

**Theme 4 – Transforming  
Operational Services**

**Equality Impact Assessments**

**February 2016**

### Theme 4 – Transforming Operational Services

HSE003 ACC Housing and Environment ADM Programme (Waste, Housing Property, Land and Roads Services)

## STIRLING COUNCIL: EQUALITY IMPACT ASSESSMENT FORM (June 2014)

The Guidance: **Equality Impact Assessment Toolkit June 2014** should be used when doing an Equality Impact Assessment (EqIA) and completing this form and a link is provided to this. The term **proposal** used below is intended to include “policy, strategy, service, function, procedure or project.”

### SUMMARY DETAILS

1. Title of Proposal: SERVICE PBB Ref (if applicable)

<b>Housing and Environment ADM Programme (Waste, Housing Property, Land and Roads Services)</b>	<b>Housing and Environment Services</b>	<b>HSE003</b>
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2. Lead and Contact Officer Details.

Lead Officer authorising assessment		Contact Officer/s undertaking assessment	
Title	Business Improvement Manager	Title/s	Business Improvement Team Leader
Name	Gavin Hutton	Name/s	Jim McBrier

3. Which other Council Services or Partner Agencies are / will be involved in the delivery of this proposal?

Business Strategy Unit
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4. Have they been involved in the Equality Impact Assessment process and if so, how?

Yes. The BSU was involved in the EQIA during the Options appraisal phase.
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5. What is the nature of the proposal? *(Tick/complete all that apply)*

Review of an existing policy/strategy		Review of an existing service/function	<b>X</b>
Reduction in an existing service/function		Removal of an existing service	
Introduction of a new policy/strategy		Introduction of new service/function	
Other e.g. technical, progress, procedural report			
PBB category e.g. transformational change			

6. For proposals with implications for budgets complete the following:

		(£ 000s)
Current expenditure on activity	In Council area as a whole	
	In/for specific community/ies	
Total anticipated savings or proposed increased spend	In/for Council area as a whole	
	In/ for specific community/ies	
Delivery Timescale and Phasing	Start date for savings/increased spend	2016/17
	End Date for savings/increased spend	2018/19
	Savings/increased spend Year 1	£685
	Savings/increased spend Year 2	£115
	Savings/increased spend Year 3	

	Savings/increased spend Year 4	
	Savings/increased spend Year 5	

## OUTCOMES, AIMS AND OBJECTIVES

7. What longer term outcomes is this proposal expected to achieve? Consider (a) the Single Outcome Agreement 2013 – 23, (b) Council Key Priorities 2014, (c) the Council's Equality Outcomes 2014 – 17 and any additional relevant strategies or policies. A link is provided to items (a)-(c).

OUTCOME	SOURCE DOCUMENT
R. Our financial strategy will reflect the current economic challenges by saving £24M whilst ensuring the delivery of quality services.	Council Key Priorities 2014
K. Examining and delivering on more opportunities for improved models of service delivery.	
M. Make resurfacing roads, paths and pavements the service priority across the whole Stirling area.	

8. What are the main aims of this proposal? If this proposal revises an existing policy have its aims changed?

Option to progress with a bottom up redesign of the Waste, Land and Roads Services in order to define the best value service delivery model, taking account of the following service improvements: adapt working patterns to provide for a more flexible approach based over seven days, all operational services being centralised within one integrated depot facility, integration of workforce across seasonal services and opportunities to take on external contracts and in turn generate increased levels of income. Work on the Waste Services re-design has been progressed first and therefore the EQIA may be subject to adaptation as the remaining service ADM's are delivered.

9. Who is most likely to be affected by this proposal? Consider current and potential future service users including people with particular needs, specific geographical communities and current and prospective employees. Provide anticipated numbers affected by the proposal where possible.

Primarily the general public (all residents) and Stirling Council employees. Re-design of some services (including the Waste Collection Service) may see a move to seven day working, with collection services and potentially other roads and grounds maintenance activities undertaken on both Saturdays and Sundays as standard. Potential here (especially in relation to the waste service to impact c. 12,000 households between Saturday and Sunday collection cycles.

## GATHERING EVIDENCE

10. What evidence has been used to identify the potential impact of this proposal, where did it come from and how it was obtained? Please list all the evidence used. (Examples may include research undertaken at local or national level and service delivery information about service users/customers and levels of satisfaction. Evidence may have been gathered routinely through regular engagement with service users, equality groups and communities; or through engagement specifically undertaken to improve understanding of the impact of this proposal.)

EVIDENCE (Subject/Title)	SOURCE (Where it came from)	COLLECTION METHOD (How it was gathered and when)
<ul style="list-style-type: none"> <li>Options research and appraisal</li> </ul>	<ul style="list-style-type: none"> <li>Benchmarking against other Local Authorities</li> <li>Reading and research into the industry best practice through industry reports and studies.</li> <li>Discussions with the private sector e.g. waste sorting facility operators and vehicle manufacturers.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings internally within Stirling Council.</li> <li>Meeting with other Local Authorities Waste Strategy Managers.</li> <li>Phone calls, email exchanges and meetings with private sector representatives</li> </ul>

## ASSESSING IMPACT

11. What potential impact will this proposal have on people in terms of the “needs” of the public sector equality duty i.e. the Council’s responsibilities to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations - including the need to tackle prejudice and promote understanding

Please consider each “need”, assess the impact of the proposal as positive (+), neutral (0), or negative (-) and summarise the reason/s for your response. See guidance for additional information.

EQUALITY DUTY “NEED”	POTENTIAL IMPACT (+) / (0) / (-)	SUMMARY OF REASONS FOR RESPONSE
Eliminate discrimination, harassment and victimisation	0	
Advance equality of opportunity	0	

Fostering good relations	+	The proposals aim to improve the collection services that are provided to residents whilst achieving the 'best value' across the Council as a whole.
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**12.** Will this proposal have a potential impact on people with protected characteristics? A more detailed explanation of these is provided in the guidance. Consider which if any, of the groups below will be affected by the proposal and if the impact will be positive (+), neutral (0), or negative (-). Your response to Question 11 may help you consider the impact of the proposal on people in these particular groups. Please consider each "need", assess the impact of the proposal and summarise the reason/s for your response.

PROTECTED CHARACTERISTIC GROUP	EQUALITY DUTY NEED			SUMMARY OF REASONS
	Eliminating unlawful treatment (+) / (0) / (-)	Advancing equality of opportunity (+) / (0) / (-)	Fostering good relations (+) / (0) / (-)	
Age (Younger / Older)	0	0	0	
Disability	+	0	+	The proposed model will change the existing 240 litre landfill bin for a 140 litre landfill bin. A detailed assessment will be required to determine the number of households who will require a larger landfill bin capacity for medical purposes. This may be mitigated through the provision of a medical waste bin This will be assessed alongside the requirements for households with +5 residents or younger children who use disposable nappies
Gender Reassignment	0	0	0	
Marriage and Civil Partnership	0	0	0	
Pregnancy and Maternity	0	0	0	A detailed assessment of the number of households who have +5 residents or +2 young children and therefore require additional landfill bin capacity will be carried out to ensure that they are not negatively impacted upon by the proposed change to landfill bin capacity.

Race	0	0	0	
Religion and Belief	0	-	+	The proposed model will incorporate 7 day working patterns. It is recognised that this could have an impacted upon employees who are members of faith groups or have other critical weekend commitments. As a result, measures will be introduced to take this into consideration when staffing rotas are drafted etc.
Sex	0	0	0	
Sexual Orientation	0	0	0	

**IMPACT ON COMMUNITIES, HOUSEHOLD GROUPS OR INDIVIDUALS VULNERABLE TO POVERTY**

13. Will this proposal have a positive (+), neutral (0), or negative (-) impact on communities, household groups or individuals with a **higher risk of experiencing poverty**. Guidance is available on those communities, households and individuals with a higher risk of experiencing poverty. Please assess the impact of the proposal and describe those who will be affected.

THOSE AFFECTED	POTENTIAL IMPACT (+) / ( 0) / (-)	DESCRIPTION OF IMPACT
<p><b>Geographical Community/ies</b>  (Please specify)</p>	<p>0</p>	
<p><b>Individuals or household groups</b>  (Please specify)</p>	<p>0</p>	

**OVERALL IMPACT**

14. Based on responses to Questions 11, 12 and 13, summarize the **overall** impact of this proposal confirming if this will be positive, neutral, or negative and highlighting any particular groups affected.

The overall impact of the proposal should be minimal. The groups impacted may be those belonging to faith groups with established weekend commitments / or other key weekend activities. Provisions will be put in place to provide ample notice of any proposed transition to an alternative (weekend) working pattern. In addition to further mitigation via working with staff to adapt service rotas where possible to accommodate key commitments.

With regard to the requirement for additional landfill bin capacity for medical reasons, +5 residents or young children. Any potential negative impact will be minimised by reviewing the existing database of households that may require additional capacity.



## MITIGATING POTENTIAL NEGATIVE IMPACT

Based on your response to question 14:

- if this proposal has any potential negative impact you must answer Questions 15 -18
- if this proposal does not have any potential negative impact go directly to Question 19

15. Describe the potential negative impact/s of this proposal, the level of impact anticipated and the number of people likely to be affected. If you are unable to confirm the actual number of people potentially affected please give an indication of the relative scale of this for example as a proportion of current service users. Please see the Guidance for additional information.

Potential negative impact	Level of impact (low-high)	Number of people potentially affected
Seven day working patterns may impact upon employees who are members of faith groups e.g. attending a specific Sunday Church Service.	Low	Unknown at this time, not anticipated to be high.

16. Based on your response to Question 15, could this proposal, in its current form, discriminate against people in a protected characteristic group – will it result in their being treated less favourably when compared with others not in a protected characteristic group? Please see the Guidance for additional information. [\\*link](#)

Please answer Yes or No

No

- If the proposal is considered to have the potential to discriminate against people in a protected characteristic group you should consider modifying it to remove or reduce its potential negative impact
- If the proposal is considered to be discriminatory to the extent that is unlawful it must be rejected or substantially modified

**The resulting modified policy requires to be re-assessed to confirm its impact as per Questions 11, 12, 13 and 14.**

17. Describe in detail the actions taken to remove or modify any identified negative impact of this proposal

Provisions will be made so that staff members with connection to faith groups or with any other key weekend commitments have time to make alternative arrangements and / or rotas are arranged to take account of key impacts in relation to this matter. It is noted that in relation to any particular faith / religion, there may already be impacts within the working week however it is perceived that this is most likely to be a Sunday impact within the context of the proposed 7 day working pattern.

A detailed assessment will be carried out to identify households that may need additional bin capacity. The option for additional bin capacity will also be clearly communicated during the service change to ensure

that any impacted households are aware of the mitigating measures.

18. Where negative impacts cannot be removed or minimised any further, clearly state your justification for continuing with this proposal.

## MONITORING AND REVIEW

19. a) How will implementation of this proposal be monitored, how frequently and by whom?  
b) How will the results of the monitoring be used to develop it in the future?  
c) What is the timescale for the reviewing the impact of this proposal?

- a) The implementation will be monitored through workforce planning and feedback on a daily basis.
- b) The system will remain flexible enough to meet with particular needs where these are identified. Monitoring information will be reviewed on a quarterly basis to ensure that no significant disadvantage to any particular faith or other group is developing via workload planning systems.
- c) As above, a quarterly review period will be established to enable early interventions to be deployed where necessary.

## PUBLISHING RESULTS

- 20 Please summarise the key findings of the EqIA. **This statement is for publication in the relevant Council report and requires to be authorised and signed by the Lead Officer responsible for the assessment.**

Within the context of the proposed future alternative service delivery models for Waste, Land and Roads operational service delivery models, it has been identified that a potential 7 day working pattern could have an impact on staff with particular key weekend commitments in addition to those staff who are members of the faith community.

Such working patterns are already in place within a number of Local Authorities throughout Scotland and it is anticipated that the numbers of staff impacted in the manner described above will be low.

Notwithstanding this, methodologies will be built into any potential shift to a 7 day working pattern to ensure both ample notice prior to implementation, and enable adequate flexibility within the context of staffing rotas etc.

This approach will be monitored on a regular frequency to ensure that no particular group or individual is disadvantaged via implementation and ongoing service delivery arrangements.

### AUTHORISATION BY LEAD OFFICER (Head of Service/Service Manager)

Title	Signature	Date
Gavin Hutton, Business Strategy Manager		22/1/16