

EQUALITY IMPACT ASSESSMENT TEMPLATE - TRAFFORD COUNCIL

| A. Summary Details | | |
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| 1 | Title of EIA: | Re-shaping Trafford EGEI, (Phase Two EIA, covering period August 2014 to March 2015) <i>Note – this EIA follows the phase one EIA which covered the period March 2014 to August 2014. A further EIA, (phase three), will be completed April to June 2015 once the bidders' full solutions are known.</i> |
| 2 | Person responsible for the assessment: | Dianne Geary / Martin Connor |
| 3 | Contact details: | 0161 912 4841 |
| 4 | Section & Directorate: | Economic Growth, Environment and Infrastructure |
| 5 | Name and roles of other officers involved in the EIA, if applicable: | Luke O'Brien – Business Change Officer Craig Holt – Business Change Officer |

| B. Policy or Function | | |
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| 1 | Is this EIA for a policy or function? | Policy <input type="checkbox"/> Function <input checked="" type="checkbox"/> |
| 2 | Is this EIA for a new or existing policy or function? | New <input checked="" type="checkbox"/> Existing <input checked="" type="checkbox"/> Change to an existing policy or function <input checked="" type="checkbox"/> <i>(See below overview of Project)</i> |

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| <p>3</p> | <p>What is the main purpose of the Project?</p> | <p>Trafford Council faces significant financial challenges over the next few years with a further £50m to be saved on top of the £50m already saved since 2010. During this time the Council have significantly transformed i.e. services restructured and downsized, processes redesigned to reduce waste, and spending on contracts reviewed and reduced. Trafford are unable to continue operating in the same way with the financial pressures that exist and so must 're-shape' to adapt to the increasing financial pressures and demands on our services. Within the Reshaping Trafford Programme a number of projects exist.</p> <p>This EIA relates to the JVC programme of work, within the EGEI Directorate, under Reshaping Trafford.</p> <p>Trafford Council is undertaking a procurement exercise, which is seeking economic operator(s) to work in partnership with the Council to deliver a range of Environmental Services, Highways & Street Lighting and Technical Services including Property.</p> <p>In so doing, Trafford Council's intention is to deliver significant net budget gains (minimum 20% saving from the outset of the contract) whilst continuing to provide the best possible level of service to the residents and businesses of Trafford. It also seeks commercial development of services where practicable and mutually beneficial (.</p> <p>The services being considered under this proposal split into three Lots and are as follows:</p> <p>Lot 1a: Trafford Environmental Services</p> <ul style="list-style-type: none"> • Domestic Waste; • Commercial Waste; • Grounds Maintenance; and • Street Cleansing. <p>Lot 2: Highways & Street Lighting (operational):</p> <p><u>Lot 2a: Highways:</u></p> <ul style="list-style-type: none"> • Highways; • Winter Maintenance; and • Gully Cleansing. |
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Lot 2b: Street Lighting

- Street Lighting Infrastructure;
- LED Street Lighting Project*; and
- Street Furniture.

Lot 3: Technical Services:

- Highways and Bridges (engineering etc.);
- Professional Services including Engineering Design; Asset, Project and Contract Management; and Developers Interface;
- Building Professional Services including Major Building Projects; Structural Engineering; Mechanical and Electrical Engineering; Landscape Architects;
- Operational Estate/Asset Management for the Corporate Estate and Schools; Property Development; and Land Sales;
- Management of Trafford's Investment Estate;
- Facilities management;
- Major Projects Team (Capital Build Team); and
- Capital Development Team.

* Lot 2b includes the potential rollout of LED street lighting luminaires, subject to Executive approval based on a positive business case, demonstrated through the procurement process and acceptable mitigation of any potential impacts.

Progress Following Phase One EIA

Procurement Timeline – The ISOS (Invitation to Submit Outline Solutions) and ISDS (Invitation to Submit Detailed Solutions), both phase one and phase two have been completed, (please see below indicative timetable for dates of these phases). This included numerous rounds of dialogue with bidders and evaluation and short listing of the bidders' stage submission documentation at both ISOS and ISDS phases. Following this, the CFT (Call for Final Tender) was issued on 23.01.2015, with bidder Final Tender submissions received on 02.02.2015. There are four bidders remaining within the procurement exercise and their Final Tender submissions have now been evaluated. Two bidders have submitted Final

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| | | <p>Tenders for Lot 1a, three bidders have submitted Final Tenders for Lot 2a and Lot 2b, and two bidders have submitted Final Tenders for Lot 3.</p> <p>Staff in Scope - Following completion of the phase one EIA, the Capital Development Team have been included in scope of the project and further work has been completed to identify numbers in scope across support services. In addition the Cemeteries and Crematorium Grounds Maintenance Service is confirmed to remain in scope.</p> <p>If there is any change to the scope of the project, and therefore staff affected, the full EIA will be updated.</p> |
| 4 | Is the policy/function associated with any other policies of the Authority? | <p>Related to Reshaping Trafford programme of work, the JVC is associated with:</p> <ul style="list-style-type: none"> • Procurement, through a Competitive Dialogue Procedure; • Legal Procedures, (for example through contract documentation development); • Finance, (for example through appropriately costing the Services); • Communications (for example through production and implementation of a communications plan); • HR, (for example involved in communication and briefings with staff); • The Procurement Pre-qualification questionnaire addressed additional services, including, Health and Safety, Equality and Diversity, Audit, Environment Teams, Commissioning, ICT) |
| 5 | Do any written procedures exist to enable delivery of this policy / function? | Procedures do currently exist for all services mentioned above. |
| 6 | Are there elements of common practice not clearly defined within the written procedures? If yes, please state. | N/A |
| 7 | Who are the main stakeholders of the policy? How are they expected to benefit? | <ul style="list-style-type: none"> • Staff directly affected (from the EGEI services covered above); • EGEI Directors and Heads of Service; • Staff indirectly affected from all directorates. This includes Business Support, HR and Finance; |

| | | <ul style="list-style-type: none"> • Partners; • Trafford residents and businesses; • Users of Trafford roads, parks, streets and countryside; • Leader of the Council; • Relevant Executive Members; • Members; • Chief Executive and Corporate Directors; • Trade Union Representatives; • Existing Contractors and associated organisations (e.g. Veolia Environmental Services Ltd, Greater Manchester Waste Disposal Authority) <p>All the above groups will potentially benefit through redesigned services which are delivered within the future budget framework while reviewing how each service area will be delivered. In addition, there are benefits through improved alignment within different service areas. For example, Lot 1a, Environmental Services contains Waste Management, Street Cleaning and Grounds Maintenance; therefore work can be organised to align the services, for instance, grass cutting operation timings aligned with waste collection timings.</p> <p>Staff directly affected will be subject to TUPE and indirectly affected staff may be subject to TUPE. Through any transfer to a new provider Staff stand to gain new skills and experience and possible further opportunities (e.g. training).</p> | | | | | | |
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| 8 | How will the policy/function (or change/ improvement), be implemented? | <p>A procurement exercise is now being completed to select an appropriate partner(s), to deliver the service. A competitive dialogue procedure is being used to achieve this.</p> <p>The stages completed and the indicative timetable of future activity is shown below:-</p> <table border="1" data-bbox="999 1206 2101 1394"> <thead> <tr> <th data-bbox="999 1206 1534 1302">Stage</th> <th data-bbox="1534 1206 1906 1302">Date/time</th> <th data-bbox="1906 1206 2101 1302">Duration (Calendar Days)</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="999 1302 2101 1394">Stage 1: Outline Solution Phase – Now Completed</td> </tr> </tbody> </table> | Stage | Date/time | Duration (Calendar Days) | Stage 1: Outline Solution Phase – Now Completed | | |
| Stage | Date/time | Duration (Calendar Days) | | | | | | |
| Stage 1: Outline Solution Phase – Now Completed | | | | | | | | |

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| June 2014 to August 2014 | | |
| Stage 2: Detailed Solutions Phase – Now Completed | | |
| September 2014 to November 2014 | | |
| Stage 3: Preparation and Submission of Final Tenders | | |
| November 2014 to February 2015 | | |
| Dialogue leading up to Invitation to Submit Final Tenders (ISFT) | Now Completed | |
| Date of closure of competitive dialogue | Now Completed | |
| Date for submission of Final Tenders | Now Completed | |
| Stage 4: Clarification and Evaluation of Final Tenders | | |
| February 2015 to March 2015 | | |
| Clarification and evaluation of Final Tenders | 2nd February 2015 to 27th February 2015 | 25 days |
| Financial due diligence leading to financial close (to understand changes in Bidders' financial positions, if any) | 2nd March 2015 to 13th March 2015 | 11 days |
| Stage 5: Appointment of Preferred Bidder(s) | | |
| March 2015 | | |
| Decision to appoint Preferred Bidder(s) to be implemented | 16th March 2015 | 1 day |
| Issue of Award Decision Notice | 17th March 2015 | 1 day |
| Standstill period | 17th March to 27th March 2015 | 10 days |

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| | | | Stage 6: Contract Award | |
| | | | April 2015 to 1st July 2015 | |
| | | | Legal completion and OJEU contract award notices | 6 th April 2015 10 days |
| | | | Service Commencement Date | 1 st July 2015 86 days |
| 9 | What factors could contribute or detract from achieving these outcomes for service users? | <p>The final solution proposed by the bidders has now been evaluated. This solution is likely to affect the outcome for Service Users. However the procurement exercise has utilised a 'competitive dialogue procedure', which means that throughout the project, numerous rounds of dialogue have been completed, where bidders' proposed solutions have been discussed and in addition, three previous rounds of evaluation have also taken place. In order for a bidder to be selected as the 'preferred bidder', their solution needs to be viable, (value for money solution), whilst achieving the necessary savings.</p> <p>The transition from the current service provider to new service provider is also an area which will need to be managed appropriately. The current Grounds Maintenance, Street Cleaning, Highways, Street Lighting (both Operational and Technical) and Property and Development Services are in-house whilst the Waste Service is currently provided by an external partner. The transition within mobilisation for all staff will need to be carefully managed.</p> | | |
| 10 | Is the responsibility for the proposed policy or function shared with another department or authority or organisation? If so, please state? | Private partner(s) – not yet known | | |

C. Data Collection

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| 1 | Approach and background to EIA analysis, including data collection | <p>Analysis has been undertaken separately on three aspects. This is due to the scale and complexity of the Project and that some of the services involved are effected differently, depending on whether the services are directly or indirectly effected.</p> <p>It is important to note that at this stage, the solutions, including successful bidder(s), are not confirmed and</p> |
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approved by Executive and so the full implications are unknown. This will be explored further once the solutions, (and therefore full effect), have been agreed.

The analysis of equality groups has been undertaken separately within the following three areas:

- Consideration of staff directly affected, i.e. staff within the services of the new contract, including Waste, Groundforce, Highways, Street Lighting and Property and Development;
- Consideration of staff indirectly affected, i.e. staff within support services, including EGEI Business Support, Finance and HR; and
- Consideration of customers of the services, including residents

Directly Affected Staff

All staff directly involved within the services in scope are subject to TUPE and therefore consideration has been made of all of these staff as part of the EIA. The services and staff directly affected are within:

- Waste Management Service
- Grounds Maintenance Service
- Street Cleaning Service
- Highways (Operational and Technical) Service
- Street Lighting Service
- Property & Development Service

For the purposes of the analysis and in order to avoid potentially identifying specific individuals, the directly affected staff have been grouped together.

Indirectly Affected Staff

Work was undertaken to identify support staff who undertake work in relation to the services who are in scope for the Joint Venture. This included identifying staff in the following services:

- Audit
- EGEI Business Support
- Finance
- HR, Business Partners
- ICT

Audit – Resource was identified as being in scope for the Joint Venture; however this post is being disestablished and therefore there will be no staff transfer;

EGEI Business Support staff have been allocated to different lots on a ‘work allocation’ basis. The activities and tasks undertaken by each staff in the EGEI Business Support Service were reviewed to determine which staff were in scope for the JVC and following this, which Lot they were in scope for.

There are different scenarios depending on who wins which lot. For example, if one bidder wins all lots, then all of the in scope Business Support transfer across; however if more than one bidder wins then Business Support will have to be split based on work allocation amongst the Lots. HR has been reviewed in a similar manner.

HR, Business Partners - Resource has been identified as part of the HR Service. Therefore this service has been included as part of the EIA analysis;

ICT - Resource was identified as being in scope for the Joint Venture; however as a service review is underway no staff have been identified as part of the transfer at this time;

Finance – Finance are currently undergoing an internal service review which is expected to be completed in 2015. Therefore there are no details on which staff will be in scope at this time. An indication is that 3.87 FTE are expected to transfer from Finance.

Summary – In summary, EGEI Business Support, Finance and HR have been included in the analysis for indirectly affected staff.

For the purposes of the analysis and in order to avoid potentially identifying specific individuals, the indirectly

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| | | <p>affected staff have been grouped together.</p> <p><u>Customers, Including Residents</u></p> <p>Analysis has been undertaken in relation to the potential impact to customers of the Joint Venture services (including residents). However, it is important to note, that at this stage the preferred bidders' is not known and so the full effect is also unknown. Once a preferred bidder selected, a further EIA, (phase three EIA), will be completed.</p> |
| 2 | <p>What monitoring data do you have on the number of people (from different equality groups) who are using or are potentially impacted upon by your policy/function?</p> | <p>HR equalities data – analysed for staff both directly affected and indirectly affected.</p> <p>Census 2001 data - This data is relevant when analysis the impact to customers</p> |
| 3 | <p>Please specify monitoring information you have available and attach relevant information*</p> | <p>Monitoring information has been analysed for staff directly and indirectly affected. The data includes:</p> <ul style="list-style-type: none"> • Age Profile • Religion • Sexual Orientation • Ethnic Origin • Disability • Gender <p>There is currently a large proportion of staff where information regarding different equality groups is not known. Further work will be undertaken to look to gather this. However the information shown within Section E, from the data available as at 16 January 2015.</p> <p>In addition as part of the wider analysis for Trafford Borough the following information has been taken into</p> |

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| | | <p>account:</p> <p>Breakdown of sex and age of residents (Census 2001 data):</p> <table border="1"> <tr> <td>Total number of people</td> <td>210145</td> </tr> <tr> <td>Males</td> <td>102161</td> </tr> <tr> <td>Females</td> <td>107984</td> </tr> <tr> <td>Aged 0 to 15</td> <td>42490</td> </tr> <tr> <td>Aged 16 to 74</td> <td>151445</td> </tr> <tr> <td>Aged 75 and over</td> <td>16210</td> </tr> </table> <p>This data is relevant when analysis the impact to customers; for example, for those mobility constraints, Trafford currently offer an 'Assisted Collection Service'. Further details can be found within Table F (c).</p> | Total number of people | 210145 | Males | 102161 | Females | 107984 | Aged 0 to 15 | 42490 | Aged 16 to 74 | 151445 | Aged 75 and over | 16210 |
| Total number of people | 210145 | | | | | | | | | | | | | |
| Males | 102161 | | | | | | | | | | | | | |
| Females | 107984 | | | | | | | | | | | | | |
| Aged 0 to 15 | 42490 | | | | | | | | | | | | | |
| Aged 16 to 74 | 151445 | | | | | | | | | | | | | |
| Aged 75 and over | 16210 | | | | | | | | | | | | | |
| 4 | If monitoring has NOT been undertaken, will it be done in the future or do you have access to relevant monitoring data? | N/A | | | | | | | | | | | | |

D. Communication & Involvement

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| 1 | Are you using information from any previous communications/consultations and/or local/national consultations, research or practical guidance that will assist you in completing this EIA? | <p>Reviewing past EIAs undertaken by the Council and researching information contained on the Equality and Human Rights website.</p> <p>This EIA is an update from Phase One EIA produced April 2014. More information is now known on potential solutions and further information regarding the scope of both directly and indirectly affected staff is available.</p> |
| 2 | Please list communications planned, methods used and groups you plan to target. (If applicable) | <p>All staff directly impacted are being briefed by the relevant Head of Service as significant milestones are achieved.</p> <p>A comprehensive communications strategy has been produced which covers what communication to produce, to which staff and when. The objective of the Communication Plan is:</p> |

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| | | <ul style="list-style-type: none"> • To clearly communicate the rationale of the JVC; • To create understanding of the rationale behind the JVC option, to demonstrate value for money and gain buy in from staff, members and residents; • To provide timely updates and keep staff informed; • To ensure consistency in messages; and • To ensure the project is aligned to the Reshaping Trafford Council Communications Plan and supports its requirements. <p>This covers:</p> <ul style="list-style-type: none"> • Regular communication through a 'newsletter' – twelve separate updates as at 12.01.2015; • Full staff briefings of all staff at major milestones; <ul style="list-style-type: none"> ○ March 2014 ○ August 2014 ○ Further staff briefings planned for February 2015 • Communication to staff with and without access to intranet or email; • Reshaping Trafford website. Regularly updated with information regarding the wider Reshaping Trafford Programme, as well as JVC activity; • Informal Head of Service briefings, including updates at Team Meetings etc.; • FAQs – Produced August 2014 and on-going monitoring / update; • Briefing sessions for indirectly affected Business Support staff in February 2015; • 'Open sessions' with the bidders and staff on 23rd February 2015 at both Trafford Town Hall and Carrington Depot; and • Trade Union meeting 12 February 2015. <p>In addition to the above, further engagement will be reviewed and put into place once the Preferred Bidder has been announced, (subject to Executive approval). This will include a full mobilisation plan.</p> <p>Where appropriate or required to meet the Council's duties in this regard, there will be communication with residents and stakeholders.</p> |
| 3 | **What barriers, if any, exist to effective communication with these groups and how will you overcome them? | <p>Staff without access to intranet or email. In order to ensure all staff are informed of the progress, these staff will be informed through the same newsletter as online; however Heads of Service will ensure this is posted on all relevant noticeboards for their staff.</p> |

Consideration has also been given to staff working in different locations throughout the Borough, for example within the Facilities Management Team within the Property & Development Service. Where face-to-face briefings are required, appropriate times will be arranged with all staff at all locations, to ensure that the process is inclusive for all staff.

Meetings are also organised so religious holidays are avoided.

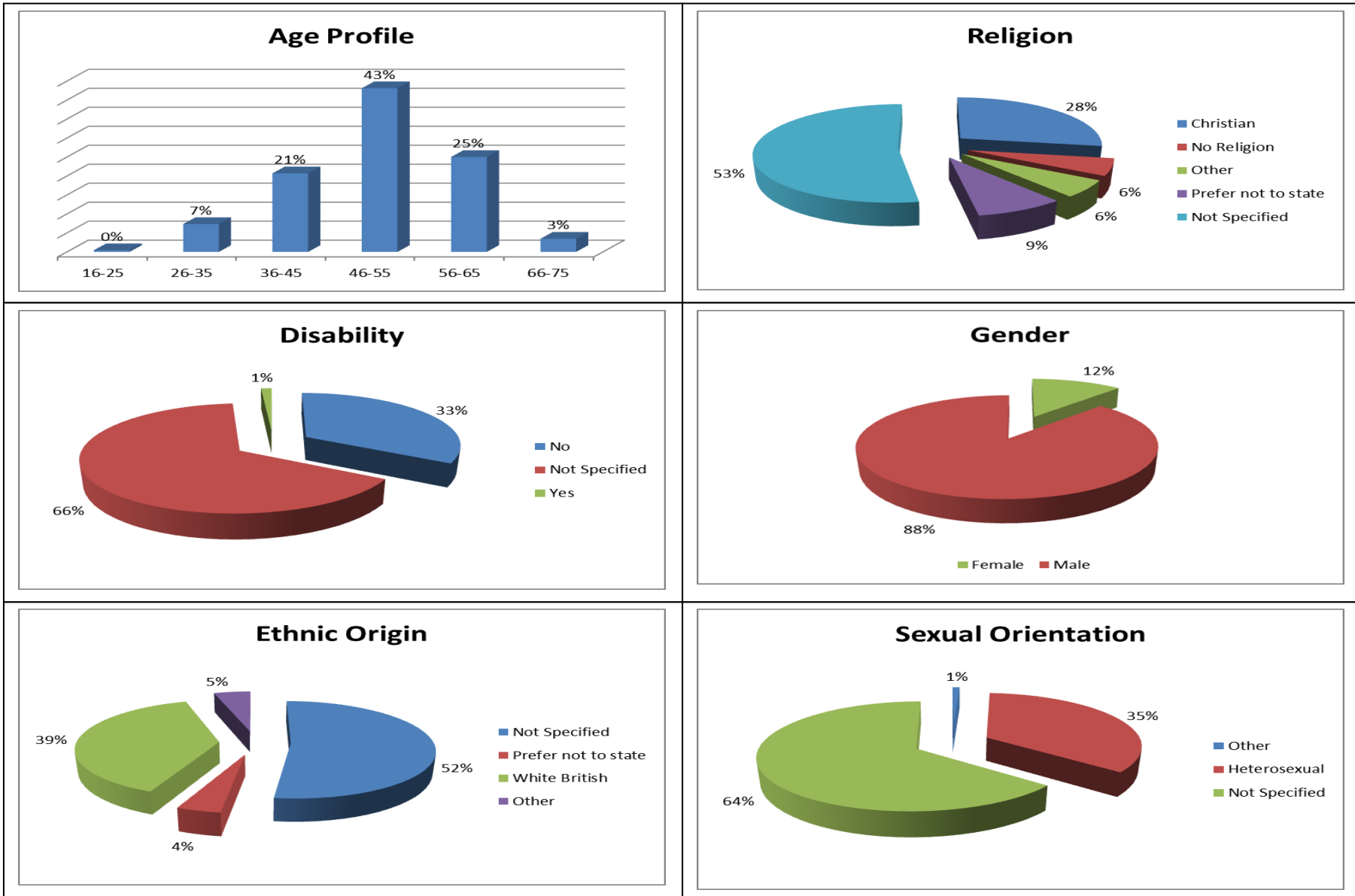
In addition, as part of Reshaping Trafford, full engagement has been undertaken across all areas. This includes tablets being used within locations where staff may not have access to the intranet; the facility (with incentives) to provide a home email and mobile number in order to be kept up to date with communications; a 'Reshaping Trafford Newsletter' has been produced with regular updates and clear designated feedback sessions (e.g. 'Feedback Friday').

Communications have been tailored around part-time staff as well to make sure all staff within the service areas receive the same messages and the process is inclusive of all staff.

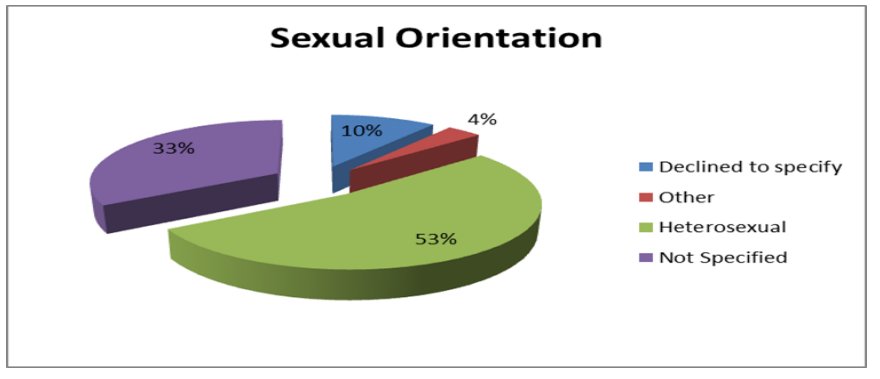
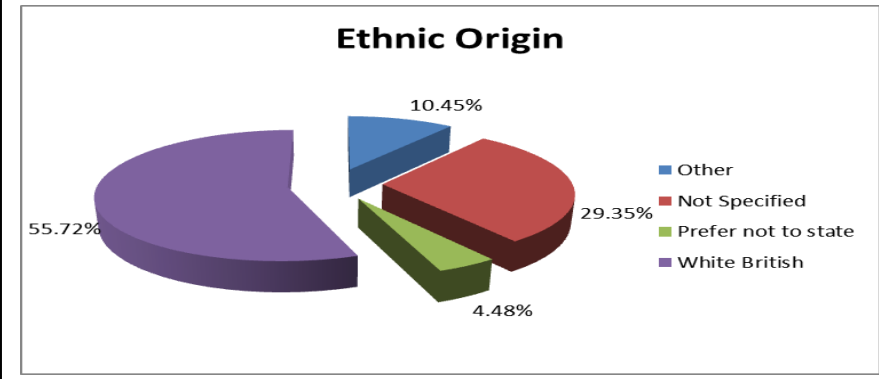
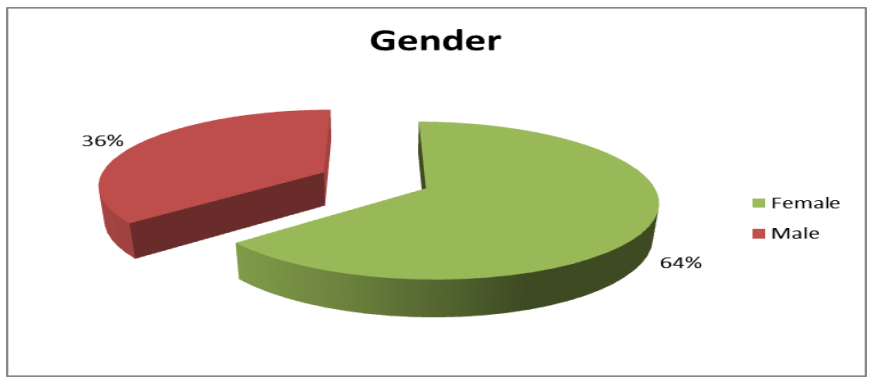
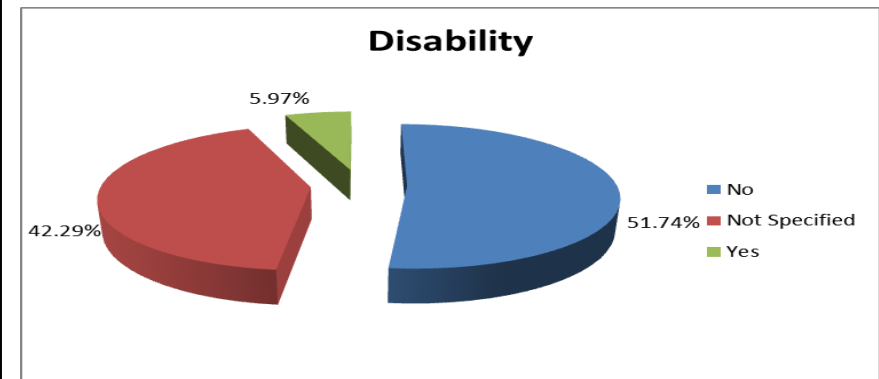
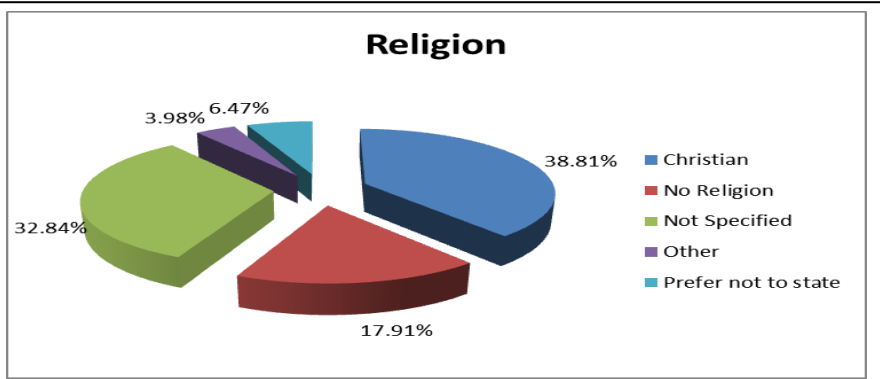
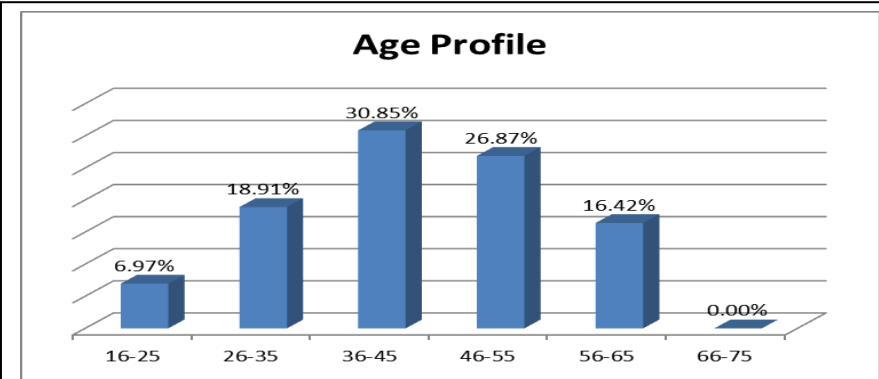
Staff also have access to HR and have regular one-to-ones with managers (as well as the opportunity to request ad-hoc meetings). Change Champions have been elected throughout as a first point of call for any queries and concerns. These messages are fed back to the Project Team and Communications, and future messages tailored accordingly. A training course on dealing with change is also available and has been well attended so far.

E. Equalities Profile

Profile of Staff in scope directly affected across EGEI



Profile of Indirectly affected staff potentially in scope



F (a): The Impact – Identify the potential impact of the policy/function on different equality target groups

| Impact – Staff Directly Affected | | | | |
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| | Positive | Negative | Neutral | Reason |
| Gender – both men and women, and transgender; | | | ✓ | There are low numbers of female staff (12%) in scope. As all staff directly affected are subject to TUPE equally, this will not have a negative impact upon the equality target group; however consideration has been given within table F below regarding the requirements for integration to any new service provider, including the transition arrangements and also while the project is undergoing the procurement exercise. |
| Pregnant women & women on maternity leave | | ✓ Low | | A small number of staff are currently pregnant and therefore likely to be on maternity leave during the transition phase of the project, but have been included in all communication. |
| Gender Reassignment | | | ✓ | Information is not available, but no negative impact to equality group. |
| Marriage & Civil Partnership | | | ✓ | Information is not available, but as all staff are being moved across there is no negative impact |
| Race- include race, nationality & ethnicity | | ✓ Low | | From the data available, there are low numbers of anyone other than 'White British' (5%) within the staff in scope*. As all staff directly affected are subject to TUPE equally, this will not have a negative impact upon the equality target group; however consideration has been given within table F below regarding the requirements for integration to any new service provider, including the transition arrangements and also while the project is undergoing the procurement exercise. |
| Disability – physical, sensory & mental impairments | | ✓ Low | | From the data available, there are low numbers of disabled staff (1%) in the Service. As all staff directly affected are subject to TUPE equally, this will not have a negative impact upon the equality target group; however consideration has been given within table F below regarding the requirements for integration to any new service provider, including the transition arrangements and also while the project is undergoing the procurement exercise. For example, current reasonable adjustments for disabled staff |

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| | | | | need to be put in place, by the new employers. |
| Age Group | | | ✓ | There are a high proportion of staff 46 years and older (71%), with a low proportion of staff 16 – 35 years old (7%). As all staff directly affected are subject to TUPE equally, this will not have a negative impact upon the equality target group |
| Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people | | ✓ | Low | From the data available, there are low numbers of ‘other’ sexual orientation (1%). As all staff directly affected are subject to TUPE equally, this will not have a negative impact upon this equality target group; however consideration has been given within table F below regarding the requirements for integration to any new service provider, including the transition arrangements and also while the project is undergoing the procurement exercise, e.g. ensuring relevant policies are in place etc. |
| Religious/Faith groups | | ✓ | Low | From the data available, there are low numbers of ‘other’ religion (6%) and low numbers of ‘no religion’ (6%). As all staff directly affected are subject to TUPE, this will not have a negative impact upon the equality target group; however consideration has been given within table F below regarding the requirements for integration to any new service provider, including the transition arrangements and also while the project is undergoing the procurement exercise. |

* In line with best practice, if certain equality groups contain a small number of people they are rounded together so as not to potentially identify individuals.

F (b): The Impact – Identify the potential impact of the policy/function on different equality target groups

| Impact – Staff Indirectly Affected | | | | |
|--|-----------------|-----------------|----------------|--|
| | Positive | Negative | Neutral | Reason |
| Gender – both men and women, and transgender; | | | ✓ | 36% of staff are male, with 64% of staff female. Therefore the TUPE implications should not present any negative impact upon the equality target group. |
| Pregnant women & women on maternity leave | | ✓ Low | | One member of staff is on maternity leave, due back early March 2015, but has been included in all communications. |
| Gender Reassignment | | | ✓ | Information is not available, but no negative impact to equality group. |
| Marriage & Civil Partnership | | | ✓ | Information is not available, but no negative impact to equality group. |
| Race- include race, nationality & ethnicity | | ✓ Low | | <p>10% of staff are within 'other' ethnic origin*. If all such staff are identified as part of the TUPE list, this would result in a disproportionate impact. However all staff have been identified on a pure 'work allocation' basis. This means the work undertaken with these areas has been reviewed and staff who undertake activity relating to Services in scope of the Procurement exercise have been considered.</p> <p>Consideration has been given within table F below regarding the requirements for integration to any new service provider, including the transition arrangements and also while the project is undergoing the procurement exercise.</p> |
| Disability – physical, sensory & mental impairments | | ✓ Low | | 6% of staff are disabled. If all such staff are identified as part of the TUPE list, this would result in a disproportionate impact. However all staff have been identified on a pure 'work allocation' basis. This means the work undertaken with these areas has been reviewed and staff who undertake activity relating to Services in scope of the Procurement exercise have been considered. |

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| | | | | <p>This means the work undertaken with these areas has been reviewed and staff who undertake activity relating to Services in scope of the Procurement exercise have been considered.</p> <p>Consideration has been given within table F below regarding the requirements for integration to any new service provider, including the transition arrangements and also while the project is undergoing the procurement exercise. For example, current reasonable adjustments for disabled staff need to be put in place, by the new employers.</p> |
| Age Group | | | ✓ | <p>16% of staff are 56-65, with 26% of staff 16 – 35 years old. There are no staff older than 65 in this group. Therefore the TUPE implications should not present any negative impact upon the equality target group.</p> |
| Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people | | ✓ | Low | <p>3% of staff are within ‘other’ sexual orientation*. If all such staff are identified as part of the TUPE list, this would result in a disproportionate impact. However all staff have been identified on a pure ‘work allocation’ basis. This means the work undertaken with these areas has been reviewed and staff who undertake activity relating to Services in scope of the Procurement exercise have been considered.</p> <p>Consideration has been given within table F below regarding the requirements for integration to any new service provider, including the transition arrangements and also while the project is undergoing the procurement exercise</p> |
| Religious/Faith groups | | ✓ | Low | <p>There are low numbers (4%) of staff are within ‘other’ religion*. If all such staff are identified as part of the TUPE list, this would result in a disproportionate impact. However these staff have been identified on a pure ‘work allocation’ basis. This means the work undertaken with these areas has been reviewed and staff who undertake activity relating to Services in scope of the Procurement exercise have been considered.</p> <p>Consideration has been provided within Table F below regarding impact to religious / faith groups.</p> |

* In line with best practice, if certain equality groups contain a small number of people they are rounded together so as not to potentially identify individuals

F (c): The Impact – Identify the potential impact of the policy/function on different equality target groups

| Impact – Residents & Customers | | | | |
|--|----------|--------------|---------|---|
| | Positive | Negative | Neutral | Reason |
| Gender – both men and women, and transgender; pregnant women & women on maternity leave | | ✓ Low | | <p>Assisted waste collection - An assisted waste collection service is currently available for those residents who are unable to move their bin and place it out for collection. The assisted collection service means collection staff enter the property grounds to collect the bin and return it to the point of collection.</p> <p>The competitive dialogue process has addressed this and remains part of the requirements for the new Service Provider.</p> <p>Dropped kerbs - In order to assist safe crossing of roads throughout the Borough, Highway Services assist in ‘dropping’ kerbs. This means at specific points on kerbs, usually where side-streets bisect a road, the kerb is lowered to assist those with mobility scooters or push chairs etc. to cross safely.</p> |
| Gender Reassignment | | | ✓ | N/A |
| Marriage & Civil Partnership | | | ✓ | N/A |
| Race - include race, nationality & ethnicity | | ✓ Low | | <p>Communication - Within the current service, translation services for waste management communication material is currently available and have been used by the Waste Management Team over the past few years. In addition, materials are written in plain English and leaflets are now made using more pictures instead of words to make these simpler to understand. Written translation materials are available to the public should they request them.</p> <p>The competitive dialogue process has addressed this; however the bidders’ solutions are currently unknown until analysis of the bidder’s Final Tender solution. Bidders are required to produce communication material and other communication campaigns as part of the Final Tender, which will be evaluated.</p> |

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| | | | <p>Larger bin capacity - A policy currently exists for the provision of increased capacity for larger households e.g. Asian extended families and this policy will be reviewed in line with this proposed change.</p> <p>It is important to note that any change to the Service provision will have to be in agreement with both the partner and the Council.</p> |
| Disability – physical, sensory & mental impairments | | ✓ Low | <p>Difficulty in identifying bins by visually impaired people– bins are currently coloured for different materials and contain dimples or “cut aways” on the lids to allow residents with visual impairments to identify different coloured bins. The new contract will utilise the same bins as the current service provision. Bins not being returned to the point of collection presents a potential hazard for residents with visual impairments which will be addressed under the collection contract terms and conditions.</p> <p>Street Lighting - LED Street Lighting may be introduced as part of the contract. This is dependent on value for money amongst other factors; however consideration is required for visually impaired people.</p> <p>Difficulty with the capacity of the bins for those residents with certain medical conditions and larger families – Additional capacity will be made available to those residents in accordance with the policies associated with the service, in a similar way to the current service.</p> <p>Difficulty in moving bins by those people with mobility constraints - An assisted collection service is available for those residents who are unable to move their bin and place it out for collection. The assisted collection service means collection staff enter the property grounds to collect the bin and return it to the point of collection.</p> <p>The competitive dialogue process has addressed this and remains part of the requirements for the new Service Provider.</p> <p>Bulky item collections – Trafford offer a bulky item collection service for items which cannot be collected as part of the normal waste collection service. This</p> |

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| | | | | <p>service means collection staff pick up the bulky item from the property and so the customer does not need to dispose of the item themselves.</p> <p>Sensory Impairments – Trafford have sensory gardens in parks within the Borough. These offer features enjoyable to both disabled and non-disabled individuals such as scented and edible plants.</p> |
| Age Group | | ✓ Low | | <p>Difficulty in moving bins by those people with mobility constraints - An assisted collection service is available for those residents who are unable to move their bin and place it out for collection. The assisted collection service means collection staff enter the property grounds to collect the bin and return it to the point of collection.</p> <p>The competitive dialogue process has addressed this and remains part of the requirements for the new Service Provider.</p> <p>Bulky item collections – Trafford offer a bulky item collection service for items which cannot be collected as part of the normal waste collection service. This service means collection staff pick up the bulky item from the property.</p> |
| Sexual Orientation – Heterosexual, Lesbian, Gay Men, Bisexual people | | | ✓ | N/A |
| Religious/Faith groups | | ✓ Low | ✓ | N/A |

As a result of completing the above what is the potential negative impact of your policy?

High

Medium

Low

G. Could you minimise or remove any negative potential impact? If yes, explain how.

General Considerations:

A pre-qualification questionnaire was undertaken by bidders in May 2014 and evaluated early June 2014. Within the PQQ a section on equalities was completed by the bidders and reviewed by Trafford's equalities team against model answers on a pass/fail basis. If a bidder failed on any element within the equalities section, the bidder's overall score was failed and the bidder was not short listed through to the next stage. An extract of the PQQ is shown within Appendix 1.

Working Location - Depot facilities have been discussed at length within dialogue and solutions are being provided by bidders. Trafford currently owns two depots, Trafford Park and Altrincham. A third depot is leased from Peel in Carrington with a break-clause due in 2017. Trafford's preference is to release Altrincham depot due to the capital value, include Trafford Park depot within the Corporate Landlord function and for Carrington Depot to be utilised for all Lots within the new Contract. Dependant on the number of preferred bidders across the lots, this may result in more than one bidder occupying Carrington Depot.

Carrington Depot is currently the 'base' location for Waste Management, Groundforce and Highways Operational Staff. Therefore in the event Carrington is used then this will not present any change for these staff, but it will present a working location change for Highways Technical Services and Property and Development Staff who will move to Carrington. There are limited public transport links to Carrington Depot and therefore travel arrangements may need to be reviewed. There are various options for this, including, a car-share scheme, to encourage staff from the same location to share one car to work or discussions over flexible working options in line with public transport times. Any discussions regarding travel arrangements would form part of the full staff engagement by the preferred bidder(s) as part of the mobilisation phase.

However other working location options are also available for bidders depending on their solution.

| | |
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| | <p>More information will be available following the Final Tender evaluation.</p> <p>Overall working environment - In addition to the above, across all equality target groups, the Council needs to ensure the successful bidder provides a professional working environment, where staff are empowered to challenge and report where necessary, e.g. through dignity at work policies. Other requirements for specific equality target groups are listed below:</p> |
| Race: | <p>Ensure successful contractor has good atmosphere and diverse workforce, where all staff are respected and can request flexible working if required. Dignity at work policy is also a requirement.</p> |
| Gender, including pregnancy & maternity, gender reassignment, marriage & civil partnership | <p>Maternity leave - If any member of staff goes on maternity leave, ensure they are included in all communication throughout the process and are not negatively impacted (e.g. ensure staff on maternity leave return to similar working arrangements and conditions).</p> <p>One-to-one support - Ensure staff have access to one-to-ones with their manager and HR. Ensure all staff are informed in timely fashion about any changes and supported through process and have access to support for anything if required.</p> <p>Other Support - Ensure any incoming contractor already provides, or makes reasonable adjustments to provide, access to appropriate facilities if required.</p> <p>Flexible Working - The successful contractor needs to ensure staff can request flexible workings, for example, request for maternity, paternity, adoption leave. This will include flexibility within regard to child care. This is a standard legal requirement.</p> |
| Disability: | <p>Need to ensure any incoming contractor already contains, or makes reasonable adjustments for, disability requirements in accordance with the Equality Act 2010.</p> <p>Working Location - Depot facilities have been discussed at length within dialogue and solutions are being provided by bidders. Trafford currently owns two depots, Trafford Park and Altrincham. A third depot is leased from Peel in Carrington with a break-clause due in 2017. Trafford's preference is to release Altrincham depot due to the capital value, include Trafford Park depot within the Corporate Landlord function and for Carrington Depot to be utilised for all Lots within the new Contract. Dependant on the number of preferred bidders across the lots, this may result in more than one bidder</p> |

| | |
|------------------------------|---|
| | <p>occupying Carrington Depot.</p> <p>Carrington Depot is currently the 'base' location for Waste Management, Groundforce and Highways Operational Staff. Therefore in the event Carrington is used then this will not present any change for these staff, but it will present a working location change for Highways Technical Services and Property and Development Staff who will move to Carrington. There are limited public transport links to Carrington Depot and therefore travel arrangements may need to be reviewed. There are various options for this, including, a car-share scheme, to encourage staff from the same location to share one car to work or discussions over flexible working options in line with public transport times. Any discussions regarding travel arrangements would form part of the full staff engagement by the preferred bidder(s) as part of the mobilisation phase.</p> <p>However other working location options are also available for bidders depending on their solution. These options will be explored further during mobilisation, including the potential impact of any working location change to staff; taking current working location into account.</p> |
| Age: | N/A |
| Sexual Orientation: | Ensure successful contractor has good atmosphere and diverse workforce, where all staff are respected and can request flexible working if required. Dignity at work policy is also a requirement. |
| Religious/Faith groups: | Ensure faith/prayer room/space is provided and up to standard. Ensure successful contractor has good atmosphere and diverse workforce, where all staff are respected and can request flexible working if required. Dignity at work policy is also a requirement. |
| Also consider the following: | |
| 1 | <p>If there is an adverse impact, can it be justified on the grounds of promoting equality of opportunity for a particular equality group or for another legitimate reason?</p> <p>N/A</p> |

| | | |
|---|--|--|
| 2 | Could the policy have an adverse impact on relations between different groups? | No, provided above mitigation is managed appropriately |
| 3 | If there is no evidence that the policy <i>promotes</i> equal opportunity, could it be adapted so that it does? If yes, how? | N/A |

H. EIA Action Plan

| Recommendation | Key activity | When | Officer Responsible | Links to other Plans | Progress milestones | Progress |
|--|--|---|---|----------------------|--|--|
| Regular meetings with JVC Project Team to align EIA for JVC and overall EIA for Reshaping Trafford | Meeting | At key milestones during process | LO'B/SR/WT DG (where appropriate) | N/A | ISOS Phase completed ISDS Phase completed CFT Phase on-going | Regular meetings completed for Phase one. Dialogue on-going for Phase two. |
| Communication with staff, in line with the communications plan | Staff communication | At regular intervals throughout the project | Kelly Dooley (Communications Team Leader) DG | Communications Plan | Regular meetings with Communications Lead, as well as regular Steering Board agenda item | Communications Plan underway and on-going |
| Formal checkpoints with Equalities team | Formal checkpoints and discussion with equalities team | At key milestones during process | LO'B | N/A | ISOS Phase completed ISDS Phase completed CFT Phase on-going | Regular meetings completed for Phase one. Initial meeting completed for phase |

| | | | | | | |
|---|---|--|------|-----|--|----------------------------------|
| | | | | | | two. Further meetings scheduled. |
| EIA for Phase 1 : go/no go decision; Phase 2 – CFT; Phase 3 – Contract Award and mobilisation | Production of further EIA during key stages in the process. This will include reviewing impact to customers of Trafford (related to the JVC). | EIA for Phase 1 : go/no go decision; Phase 2 – CFT; Phase 3 – Contract Award and mobilisation | LO'B | N/A | Go/no go decision (<i>Sep 2014</i>) CFT (<i>Jan – Feb 2015</i>) Contract Award and mobilisation (<i>Mar – July 2015</i>) | Phase 1 EIA drafted |

Please ensure that all actions identified are included in the attached action plan and in your service plan.

Signed

L O'Brien

Signed



Lead Officer

Luke O'Brien

Director Richard Roe

Date

4th March 2015

Date 4th March 2015

Appendices

Appendix 1, Pre-Qualification Questionnaire (May 2014), Equalities Section Extract

F1. Does the Organisation have an Equality and Diversity Policy? If, yes please provide a copy of the Organisation's policy.

F2. Does the Organisation comply with its legal obligations relating to the following?

| | |
|--------------------|--|
| Race | YES/NO (<i>delete as appropriate</i>) |
| Sexual Orientation | YES/NO (<i>delete as appropriate</i>) |
| Disability | YES/NO (<i>delete as appropriate</i>) |
| Age | YES/NO (<i>delete as appropriate</i>) |
| Religion or Belief | YES/NO (<i>delete as appropriate</i>) |
| Gender | YES/NO (<i>delete as appropriate</i>) |
| Human Rights | YES/NO (<i>delete as appropriate</i>) |

NOTES TO ORGANISATION:

You must keep up to date with relevant changes in legislation.

F3. In the last three years has any finding of unlawful discrimination been made against the Organisation by any court or industrial or employment tribunal?

F4. In the last three years has the Organisation been the subject of a formal investigation on grounds of alleged unlawful discrimination by, for example, the Commission for Racial Equality (CRE), Disability Rights Commission (DRC), Equal Opportunities Commission (EOC) or Equality and Human Rights Commission (EHRC)?

F5. If the outcome of either of the last two questions (above) was YES, what action was the Organisation required to take as a result of that finding or investigation?

F6. If the Organisation was required to take action, what action did it take?

F7. If the Organisation was required to take action and no action was taken, please explain why not?

F8. If the Organisation was required to take action, did the action taken satisfy the relevant organisation?

F9. Does the Organisation undertake to monitor and promote equality of treatment in the way it carries out its business activities and those of its supply chain (where applicable)?