</b>	Catering Manager
<b>Team</b>	Catering	<b>Directorate</b>	Learning and Skills

## 3. [When is the assessment being carried out?](#)

<b>Date of start of assessment</b>	March 2016
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## 4. [Describe the proposal?](#)

### **What is the purpose of the proposal?**

To commercially develop the school meals service and trade externally with public and private sector businesses. The service will create a highly trained, commercial facing workforce promoting and delivering opportunities for everyone to develop, learn and succeed.

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## Why do you need to put it in place?

The Catering Service was identified as a Tranche 1 project as part of the Council's Reshaping Services Programme with total required savings of £347,000. All savings were achieved in October 2015 through cost-saving measures and the principle aim of the project then changed to focus on the sustainability of services for the future, in light of reduced budgets.

In April 2017, Cabinet approved a Business Case which was based upon the proposed creation of a Local Authority Trading Company for the delivery of Catering Services. This model was deemed to be the most sustainable, following a robust options appraisal which evaluated a range of options for the future of the Catering Service to meet the project's objectives.

## Do we need to commit significant resources to it (such as money or staff time)?

A project team has been established to implement the Local Authority Trading Company as the most sustainable model for the future delivery of the Catering Service, which comprises colleagues from Learning and Skills, Legal, HR, Property, ICT, Finance and Business Improvement.

## What are the intended outcomes of the proposal?

A Local Authority Trading Company will be created for the delivery of Catering Services from April 2019.

## Who does the proposal affect?

- Employees of the Catering Service
- Headteachers/Governors of schools
- Customers of the Catering Service
- Vale of Glamorgan Council Internal departments

**Note:** If the proposal affects lesbian, gay, homosexual, or transgender people, ensure you explicitly include same-sex couples and use gender neutral language.

## Will the proposal affect how other organisations work?

Work is underway to determine how the Local Authority Trading Company will engage with the Council and to review how the client/contractor relationship will work both on a Council wide level and with individual service areas. During the next phase of implementation, it should be considered how the Local Authority Trading Company develops agile services and an assessment should be made as to how ready the Council is to provide services externally. This should be considered in the context of the intention included in the business plan for the Local Authority Trading Company to use Council services for the first three years of trading.

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## Will the proposal affect how you deliver services?

The service will continue to provide school meals for all pupils from age 3 to 19. This policy is intended to increase and improve the quality of provision of the service to its client and customers. Currently the school population is 22,183 (100%). The service offers catering to 17,647 (80%) of this population. In addition, the service will trade with external customers and tender for new business. All profits will be reinvested into the school meals service.

## Will the proposal impact on other policies or practices?

As part of the project, central support services currently provided by the Council should be considered and discussions should take place around whether these services and subsequent charges should apply to a Council company providing a statutory provision on behalf of the Local Authority and if so, how these services and charges compare to external options. The Business Plan currently outlines that the Local Authority Trading Company will use Council support services for the first three years.

## Can you change the proposal so that it further promotes equality of opportunity and fosters good relations?

- Terms and conditions will remain unchanged for all staff
- Service provision will continue to provide school meals for all pupils from age 3 to 19
- Policy is intended to increase and improve the quality of provision of the service to its client and customers

## How will you achieve the proposed changes?

Project team to continue to follow the implementation plan, manage risks and communicate effectively with all stakeholders.

## Who will deliver the proposal?

Project Team comprising colleagues from Learning and Skills, Legal, HR, Property, ICT, Finance and Business Improvement.

## How will you know whether you have achieved the proposal's purpose?

- Creation of the Local Authority Trading Company from April 2019
- Regular reviews with the Local Authority Trading Company Board to ensure the objectives of the company are being met

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## 5. What evidence are you using?

### **Engagement (with internal and external stakeholders)**

The proposal to create a Local Authority Trading Company are the result of an eighteen month period of consultation and engagement with a series of stakeholders.

The project team has recognised the importance of listening to a range of views, both internal and external to the Council in formulating the business case for change.

This has involved periodic all staff briefings which have been well attended and the contribution of staff has been positive.

A regular forum with the recognised trade unions has been established. It is proposed that these mechanisms (in addition to any other formal processes required) will be continued throughout the implementation of the changes.

The Cabinet Report which recommended a Local Authority Trading Company be created was referred to the Learning & Culture and Corporate Performance & Resources Scrutiny Committees for their consideration before Cabinet reached a final determination on this matter. It was proposed that when being brought back to Cabinet to make their decision, the views of the Scrutiny Committees as well as staff and the trade unions were provided in order for Cabinet to make a detailed and informed decision on how to proceed.

The following describes the specific consultation and engagement work that has been undertaken to date.

### Staff and Unions

A significant process of engagement with staff was delivered in the summer of 2015 whereby all members of staff were invited to a series of briefing sessions on the challenges facing the Council and introduced the response in the form of Reshaping Services.

In addition to these sessions, the Catering Manager ran a workshop with the Catering staff on the 24th July, 2015 to introduce them to the alternative service delivery models that have been considered as part of this project. Staff showed interest in the potential for an alternative delivery model to be adopted in future.

Staff engagement sessions were again held during August 2016 to provide an update on the project. All staff were invited (and their attendance outside of 27 contracted hours paid) and were given the opportunity to submit any questions on the project and describe their priorities for the future of the service. The feedback provided as part of this engagement exercise was provided to Cabinet to inform their decision to create the LATC.

There has been engagement with Trade Unions to date via both corporate and service specific forums. During the development of the business plans, Unison helpfully provided the project team with a number of questions/comments which again was provided to

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Cabinet to inform their decision to create the Local Authority Trading Company. The questions and comments raised by Trade Unions were used throughout the development of the business plans. Answers to the questions were also provided to Cabinet.

A staff reference group was created to continue engagement with staff representatives. This group has met on a number of occasions and it is anticipated this group will be involved in the ongoing development and implementation of the model.

Consultation with staff and the recognised unions is legally required and will be on-going throughout this project as indicated in the timeline set out in the relevant Cabinet Reports. It was also taken account of when preparing the business plan.

Engagement with relevant Trade Unions will continue to ensure that they are well equipped to support their members during the transition to the new model. A firm commitment has been made in this regard with no plans to deviate from this.

## Headteachers

The project team has attended both the primary and secondary Headteacher steering groups to provide updates on the project. Headteachers were given the opportunity to provide their priorities for the catering service and these were included in the relevant business plans.

Headteachers have been involved from the beginning and continue to be updated on the progress of the project. The project team have attended both Primary and Secondary Headteacher Cluster Meetings to provide an update on the project. Headteachers were asked a number of questions on the current proposals during the Headteacher steering group.

Headteachers indicated that value for money was their main priority for the future service. 12 Headteachers expressed interest in being involved in the future of the school meal service and 14 Headteachers felt the local authority trading company model was worth considering for other services to schools.

As described in the report, it is proposed that the local authority trading company will operate with a “cooperative ethos”. This means that the company’s customers will be involved in decision making and it is proposed that there will be Headteacher representation on the Board of Directors.

A stakeholder group comprising members of the Project Team and Primary School Headteachers from all three areas of the Vale of Glamorgan, met in June 2018 to discuss project progress and to discuss a draft service catalogue produced to outline services to be offered by the Local Authority Trading Company. The Headteachers appeared positive about the plans for the service and the more they learned about the proposals of the company the more interested they became. It is proposed that this stakeholder group will continue to meet on a quarterly basis and further updates will feature within cluster meetings.

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## Consultation (with internal and external stakeholders)

The project team will maintain a regular consultation and communication process as part of the implementation of the Local Authority Trading Company with both staff and Trade Unions.

See above for more information on the activities that have taken place.

## National data and research

The project is being managed in line with the following internal/external plans, policies and strategies:

- Corporate Plan 2016-20
- Wellbeing of Future Generations (Wales) Act 2015
- The Healthy Eating in Schools (Nutritional Standards and Requirements) (Wales) Regulations 2013
- Food Information for Consumers Regulations (EU FIC)
- School Standards & Organisation (Wales) Act 2013

Advice has been sought and will continue to be sought from other Councils who have adopted similar models for their Catering service e.g. Flintshire and Plymouth. This has helped to share best practice and to inform the implementation plans.

During June 2018, an external gateway review of the Catering Project was undertaken by a company called C.Co. The review approach was to conduct an initial 'desktop' review of project documentation and to discuss key elements of the project during an on-site period. The assessment was undertaken using an established, evidence-based model for local government 'spin outs' that considers implications and responsibilities for governance, Human Resources; ICT; Legal; Finance; together with arrangements for the buyback of Council services.

The key findings of the review were that the project is deliverable but will require a structured project plan with clear priority and accountability, the clear commitment of the wider organisation to the project's priority status, the designation and freeing up of appropriate resource to support the delivery of the project and the recognition and remediation of the Council's commercial knowledge and skills gaps.

The recommendations from the C.Co review are a focus for the project team going forward and have been incorporated into the implementation plan to ensure they remain a priority.

## Local data and research

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See previous sections

## 6. How robust is the evidence?

### **Does it show what the impact will be (positive and negative)?**

There is no impact on protected characteristic groups.

### **What are the gaps?**

There are no gaps identified at the current time, but this will continue to be monitored as the project progresses and addressed appropriately.

### **What will you do about this?**

There are no gaps identified at the current time, but this will continue to be monitored as the project progresses and addressed appropriately.

### **What monitoring data will you collect?**

The project is being governed by the Project Sponsor acting as a liaison between the Project Team and the Income Generation and Commercial Opportunities Programme Board who meet on a monthly basis. The Income Generation and Commercial Opportunities Programme Board is a programme of work, which forms part of the Council's Reshaping Services Programme. It is intended that as the project progresses this continues as the formal mechanism for reporting project progress, as it ensures all key stakeholders are represented and updated.

Governance arrangements for the Local Authority Trading Company are currently being considered as part of the project. Initial proposals are that the Board of Directors for the company will constitute seven members including an Independent Chair, a Primary School representative, a Secondary School representative, one Officer, one Member, a Managing Director and an Industry Expert, as it has been recognised that there is a need for expert advice in regard to external trading.

### **How often will you analyse and report on this?**

See above

### **Where will you publish monitoring data and reports?**

n/a

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## 7. Impact

### **Is there an impact?**

There is no impact on protected characteristic groups.

### **If there is no impact, what is the justification for thinking this? Provide evidence.**

#### Age

The Local Authority Trading Company will be created at Companies House. The service will undergo a major transformation as part of the Reshaping Services programme. The service provision will continue to provide school meals for all pupils from age 3 to 19. This policy is intended to increase and improve the quality of provision of the service to its client and customers. Currently the school population is 22,183 (100%). The service offers catering to 17,647 (80%) of this population.

In addition, the service will trade with external customers and tender for new business. All profits will be reinvested into the school meals service.

Employees of the catering service are identified in the following age ranges 18-50 (57%) and 50+ (43%). The 50+ age range provides the service with great experience and loyalty. The service of these members of staff may present with health issues and sickness absence for the service, but they're welfare will be looked after via the Managing Attendance at Work Policy. The employees of the service will continue to provide school meals to our customers. There will be no changes to terms and conditions as this will remain an in-house service, this will have neutral/insignificant impact on our customers and staff because of their age.

#### Disability

The Local Authority Trading Company will continue to provide school meals to all pupils. The catering service will maintain its compliancy with Healthy Eating legislation, allergen legislation and develop food choices accordingly. The catering service currently offers school meals to 41% of its available customers (17,647), a proportion of our customers are disabled pupils. The service currently offers appropriate cutlery, crockery and furniture to enable the pupils to dine in a social space. This will continue to be provided for our disabled pupils.

1.2% of staff within the catering service are disabled (limited a little), 88.6% are not disabled and 10.2% preferred not to say. Their employment opportunities will not be negatively impacted by this policy as terms and conditions will remain the same.



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## Gender

Currently the catering services' employee gender breakdown is 5% male (9) and 95% female (157). The school meals service historically employed female staff due to term time working which proved successful for women to work whilst their children were in school and care for their children during school holiday periods. Over the past 5-7 years, this has positively changed and male members of staff have and will continue to be appointed to the service after successful interview. There will be no detriment to either gender as the service will continue to provide school meals to all pupils. Terms and conditions remain unchanged for all members of staff.

During the recent Scrutiny Committee meetings of Learning & Skills and Corporate Performance & Resources, a Member related to concerns that the Council was seeking to reshape a service staffed predominantly by female employees. The nature of the business has resulted in this gender imbalance, however, it is the intention of the trading company to broaden the appeal of the service and hopefully make it more diverse. There will neutral impact of different genders as terms and conditions are replicated for female and male employees.

At present, 8,788 (49%) of our pupils are female and 9,114 (51%) of our pupils are male. Dining halls will continue to be set up to allow our customers (pupils) to sit, eat and socialise together. There will be no changes on the creation of the Local Authority Trading Company as core business is still to provide school meals. All external customers will be treated equally.

## Gender Reassignment

Oracle shows that there is no data recording trans people within its staff. Under sexual orientation, 'Other' is recorded as (0%).

Schools do not collect this information about pupils. The Local Authority Trading Company will continue to provide school meals to all pupils regardless of it orientation. A better catering service will be developed for all of our community. No protected characteristics will be at a detriment as they choose the service/catering options they require. The Local Authority Trading Company will conduct its business with neutral effect on all customers internal and external.

## Marriage and Civil Partnerships

Currently the catering services' breakdown on marital status and civil partnership is 10 (6%) divorced, 1 (0.6) in a same sex civil partnership which has now legally dissolved, 1 (0.6%) legally separated, 106 (63.9%) married, 4 (2.4%) not recorded, 2 (1.2%) living with a partner, 2 (1.2%) preferred not to say, 3 (1.8%) separated but still legally married, 35 (21.1%) single and 2 (1.2%) widowed. This policy decision will have no bearing on whether clients/staff/customers are married or in a civil partnership. The catering service is available to all. The Local Authority Trading Company will continue to conduct its business with neutral effect on all customers internal and external.

## Pregnancy and/or Maternity

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Pregnant employees will be looked after via the Council's maternity and adoption policy and all rights afforded to them, this policy will not have any negative impact on their status. As staff will be transfer under TUPE all terms and conditions will remain the same. There are no current pregnant members of staff in the service. Pregnant clients/customers will continue to be offered nutritious meals within the catering service. Nutrients are balanced to ensure one third of the daily requirement is received in each meal served. No data is available of pregnant customers presently using the service.

## Race

Currently, employees of the catering services' race data is 95 (57.2%) are white/British, 4 (2.4%) are white/English, 2 (1.2%) are white/Scottish, 38 (22.9%) white/Welsh and 3 (1.8%) are white other. The Local Authority Trading Company will respect and embrace the ethnic make up of its employees. The Council and subsequently the Local Authority Trading Company will continue to ensure that we seek applications for future vacancies from all sections of the community to ensure that the workforce is reflective of the population. Staff will transfer under TUPE to the Local Authority Trading Company and therefore these figures will remain unchanged for the new Company.

Data relating to the race of customers of the Local Authority Trading Company is 1,881 (7%) of pupils. However, the Local Authority Trading Company, if requested will endeavour to provide and enhance any requested food products/menus that caters for all ethnic groups within in its service. Eg the Local Authority Trading Company will provide a number of ethnic menu options, if requested for its community and celebrate festival days with themed events.

## Religion

Employees of the current catering services' religious beliefs are 62 (37.3%) Christian, 40 (24.1%) no religion and 64 (38.6%) not recorded. The service respects that its employees have a right to live their lives and carry out their work in whatever religious belief/non belief they have. Staff will transfer under TUPE to the Local Authority Trading Company and therefore these figures will remain unchanged for the new Company.

Data relating to the religious beliefs of its customers is not currently known. However, the Local Authority Trading Company, if requested will endeavour to provide and enhance any requested food products/menus that caters for all religious groups within in its service. Eg the current service provides halal food for its muslim community when requested, it supports the request for non service during Ramadam.

## Sexual Orientation

Currently, the catering services' employees data on sexual orientation is, Heterosexual/Straight 103 (62%) and 63 (68%) not recorded/preferred not to say. The same staff will transfer under TUPE to the Local Authority Trading Company and all terms and conditions will remain for the new Company.

There is currently no local data on the sexual orientation of customers. A quality catering

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service will be developed for all of our community. No protected characteristics will be at a detriment as they choose the service/catering options they require.

## Welsh Language

The Local Authority Trading Company will produce all information bi-lingually. There will be no change to this commitment under the Welsh Language Scheme. Staff are currently encouraged to undertake all free training and learn to welcome its customers bilingually. Staff working within schools through the medium of Welsh are encouraged to speak to pupils in Welsh where possible. Welsh schools help with the basic learning of welcoming pupils and talking about menu choices in Welsh.

## **If there is likely to be an impact, what is it?**

**Age**

**Disability**

**Gender reassignment, including gender identity** (ensure policies explicitly include same-sex couples and use gender neutral language)

**Marriage and civil partnership (discrimination only)**

**Pregnancy and Maternity**

**Race**

**Religion and belief**

**Sex**

**Sexual orientation** (ensure policies explicitly include same-sex couples and use gender neutral language)

**Welsh language**

**Human rights**

## **How do you know?**

**Explain this for each of the relevant protected characteristics as identified above.**

See above

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## What can be done to promote a positive impact?

Explain this for each of the relevant protected characteristics as identified above.

See above

## What can be done to lessen the risk of a negative impact?

Explain this for each of the relevant protected characteristics as identified above.

See above. In addition, all employees of the Catering service are trained in equalities awareness as the service recognises the importance of promoting equality in the workplace, with both staff, suppliers and customers. It is envisaged that this will continue following the creation of the Local Authority Trading Company.

## Is there a need for more favourable treatment to achieve equal outcomes? (Disability only)

n/a

## Will the impact be positive, negative or neutral?

Explain this for each of the relevant protected characteristics as identified above.

Neutral impact for all protected characteristics.

## 8. [Monitoring ongoing impact](#)

### Date you will monitor progress

Ongoing monitoring during the implementation phase of project of all protected characteristics.

### Measures that you will monitor

The LATC will measure the changes in statistical data of protected characteristics on an annual basis to see if there is an increase/decrease under all headings in Section 7 above. The service will continue to engage staff from all ethnic backgrounds to ensure diversity. At present there are 75 different self reported ethnicities across the £22,183 pupils in the Vale.

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**Date you will review implemented proposal and its impact**

Governance arrangements for the Local Authority Trading Company are currently being considered as part of the project. Initial proposals are that the Board of Directors for the company will constitute seven members including an Independent Chair, a Primary School representative, a Secondary School representative, one Officer, one Member, a Managing Director and an Industry Expert, as it has been recognised that there is a need for expert advice in regard to external trading.

Impact on all stakeholders will be considered as part of Board Meetings.

**9. Further action as a result of this equality impact assessment**

Possible Outcomes	Say which applies
No major change	X
Adjust the policy	
Continue the policy	
Stop and remove the policy	

**10. Outcomes and Actions**

<p><b>Recommend actions to senior management team</b></p> <p>n/a</p>
<p><b>Outcome following formal consideration of proposal by senior management team</b></p> <p>n/a</p>

**11. Important Note**

**Where you have identified impacts, you must detail this in your Cabinet report when seeking approval for your proposal.**

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n/a

## 12. Publication

**Where will you publish your approved proposal and equality impact assessment?**

Staffnet

Vale of Glamorgan Council Website

**In addition to anywhere you intend to publish your approved proposal and equality impact assessment, you must send a copy to Tim Greaves, Equality Co-ordinator, to publish on the equality pages of the Vale of Glamorgan website.**

## 13. Authorisation

<b>Approved by (name)</b>	
<b>Job Title (senior manager)</b>	
<b>Date of approval</b>	
<b>Date of review</b>	