

PERTH AND KINROSS COUNCIL

23 June 2021

STRATEGIC DIRECTION FOR THE DELIVERY OF UNIVERSAL FREE PRIMARY SCHOOL MEALS (INCLUDING BREAKFASTS) IN PERTH AND KINROSS BY AUGUST 2022

Report by Executive Director (Education and Children's Services) (21/102)

PURPOSE OF REPORT

This report outlines a range of options for Perth and Kinross Council (PKC) to deliver the recently announced Scottish Government commitment to provide universal free school meals (FSM) to all primary pupils. The roll out of this commitment starts with P4 from August 2021, P5 from January 2022, and the remaining pupils by August 2022 (including the introduction of Free School Breakfasts – date yet to be confirmed).

1. BACKGROUND/MAIN ISSUES

- 1.1 The introduction of Universal FSM for all P4 to P7 pupils commences with P4 from August 2021. This will represent a significant increase in the demand for school meals across the school estate. Following the increased pressure on the meals service, resulting from the additional demand for FSM from the Early Learning and Childcare (ELC) expansion in 2019, a previous proposal was submitted to Council on 25 September 2019 ([Report No. 19/278 refers](#)) which proposed a move to a model based on full off-site meal production supplied from Tay Cuisine.
- 1.2 The proposed model identified potential savings to Perth and Kinross Council of £426k per annum based on a one-third capital contribution of the £1.9m capital investment (estimated loan charges of £49k per annum which were included in the £426k net savings to Perth and Kinross Council) to extend the Tay Cuisine facility and circa £100k of capital investment in the Perth and Kinross School Kitchen facilities. The proposal was rejected by Council due to concerns mainly relating to:
 - Perceived reduction in food quality as a result of off-site cook freeze meal production;
 - A net reduction on the Tayside Contracts PKC workforce;
 - A view that the front of house/counter service interface between pupils and Tayside Contracts dining staff would be diminished;
 - The impact on the Tayside Contracts PKC workforce as a result of removing GR5 (Cooks) production kitchen staff; and
 - Transport of frozen meals and specialist vehicle costs.
- 1.3 The quantum of additional meals required for expansion of ELC was significantly less than that required for the roll out of a universal FSM

entitlement. Given this, and the challenging timetable for the introduction of Universal FSM, the previously proposed model has been reviewed.

- 1.4 Uptake, immediately prior to COVID-19, indicated daily demand for school meals equated to an average of 5,830. This was equivalent to 55% of the primary school roll having a meal each day. With the introduction of Universal FSM for all primary pupils, it is reasonable to expect that we would see average uptake increase to 80%.

This would result in an increase in daily meal demand to at least 8,480, ie 2,650 additional meals per day, an increase of 45%. For the purposes of this report, assumptions are based on total uptake of 80%. However, theoretically, uptake could be equal to the total primary school roll of approximately 10,600.

- 1.5 The timetable for the introduction of Universal FSM for all primary pupils is challenging. P4 pupils will be entitled from August 2021, P5 from January 2022 and all remaining entitled primary pupils by August 2022.

The challenges associated with this timetable are as follows:

- Kitchen production capacity;
- Kitchen space limitations for additional staff required, based on current labour-intensive operating model;
- Kitchen upgrades, including building capacity infrastructure;
- Dining hall capacity;
- Time limitations on meal service restricting numbers of sittings in larger schools; and
- Additional supervision requirements to facilitate dining service.

2. STRATEGIC REVIEW OF SCHOOL CATERING SERVICES

- 2.1 Council approved a Strategic Review of School Catering Services with the expectation to deliver £450k of efficiencies by April 2022 ([Report No. 20/57 refers](#) and the subsequent [budget motion refers](#)). Work was undertaken to ensure that the ELC expansion of 1140 hours meal demand could be delivered as required. However, the wider review was paused in April 2020 because of the current COVID-19 pandemic due to restrictions on school access, the changes to the meal service and the prioritisation of COVID-19 response activities.

- 2.2 Since the initial lockdown, the school meal service has had to adapt and adjust to an everchanging landscape. This has included providing a meals service for Childcare Hubs; and providing a meals service for all children and young people in a COVID-19 secure way, adhering to all health and safety mitigations and hygiene measures. To achieve this, a short life working group was formed with colleagues from Angus and Dundee City Councils and Tayside Contracts to review meal services across all three local authority areas; ensuring all meal services were provided in line with Public Health Scotland and Scottish Government Guidance.

3. BENCHMARKING

- 3.1 A desktop review was undertaken which compared pre COVID-19 meal uptake across PKC schools to pre COVID-19 meal uptake nationally.

Based on the 2018 Scottish Government Healthy Living Survey, school meal uptake across Perth and Kinross averaged at 66.2% for combined paid and FSM for primary schools. This was the tenth highest uptake across Scotland. The uptake of meals in Dundee and Angus Councils were 63.1% and 65.4% respectively.

- 3.2 For information purposes, secondary school meal uptake in PKC averaged at 60.6% combined, this was the sixth highest in Scotland.
- 3.3 Appendix 1 details school meal uptake across Scotland in primary and secondary schools (data extracted from the 2018 Scottish Government Healthy Living Survey).
- 3.4 Historically, FSM uptake across P1 to P3 has been as high as 83%. It is our aspiration to return to these levels, however, the baseline used to determine the required capacity for the implementation of universal FSM for this report has been set at 80%.

4. INTRODUCTION OF UNIVERSAL FSM IN PRIMARY SCHOOLS – CURRENT PKC POSITION

- 4.1 Currently, PKC operates a two-model meal service consisting of production kitchens and dining centres. There are 35 production kitchens and 33 dining centres. The definitions of these are as follows:

- **Production kitchens** produce all elements of the lunchtime meal on the site where the meals are eaten.
- **Dining centres** produce some elements of the lunchtime meal on site, but the main elements are produced off-site at one of the production kitchens. These are then transported daily (via taxi) to the 33 dining centres where they are reheated and served.

- 4.2 An assessment has been undertaken to confirm what adjustments will be required to the existing PKC school kitchen estate to ensure that it has the capacity to meet the increased demand of additional FSM for P4 to P7 pupils. The following summarises the initial findings of that assessment:

- PKC faces significant challenges in meeting the Scottish Government's required timetable and the associated demand for school meal provision with the implementation of Universal FSM across P4 to P7. This amounts to an additional 500,000 meals (excluding free breakfast) per annum based on an uptake of 80%. PKC has already accommodated the additional demand for FSM for the ELC expansion, however, there is

insufficient capacity across the PKC estate to meet the further demand from universal meal provision for primary school aged children;

- Using the current model, significant capital investment would be required to ensure that the infrastructure could meet the increased demand for meals as a result of the FSM expansion;
- 26 of the existing production kitchens would require significant upgrading. In addition, 4 dining centres would require to be upgraded to production kitchens. The true costs for these upgrades can only be identified following full site appraisals and infrastructure audits. Initial estimates from Property Services indicate costs to be in excess of £750k;
- The costs and projected completion timescales of these works would put significant pressure on the existing PKC capital budget and programme. Property Services do not have the capacity to deliver the programme prior to the August 2021 commencement date; and
- These upgrades would also introduce additional revenue pressures in terms of energy costs, equipment maintenance and lifecycle replacement.

5. PROPOSALS – POSSIBLE MEAL SERVICE DELIVERY MODELS

The following section of the report outlines possible service delivery models for Council to consider in order to meet the timetable and uptake increase associated with the implementation of Universal FSM in primary schools.

All proposed models would feel and look familiar for pupils. There would be no change to the front of house/counter service interface between pupils and Tayside Contracts dining staff.

All proposed models will use the same raw fresh ingredients with the only difference being the approach to preparation and distribution.

With each model, it is estimated that up to 60 new posts could be created in PKC. These staff would be employed to meet the additional on-site preparation and service of meals. There is also potential to engage with Tayside Contracts to fulfil the additional lunchtime supervision requirements that will be required. However, under Model 2, some higher graded posts (GR5) will be replaced with lower graded posts (GR3) and this contributes to the overall savings.

None of the proposed models will affect secondary school meal service as it will remain the same.

5.1 **Model 1: Develop existing infrastructure and service delivery by increasing the capacity and number of production kitchens**

5.1.1 Current infrastructure within PKC equates to 70 school-based sites, of which, a high proportion are currently operating at full/near full capacity and therefore have no ability to meet the increased demand without upgrade.

5.1.2 This model requires capital investment to make the necessary alterations to existing kitchen facilities, ie the upgrade of 26 production kitchens to give the required additional capacity, plus the upgrade of 4 dining centres to full production kitchens.

Benefits/Opportunities

- Creates the capacity to meet the increased demand for FSM provision within the existing PKC estate.
- Potential to create up to 60 new Tayside Contract job opportunities at grades GR5 and GR1 within PKC.

Risks/Challenges

- This option will not meet the timetable of the Universal FSM extension programme set out by the Scottish Government. It is highly unlikely that these works can be completed by August 2022, which will impact on PKC's ability to meet the deadline for the introduction of universal primary school FSM. It would also require the Council to prioritise these works against the Council's currently approved capital programme.
- Reconfiguring service arrangements for those kitchens already operating at or near full capacity will be challenging, both in terms of equipment requirements and physical working space for additional kitchen staff.
- The full cost of the necessary upgrades can only be confirmed following detailed site investigations, but it is estimated to be more than £750k capital costs with estimated loan charges of £30k borrowing costs over 50 years based on current estimate of £40k per annum per £1m. These costs would need to be funded from our existing Capital Budget or the Scottish Government funding for the introduction of Universal FSM.
- Additional costs associated with an increase in the number of transport contracts required to deliver meals to dining centres.
- Increased costs and frequency of supplier food deliveries due to limited storage capacity.
- Business continuity risk, ie running so many kitchens at full capacity would leave very little spare capacity for contingency requirements.

- Does not future proof the service for potential service expansion, such as 100% uptake of FSM, the introduction of Free Breakfasts; and it limits the potential for further efficiencies or savings.
- Council would be required to identify recurring alternative savings amounting to £450k.
- Any economies of scale associated with increased meal volumes would be negated by increased labour and transport costs, less efficient productivity and increased overhead costs associated with Tayside Contracts.

5.2 **Model 2: Switch to off-site main meal production for all PKC primary kitchens (existing production kitchens and dining centres) to Tay Cuisine delivering primary school and ELC meals to the PKC School Estate**

- 5.2.1 This model would mean that all existing PKC production kitchens would become dining centres with the main meal element (eg steak pie) being produced off-site. Supporting meal elements (eg vegetables) would still be produced on site and counter service would remain unchanged.
- 5.2.2 PKC still has the opportunity to consider joining Dundee and Angus in using Tayside Contracts Tay Cuisine model to support primary meal production. This delivery model would meet the increased production demands from August 2021 through to August 2022 and beyond and is the most cost-effective option. It delivers the £450k Council approved savings.
- 5.2.3 All produce used as part of the Tay Cuisine model is provided by the same suppliers as the conventional onsite production kitchen model. Meals are prepared from fresh and then frozen before being prepared for service at dining centres as opposed to being prepared by production kitchens and then reheated at dining centres.
- 5.2.4 This proposed model would require agreement between PKC, Dundee City Council and Angus Council in respect of PKC's contribution to join the Tay Cuisine Model.

Benefits/Opportunities

- This option will meet the timetable of the universal FSM extension programme set out by the Scottish Government.
- Provides the greatest economies of scale, delivering maximum opportunities for efficiencies to PKC through collaborative working and reducing overall unit cost per meal.
- Potential to create up to 60 new Tayside Contract job opportunities within PKC at grade GR1.

- Dundee City Council and Angus Council have already moved to the Dundee based Tay Cuisine model and this is successfully meeting the requirements for their school meal services.
- Creates the capacity to meet increased demand for Universal FSM provision by August 2022 for all three Councils.
- Revenue and Capital cost contributions will need to be confirmed but are estimated at a third share of £1.9m and estimated loan charges of £49k per annum. These revenue and capital costs would be met from the saving achieved by moving all production kitchens to this model.
- Enhanced food safety through '*positive release*', the process of ensuring all elements of the meal meet the required nutritional and quality standards prior to release for use (this can only be achieved with a cook-freeze service).
- Enhanced food safety through transport of frozen meals in appropriate temperature-controlled vehicles.
- Reduced environmental impact is achieved through the reduction of daily distribution of meals by car/van/taxi against a higher number of supplier deliveries by lorry. Also, energy consumption of cooking and regenerating meals will be reduced by centralisation of production.
- Enables PKC to deliver the required approved recurring revenue saving of £450k as a result of the revised staffing structure, reduced meal costs, reduced individual daily transport costs and other efficiencies resulting from the cook freeze delivery model.

Risks/Challenges

- There would be a workforce impact to be considered in relation to the replacement of the current GR5 cook posts in primary production kitchens with a lower grade GR3 hub supervisor post within the revised establishment; and a subsequent staffing exercise would be required.

5.3 Model 3: Retain the existing production kitchens and move main meal element production off-site for all existing dining centres to Tay Cuisine delivering primary school and ELC meals to the PKC School Estate

- 5.3.1 This model would mean that the off-site main meal element production for dining centres would move from PKC production kitchens to Tay Cuisine. Supporting meal elements would still be produced on site and counter service would remain unchanged.
- 5.3.2 PKC still has the opportunity to consider joining Dundee and Angus in using Tayside Contracts Tay Cuisine model to support primary school meal production. This delivery model would meet the increased production demands for August 2022.

- 5.3.3 The existing production kitchens would continue operating in PKC until such time as the incumbent GR5 (cook) posts became vacant. At that point, production kitchens would switch to become dining centres supported by Tay Cuisine. The GR5 post at each establishment would be replaced with a GR3 post. This means that this model would meet the additional capacity requirements for the introduction of Universal FSM, but it will not deliver the £450k saving within the approved timescale.
- 5.3.4 All produce used as part of the Tay Cuisine model is provided by the same suppliers as the conventional, onsite production kitchen model. Meals are prepared and then frozen from fresh before being prepared for service at dining centres, as opposed to being prepared by production kitchens and then reheated at dining centres.
- 5.3.5 This proposed model would require agreement between PKC, Dundee City Council and Angus Councils in respect of PKC's contribution to join the Tay Cuisine Model.

Benefits/Opportunities

- This option will meet the timetables set out in the universal FSM extension programme by the Scottish Government.
- Retains the existing workforce at their current grades and has the potential to create up to 60 new Tayside Contract job opportunities within PKC at grade GR1.
- Dundee City Council and Angus Council have already moved to the Dundee based Tay Cuisine model and this is successfully meeting the requirements for their school meal services.
- Creates the capacity to meet increased demand for universal FSM provision by August 2022 for all three Councils.
- Revenue and Capital cost contributions will need to be confirmed but are estimated at a third share of £1.9m and estimated loan charges of £49k per annum. These costs would need to be funded from the Scottish Government funding for the introduction of Universal FSM.
- Enhanced food safety through '*positive release*', the process of ensuring all elements of the meal meet the required nutritional and quality standards prior to release for use (this can only be achieved with a cook-freeze service).
- Enhanced food safety through transport of frozen meals in appropriate temperature-controlled vehicles.
- Reduced environmental impact is achieved through the offset of additional daily distribution of meals by car/van/taxi against a higher number of

supplier deliveries by lorry. Also, energy consumption of cooking and regenerating meals will be reduced by centralisation of production.

- Provides future opportunities for efficiencies on an incremental basis if production kitchens move to dining centres in the future.

Risks/Challenges

- Does not deliver the approved £450k saving in the short/medium-term but will over the long term as staff leave and kitchens move to Tay Cuisine.
- Increases the management requirements for the provision of school meals as PKC will effectively be operating two distinct meal services: one based on our current model, and one based on a Tay Cuisine approach. This will result in the requirement for additional management resources in the PKC Tayside Contracts team.

5.4 Model 4: Development of a Perth and Kinross based central kitchen delivering primary school meals to PKC area only

5.4.1 This model requires a new build central kitchen in Perth and Kinross. This would require further detailed investigation to identify and procure a suitable site.

Benefits/Opportunities

- Enhanced food safety through '*positive release*', the process of ensuring all elements of the meal meet the required nutritional and quality standards prior to release for use (this can only be achieved with a cook-freeze service).
- Potential capacity for further expansion of the facility if other market opportunities present or policy/legislative changes require increased volume in meal provision.
- Would introduce a number of new Tayside Contracts posts within PKC.

Risks/Challenges

- The build and land project costs associated with a new-build central kitchen in Perth and Kinross is estimated at £4m (£160k per annum borrowing costs over 50 years based on current estimate of £40k per annum per £1m).
- Council would require to identify recurring alternative savings amounting to £450k to offset the fact that this model would not deliver the Council approved savings.

- The Perth and Kinross central kitchen would not be operational in time to deliver universal FSM from August 2022.
- There would be a workforce impact to be considered in relation to the introduction of some lower graded posts within the revised establishment.

6. CONCLUSION

- 6.1 Given the timetable to meet the increased demand for Universal Free Primary School Meals provision by August 2022, assessment of the four different models suggests that Model 2 or Model 3 are the only viable options. Both models would also ensure that the delivery of primary school meal provision would meet any further increased volume in meal provision that future national policy developments may result in, eg the introduction of a free breakfast for those who are entitled.
- 6.2 Model 2 is the only model that offers any opportunity to deliver the previously approved £450k Council savings whilst also meeting the increased demand from the introduction of Universal FSM.
- 6.3 Model 2 has been assessed as being the most efficient from an operational management perspective and the model which would deliver best value for PKC.
- 6.4 Model 2 offers the greatest opportunity for collaborative working, under a shared approach, between the three Councils and Tayside Contracts to explore opportunities around procurement at scale for local food sourcing sustainable delivery models, economies of scale and carbon reduction measures.
- 6.5 Dundee and Angus Councils have successfully rolled out the Tay Cuisine approach with no impact on meal uptake. Feedback from the Dundee City Council and Angus Council catering teams is that there is no difference in meal quality. Education Staff and pupils in Dundee and Angus have commented that the quality of meals provided under the Tay Cuisine approach has improved. The Tay Cuisine approach has ensured that all elements of the meal are prepared to the required Scottish Government nutritional and quality standards prior to release for use.
- 6.6 All associated reductions in staffing have been delivered in Dundee and Angus without any need for compulsory redundancies. It is estimated that all of the proposed models could create up to 60 new GR1 posts. Model 2 offers the most cost-effective option in terms of workforce costs. Model 3, whilst deliverable, will increase the management resources required to manage the two different supply and distribution approaches.

6.7 The following Table 1 summarises the key points of each model:

Model	Negative Impact on TC Staffing	Positive impact on TC staffing Creates additional posts in PKC TC workforce	Delivers efficiencies in sustainability such as reduced meal transport requirements and food production energy reductions	Impact on Revenue or Capital Budget and Programme	Deliverable in required timetable	Delivers £450k approved saving
Model 1	No	Yes - 60	No – Increases the number of individual meals being transported by Taxi etc, increases energy consumption in meal preparation	Yes – Major kitchen upgrade programme required	No	No
Model 2	Yes - Replaces a number of GR5 Cook posts with GR3 Hub Supervisor Posts across PKC TC workforce	Yes – 60	Yes – Reduced energy consumption in production of meals and reduced transport requirements	Yes – Impact on revenue budget in respect of contribution to Tay Cuisine – funded from overall saving	Yes	Yes
Model 3	Not in the short term but as staff move on GR5 posts will be replaced with GR3 posts	Yes – 60	Some in terms of transport but less in terms of meal production	Yes – Impact on revenue budget in respect of contribution to Tay Cuisine	Yes	No
Model 4	Yes – TBC	Yes – TBC	No – although there will be savings achieved through reduced transport these will be offset by the energy use of a standalone PKC CPU Facility	Yes – Land purchase costs and anticipated construction costs	No	No

Additional Notes for Table 1:

- TC definition – Tayside Contracts
- Whilst Model 2 incurs capital costs (loan charges estimated at £49k per annum), these can be funded from the savings achieved from this model.
- Only Model 2 delivers the approved £450k saving.
- Model 2 will deliver the most efficient solution.
- Model 2 results in the downgrading of approximately 35 TC posts. TC have indicated that this can be achieved through workforce management, voluntary early redundancy, and no compulsory redundancies.

7. RECOMMENDATIONS

7.1 It is recommended that Council:

- (i) Notes the current assessment of the service delivery models for the provision of Universal FSM for all primary school pupils within the required timetables as laid out by the Scottish Government;
- (ii) Notes the significant impact on the Capital Budget and programme of Model 1 and Model 4;
- (iii) Discounts the options under Model 1 and Model 4 as these will not meet the timetable for the introduction of Universal FSM;
- (iv) Notes the requirement to deliver annual savings of £450k by April 2022, as approved by Council;
- (v) Notes that whilst deliverable and having minimal impact on the existing staffing model for the PKC Tayside Contracts staffing, Model 3 will not deliver the same levels of efficiencies in terms of staffing, meal production costs or environmental benefits as Model 2 and will not achieve the approved saving of £450k in the short/medium-term;
- (vi) Approves the option, as set out in Model 2, as the most viable strategic direction to ensure the delivery of Universal FSM for primary school meal provision in Perth and Kinross within the necessary timeframe and budgetary constraints; and
- (vii) Requests the Executive Director (Education and Children's Services) to commence discussions with Tayside Contracts, Angus and Dundee City Councils in order to progress the transition to a Tay Cuisine based meal service for Perth and Kinross.

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes/None
Community Plan/Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	Yes
Workforce	Yes
Asset Management (land, property, IST)	Yes
Assessments	
Equality Impact Assessment	
Strategic Environmental Assessment	
Sustainability (community, economic, environmental)	
Legal and Governance	Yes
Risk	Yes
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	Yes

1. Strategic Implications

Community Plan/Single Outcome Agreement

1.1 This section sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan/Single Outcome Agreement in terms of the following priorities:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to Objective No. (i).

Corporate Plan

1.2 This section sets out how the proposals relate to the achievement of the Council's Corporate Plan Objectives.

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to Objective No. (i).

1.3 The report also links to the Education & Children's Services Vision, Values and Priorities in respect of the following key Priority area:

- Health and Wellbeing

2. Resource Implications

Financial

2.1 The financial implications of the introduction of Universal FSM can only be fully assessed once the preferred option has been agreed. However, only Model 2 will achieve the Council approved £450k revenue saving in line with the timeline agreed as part of the budget process.

2.2 PKC have received initial funding of £775k for 2021/22 to cover loss of income from paid meals, additional meal payments to Tayside Contracts, additional supervision costs and any infrastructure/equipment requirements.

The Scottish Government have indicated that they will undertake further survey work with local authorities on potential capital and infrastructure costs (including potential administration and staffing requirements) of the overall programme, but no further funding has yet been confirmed.

Model 4 carries significant additional unbudgeted Capital and Revenue costs compared to the other three options.

The Head of Finance has been consulted on the content of this report and further consultation will take place once the preferred model has been agreed.

Workforce

2.2 Workforce overview:

- The introduction of Universal FSM will increase the overall number of Tayside Contracts posts in Perth and Kinross.
- If Model 2 is taken, it is anticipated that approximately 35 Tayside Contracts GR5 posts will be replaced with GR3 posts. This figure can only be confirmed on completion of a detailed staffing exercise. In Dundee and Angus, similar exercises have been completed with no compulsory redundancies and changes will be achieved through natural employee turnover, voluntary redundancies and workforce planning which would ensure that only temporary employees were engaged in positions which would not be required in the longer term.

- All of the models will see an increase of the PKC Tayside Contracts workforce with final numbers and grades being dependant on the model taken forward.

Asset Management (land, property, IT)

- 2.3 Only Model 4 has an impact in terms of land and property. As this is the least viable option, this has not been considered any further at this time.

Should Model 4 be the preferred option, further consultation will be required with Property Services and Estates.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome: Assessed as **relevant** and the following positive outcomes expected following implementation:

- Increased entitlement to FSM to all primary school pupils; and
- Removal of stigma around FSM for P4 to P7 pupils.

Strategic Environmental Assessment

- 3.2 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.

This section reflects that the proposals have been considered under the Act and no further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.3 Under the provisions of the Local Government in Scotland Act 2003, the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and, in exercising its functions must act:

- In the way best calculated to delivery of the Act's emissions reduction targets.
- In the way best calculated to deliver any statutory adaption programmes.

- In a way that it considers most sustainable.

3.3.1 Models 2 and 3 will potentially deliver sustainable benefits in terms of energy reduction and carbon production.

Legal and Governance

3.4 Legal and Governance Services have been consulted in the preparation of this report and have not identified any relevant legal implications.

3.5 N/A

Risk

3.6 Risks have been identified in the body of the main report and a detailed Risk Profile will be developed once the preferred model is agreed.

4. Consultation

Internal

4.1 Head of Property Services, Legal Services and Education & Children's Services Finance and Governance Manager have been consulted in the preparation of this report.

External

4.2 Tayside Contracts have been consulted in the preparation of this report.

5. Communication

5.1 An appropriate and full communications plan will be developed subject to which model is selected.

2. BACKGROUND PAPERS

2.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

3. APPENDICES

Appendix 1 – School Meal Uptake by Local Authority (2018)
(Healthy Living Survey)

Appendix 2 – Tay Cuisine Off-site Meal Production Potential Benefits