



## Equality impact assessment form

Directorate	Communities and Place
Service area	Refuse Collection
Proposal	Management restructure
Reason for proposal	To rebalance workloads, improve resilience and reduce stress on individuals within the team
Sign off (Director/Head of Service)	Simon Aitken
Date of assessment	27/01/22

**Please read the support notes to help you in Appendix 1 before completing your assessment**

### The form

You need to attach the completed form to any report to help councillors and colleagues make their decisions by taking equality implications into account.

### The assessment team or name of individual completing this form

Team leader's name and job title –

Other team members if appropriate

Name	Job title	Organisation	Area of expertise
Richard Brown	Service Manager	DCC	Refuse Collection

### Step 1- setting the scene

Make sure you have clear aims and objectives on what you are impact assessing – this way you keep to the purpose of the assessment and are less likely to get side- tracked.

1. What are the main aims, objectives and purpose of the decision you want to make?	To create a team with balanced workloads, increased resilience, accountability and a clear focus on what is required
2. Why do you need to make this decision?	The Refuse collection team is currently structured in a way which sees some individuals managing up to 40 FTEs and having responsibility for 110,000 collections. By making the changes we

	will reduce the FTE number to approx. 20 and put two people on each waste stream sharing the responsibility of the 110,000 collections. It will be clear who is responsible for which staff members which will reduce confusion within the team and workforce.
3. Who delivers/will deliver the changed service/policy including any consultation on it and any outside organisations who deliver under procurement arrangements?	The consultation process will be led by Simon Aitken, Head of Service and Richard Brown Service Manager.
4. Who are the main customers, users, partners, colleagues or groups affected by this decision?	This change will affect the refuse management team as this is the team being restructured. The crews as they may have a different line manager.

## Step 2 – collecting information and assessing impact

5. Who have you consulted and engaged with so far about this change, and what did they tell you? Who else do you plan to consult with? – tell us here how you did this consultation and how you made it accessible for the equality groups, such as accessible locations, interpreters and translations, accessible documents.	Conversations have been held with the current Assistant Manager and Supervisors. The concept of the new way of working came from the team mentioned above as a way they thought things would work better. An achieving change document has been produced which has been discussed with HR and will shortly be discussed with union representative and the job groups affected by this change. Any changes required will be looked at as part of this process.
--	---

6. Using the skills and knowledge in your assessment team or what you know yourself, and from any consultation you have done, what do you already know about the equality impact of the proposed change on particular groups? Also, use any other information you know about such as any customer feedback, surveys, national research or data. Indicate by a tick for each protected characteristic group whether this is a negative or a positive impact. Only fill in the mitigation box if you think the decision will have a negative impact and then you'll need to explain how you are going to lessen the impact.

People with protected characteristics	What do you already know?	Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
<b>Age</b> – older and younger people	<p>As numbers are so small we have highlighted the impact on all the protected characteristics, irrespective of the make-up of the Team, to prevent anyone being identified</p> <p>We know that going for interviews for new roles can be a stressful experience for older workers who may not have attended an interview for years, left alone filled in a job application form. Despite the Equality</p>		<b>Yes</b>	We will offer support in applying for jobs and attending interviews through our HR colleagues. Support is also available from our Employee

People with protected characteristics	What do you already know?	Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
	Act we know that some older workers feel they will be discriminated against due to their age			Assistance Programme, Chaplaincy Service and Employee Networks
<p><b>Disability</b> – the effects on the whole range of disabled people, including Deaf people, hearing impaired people, visually impaired people, people with mental health issues, people with learning difficulties, people living with autism and people with physical impairments</p>	<p>Any reasonable adjustments will be made for disabled colleagues affected by these changes, including support with any additional training.</p> <p>Despite the Equality Act we know that some disabled people feel they will be discriminated against due to their impairments when applying for jobs and attending interviews</p>	Yes	Yes	<p>We will offer support in applying for jobs and attending interviews through our HR colleagues. Support is also available from our Disabled Employee Network, Employee Assistance Programme and Chaplaincy Service</p>
<p><b>Gender identity</b>- trans and those people who don't identify with a particular gender, for example, non-binary, genderfluid, genderqueer, polygender and those who are questioning their gender or non-gendered identity.</p>	<p>Despite the Equality Act we know that some people feel they will be discriminated against due to their gender identity when applying for jobs or attending interviews</p>		Yes	<p>We will offer support in applying for jobs and attending interviews through our HR colleagues. Support is also available from our LGBTQ+ and Allies Network, Employee Assistance Programme and Chaplaincy Service</p>
<p><b>Marriage and Civil Partnership</b></p>	<p>No Impact with this change</p>			
<p><b>Pregnancy and maternity</b> - women who are pregnant or who have recently had a baby, including breast feeding mothers</p>	<p>Despite the Equality Act we know that some people feel they will be discriminated against due to being pregnant or just recently had a baby when they apply for jobs or attend interviews</p>		Yes	<p>We will offer support in applying for jobs and attending interviews through our HR colleagues. Support is also available from our Employee Networks, Employee Assistance Programme and Chaplaincy Service</p>
<p><b>Race</b> - the effects on minority ethnic communities, including newer communities, Gypsies and Travellers and the Roma community</p>	<p>Despite the Equality Act we know that some Black, Asian and Minority Ethnic people feel they will be discriminated against due to their race when applying for jobs and attending interviews</p>		Yes	<p>We will offer support in applying for jobs and attending interviews through our HR colleagues. Support is also available from our Black, Asian and Minority Ethnic Employee Network, Employee Assistance Programme and Chaplaincy Service</p>

People with protected characteristics	What do you already know?	Positive impact	Negative impact	Mitigation - what actions will you take to lessen impact?
<b>Religion or belief or none</b> - the effects on religious and cultural communities, customers and colleagues	Despite the Equality Act we know that some people feel they will be discriminated against due to their religion or belief or none when applying for jobs and attending interviews		Yes	We will offer support in applying for jobs and attending interviews through our HR colleagues. Support is also available from our Employee Networks, Employee Assistance Programme and Chaplaincy Service
<b>Sex</b> - the effects on both men and women and boys and girls	Despite the Equality Act we know that some people feel they will be discriminated against due to their sex when applying for jobs and attending interviews The Refuse Collection Service is still a very male dominated area		Yes	We will offer support in applying for jobs and attending interviews through our HR colleagues. Support is also available from our Employee Networks, Employee Assistance Programme and Chaplaincy Service
<b>Sexual orientation</b> - the effects on lesbians, gay men, bisexuals, pansexual, asexual and those questioning their sexuality	Despite the Equality Act we know that some people feel they will be discriminated against due to their sexuality when applying for jobs and attending interviews		Yes	We will offer support in applying for jobs and attending interviews through our HR colleagues. Support is also available from our LGBTQ+ and Allies Employee Network, Employee Assistance Programme and Chaplaincy Service

**Important** - For any of the equality groups you don't have any information about, then please contact our Lead on Equality and Diversity for help. You can also get lots of information on reports completed from organisations' websites such as the Equality and Human Rights Commission, Stonewall, Press for Change, Joseph Rowntree Trust and so on. Please don't put down that the impact affects 'everyone the same' – it never does!

### Step 3 – deciding on the outcome

7 What outcome does this assessment suggest you take? – You might find more than one applies. Please also tell us why you have come to this decision?

<b>Outcome 1</b>		<b>No major change needed</b> – the EIA hasn't identified any potential for discrimination or negative impact and all opportunities to advance equality have been taken
<b>Outcome 2</b>		<b>Adjust the proposal</b> to remove barriers identified by the EIA or better advance equality. Are you satisfied that the proposed adjustments will remove the barriers you identified?
<b>Outcome 3</b>	<b>Yes</b>	<b>Continue the proposal</b> despite potential for negative impact or missed opportunities to advance equality identified. You will need to make sure the EIA clearly sets out the justifications for continuing with it. You need to consider whether there are: <ul style="list-style-type: none"> <li>• sufficient plans to stop or minimise the negative impact</li> <li>• mitigating actions for any remaining negative impacts</li> <li>• plans to monitor the actual impact.</li> </ul>
<b>Outcome 4</b>		<b>Stop and rethink</b> the proposal when the EIA shows actual or potential unlawful discrimination

Why did you come to this decision?

We know that applying for jobs and attending interviews is daunting, particularly if you have not done this for a while and this can have a negative impact on some people with protective characteristics. But we have put in place mitigation, so help and support is available. The new structure will also be better for all colleagues' well-being at work with more of a balanced workload

If you have decided on **Outcome 3**, then please tell us here the justification for continuing with the proposal. You also need to make sure that there are actions in the Mitigation Box to lessen the effect of the negative impact. This is so important and may face a legal challenge in the future.

If you have decided on **Outcome 4** then if the proposal continues, without any mitigating actions, it may be likely that we will face a legal challenge and possibly a Judicial Review on the process - it is so important that the equality impact assessment is done thoroughly, as this is what the Judge will consider

## Appendix 1

### Equality impact assessment form– please read this section first before you do the assessment

This is our equality impact assessment form to help you equality check what you are doing when you are about to produce a new policy, review an older one, write a strategy or plan or review your services and functions. In fact, you need to do an equality impact assessment whenever a decision is needed about our services and functions that affects people and **before** that decision is made. This also includes quick Covid 19 related decisions.

We use the term 'policy' as shorthand on this form for the full range of policies, practices, plans, reviews, activities and procedures.

Policies will usually fall into three main categories...

- Organisational policies and functions, such as recruitment, complaints procedures, re-structures.
- Key decisions such as allocating funding to voluntary organisations, budget setting.
- Policies that set criteria or guidelines for others to use, such as criteria about school admissions, procurement methods, disabled facilities grants, on street parking bays.

So why do we need to do equality impact assessments? Although the law does not require us to do them now, the courts still place significant weight on the existence of some form of documentary evidence of compliance with the **Public Sector Equality**

**Duty** when determining judicial review cases. This method helps us to make our decisions fairly, taking into account any equality implications, so yes we still need to complete them.

The Public Sector Equality Duty is part of the Equality Act 2010 and this Duty requires us as a public body to have '**due regard**' to eliminating discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act. It requires us to advance equality of opportunity and foster good relations between people who share a '**relevant protected characteristic**' and people who don't. The nine protected characteristics are age, disability, gender identity, marriage and civil partnership, pregnancy and maternity, race religion and belief, sex and sexual orientation.

Having 'due regard' means:

- removing or minimising disadvantages suffered by people due to their protected characteristics
- taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- encouraging people with certain protected characteristics to participate in public life or in other activities where the participation is disproportionately low.

This completed form should be attached to any Corporate Leadership, Senior Leadership, Cabinet or Personnel Committee report to help decision makers take the equality implications into account when they make the decision. Equality impact assessments **must be done before** decisions are made.

You'll find that completing these assessments will help you to:

- understand your customers' and communities needs
- develop service improvements
- improve service satisfaction
- demonstrate that you have been fair and open and considered equality when working on re-structuring
- make sure you pay due regard to the requirements of the Public Sector Equality Duty.

Unless this is a quick Covid 19 decision, don't do the form by yourself. Get a small team together and make sure you include key people in the team such as representatives from our Equality Hubs and Forums and employee networks and you could invite trade union representatives too – the more knowledge around the table the better. You also need to decide how and who you will consult with to help inform the equality impact assessment. Our Lead on Equality and Diversity can help with useful contacts – we have a team of people who are used to doing these assessments and can help with information on barriers facing particular groups and remedies to overcome these barriers.

You'll need to pull together all the information you can about how what you are assessing affects different groups of people and then examine this information to check whether some people will be negatively or positively affected. Then you'll need to look at

ways of lessening any negative effects or making the service more accessible – this is where your assessment team is very useful and you can also use the wider community. Against every negative impact you will need to complete the mitigation section to explain how you will lessen the impact.

Agree an equality action plan with your assessment team, setting targets for dealing with any negative effects or gaps in information you may have found. Set up a way of monitoring these actions to make sure they are done and include them in your service business plans.

Remember, we need to complete these assessments as part of our everyday business, so we get our equality responsibilities right and stay within the law – Equality Act 2010. If in doubt – it's better and safer to do an Equality Impact Assessment than not to bother! You never know when we may get a legal challenge and someone applies for Judicial Review.

When you have completed the assessment, get it signed by your Head of Service or Service Director and **send it to our Lead on Equality and Diversity for checking and to publish on our website.** It is a public document so must not contain any jargon and must be easy to understand.

## Contact for help

Ann Webster – Lead on Equality and Diversity

[ann.webster@derby.gov.uk](mailto:ann.webster@derby.gov.uk)

Tel 01332 643722 mobile 07812301144

[Sign Language Service](#)

We can give you this information in any other way, style or language that will help you access it. Please contact us on **01332 643722, 07812301144** or **[derby.gov.uk/signing-service/](http://derby.gov.uk/signing-service/)**

## Punjabi

ਇਹ ਜਾਣਕਾਰੀ ਅਸੀਂ ਤੁਹਾਨੂੰ ਕਿਸੇ ਵੀ ਹੋਰ ਤਰੀਕੇ ਨਾਲ, ਕਿਸੇ ਵੀ ਹੋਰ ਰੂਪ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਦੇ ਸਕਦੇ ਹਾਂ, ਜਿਹੜੀ ਇਸ ਤੱਕ ਪਹੁੰਚ ਕਰਨ ਵਿੱਚ ਤੁਹਾਡੀ ਸਹਾਇਤਾ ਕਰ ਸਕਦੀ ਹੋਵੇ। ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਇੱਥੇ ਸੰਪਰਕ ਕਰੋ: **01332 64XXXX** ਜਾਂ **[derby.gov.uk/signing-service/](http://derby.gov.uk/signing-service/)**

## Polish

Aby ułatwić Państwu dostęp do tych informacji, możemy je Państwu przekazać w innym formacie, stylu lub języku. Prosimy o kontakt: **01332 64XXXX** lub **[derby.gov.uk/signing-service/](http://derby.gov.uk/signing-service/)**

## Slovak

Túto informáciu vám môžeme poskytnúť iným spôsobom, štýlom alebo v inom jazyku, ktorý vám pomôže k jej sprístupneniu. Prosím, kontaktujte nás na tel. č.: **01332 64XXXX** alebo na stránke **[derby.gov.uk/signing-service/](https://derby.gov.uk/signing-service/)**

## Urdu

یہ معلومات ہم آپ کو کسی دیگر ایسے طریقے، انداز اور زبان میں مہیا کر سکتے ہیں جو اس تک رسائی میں آپ کی مدد کرے۔ براہ کرم **01332 640000** یا **[derby.gov.uk/signing-service/](https://derby.gov.uk/signing-service/)** پر ہم سے رابطہ کریں