



**Open Report on behalf of Heather Sandy, Executive Director - Children's Services**

Report to:

**Councillor Mrs P A Bradwell OBE, Executive Councillor for Children's Services, Community Safety, Procurement and Migration**

Date:

**8 – 22 December 2023**

Subject:

**Insourcing of the catering service at Lincolnshire Secure Unit**

Decision Reference:

**I030084**

Key decision?

**Yes**

**Summary:**

Lincolnshire County Council currently commissions a catering service for the supply of daily meals to the Lincolnshire Secure Unit ('Secure Unit') from Elior (Taylor Shaw). The current contract commenced on 1<sup>st</sup> April 2021 and will end on 31<sup>st</sup> March 2024, with no option for further extension.

The annual contract value in 2021/22 was £135,180 per annum. The cost of delivering the service has risen and it is anticipated the cost of delivering the service in 2023/24 will be £182,308. The current supplier has experienced recruitment and retention issues with staff which is an issue across the catering industry.

Future commissioning options have been considered. The cost of insourcing the service is expected to be higher than 2023/24 prices, but a fee increase will be requested through the Council's contract with the Ministry of Justice, who commission Secure Unit beds. This should mitigate the risk to the Council's budget.

The market of suppliers is considered limited (all bar one of the other Secure Units in the country insource their catering provision), and any re-procurement will be complicated by the service requirement changing in April 2026 with the planned new build Secure Unit. Insourcing the service is considered the preferred option. It will offer greater flexibility for the Secure Unit to meet the needs of young people, including delivery of NVQ/BTEC catering qualifications, and ensure the Council continues to meet its contractual obligations to the Ministry of Justice.

**Recommendation(s):**

That the Executive Councillor for Children's Services, Community Safety, Procurement and Migration:

1. approves the insourcing of the catering service for the Lincolnshire Secure Unit from 1<sup>st</sup> April 2024 when the current contract expires.
2. delegates to the Executive Director – Children's Services, in consultation with the Executive Councillor for Children's Services, Community Safety, Procurement and Migration, authority to take all decisions necessary to progress the insourcing of the service from 1<sup>st</sup> April 2024.

**Alternatives Considered:**

- **Do nothing**

The current contractual arrangement ends on 31<sup>st</sup> March 2024. To do nothing would mean the contract would end and no catering service would be provided for young people at the Secure Unit. The Council would be in breach of its contractual obligations with the Ministry of Justice and fail to safeguard young people accommodated at the Secure Unit and to deliver related statutory duties.

- **Re-Procurement**

Re-procuring the catering service would ensure a service is available at the Secure Unit in line with the Council's contractual offer to the Ministry of Justice. It would also ensure the Secure Unit meets its statutory duties in relation to the young people in its care. However, the market is limited in the number of suppliers who can meet the full requirements of the service (all bar one of the other Secure Units in the country insource their catering provision). The previous two procurements of this service only received one response each. Procuring the service from a third party is likely to cost more than the current cost of the service; costs have risen by 35% in the lifetime of this contract. There is also the complication of the timeline for the new build Secure Unit (2026). This would either restrict the contract length required for the catering service or require significant flexibility within the contract to support the transition to the new build. Both are likely to reduce interest from the market. Engagement with School Meals Suppliers indicated the requirements of the service, such as the training aspect and multiple serving times, were too far removed from the standard ways of working within the sector. Based on the high risks and negative cost implications involved with re-procurement, it was not deemed a viable option.

**Reasons for Recommendation:**

The benefits of insourcing the catering service are:

- The young people at the Secure Unit would see little or no disruption to the Secure Unit catering service (subject to TUPE) as the experienced catering team who have established relationships with the young people would remain in post.

- The Council would remain compliant with its contractual offer to the Ministry of Justice.
- The Secure Unit will have the overall control and responsibility for the catering staff, and be better able to manage staffing shortfalls; there are existing staff already trained in food hygiene who have experience in providing backfill as required.
- The Secure Unit will be able to monitor the staffing structure over time and be able to deliver any efficiencies, where identified. This may offer up savings in the longer-term within the staffing element of the budget.
- The Secure Unit will be able to better monitor expenditure on catering services in readiness for the new build and expansion in 2026. The Secure Unit will be able to be flexible in ensuring a smooth transition.
- There will be more opportunity to control expenditure on food produce, making it easier to adapt to short notice demands, dietary requirements and the preferences of the young people, making it feel like more of a home. This will reduce wastage. The Secure Unit can react in a more *ad hoc* manner whereas an outsourced supplier is required to stock produce in advance.
- There would be more flexibility to make best use of local produce and businesses that an external supplier is largely unable to achieve due to their own contractual requirements on sourcing food. This will enhance social value locally.
- It will align the Secure Unit with other in-house Residential Children's Homes. Children's Services can look to identify where there is scope to purchase food more strategically (e.g. buying items in bulk for all Children's homes) with an aim to ensure best value for money from cumulative budgets.
- The Council's Food Education Team can support the mobilisation period of the catering service, to ensure the food being provided is in line with the mandatory school food standards.

## 1. Background:

The Council is commissioned by the Ministry of Justice to provide a Secure Unit for up to 12 young people until November 2025. Eleven beds are Justice beds (linked to criminal sentencing) and one is a Welfare bed (linked to maintaining the welfare and safety of young people and/or others in the community).

The Council currently commissions a catering service from the supplier, Elior. Elior were the only bidder for the current contract. The previous procurement process also had only one bidder. The service assists the Council to support the delivery of their contract with the Ministry of Justice. It also ensures the Secure Unit can meet its statutory duties in relation to the young people in its care.

Elior is a national company with over 10,000 staff. It provides catering, hospitality, and wider facilities services in different settings, including education and health care, across the country. The current contract with Elior will cease on 31<sup>st</sup> March 2024. There is no further option to extend.

The original annual contract value from 1<sup>st</sup> April 2021 was £135,180 per annum. Due to increased costs for food produce and staffing, it is anticipated the contract spend in 2023/24 will be £182,308. This includes a contribution of £9,600 by Elior.

The service requires healthy and nutritious meals to be prepared and cooked on-site at the Secure Unit. These meals are expected at three sittings per day with the addition of snacks. The catering service operates seven days per week.

The catering service needs to cope with the dietary requirements of the cohort and any fluctuation in the number of young people residing at the Secure Unit. Short-notice admissions are a regular occurrence.

The Council also offers, as part of the contract with the Ministry of Justice, an NVQ/BTEC qualification to young people, where requested, to enable them to enhance their vocational and independent living skills. This service is delivered as part of the catering service contract.

The Secure Unit is re-locating to a new build within Sleaford and expanding its capacity to support up to 28 young people. The provisional opening date for the new build is April 2026. This will have implications for the future nature of any catering service. The new build programme has been approved via the democratic process and is being funded by the DfE.

### **Current Service Performance**

Elior currently employ four staff to deliver the service. Food is sourced via contractual arrangements between Elior and their preferred food suppliers. This limits the produce available to purchase and diminishes the opportunity to secure more competitive food prices by working with more local and/or independent food suppliers.

Over the past 18 months the service has experienced poor performance due to the inability of the supplier to recruit and retain staff (a sector-wide issue in the catering industry). Elior have struggled to maintain the required level of service. Secure Unit staff with appropriate qualifications have had to supplement the service where staffing availability has been compromised. The Council was forced to temporarily suspend the NVQ/BTEC training whilst sufficient staff were recruited.

Increased costs for food produce have also made it difficult for Elior to maintain the expected standards of service within the contract budget. There have been additional budget pressures in terms of the increased cost of food supplies. As a result of the increased costs for food produce and staffing, spend on the contract is anticipated to be £182,308 in 2023/24, more than one-third higher than the original contract value of £135,180 per annum. It is therefore anticipated that any new tender would require a higher budget than the current cost.

### **Benefits of recommended model**

Bringing the service in-house will allow the Secure Unit to better manage the service, and any issues around recruitment and retention, sickness/ absence etc., through the ability to

deploy a larger number of staff – from the wider staff team - to assist and support the catering element, including delivery of the NVQ/BTEC training. Currently, the service is reliant solely on the continued presence of 3-4 people whereas the Secure Unit can call upon a wider number of employees, where they have the right qualifications (e.g. Basic Food Hygiene certification), to support.

Over time, the Secure Unit can look to establish if a more hybrid form of working, where staff may work more generically across the Unit, would benefit the service both from an economic and practical viewpoint. It will also allow the Secure Unit to look ahead to the new build and gauge catering service requirements within an expanded staffing structure.

In-house delivery of the catering service will have the benefit of allowing the Secure Unit to respond to short-notice admissions and ad hoc requirements more quickly. The outsourced service must prepare, in terms of stocking produce, to cater for all eventualities; whereas bringing the service in-house will enable a response to be tailored to the specific requirements of the individual young person. This will reduce wastage and costs over time.

The Secure Unit will be able to look at the purchasing of food and produce more strategically by looking to bulk purchase alongside the other homes in the Children's Services Residential estate. It will also enable the service to look at sourcing food more locally, taking advantage of fresher produce where appropriate, and enhancing social value within the County.

### **Financial Recommendations**

The recommended model to in-source the Secure Unit catering service will cost £203,592. This total includes current costs of food (£55,332) and proposed staffing costs of £148,260 (excluding holiday/sickness).

It is anticipated that 3.0FTE chefs will TUPE across to the Council at G5 on a salary scale point commensurate with their existing rate of pay. The Catering Manager would move across at G8 – slightly higher (c. £1k) than is comparable to their existing rate of pay – to align with other staff within the Secure Unit with similar responsibilities.

However, the most significant additional cost will be linked to the LGPS contributions; this will add c. £23k more to the overall staffing costs. Although the Secure Unit will be able to offset some other costs associated with the Elior contract, the net result is a c. £22,000 increase over what is currently spent with the supplier.

If the Elior contribution of £9,600 is considered, the real increase is less than £12,000 based on current expenditure. However, pressures on staffing and food costs being experienced by the industry mean there is no guarantee any tendered service could continue to be delivered at the existing prices.

The Council will seek to recoup the increase in costs through the annual fee increase request process with the Ministry of Justice, highlighting the actual costs of delivery of

catering. The fee per bed per night can be requested to be increased to include the cost of delivery.

The new 28-bed secure unit will impact upon the overall expenditure. If the recommendation to in-source the catering service is approved, consideration would need to be given to a revised staffing structure and associated costs within the Secure Unit's financial model.

## **2. Legal Issues:**

### Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material

with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision-making process.

An Equality Impact Assessment (EIA) has been initiated during the early development of this work and, whilst this is a working document, the current version of the EIA is included as Appendix 1. With the recommendation to in-source the catering service, it is not anticipated that there will be persons with protected characteristics negatively impacted.

The EIA will be further developed should this be required following decision making.

### Joint Strategic Needs Assessment (JSNA and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

The JSNA and JHWS make reference to the health and well-being of children and young people and how tackling childhood obesity is a primary function of the strategy.

Secure Unit staff will have control over the quality of ingredients being used to ensure meals are nutritious, healthy and in-line with School Food Standards. The staff will also be well placed to monitor and control the food portions supplied to the young people which will further support the aim of reducing obesity in children.

### Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The proposal to bring the catering service in-house will ensure that the young people will be able to have access consistently to the NVQ/BTEC Qualification which will support long term opportunities for employment into adulthood.

### **3. Conclusion**

With the market being extremely limited in this sector, the cost of food produce increasing, and the impending transition to the new build Secure Unit, it would not be advisable to continue to outsource the catering service.

In-sourcing the catering service will offer the Secure Unit greater flexibility to source produce locally and deliver a more economic and efficient service. Aligning with Children's Residential Homes offers the opportunity for economies of scale across the estate in purchasing produce.

Bringing the service in-house has the additional benefit of being able to better monitor expenditure on catering services in readiness for the new build and expansion in 2026.

It is therefore recommended that the catering service is brought in-house with a planned implementation date of 1<sup>st</sup> April 2024.

#### **4. Legal Comments:**

The Council has the power to directly deliver the services proposed.

The decision is consistent with the Policy Framework and within the remit of the Executive Councillor.

#### **5. Resource Comments:**

The recommendation to approve the insourcing of the catering service for the Lincolnshire Secure Unit from 1 April 2024, when the current contract expires, offers best value, helps to provide resilience and will ensure that the Council is not in breach of its contractual obligations with the Ministry of Justice. The slight increase in cost in providing an in-house service compared to the cost of the current contract is noted but this will be managed within the overall income received by the Lincolnshire Secure Unit.

#### **6. Consultation**

##### **a) Has Local Member Been Consulted?**

No

##### **b) Has Executive Councillor Been Consulted?**

Yes

##### **c) Scrutiny Comments**

The decision will be considered by the Children and Young People's Scrutiny Committee on 8 December 2023 and the comments of the Committee will be reported to the Executive Councillor.

##### **d) Risks and Impact Analysis**

Risks should the recommendation to bring the catering service in-house not be supported:

- A full re-procurement will be needed. The timescales to commission a service of this nature in readiness for 1<sup>st</sup> April 2024 would be significantly constrained. The previous two procurement exercises have elicited only one bid each.



- Any procurement exercise will be complicated by the impending Secure Unit new build, due to come on stream in April 2026. Any tender offer would need to be restricted to two years. This may not entice the market to bid and/or result in higher short-term costs from any successful bidder.
- Staffing and food costs within the catering industry remain extremely volatile (as shown by in-contract price increases of nearly 35%). The budget will therefore need to be increased to encourage suppliers to bid. It is possible that the cost will be higher than that envisaged cost in bringing the service in-house; certainly in the longer-term if not the short-term.
- The NVQ/ BTEC qualification training programme had to be suspended due to issues with recruitment and retention for the existing supplier. There is a risk this would be a regular reoccurrence in the future. This would impact negatively on young people at the Secure Unit. This may lead to reputational damage to the Council given it is a fundamental part of the offer to the Ministry of Justice.

## 7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Equality Impact Assessment

## 8. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Rachel Gilliatt, who can be contacted on 07721726462 or [rachel.gilliatt@lincolnshire.gov.uk](mailto:rachel.gilliatt@lincolnshire.gov.uk).

# Equality Impact Analysis

## Purpose

The purpose of this document is to:

- (i) help decision makers fulfil their duties under the Equality Act 2010 and
- (ii) for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

## Using this form

This form must be updated and reviewed as your evidence evolves on proposals for a:

- project
- service change
- policy
- commissioning of a service
- decommissioning of a service

You must take into account any:

- consultation feedback
- significant changes to the proposals
- data to support impacts of the proposed changes

The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker. The Equality Impact Analysis must be attached to the decision-making report.

**\*\*Please make sure you read the information below so that you understand what is required under the Equality Act 2010\*\***

## Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics. The duty cannot be delegated and must be discharged by the decision-maker.

## Protected characteristics

The protected characteristics under the Act are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex

- sexual orientation

## **Section 149 of the Equality Act 2010**

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics. By evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

## **Decision makers duty under the Act**

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms.
- (ii) remove any unlawful discrimination, harassment, victimisation, and other prohibited conduct.
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics.
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

## **Conducting an impact analysis**

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision-making process.

### **The Lead Officer responsibility**

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

### **Summary of findings**

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision-making report and attach this Equality Impact Analysis to the report.

# Impact

**An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.**

## **How much detail to include?**

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this ask simple questions:

- who might be affected by this decision?
- which protected characteristics might be affected?
- how might they be affected?

These questions will help you consider the extent to which you already have evidence, information and data. It will show where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to decide where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable, then it must be clearly justified and recorded as such. An explanation must be stated as to why no steps can be taken to avoid the impact. Consequences must be included.

## **Proposals for more than one option**

If more than one option is being proposed, you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

**The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.**

## Background information

Details	Response
<b>Title of the policy, project or service being considered</b>	Lincolnshire Secure Unit (LSU) Catering Service
<b>Service area</b>	Children's Services - Safeguarding
<b>Person or people completing the analysis</b>	Rachel Gilliatt, Commissioning Officer, Strategic Commissioning
<b>Lead officer</b>	Dave Clarke, Service Lead Secure Estate, Children's Safeguarding
<b>Who is the decision maker?</b>	Tara Jones, Assistant Director, Children's Safeguarding
<b>How was the Equality Impact Analysis undertaken?</b>	Through a desktop review and through discussions with the LSU Catering Team and LSU Management regarding the LSU catering service.
<b>Date of meeting when decision will be made</b>	15/12/23 - Executive Councillor Report
<b>Is this a proposed change to an existing policy, service, project or is it new?</b>	The proposal is a change to an existing service.
<b>Version control</b>	V1.3
<b>Is it LCC directly delivered, commissioned, recommissioned, or decommissioned?</b>	Currently commissioned with an external Supplier with a view to insourcing the service.
<b>Describe the proposed change</b>	<p>The proposal is to insource the LSU Catering Service, effective from 1<sup>st</sup> April 2024, once the existing commissioned service expires on 31<sup>st</sup> March 2024.</p> <p>LSU Managers will then have the overall responsibility for the catering budget, catering staff and service delivery. LSU will seek to TUPE the existing Elior Catering Staff across to ensure there is continuity of the service for the young people (YP) residing at the LSU.</p>

## Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics.

To help you do this, consider the impacts the proposed changes may have on people:

- without protected characteristics
- and with protected characteristics

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify, please state 'No perceived benefit' under the relevant protected characteristic.

You can add sub-categories under the protected characteristics to make clear the impacts, for example:

- under Age you may have considered the impact on 0-5 year olds or people aged 65 and over
- under Race you may have considered Eastern European migrants
- under Sex you may have considered specific impacts on men

## Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

### Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. [Visit the LRO website and its population theme page.](#)

If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

### Workforce profiles

You can obtain [information on the protected characteristics for our workforce](#) on our website. Managers can obtain workforce profile data by the protected characteristics for their specific areas using Business World.

## Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics. If there is no positive impact, please state '*no positive impact*'.

Protected characteristic	Response
<b>Age</b>	<p><b><u>Young People (YP) – Aged 10 – 18</u></b></p> <ul style="list-style-type: none"> <li>• High quality ingredients will be provided to the YP residing at the LSU as part of this proposal as the LSU will have more control over where the food is purchased, with the ability to source fresher produce locally.</li> <li>• The current size of food portions has been highlighted as a concern by the YP. The LSU will be able to closely monitor portion control and increase/decrease portion sizes as necessary for the YP.</li> <li>• Having a full staffing structure will mean the NVQ/BTEC Qualifications in Food Preparation will once again be made available to the YP; in recent months this service has had to cease due to the current supplier's inability to consistently retain a full complement of staff. This will help prepare young people for adulthood and independence.</li> </ul>
<b>Disability</b>	<ul style="list-style-type: none"> <li>• The LSU will have greater control over the purchasing of food and meal planning/preparation with the proposal. This will enable dietary requirements to be better supported at short notice for individuals who may have specific needs linked to a disability.</li> </ul>
<b>Gender reassignment</b>	[No positive impact]
<b>Marriage and civil partnership</b>	[No positive impact]
<b>Pregnancy and maternity</b>	<ul style="list-style-type: none"> <li>• The LSU will have greater control over the purchasing of food and meal planning/preparation with the proposal. This will enable dietary requirements to be better supported at short notice for individuals who may have specific requirements as part of a pregnancy.</li> </ul>
<b>Race</b>	[No positive impact]
<b>Religion or belief</b>	<ul style="list-style-type: none"> <li>• The LSU will be able to purchase food items at short-notice, resulting in fresher ingredients and more local produce, to meet the demands of any young person admitted to the LSU at short notice who has a specific dietary requirement which may be based around their religious beliefs e.g. Halal Meat.</li> </ul>

Protected characteristic	Response
Sex	[No positive impact]
Sexual orientation	[No positive impact]

**If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.**

Positive impacts
<ul style="list-style-type: none"> <li>It is anticipated that the proposal to in-source the Catering Service will increase Social Value with the ability to more readily utilise local food suppliers and farmers. The LSU can work with these businesses to purchase seasonal food items and at the same time achieve good value for money.</li> </ul>



# Adverse or negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is:

- justified
- eliminated
- minimised or
- counter-balanced by other measures

If there are no adverse impacts that you can identify, please state 'No perceived adverse impact' under the relevant protected characteristic.

**Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact, please state 'No mitigating action identified'.**

Protected characteristic	Response
Age	[No perceived adverse impact]
Disability	[No perceived adverse impact]
Gender reassignment	[No perceived adverse impact]
Marriage and civil partnership	[No perceived adverse impact]
Pregnancy and maternity	[No perceived adverse impact]
Race	[No perceived adverse impact]

Protected characteristic	Response
Religion or belief	[No perceived adverse impact]
Sex	[No perceived adverse impact]
Sexual orientation	[No perceived adverse impact]

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Negative impacts
N/A

# Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders).

You must evidence here who you involved in gathering your evidence about :

- benefits
- adverse impacts
- practical steps to mitigate or avoid any adverse consequences.

You must be confident that any engagement was meaningful. The community engagement team can help you to do this. You can contact them at [engagement@lincolnshire.gov.uk](mailto:engagement@lincolnshire.gov.uk)

State clearly what (if any) consultation or engagement activity took place. Include:

- who you involved when compiling this EIA under the protected characteristics
- any organisations you invited and organisations who attended
- the date(s) any organisation was involved and method of involvement such as:
  - EIA workshop
  - email
  - telephone conversation
  - meeting
  - consultation

State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics, please state the reasons why they were not consulted or engaged with.

<b>Objective(s) of the EIA consultation or engagement activity</b>
The LSU staff regularly obtain feedback by speaking to the YP residing at the LSU to discuss their views and opinions on the current catering service. Feedback from LSU staff has formed part of the review of the service and helped to form the recommendations of the review.

## Who was involved in the EIA consultation or engagement activity?

Detail any findings identified by the protected characteristic.


Protected characteristic	Response
Age	<p><b><u>Young People (YP) – Aged 10 – 18</u></b></p> <ul style="list-style-type: none"> <li>The current service identified concerns for the YP specifically in relation to the quality of food and small portions at mealtimes. The new model to in-source the service will alleviate these concerns as the LSU will be able to carefully monitor the portion sizes and be able to source higher quality ingredients at less cost, ensuring food portions meet the needs of YP.</li> </ul>
Disability	N/A
Gender reassignment	N/A
Marriage and civil partnership	N/A
Pregnancy and maternity	N/A
Race	N/A
Religion or belief	N/A
Sex	N/A
Sexual orientation	N/A

Protected characteristic	Response
<p><b>Are you confident that everyone who should have been involved in producing this version of the Equality Impact Analysis has been involved in a meaningful way?</b></p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	<p>Yes. All protected characteristics have been considered and reported upon where applicable.</p>
<p><b>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</b></p>	<p>With the service being brought in-house, it will be easier for the LSU Managers to assess how the recommended model has impacted on the YP at the LSU. Regular monitoring will take place on-site and the YP will be able to provide feedback and views to the Catering Team and LSU Managers on any changes experienced with the service and future improvements.</p>

## Further details

Personal data	Response
Are you handling personal data?	No
If yes, please give details	N/A

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	LSU to monitor the new model of in-sourcing the service and seek views and opinions of the YP and the Catering Team.	Dave Clarke – Service Lead Secure Estate, Children’s Safeguarding	Ongoing

Version	Description	Created or amended by	Date created or amended	Approved by	Date approved
[V1-V1.3]	[Version created and refined as part of Service Review to support democratic pathway for decision making.]	[ Rachel Gilliat ]	[ 18.10.23 ]	[Tara Jones 	[30/10/23]