



Report of Chief Officer Waste Management

Report to Director of Environment and Housing

Date: September 2014

Subject: Changes to Refuse Driver Pay 2014

| | | |
|--|------------------------------|--|
| Are specific electoral Wards affected? If relevant, name(s) of Ward(s): | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Is the decision eligible for Call-In? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

EXECUTIVE SUMMARY

The Waste Collection Service is undergoing a large programme of change. In order to achieve improvements and deliver key projects such as Alternate Weekly Collections and IWMS the service has had to re-think current ways of working, optimisation of technology, job design and performance reward. This has led to a review of all frontline roles and alterations to job descriptions to modernise these.

This paper documents the review and realignment of Driver duties linked to service changes and examines pay implications.

The refuse loader role and pay has already been reviewed in light of these changes and is being further examined in order to recompense loaders for additional responsibilities that will be required, with a view to removing PRP at a future date.

1.0 Purpose Of This Report

- 1.1 To document the review, rationale for re-grading of the Refuse Driver role and pay to B3 (SCP 18 £17,507 – SCP 21 £19,511) from B2 (SCP 16 £16,771 – SCP 18 £17,507) based on market forces.

2.0 Background Information

Through the implementation of a number of key projects, and as part of an overall improvement programme, the role of the Refuse crews is changing to enable the service to achieve its stated aim of delivering safe, efficient and reliable waste and recycling collections for the people of Leeds. This has led to a review of all frontline roles and modernization of job descriptions.

A revised Driver/Loader job description was proposed in October 2013 and was subsequently agreed and Job Evaluated. The score remained within the B1 band where it was originally.

Significantly, to maintain and retain a skilled workforce with detailed local knowledge of routes across the city there is a need to be mindful of HGV rates across the region so as not to fall short of these as an employer. An evaluation was carried out to consider these (see Appendix 3) and it was determined at corporate Pay Strategy group that the role could be justified to move from a default B1 position to a B3 based on a market forces argument.

3.0 Main Issues

Clarity in the responsibilities and required competencies across the modernised front line roles has been detailed in the new job descriptions.

Role responsibilities

3.1 The following updated responsibilities were written into the modernised JD and so aligned with an increase to B3.:

- Ensure the operational elements of the role are properly adhered to provide a safe, efficient, and reliable waste and recycling service
- Be trained in and be able to operate new IWMS technology using GPS mapping, point to point referencing and other associated tools.
- Assist crews to problem solve to ensure the highest quality service is delivered.
- Ensure buddy scheme is complied with and crews assisted when requested.
- Ensure correct tipping points are used on a daily basis and where these cannot be that the Lead Loader and supervisor are clearly aware of the reasons.
- Clarity around vehicle responsibilities.

4.0 Options considered

- 4.1 In considering financial implications to reviewing Driver roles, the following have been considered and discussed with the Trade Unions:
- a) **Changes to Contractual Overtime and other Overtime rates (Drivers and Loaders)** - Increase driver grade to B3 with removal of ½ hour contractual overtime and reduction of overtime rates to 1.33 for all staff including loaders. As a national condition, this option was not negotiable for the Trade Unions.
 - b) **Changes to Contractual Overtime and other Overtime rates for Drivers only** - Increase driver grade to B3 but cap at SCP 20. Remove the ½ hour overtime and decrease overtime rates for drivers only leaving loaders unaffected. This is an unfavourable option as this would leave a disparity between overtime rates within the refuse workforce.
 - c) **Changes to Contractual Overtime only** – Increase driver grade to B3 with annual increments to the top of the scale. Remove the ½ hour overtime in order to partially fund this option.

5.0 Selected option

- 5.1 The only tangible solution was option C - to increase driver grade to B3 with the removal of ½ hour contractual overtime and leave all other overtime rates the same. The estimated financial effect at the top of grade is £340k. However, by reducing contractual overtime to ½ hour per day reduces the ultimate impact to £155k.
- 5.2 This investment is supported by a strong market forces argument that justifies the B3 grade and with a modernised JD, facilitates the delivery of significant financial savings through the implementation of AWC and IWMS. The market forces evaluation shows this to be equivalent to the average received for like jobs within the sector and the region.
- 5.3 The recommended approach is to move all Drivers directly to SCP 20 in the first year 2014/15, providing a stable pay profile across the service in light of other proposed changes. A future move to SCP 21 will be in line with pay policy the following year (2015/16).

6.0 Costs

- 6.1 The current number of budgeted FTE Drivers stands at 108 (This does not include non-HGV drivers – the grade of these drivers will remain the same at B1/B2).
- 6.2 The change of grade increases costs to the service of £339,419 (based on SCP 21. (£324k Basic and £15K Overtime based on current budgeted mix for cover).

£185k of this cost will be funded by the removal of ½ hours contractual overtime from the drivers basic pay profile. An additional £40k has been included in the 2014/15 budget to fund the move to SCP20.

- 6.3 In April 2015 the intention would be for the Drivers to receive an additional increment (in line with pay policy). The cost of the increase to SCP 21 for all drivers would be the remaining £115k and this will need to be provided for in the 2015/16 budget.

7 Corporate Considerations

7.1 Consultation and Engagement

The recommendations in the report have been subject to a programme of discussion and consultation with all relevant staff, HR, finance officers and trade unions.

7.2 Equality and Diversity / Cohesion and Integration

An equality impact assessment is available at Appendix 4

7.3 Council policies and City Priorities

- 7.3.1 Delivery of kerbside collection services that are safe, efficient and reliable and meet the needs of residents are key to Leeds realising its target to meet 55% recycling by 2016 and exceed 60% in the longer term. The proposals within this report support wider aspirations for Leeds set out in the new Leeds Vision, City Priority Plans, Directorate Priorities and Cross Council Priorities.

- 7.3.2. The proposals clearly support the Best Council objective of, “Dealing effectively with the city’s waste: minimising waste in a growing city, with a focus on:

- § ensuring a safe, efficient and reliable waste collection service;
- § providing a long-term solution for disposing of our waste;
- § increasing recycling;

7.4 Resources and value for money

- 7.4.1 The market forces research can be found at Appendix 3. This shows comparable salaries of skilled labour markets in the local area. It gives a range of costs and suggests that in order to remain competitive placing Refuse Drivers at the B3

level would provide reasonably reassurance of a maintained workforce. The increase to costs for the service can be seen in Section 5.

- 7.4.2 However, it is proposed that future efficiencies made will deal with these additional costs over the next few years; Alternate weekly Collections, and Integrated waste Management System alongside other cost efficiencies linked to the overall staffing mix.

7.5 Legal Implications, Access to Information and Call In

- 7.5.1 In accordance with the Council's governance procedures, the decision concerning changes to Refuse Driver/ Loader role and grade is not eligible to call in. Powers of delegation to the Director for this decision are contained within the scheme under Part 3 of the Constitution.

- 7.5.2 There is an element of pay challenge to re-grading the drivers based on other comparable driving roles around the authority. However when consulted, legal advice suggested that a market forces argument was appropriate due to the size of vehicle and license needed.

- 7.5.3 The report contains no information which is considered confidential or exempt as determined by the Access to Information Procedure Rules within part 4 of the Constitution.

7.6 Risk Management

Failure to implement the revised Job description and grade for the Refuse Driver/Loaders may result in an increased turnover of skilled and locally knowledgeable staff, impacting on quality of service delivered to residents. The updated responsibilities will have a significant impact on the future function and efficiency of the Waste Management Service. There is an element of risk of pay challenge but this should be mitigated by the market forces research carried out.

8.0 Conclusions

These changes are an important step in providing a skilled and stable workforce to deliver the major challenging changes ahead for the service.

9.0 Recommendations

To note the report and the implementation of the B3 Driver/Loader revised job description and grade.

10.0 Background Papers

Appendix 1 – Original Driver/Loader Job Description

Appendix 2 – New Driver/Loader Job description

Appendix 3 – Market Forces research

Appendix 4 - Equality Impact Assessment

Appendix 1 – Original Driver/Loader Job description

| | |
|----------------------|-------------------------------|
| SERVICE AREA: | ENVIRONMENTAL SERVICES |
|----------------------|-------------------------------|

SECTION**WASTE SERVICES****POST TITLE****LGV DRIVER/LOADER****POST(S) TO WHICH DIRECTLY RESPONSIBLE**

PRINCIPAL MANAGER

POST(S) FOR WHICH DIRECTLY RESPONSIBLE

REFUSE LOADERS/COLLECTORS

PURPOSE OF JOB

To provide a refuse collection service throughout the Leeds City area

RESPONSIBILITIES

1. Drive and be responsible for any allocated refuse vehicle. Duties will include vehicle checks, required routine maintenance (for example oil and water checks) and cleaning. The operation of any power mechanism which may be fitted. The collection of refuse within a round and the necessary tipping.
2. Transport and supervision of the crew, with responsibility for the operation of the service of the round.
3. When not driving, assist in the loading of the vehicle, wheel bins and bags.
4. Report by radio or telephone, any problem associated with the round to the Area Manager.
5. Responsibility for the mobile phone and correct usage.
6. Responsible for ensuring, with the crew, the best operational relationships between the service and members of the public
7. Respond in a positive way to queries from the authorised Client Officer.
8. Ensure at all times that Health and Safety regulations are observed and complied with eg reversing procedures
9. Attend training courses as necessary
10. Wear protective clothing, boots, gloves, high visibility jackets etc as required by the Department
11. Report suggestions for improvements to the service to Management to increase efficiency and quality in service delivery
12. Ensure that if at all possible the round is completed on the designated day. Be available for overtime working to comply with contractual requirements
13. Answer queries from the public in a polite manner, using customer care principles
14. Undertake, usually as a member of a team, duties concerned with the removal of household waste.
15. Use of a full range of refuse containers(eg household bins, plastic sacks, wheeled bins and paladin bins)
16. Report any vehicle defects noticed in the course of a day and keep the cab clean and free from hazardous objects.
17. Operate any technology fitted to the vehicle for recording purposes.

18. Follow work tip site rules when tipping off.
19. Use and work with all in-cab technology regarding routes, work patterns etc.

20. It should be noted that this job description is subject to occasional changes to incorporate other commensurate duties and responsibilities in response to organisational change/review and to assist flexibility. The duties outlined are not meant as an exhaustive list and will also comprise any other duties within the spirit of the post as specified by the appropriate Officer.

RELATIONSHIPS

The post holder will be required to liaise with members of the Public, staff in other sections of the Department and the Authority and representatives of External agencies.

PHYSICAL CONDITIONS

You will be based at one of our key Depots - Knowsthorpe Way Depot or Henshaw but may be required to work at any other location.

| | |
|--|--------------------|
| Job Description Prepared/ Description | Job |
| Reviewed by Carol Perrier | Approved by |
| Date: September 2009 | Date: |

EMPLOYEE SPECIFICATION Refuse Driver/Loader

Detailed below are the types of skills, experience and knowledge which are required of applicants applying for the post. The "Essential Requirements" indicate the minimum requirements and applicants lacking these attributes will not be considered for the post. The points detailed under "Desirable Requirements" are additional attributes to enable the applicant to perform the position more effectively or with little or no training. They are not essential, but may be used to distinguish between acceptable candidates.

ESSENTIAL REQUIREMENTS**Skills**

Ability to understand verbal and written instructions and follow daily work patterns
Ability to work as part of a team
Ability to manipulate wheel bins and operate lift mechanisms
Ability to identify and report vehicle defects
Ability to use mobile phones and other in-cab technology

Knowledge/Qualifications

LGV Licence Class C & E (equivalent to HGV Class 2)
Of the importance of dealing with members of the public in a polite and courteous manner
Awareness of the current Highway Code

Experience

Of driving HGV vehicles

Behavioural and other job related characteristics

Willing to work unsocial hours at short notice
Willingness to undertake further training
To wear appropriate clothing as required
Willing to abide by the Council's Equal Opportunities Policy
To carry out all duties having regard to an employee's responsibility under the Council's Health and Safety Policies

DESIRABLE REQUIREMENTS**Knowledge**

Of Health and Safety procedures
Of Quality Assurance procedures
Of the Local Authority

Experience

Of working in a similar environment
Of using equipment manual/mechanical
Of working with interruption which may distract

SERVICE AREA: Waste Management

SECTION Refuse

POST TITLE LGV DRIVER/LOADER

POST(S) TO WHICH DIRECTLY RESPONSIBLE

Supervisor

POST(S) FOR WHICH DIRECTLY RESPONSIBLE

PURPOSE OF JOB

To be responsible for providing a safe, efficient and reliable waste and recycling collection service which meets the needs of the citizens of Leeds.

RESPONSIBILITIES

1. Drive safely and be responsible for any allocated vehicle.
2. Be responsible for providing a safe, efficient, and reliable waste and recycling service, which includes following any instructions by your Supervisor/Area Manager
3. Ensure you abide by and work within the values and behaviours expected by the Service and the Council. Be courteous to colleagues and members of the public at all times.
4. Duties will include vehicle checks, required routine maintenance (for example oil and water checks) and cleaning of the cab and bin lifts on a daily basis. You must report any vehicle defects noticed throughout the course of the day.
5. Undertake, usually as a member of a team, duties concerned with the removal of household waste and recycling. Be responsible for the safe use of the vehicle, oversight of the operational round and safety of self and crew members.
6. When not driving, assist in the loading of the vehicle, wheel bins and bags including the operation of any power mechanism which may be fitted.
7. Report any issues to management, using technologies. Be responsible for the correct use of any technology used for recording purposes, including IWMS (Integrated Waste Management System) and mobile phones, following related procedures. Complete training as expected. Input data in the accepted manner and ensure any issues with technology are reported as soon as possible.
8. Ensure delivery of a customer focused Waste Management Service. Answer queries from the

public in a polite manner, using customer care principles.

9. Work in partnership with internal and external partners. Including the back office team, development and contact centre to ensure a high quality service is delivered. Respond in a positive way to queries from Management/other partners.
10. At all times drive safely following the Highway Code and ensure that all relevant Health and Safety regulations are observed and complied with eg Safer Working Instructions 19a and 19b (reversing procedures)
11. Attend training courses as necessary and demonstrate a commitment to keeping up to date with skills and knowledge through self-development.
12. Wear protective clothing, boots, gloves, high visibility jackets etc as required by Health and Safety procedures of the Service. Ensure that requests for new equipment are done where essential and in a timely manner.
13. Report suggestions for improvements to your Supervisor/Area Manager to help improve the delivery of a more efficient and quality service. Adopt a One Council approach.
14. Work with colleagues as part of a Team for Leeds, including the operation of the 'Buddy system' and 'slippage' to ensure there are no missed collections by the end of the scheduled day.
15. Follow disposal site rules when tipping off - this includes going to the allocated sites for tipping off or alternatives as directed.
16. Willing to abide by the Council's Equal Opportunities Policy in the duties of the post, and as an employee of the Council.
17. Willing to take personal responsibility under and abide by the Council's Health and Safety Policy.
18. Be prepared to be flexible and adaptable to change. For example be willing to be trained and available to undertake such as gritting duties when service shut down, eg snow days.
19. As trained, be able to drive a variety of vehicles in order to assist other services with driving duties as and when required.
20. To undertake any other duties appropriate to the grade, as required

It should be noted that this job description is subject to occasional changes to incorporate other commensurate duties and responsibilities in response to organisational change/review and to assist flexibility. The duties outlined are not meant as an exhaustive list and will also comprise any other duties within the spirit of the post as specified by the appropriate Officer.

RELATIONSHIPS

The post holder will be required to liaise with members of the Public, staff in other sections of the Department and the Authority and representatives of External agencies.

PHYSICAL CONDITIONS

You will be based at one of our key Depots - Knowsthorpe Way Depot or Henshaw but may be required to work at any other location.

Job Description Prepared/**Reviewed by**

Libby Megson

Date: August 2013**Job Description****Approved by****Date:**

EMPLOYEE SPECIFICATION Refuse Driver/Loader

Detailed below are the types of skills, experience and knowledge which are required of applicants applying for the post. The "Essential Requirements" indicate the minimum requirements and applicants lacking these attributes will not be considered for the post. The points detailed under "Desirable Requirements" are additional attributes to enable the applicant to perform the position more effectively or with little or no training. They are not essential, but may be used to distinguish between acceptable candidates.

ESSENTIAL REQUIREMENTS

Skills

Ability to understand verbal and written instructions and follow daily work patterns
Ability to work as part of a team
Ability to manipulate wheel bins and operate lift mechanisms
Ability to identify and report vehicle defects
Ability to use mobile phones and other in-cab technology
Ability to learn new information and instructions

Knowledge/Qualifications

LGV Licence Class C (equivalent to HGV Class 2)
Subject to passing driver assessment
Of the importance of dealing with members of the public in a polite and courteous manner
Awareness of the current Highway Code

Experience

Of driving HGV vehicles

Behavioural and other job related characteristics

Willingness to undertake further training
To wear appropriate clothing as required
Willing to abide by the Council's Equal Opportunities Policy
To carry out all duties having regard to an employees responsibility under the Council's Health and Safety Policies

DESIRABLE REQUIREMENTS

Knowledge

Of Health and Safety procedures
Of Quality Assurance procedures
Of the Local Authority

Experience

Of working in a similar environment
Of using equipment manual/mechanical
Of working with interruption which may distract

Appendix 3

Refuse Driver Market Rates research

| Job title | Location | Company | Hourly Rate £p/h |
|--|--------------------------|-----------------------------------|----------------------|
| Class 2 Refuse Driver | Grimsby | BDS Northern | £7.50 |
| Class 2 HGV Refuse drivers | Mansfield (Notts.) | Smart Recruitment | £8.00 |
| Refuse Driver HGV Class 2 (Category C) | Wakefield | Meridian Business Support | £8.00 |
| HGV CLASS 2 DRIVER | Leeds | Network Employment Consultancy | £8.00 |
| Class 2 Refuse Driver | Bradford | TBC | £8.00 |
| LGV / HGV Class 2 Drivers | Doncaster (South Yorks.) | Torus Logistical Solutions | £8.50 |
| Refuse Driver | Kirklees | Kirklees Council | £8.90 |
| Class 2 Refuse Driver | Alfreton (Derbys.) | LTD Company Drivers | £9.00 |
| Class 2 Refuse Driver | Hull | Direct Gov (Company confidential) | £9.22 |
| Refuse Driver | York | City of York Council | £9.94 |
| Refuse Driver | Wakefield | Wakefield Council | £10.17 |
| Refuse Driver | South Yorks | Barnsley Council | £12.77 |
| | | Mean | £9.00 |
| | | Median | £8.90 |
| | | Mode | £8.00 |
| | | 1st quartile | £8.00 |
| | | 2nd quartile | £8.70 |
| | | 3rd quartile | £9.40 |
| | | B3 | £8.90 - £9.91 |

Equality, Diversity, Cohesion and Integration Impact Assessment - Organisational change impacting on the workforce

As a public authority we need to ensure that all organisational change arrangements impacting on the workforce have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

| | |
|--|-----------------------------|
| Directorate: Environments & Neighbourhoods | Service area: Refuse |
| Lead person: Susan Upton | Contact number: |
| Date of the equality, diversity, cohesion and integration impact assessment: 19th September 2014 | |

2. Members of the assessment team:

| Name | Organisation | Role on assessment team e.g. service user, manager of service, specialist |
|-----------------|---------------------|--|
| Libby Megson | LCC | HR Specialist |
| Adrienne Postle | LCC | HR Specialist |
| Susan Upton | LCC | Chief Officer |
| | | |
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| | | |

3. Summary of the organisational change arrangements to be assessed:

Change to Refuse Driver job description and pay grade in line with modernisation of the service and market forces research. Move from B1 to B3 grade.

4. Scope of the equality, diversity, cohesion and integration impact assessment

4. organisational change

(please tick all appropriate boxes that apply below)

| | |
|-----------------------------------|-------------------------------------|
| Restructuring and assimilation | <input type="checkbox"/> |
| Re-organisation and job re-design | <input checked="" type="checkbox"/> |
| Flexible deployment | <input type="checkbox"/> |
| Early Leavers Initiative | <input type="checkbox"/> |
| Cessation of a service | <input type="checkbox"/> |
| Downsizing of a service | <input type="checkbox"/> |
| Switching | <input type="checkbox"/> |
| Recruitment | <input type="checkbox"/> |
| Equal pay considerations | <input checked="" type="checkbox"/> |
| Job evaluation | <input checked="" type="checkbox"/> |

Any other organisational change arrangements

Please provide detail:

In line with modernizing the Refuse service, and introducing further alterations to working practices in addition to route changes (via Alternate Weekly Collection project) and new systems (Integrated Waste Management System the time is right to review the Driver job description and pay rate to ensure fit for purpose.

| | |
|---|-------------------------------------|
| 4a. Do your proposals relate to: please tick the appropriate box below | |
| The whole service | <input type="checkbox"/> |
| A specific part of the service | <input checked="" type="checkbox"/> |
| More than one service | <input type="checkbox"/> |
| Please provide detail: This will effect Refuse Drivers only within the Waste Service. | |

| | |
|--|-------------------------------------|
| 4b. Do your proposals relate to: please tick the appropriate box below | |
| Employment considerations only | <input type="checkbox"/> |
| Employment considerations and impact on service delivery | <input checked="" type="checkbox"/> |
| Please provide detail: The newly designed job description requires additional responsibilities. The market forces argument has been tested against other similar regional job roles. | |

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| 5. Fact finding – what do we already know Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback. (priority should be given to equality, diversity, cohesion and integration related information) |
| The revised Refuse Driver/Loader job description has been formally job evaluated and the |

appropriate score justified. This brought the Grade to a clear B1 category. Further research into similar driving roles across the region gave a span of salaries. Figures around the B3 grade showed prominently as the average for such duties and as such the market forces argument stood strong.

Are there any gaps in equality and diversity information
Please provide detail:

Action required:

6. Wider involvement – have you involved groups of people who are most likely to be affected or interested

Yes

No

Please provide detail:

Action required:

7. Who may be affected by this activity?

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

Equality characteristics

Age

Barriers

Ability

Gender reassignment

Race

Religion

| | | |
|--|--|--|
| | or Belief | |
| <input checked="" type="checkbox"/> Sex (male or female) | <input type="checkbox"/> Sexual orientation | |
| <input type="checkbox"/> Other | | |
| (for example – marriage and civil partnership, pregnancy and maternity, social class, income, unemployment, residential location or family background, education or skills level) | | |
| Please specify: | | |
| Stakeholders | | |
| <input type="checkbox"/> Services users | <input checked="" type="checkbox"/> Employees | <input checked="" type="checkbox"/> Trade Unions |
| <input type="checkbox"/> Partners | <input type="checkbox"/> Members | <input type="checkbox"/> Suppliers |
| <input type="checkbox"/> Other please specify | | |
| Potential barriers. | | |
| <input type="checkbox"/> Built environment | <input type="checkbox"/> Location of premises and services | |
| <input type="checkbox"/> Information and communication | <input type="checkbox"/> Customer care | |
| <input type="checkbox"/> Timing | <input type="checkbox"/> Stereotypes and assumptions | |
| <input checked="" type="checkbox"/> Cost | <input type="checkbox"/> Consultation and involvement | |
| <input type="checkbox"/> Other specific barriers to the organisational change proposals | | |
| Please specify | | |

| |
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| 8. Positive and negative impact |
| Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers |
| 8a. Positive impact: |
| Creating the right role required by the service to maintain and improve levels of customer service and satisfaction in the collection of the city's waste. New Job description and grade links closely with market forces encouraging a maintained workforce with knowledge and skills. |
| Action required: |

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| 8b. Negative impact: |
| Increased costs to the service (these have been considered and calculated for future budget years). There remains an outstanding cost of £115K to find in 15/16 budget and compensating savings. |
| Action required: |
| |

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|---|
| 9. Will this activity promote strong and positive relationships between the groups/communities identified? |
| <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Please provide detail: |
| Action required: |

| |
|--|
| 10. Does this activity bring groups/communities into increased contact with each other (e.g. in schools, neighbourhood, workplace)? |
| <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Please provide detail: |
| Action required: |

| |
|--|
| 11. Could this activity be perceived as benefiting one group at the expense of another? |
| <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

Please provide detail:

The costs associated with this change is held within the remit of the Waste Service budget only.

Action required:

12. Equality, diversity, cohesion and integration action plan

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

| Action | Timescale | Measure | Lead person |
|--------|-----------|---------|-------------|
| | | | |
| | | | |
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13. Governance, ownership and approval

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

| Name | Job Title | Date |
|------|-----------|------|
| | | |

14. Monitoring progress for equality, diversity, cohesion and integration actions (please tick)

As part of Service Planning performance monitoring

As part of Project monitoring

Update report will be agreed and provided to the appropriate board
Please specify which board

Other (please specify)

15. Publishing**Date sent to Equality Team****Date published**