

Swindon Borough Council Diversity Impact Assessment (DIA)

Adoption of Fully Optimised Waste and Recycling Routing System, October 2016

1. What's it about?

This DIA concerns the proposal is to adopt a new model of working for the (approximately 100) staff that make up the Waste and Recycling Crews, which will have a direct impact on; working practices, costs, crew numbers, vehicle numbers and working hours. Currently, the team use a manual system for the routes taken by the crews in collecting refuse and recycling in Swindon. Through working with a software company, Webaspx, the Waste Management team are now in a position to revise the way the teams work and use a Webaspx software product called WM Design to create new, more efficient, routes. In working with Webaspx, three different operating models, called tactical models have been developed for consideration.

The three tactical models are outlined below:

- 1) The first model is a five day working pattern which matches the existing practice. It means we have fewer crews. The attended hours of the crews remain the same, but it is likely that a greater proportion of their attended time will be working on collecting, because the route will fill the days of the crews more fully than they are at the moment. Also, the current practice of 'task and finish', whereby each individual crew is permitted to leave the premises once their allotted amount of work has been completed will be replaced by 'Group Task and Finish' whereby each service (Refuse, Kerbside Recycling, Green Waste or Plastics) will ensure that the work of the entire service has been completed before they go home.
- 2) The second model is a four days working pattern, which differs from existing practice. The attended hours of the crews will expand to 10 hours per day, additionally, it is expected that a higher proportion of the day than currently will be devoted to waste collection.
- 3) The third model is for a five day working pattern, but with double shift working rather than the current single shift as currently.

Each of these options offers cost and efficiency benefits for the Council and will impact on the crews and staff differently.

However, it is important to note that the financial modelling and risk assessments undertaken have shown that tactical model one is the most beneficial. Therefore, the review of options two and three below show additional considerations made during the decision making process.

2. Who's it for?

The proposal will deliver savings and efficiency gains, which have been identified in a programme of work at Waterside, The changes are intended to improve the service for the community. In addition to this the new way of working will balance the routes between the crews and be fairer. All of the models require a move away from the current task and finish (evidence suggests that currently a number of crews are regularly finishing well in advance of their contracted finish times). The work rates of all the crews are expected to deteriorate by 10% or more, which is built in to each option.

The options all include a reduction of headcount of between 2 and 11 people. The number of staff affected by this change is 100.

3. Impact

Option 1.

In terms of staff:

- a) This option most closely matches the existing working patterns, it is not envisaged that the variance to routes will impact the staff additionally in terms of diversity. Therefore, whilst there is no impact on the current service, this document does not address the Diversity Impact of the current service operation.

In terms of the community

- a) This option most closely matches the existing working patterns, it is not envisaged that the variance to routes will impact the community additionally in terms of diversity. Therefore, whilst there is no impact on the current service, this document does not address the Diversity Impact of the current service operation.

Option 2

In terms of staff:

- a) This option requires an alteration to four day working and extended working hours. This is likely to negatively impact: caring duties (the longer working day will mean any care arrangements for children or other dependents might need to change), age (the longer working day may negatively impact on the older staff). Religion (the alteration to the working hours may negatively affect religious attendance, e.g. during Ramadan, the longer working hours would be more challenging without food). However, the four day working week may also bring positives to some staff. This option would result in higher basic pay for the staff as their working week expands from 37 to 40 hours.

In terms of the community:

- a) In terms of the community this option is very similar to the existing working patterns, it is not envisaged that the variance to routes will impact the community additionally in terms of diversity.

Option 3

In terms of staff:

- a) This option requires alteration to double shift working. This is likely to negatively impact: caring duties (the longer working day will mean any care arrangements for children or other dependents might need to change), age (the evening working / antisocial hours may negatively impact on the older staff). Religion (the alteration to the working hours may negatively affect religious attendance plus the earlier example given of Ramadan and fasting).

In terms of the community:

- a) In terms of age and disability this could cause issues retrieving bins / containers in the evening and in darkness, less likely to have support workers available. Evening collections may cause stress to older residents. Assisted collections at 9.00pm may result in stress, disturbance and

be contrary to routines (identifying authorised staff for assisted collections would be more difficult at night).

4. How will this proposal meet the equality duties?

The equality duties of the authority are to eliminate discrimination, harassment and victimisation as well as to advance equality of opportunity and the fostering of good relations. In terms of the options presented, Options One and Two offer no identifiable differences from our current service. Option Three however, poses some challenges for the reasons outlined above, by extending the working hours of the staff to the evening, it could be discriminatory to those residents with assisted collections (Elderly, residents with disabilities).

5. So what?

Each of the options has been carefully considered and the impacts assessed to ensure that those groups affected by this change are adequately consulted with.

The primary impacts are with staff and this DIA will inform consultations with them.

Given the more significant impacts of Option 3, the content of this DIA has informed the decision as well as the usual risk assessments.

In terms of on-going impact measurement, on-going consultation with the affected parties will be undertaken and records kept. Any modifications identified will be reviewed. A consultation process is planned with Unions and Crews as part of the adoption of any of the operating models.

Any changes to staffing as a consequence of these proposals will follow standard agreed procedures, involving the unions, clear information and advice to staff and the longest possible timescales for consultation and response.

For the record	
Name of person leading this DIA: Martin Clegg	Date completed: 040316
Names of people involved in consideration of impact: David Robertson, Kate Bishop	
Name of manager signing DIA:	Date signed:

Diversity Impact Assessment – an inclusive business planning tool

1. What's it about? refer to equality duties

- What is the proposal? What outcomes/benefits are you hoping to achieve
- Who's it for?
- How will this proposal meet the equality duties?
- What are the barriers to meeting this potential?

2. Who's using it? consider all equality groups

- What data/evidence do you have about who is or could be affected? (e.g. equality monitoring, customer feedback, current service use, national/regional/local trends)?
- How can you involve your customers in developing the proposal?
- Who is missing? Do you need to fill any gaps in your data?

3. Impact consider dimensions and equality groups

Using information in parts 1 & 2:

- a) Does the proposal create an adverse impact which may affect some groups or individuals? How can this be mitigated or justified?
> What can be done to change this impact?
- b) Does the proposal create benefit for particular groups or individuals. Is it clear what this is? Can you maximise the benefits for other groups?
 - Does further consultation need to be done? How will assumptions made in this assessment be tested?

4. So what?

- What changes have made in the course of this DIA?
- What will you do now and what will be included in future planning?
- When will this be reviewed?
- How will success be measured?

Considerations

Our equality duties

1. Eliminate discrimination, harassment and victimisation
2. Advance equality of opportunity
3. Foster good relations

Equality groups

For the following equality groups: age, disability, sex, transgender, marriage/civil partnership, maternity/pregnancy, race, religion/belief and sexual orientation.

Extended by SBC policy to include: financial economic status, homelessness, political view.

Dimensions of equality

How will the proposal affect Human Rights and life chances of different groups? Consider how the proposal affects

1. Longevity.
2. Physical security.
3. Health.
4. Education.
5. Standard of living.
6. Productive and valued activities.
7. Individual, family and social life.
8. Participation, influence and voice.
9. Identity, expression and self-respect.
10. Legal security.