

West Suffolk Waste and Street Scene Services Joint Committee 18 October 2013

Review of Waste Management Processes

1. Summary and reasons for recommendations

- 1.1 This report updates the Joint Committee on progress on the alignment of service policies in waste management and street cleansing following the recent business process engineering review of the service.
- 1.2 Minor amendments of key policies are required to ensure consistency in the approach between both councils and to effect efficient transition to channel shift as part of the development of the central customer support team.
- 1.3 These are interim proposals as it is intended as part of the development of the Waste Management IT system, to undertake a phased review of the policies.

2. Recommendations

- 2.1 It is **RECOMMENDED** that:
 - (1) the contents of Report E142, in particular the current processes and policies in place and those areas to be subject to a future review, be noted;
 - (2) the amendments and clarifications as set out in Tables 2 to 7 of Report E142, which will take effect from 1 April 2014, be approved; and
 - (3) the Equality Impact Assessment contained in Appendix 2 be noted.

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3. Corporate Priorities/Strategic Priorities

3.1 The recommendations meet the following, as contained within the Corporate/Strategic Plan:

Forest Heath District Council (FHDC)

- (a) Being an effective and efficient Council; and
- (b) maintaining quality services.

St Edmundsbury Borough Council (SEBC)

- (a) Working together for prosperous and environmentally-responsible communities; and
- (b) Working together for an efficient Council.

4. Key issues

4.1 The service policies and associated standards are operational guidelines that set out the level of service that is to be expected by all service users. The policies have historically been introduced as part of the service development and transition, in consultation with relevant stakeholders (where applicable) and approved by Cabinet and Committee.

4.2 The benefits of the policies have been to:

- (a) ensure a consistent level of service delivery to all residents;
- (b) ensure that service provision is made within the resources available;
- (c) encourage correct behaviours among service users; and
- (d) provide clarity for Members, staff, service users and Officers regarding the type, nature and expectation of services provided.

Policy background

4.3 The strategic direction of waste and street scene management in West Suffolk is underpinned by Suffolk's Joint Municipal Waste Management Strategy, adopted in 2003 and revised in 2008 and 2012. The Strategy sets out the vision for wastes management to recycle 60% of municipal waste, supported and guided by a number of targets and overarching policies.

4.4 At a local level, Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC) provide a range of waste collection and street scene services to residents and businesses including waste and recycling collections, clinical and hazardous waste collections, street cleansing, abandoned vehicle enforcement, flytipping management etc. The vast majority of this activity is delivered in line with the statutory duties and responsibilities set out in the Environmental Protection Act 1990 and associated legislation, under which both councils undertake specific duties as a Waste Collection Authority and a Principal Litter Authority. Within these important services, the legislation clearly sets out the service functions, responsibilities and expectations but offers a degree of discretion in terms of the following:

- (a) the charging of specific services;
- (b) the method of waste collection including receptacles, collection frequency etc.; and

(c) the method and intensity of street cleansing services.

4.5 To enable the consistent and effective delivery of services, both councils have also adopted a number of local policies, where discretion in service delivery exists. These are listed in table 1 below:

Table 1: Current service policies in operation

1	Alternate weekly collection of waste, including:	
	• Frequency of collection	• Contaminated bins
	• Containers provided	• Containers not put out for collection
	• Side Waste	• Repair/replacement of broken/lost bins
	• Bulky Waste Collections	• Missed Bins
	• Assisted Collections	• Additional waste (sack policy)
2	New housing developments	
3	Commercial Waste	
4	Clinical Waste	
5	Hazardous Waste	
6	House clearances	
8	Street cleansing, including:	
	• Abandoned vehicles	• Street cleansing operations
	• Litter/dog bin provision	

4.6 The policies set out how both councils deliver the core functions of their waste and street scene services. More specifically, these policies also reflect the focus of significant customer contact and offer similar approaches by both councils by virtue of the fact that:

- (a) the key principles within the process are the same; and/or
- (b) a joint process has been developed and adopted by the Joint Waste Committee.

Development of policies

4.7 FHDC and SEBC have worked in partnership on waste for a number of years and provide a comprehensive and similar service.

4.8 As identified previously, certain process provisions are simply related to our statutory duty and/or limited to our ability to apply discretion to service charging (the charges of which are reviewed and agreed annually). However, there is scope for reviewing some of these policies moving forward and as part of the corporate progression of shared services, a Business Process - review of the service has recently been undertaken to determine how the principles of the Customer Access Strategy and the Target Operating Model can be adopted.

4.9 A series of Business Process Re-engineering (BPR) workshops held in spring 2013 with members of the West Suffolk waste and street scene team resulted in a report which sets out a number of proposals for how customers will access the waste, street scene and landscapes services offered in the future.

4.10 This review considered household waste, street scene and landscapes and focused almost exclusively on remodelling the 17 main work processes that started with a customer request, application or report. This included considering how customers approach the council, in order to encourage "channel shift" i.e. enable more information and transactions (e.g. reporting, payments, service

requests etc.) to be available using online services rather than reliance on telephone contacts. It also considered how the website might be designed and structured so as to make online access to services as simple as possible.

- 4.11 During the course of the customer access workshops, a number of process questions arose on which decisions are needed. Many relate to issues where process or practice has differed between FHDC and SEBC, so clarification is needed as the policies underpinning the two services begin to come together and operational practices start to be harmonised. The list of relevant process/policy questions raised is included in Appendix 1. For noting, a significant number of queries were raised in relation to the bulk waste collection service, and it is intended to undertake a full review of this service policy in addition to the interim position recommended in this report.
- 4.12 In order to agree a single approach for both councils, the key outline, current approach, potential impact and proposed joint approach are outlined for each of the following policies (tables 2 to 7 below):
- (a) missed bins;
 - (b) replacement of bins;
 - (c) new residential developments;
 - (d) side waste (i.e. waste left out beside the designated wheeled bin);
 - (e) bulky waste collection; and
 - (f) asbestos collection and disposal.
- 4.13 For noting, the following proposals are in relation to current processes/policy.

Table 2: Missed bins/bins not put out for collection

Title:	Missed bins/bins not put out for collection	
Summary:	Sets out what happens when bins have not been collected on their collection day. This does not include instances where bins have not been emptied due to contamination (recycling bins only).	
FHDC approach:	Regardless of fault, we will return to collect a missed black bin when instructed by the customer contact team. If we miss a blue or brown bin, West Suffolk branded sacks are sent to the customer to manage their waste until their next scheduled collection.	SEBC approach: If the customer has missed the collection of their black bin due to their own fault they must pay £15 for a return visit. Alternatively the customer can request West Suffolk branded sacks to manage their waste until their next scheduled collection. If the collection crew have missed a bin that was presented for collection, we will return free of charge to collect it. If we miss a blue or brown bin, West Suffolk branded sacks are sent to the customer to manage their waste until the next scheduled collection.
Proposed joint approach: (1) Where operationally practicable e.g. a collection vehicle is in close proximity to the property, we will arrange for the collection of the bin. (2) Where not practicable, sacks will be sent to the property. (3) If a return visit is requested, a charge will be made as current. (This charge will be reviewed and agreed)		

Impact: For noting, the number of missed black bins from 1 September 2012 to 31 August 2013 was 286 (out of about 1.2 million). During the same period, fifteen residents paid for a missed bin collection, generating an annual income of £195.

As part of the development of the in-cab technology, there will be improved management of missed bins due to "real-time" recording by refuse crews at the bin collection points and automatic updates to the back office computer system.

There are other options available to residents who do not wish to pay for the return bin collection service.

Table 3: Replacement of bins

Title:	Replacement of bins	
Summary:	Sets out how broken or lost bins are replaced.	
FHDC approach: If a bin is reported by the resident as missing following collection, the resident is asked to wait 24 hours before calling back to request a replacement. This is to avoid providing bins in circumstances where bins are mistakenly taken by neighbours and subsequently returned, thus enabling residents to use two bins or requiring us to return to collect. Bins are replaced free of charge.	SEBC approach: If a bin is reported by the resident as missing following collection, a replacement bin is organised immediately. Bins are replaced free of charge on three occasions. If bins require replacement more than three times in a 12 month period, a charge for delivery may be applied. If bins are burnt out a delivery charge of £10 is applied.	
Proposed joint approach: (1) Process the replacement immediately. (2) Charge residents for the replacement of bins if required more than three times a year. (3) Cease charging residents in SEBC for the removal and replacement of burnt out bins.		
Impact: (1) The combined bin delivery service currently in operation (based on location specific scheduled delivery days) allows time for residents to report if their bin returns unexpectedly. (2) The number of properties requiring replacement containers more than three times a year is extremely low (less than ten per year). (3) The number of occurrences of burnt out bins is extremely low (less than ten per year). (4) Officers monitor requests to ensure that the system is not abused.		

Table 4: New residential developments

Title:	New housing developments	
Summary:	Sets out how residents of new-build properties are provided with receptacles.	
FHDC approach: Ensure three, wheeled containers (if appropriate) are delivered to new properties at request of resident. There is no charge for this service.	SEBC approach: Refer residents to developer to ensure containers are provided. If a developer refuses to provide the containers to the resident, SEBC will deliver and seek to recover cost from developer.	
Proposed joint approach: (1) Residents are provided with the relevant receptacles by the Council. (2) Seek to recover costs from new-build		

<p>developers for receptacle provision and delivery. This includes developing a process with the Planning Department to ensure that receptacle provision is considered during the Planning application and approval processes.</p>
<p>Impact: Change in policy for FHDC. The purchase and delivery cost of three standard 240lt household bins is approximately £90. The bin provision cost is considerable in new build developments.</p>

Table 5: Side waste

Title:	Side waste	
Summary:	This policy clarifies out the conditions in which waste will or will not be collected if left beside the bin. The policy applies to the residual, recycling and organic collections.	
FHDC approach: No additional waste is collected unless it is in a West Suffolk branded sack. Additional residual waste is not collected.		SEBC approach: No additional waste is collected unless it is in a West Suffolk branded sack. Additional residual waste is not collected.
Proposed joint approach: (1) Continue to collect side waste in approved Council branded sacks only. (2) Encourage additional recycling using West Suffolk branded sacks.		
Impact: No significant change to current status for either council.		

Table 6: Bulky waste collection

Title:	Bulky waste collection	
Summary:	Sets out the service residents are provided with to collect items that do not fit inside their landfill wheeled bin.	
FHDC approach: This is an on-demand service. Residents are provided with a scheduled collection day. There is a maximum of 10 pre determined items collected. The first five items are charged at a fixed rate, with a fixed charge per item for any thereafter (up to 10 items in total). A subsidised collection charge is available for recipients of Housing Benefit and Council Tax reduction.		SEBC approach: As FHDC. However, the subsidised collection charge is also available to recipients of Job Seekers Allowance, Pension Credits, Working Tax Credits and Income Support.
Proposed joint approach: (1) Retain the current approach but limit the subsidised collection charge in SEBC to recipients of Housing Benefit and/or Council Tax reduction. (2) Only allow each household one discounted collection per year. (3) For residents with additional waste to that permitted as by this policy, a "house clearance" removal cost will be quoted, albeit the resident will reserve the right to seek alternative providers.		
Impact: Over the last 12 months, 1,291 bulk refuse collections were undertaken in SEBC. Of these, 409 were collected at the subsidised rate, of which 87 collections received the discount as a result of Job Seekers Allowance, Pension Credits, Working Tax Credits and Income Support. This suggests that 6% of total households using the service will no longer be able		

to seek a discounted collection. (The budget impact is positive but minor). For noting, the charge is agreed annually as part of the annual Fees and Charges report.

At present it is only possible to undertake an online check of Housing Benefit and Council Tax reduction. Manual checks are undertaken for the other benefits.

For noting, a comprehensive review of the bulk collection service policy is to be undertaken to consider service charges, subsidy rates, number of subsidised collections permitted annually, included waste etc.

Table 7: Asbestos collection and disposal

Title:	Asbestos collection	
Summary:	Sets out how residents deal with asbestos disposal from their homes.	
FHDC approach:	Residents are provided with three options:	SEBC approach:
(1)	Pay £140 for up to 12 sheet of asbestos to be collected by FHDC operatives. Waste must be double bagged and sealed, bags provided in advance of collection at time of booking.	(1)
(2)	Find a registered commercial contractor to remove larger amounts.	(2)
(3)	Take the double bagged and sealed asbestos to Gt Blakenham. Quantities up to ¼ tonne subsidised by FHDC.	Residents are given two options: Pay £140 for up to 12 sheet of asbestos to be collected by FHDC operatives. Waste must be double bagged and sealed, bags provided in advance of collection at time of booking. Find a registered commercial contractor to remove larger amounts.
Proposed joint approach: (1) Provide residents with options 1 and 2 only.		
Impact: FHDC residents would no longer have any options for free disposal of asbestos up to a quarter of a tonne. Currently this option is only used by two to three residents per year. If this option ceased it would provide a saving of up to £100 per year.		
For noting, due to potential health impacts, asbestos management is specifically regulated and expensive. The charge requires reviewing as it is below the local commercial rate and the majority of the charge relates to the fixed costs associated with the specific way that this waste is managed. Options to manage small amounts are limited but we have organised deposit points at a local Transfer station where possible.		

4.14 The purpose of the above amendments is to align current process differences to support the delivery of shared services, whilst continuing to provide responsive services to customers. As part of this, it must be accepted that certain policy decisions are not straight forward and a certain degree of officer discretion and judgement is required. This is particularly important due to the practical nature of the work and the obvious variation in individual residents' circumstances.

Future development

- 4.15 Members will also be aware of the changing landscape for waste and street scene services, encompassing:
- (a) the development of a new transfer station infrastructure;
 - (b) the procurement of new contracts for the recycling and composting of municipal wastes, that may change the types of wastes collected;
 - (c) the pursuit of service commercialism and the review of service offering and discretionary charging;
 - (d) the successful establishment of a new staff structure and central Customer Contract Centre, the success of which will be dependant upon staff having access to clear and current service information;
 - (e) the introduction of a new back office system to manage waste, street scene and grounds maintenance processes which must be designed to reflect policy decisions and revisions; and
 - (f) the need to adopt appropriate service charges to ensure they reflect the additional costs of service delivery.
- 4.16 To meet the requirement of the above, Officers intend to undertake a programmed review of current processes, policies and discretionary charges to ensure that they are:
- (a) accessible to customers;
 - (b) clear in their interpretation and intent; and
 - (c) fair, whilst also supportive of the wider business need.
- 4.17 As part of this review, specific actions required include:
- (a) design a policy *proforma* and create a complete set of joint policies, which are accessible both to customers and staff;
 - (b) specifically investigate and adapt current policies in the following areas:
 - (i) larger/smaller bin requests;
 - (ii) sack collection services;
 - (iii) the collection of bulk refuse;
 - (iv) service charging;
 - (v) collection of clinical waste;
 - (vi) collection and disposal of dead animals;
 - (vii) clearing mud on highway; and
 - (viii) translation services;
 - (c) design and develop our back office IT systems to reflect process decisions and to adopt consistent, transparent and lean processes.
- 4.18 All future process changes will be presented to the Joint Waste Committee where necessary.

5. Other options considered

- 5.1 The purpose of this report is to set out the actions undertaken to align the minor differences in a number of West Suffolk waste and street scene processes and policies.
- 5.2 As part of the development of the service referred to in para 4.13 above, any future policy revision will be undertaken in line with corporate expectations and in association with the Joint Waste Committee, unless in circumstances where Officer discretion is permitted.

6. Community Impact

6.1 Crime and Disorder Impact *(including Section 17 of the Crime and Disorder Act 1998)*

- 6.1.1 There are no crime and disorder implications identified in this report.

6.2 Diversity and Equality Impact *(including the findings of the Equality Impact Assessment)*

- 6.2.1 An Equality Impact Assessment has been completed as an overview of the Waste and Street Scene Service.
- 6.2.2 There are no human rights or diversity implications associated with this report.

6.3 Sustainability Impact *(including completing a Sustainability Impact Assessment)*

- 6.3.1 Future policy will be in line with the international and national sustainability objectives.
- 6.3.2 The Waste and Street Scene Service aims to contribute positively to the provision of sustainable waste and street scene services.
- 6.3.3 The processes and policies adopted aim to reduce the total amount of waste sent to landfill through increasing the amount of waste available for re-use, recycling and composting. Furthermore, the provision of an effective street scene service will maintain high environmental standards and protect local amenity.

6.4 Other Impact *(any other impacts affecting this report)*

- 6.4.1 There are no other impacts affecting this report additional to those outlined under the section of this report referring to the proposed alignment of current processes/policy.

7. Consultation *(what consultation has been undertaken, and what were the outcomes?)*

- 7.1 No direct consultation has taken place but feedback from other councils, individual residents and trends in the waste industry and government initiatives are taken into account.

8. Financial and resource implications (*including asset management implications*)

8.1 There are no anticipated resources implications associated with this report.

8.2 The alignment of policies will have a low impact on council income associated with discretionary charges.

9. Risk/Opportunity Assessment (*potential hazards or opportunities affecting corporate, service or project objectives*)

Risk area	Inherent level of Risk (before controls)	Controls	Residual Risk (after controls)
	High/Medium/Low		High/Medium/Low
Customer dissatisfaction regarding payment discretion for certain welfare benefits	Medium	Option to take household waste free of charge to SCC Household Waste and Recycling Centres.	Low
Failure to achieve consensus	Medium	Systems will need to be designed to accommodate different council policies.	Medium

10. Legal and policy implications

10.1 There are no policy compliance issues associated with this report.

10.2 All service activities are in line with the Partnering Agreement and supported both councils' policies and objectives.

10.3 The approach taken supports the national waste hierarchy and the vision and actions of the Joint Municipal Waste Management Strategy for Suffolk.

10.4 There are no legal implications associated with this report.

11. Wards affected

11.1 All wards across both councils.

12. Background papers

12.1 None

BPR review of waste services

During the course of the customer access workshops, a number of process/policy questions arose on which decisions are needed. Many relate to issues where policy or practice has differed between FHDC and SEBC, so clarification is needed as the policies underpinning the two services begin to come together and operational practices start to be harmonised.

Ref.	Question	Issue	Current	Action Required
2	What is the council's policy on refunds?	Policy	No refunds except for trade waste.	None
6	Should we go back and collect missed black bins for £15 or should this be stopped? (currently done in SEBC but not FHDC)	Missed Collection Policy Service Standard	Variable approach	Yes
7	Should we send sacks for missed blue and brown bins? If so, should we charge? Practice currently varies	Missed Collection Policy Service Standard	Varies by Council and bin service	Yes
8	Should we ask customers to wait 24 hours before reporting a lost bin (if not in back of freighter)?	Lost Receptacle Policy Service Standard	Varies by Council	Yes
10	What is our policy on larger bins? If people can demonstrate a need, do we give them one? Or do we want to discourage them? Practice currently varies	Waste Receptacle Policy Standards	Larger Family Other needs e.g. medical reasons etc.	Develop current approach.

Ref.	Question	Issue	Current	Action Required
11	What is our policy on larger blue bins? Do we want to issue them in the future? Should we allow customers to have them without too much investigation? Practice currently varies	Waste Receptacle Policy Standards	As above plus Excess recyclables	Develop current approach.
12	What is our policy on smaller bins? If people can demonstrate a need, do we give them one? Or do we want to discourage them? Practice currently varies	Waste Receptacle Policy	Provided or issue sacks.	Develop current approach.
13	Do we want to offer a sack collection for people whose properties are too small for bins or who are struggling with their normal bin due to frailty or disability? Practice currently varies	Waste Receptacle Policy	SEBC – Yes FHDC - Yes	Develop current approach.
14	Do we allow people to have some smaller bins and some standard, or do they have to have all three the same?	Waste Receptacle Policy	Yes as long as they recycle.	Develop current approach.
15	Do all households have to have all three bins? Can customers with no garden request only blue and black bins?	Waste Receptacle Policy	No – subject to circumstances. Yes – slight amendment to include sack option – esp. to avoid garden waste in black bin.	Develop current approach.
18	If we offer a subsidy, what benefits should be eligible? (currently different in SEBC/FHDC)	Policy	FHDC – Housing and Council Tax benefit SEBC as above plus Pension Credit, Job Seekers Allowance, Income Support and Working Tax Credit (all customer evidenced)	Yes

Ref.	Question	Issue	Current	Action Required
20	What is our policy on house clearances?	Policy	Quote for work	Develop quotation process.
29	What should be our future position on subsidy of asbestos? FHDC subsidise up to ¼ tonne. SEBC – no subsidy.	Policy Process	Joint approach in place	Yes

Equality Impact Assessment

EqlA Template

This template should be used alongside the guidance on Equality Impact Assessments.

EqlAs offer an opportunity for council staff and their teams to think carefully about the impact of their work on local people and other members of staff. They can then take action that will promote equality for all.

EqlAs should make sure that equality is placed at the centre of policy development and review, as well as service delivery.

Department/ Service carrying out the Assessment	Waste Management and Property Services
Title of Policy (service, function, plan)	Waste collection services
Summary of aims, objectives and outcomes	To protect and improve public health and the environment through effective waste and street scene services. Align current policies adopted by Forest Heath District Council and St Edmundsbury Borough Council, where minor variations currently exist.
Is this new or existing?	Aligning current policies
Lead Officer carrying out the Assessment <i>Please state name, title, service and telephone number</i>	Mark Christie, Business Manager, Waste and Street Scene 01638 719220 Kate McFarland, Waste Projects Officer, Waste and Street Scene 01284 757668
Date of Assessment	2 nd October 2013

Q1. Does/will the policy affect the public directly or indirectly?

Directly

Q2. Who are the intended **beneficiaries** from this policy?
E.g Staff, Residents, a specific community group?

All service users (statutory and discretionary services)

Q3. Are other internal departments or external partners/contractors involved in the delivery of this policy? If yes please name below.

N/A

Q4. What does available data / research/ results of consultation that you have reviewed or carried out in the process of developing the policy indicate on the take-up, usage of services and other outcomes of the proposed policy (service, plan or function) for different equalities groups?

Waste collection services are provided to all domestic properties throughout West Suffolk.

Most services provided are statutory, albeit discretion is provided in terms of how the service is delivered.

In terms of current services we maintain a database of residents receiving the service which provides historic information about residents using the service e.g. location, disability factors etc, and the take up rate of services.

The development of the waste collection service was also based on extensive trials and customer satisfaction surveys.

Q5. Has information about the needs of diverse groups informed development of the policy? *Evidence to show yes can include feedback from users, results of consultations. If there is no evidence you must state why and how you will rectify this.*

Yes. As in Q4 above. The waste and street scene services are available to all groups and service adaptations are provided in relation to disability.

Q6. Could a particular group be affected differently in either a **negative** or **positive** way? (**Positive** – it could benefit, **Negative** – it could disadvantage, **Neutral** – neither positive nor negative impact or **Not sure**?)

	Type of impact, reason & any evidence
Disability	Positive – the service provided is tailored to increase accessibility for service users. Wheeled bins are provided to improve waste storage and ease of waste movement. Options are also available, free of charge, to assist those unable to place their bins out for collection and service instructions are available in alternative formats.
Race (including Gypsy & Traveller)	Neutral

Age	Neutral
Gender	Neutral
Sexual Orientation	Neutral
Transgender	Neutral
Religion/Belief	Neutral
Rurality	Neutral

Q7. What do you think are the main issues that could hinder the effective implementation of equality / diversity within your policy (service, plan or function) area?

No main issues.

Q8. Could other socio-economic groups be affected e.g. carers, ex-offenders, low incomes? *If Yes/No please explain how/why and produce evidence to confirm this (e.g. Statistics/consultations on low income families and the need for fuel poverty projects)*

Yes

Decreasing the number of benefits accepted to qualify for the subsidised bulk waste collection charge is an outcome of the amended policy. However this will affect a very small number of people and the two important benefits (Council Tax and Housing Benefit) are still eligible criteria for the subsidised charge.

Q9. How will you monitor the continuing impact of the policy, function, plan or service?

- Performance indicators
- User satisfaction
- Numbers of users
- Consultation or involvement
- Workforce monitoring data
- Complaints
- External verification
- Eligibility criteria
- Other (please state):

Q10. Is there an opportunity to promote equality and/or good community relations? *If Yes please state how, if No please explain how this may be overcome. If you are not sure this indicates that further analysis of the community requirements is needed to provide a definite answer.*

The services are provided to all residents and advertised through distributed literature annually and on the website. Development of the website is important and will be undertaken in line with the progression of the back office IT system.

Q11. What are your conclusions on the impact of the proposed policy (service, plan or function) on different equalities groups?

(I.e. race, gender, disabilities, lesbian/ gay/bisexual/transgender, age, faith communities etc.)

There are no adverse impacts on the different equalities groups.

Implementation and Review

At this stage an Action Plan / Improvement Plan should be developed to address any concerns or issues related to equality in the proposed policy. This plan should be integrated into the appropriate Service Plan.

Looking at the completed EqlA please identify where there are gaps in the evidence. What changes or practical measures would help reduce the adverse impact on particular equality groups? Do you need to collect more information in order to analyse the impact of the policy, plan, function, service? Your actions need to state how you intend to undertake the work and give a timeline for this.

Actions Required	Timeframe	Resources/costs	Lead Officer Responsible
Phased review of policies as part of the development of the Waste Management service IT system.	March 2015	As part of IT project implementation plan.	Waste Strategy Officer
Development of IT system to support the processes and policies adopted.	March 2015	As part of IT project implementation plan.	Waste Systems Development Officer