



Committee report

Committee	FULL COUNCIL AND EXECUTIVE
Date	8 JULY 2015
Title	UPDATE TO THE REPORT ON THE APPOINTMENT OF SERVICE PROVIDER FOR THE ISLE OF WIGHT'S INTEGRATED WASTE MANAGEMENT CONTRACT
Report of	EXECUTIVE MEMBER FOR SUSTAINABILITY, ENVIRONMENT AND PUBLIC REALM

EXECUTIVE SUMMARY

1. Paragraph 38 in the report to Executive on the appointment of a service provider for the Isle of Wight's integrated waste management contract, which is to be considered at the Executive meeting on 8 July 2015 (the substantive report), states that a detailed evaluation of the council's position to award the contract to the Preferred Bidder will be provided to the Executive following the conclusion of the Preferred Bidder meetings.
2. The purpose of this report is to provide the update to the Full Council and the Executive on the progress that has been made during meetings which have taken place with the Preferred Bidder on 30 June, 1 and 2 July 2015. This report must be read in conjunction with, and not instead of, the substantive report.

CONFIDENTIAL / EXEMPT ITEMS

3. The appendices referred to in the substantive report are superseded by Appendices 1 and 2 to this update report. Appendix 1 contains commercially sensitive information and is therefore exempt from publication by virtue of paragraph 3 part 1 section 12A of the Local Government Act 1972. Appendix 1 relates to the Preferred Bidder's financing solution specific to its operations and its technical solution.

PROGRESS TO DATE

4. Since the decision of the Executive on 23 June 2015 to approve the selection of the Preferred Bidder and the Reserve Bidder, the council has undertaken three days (30 June, 1 and 2 July) of meetings with the Preferred Bidder to clarify a number of points which arose during the evaluation of its Call for Final Tender submission.

5. The meetings with the Preferred Bidder were constructive and the parties identified, discussed and agreed a programme for the resolution of those matters which will require finalisation to enable financial close to be achieved in sufficient time to meet the service commencement date. The matters that required satisfactory conclusion concerned specific elements of the contract documentation. Appendix 2 sets out that an agreed timetable is now in place to conclude these matters before financial close.
6. To continue as the Preferred Bidder, the solution was required, at the end of the three days of meetings, to remain compliant with the award criteria and within the affordability envelope set out for the procurement process.
7. The outcome of the meetings has concluded that the Preferred Bidder's solution remains compliant with the award criteria and within the council's affordability envelope. The value of the contract over the contract term is set out in Part II of Appendix 1.

THE NEW WASTE CONTRACT

8. The Preferred Bidder's solution to deliver the new waste contract incorporated all the core services as described in paragraph 14 of the substantive report. A synopsis of the Preferred Bidder's solution has now been included and is set out in Part I of Appendix 1 of this update report.
9. In relation to the new waste contract, since publication of the substantive report a number of queries in relation to some specific areas of the new waste contract have been raised in regard to the content of the new contract. The Executive is asked to note the following specific points relating to the Preferred Bidder's solution:

(a) Contracting structures

During the procurement process all bidders were required to set out the structures they would put in place to deliver the new waste contract, if they were successful. It is normal for bidders for contracts of this value and duration to establish a separate company to deliver the contract. These separate companies are commonly known as Special Purpose Vehicles (SPVs).

The Preferred Bidders proposed structure is set out in Appendix 1 Part I.

(b) Collection Service Delivery

At the service commencement date the Household Collection Service and Food Treatment Service are not affected by any construction element and will be operating normally, with no amendments to be made to the collections service until spring 2016.

The Preferred Bidders Service Delivery is set out in Appendix 1 Part I.

(c) Method Statements

The contract document contains 21 Method Statements covering the required works and services relevant to the contract. A number of these Method Statements will require finalising before financial close. All Method Statements will be incorporated into the contract and it will be a contractual requirement to comply with the Method Statements.

(d) Use of third party sites

The contract documents have specific requirements of the Service Provider to ensure that all sites and services under this contract are operated in compliance with legislation and environmental permitting requirements. Schedule 2: Specification and Performance Management Framework in particular requires the following of the Service provider:

1.2.1 Overarching Contract requirements

1.2.1.2 All activities undertaken by the Service Provider in the delivery of the Contract including all Works and Services specified herein will comply with all relevant Legislation (including Health and Safety) during the Contract Period.

1.2.1.5 The Services will be delivered in line with Good Industry Practice and Guidance and Policies, and Authority Policies

1.2.1.8 The Service Provider will develop and maintain a Quality Management System that is compliant with ISO9001 or equivalent throughout the Contract Period in relation to all Works and Services.

2.2.1 Consents, Licences and Permits

2.2.1.1 The Service Provider will ensure that all Works, Site(s) and Services have appropriate Waste and Environmental Licensing and Permitting as required by all relevant Legislation.

The above will apply to all services provided by subcontractors regarding the collection, treatment and disposal of waste.

(e) Construction of facilities

The Preferred Bidder's solution requires the development of a number of upgraded and/or refurbished facilities. This is set out in further detail in Part I of Appendix 1. The construction programme is also set out in Appendix 1 Part 1.

The Preferred Bidder as the commissioner of works will wish to ensure that those works are carried out in accordance with the design intent. The

Council will be funding these works – through Prudential Borrowing – and will wish to ensure that it only makes payment by instalment for those works which have been completed in accordance with the programme of works. As both the Preferred Bidder and the council have a vested interest in making sure the works are completed on time and budget, the services of an Independent Certifier will be required. The Independent Certifier will be jointly appointed by the Preferred Bidder and the council. The role of the Independent Certifier will be to certify that the works have been completed to the required standard and valued appropriately.

(f) Media, public and contract correspondence

Detail on Service Provider requirements in regard to customer service, media the public and elected members is provided in Appendix 1, Part 1.

EQUALITY AND DIVERSITY

10. As set out in the substantive report, the Equality Impact Assessment has been reviewed and refreshed and is attached as Appendix 3 to the substantive report.

FINANCIAL/BUDGET IMPLICATIONS

11. As set out in the substantive report, the Preferred Bidder has submitted a solution which falls within the maximum £9million per annum in real (uninflated) terms for each year of the proposed contract period.
12. The council agreed during the procurement process that Prudential Borrowing would be available to the preferred bidder to it in delivering its solution. The Preferred Bidder wishes to take advantage of the availability of Prudential Borrowing to fund the capital elements of its solution. The Prudential Borrowing will subsist over the lifetime of the new waste contract (25 years).
13. In applying for Prudential Borrowing, the council is required to satisfy the following:
- that the amount of borrowing is within the council's borrowing powers;
 - provide information as to the number of months when the expenditure for which the borrowing is required is expected to be complete; and
 - confirm that the council qualifies for a concessionary rate.

The council's Treasury Management function has confirmed that the council does or can comply with all of the above.

14. There are benefits to the council and the Preferred Bidder for using Prudential Borrowing. The Council can borrow at significantly lower rates of interest and this allows the bidder to put forward a solution which is significantly cheaper. These benefits are set out in the value for money table included in Part II of Appendix 1. These figures have been independently checked.

15. It must be emphasised to members of the Full Council and Executive that if there is any delay in service commencement, there is likely be a significant, negative impact on the council's overall budgetary position as the existing waste management contract Island Waste Services expires on the 26 October 2015 and interim waste collection services would have to be negotiated at short-notice and most likely at premium rates.

OPTIONS

16. Full Council and the Executive are asked to consider the options set out in the substantive report in relation to the new waste contract. In addition, the Full Council and Executive are asked to consider the additional option:

Option E – to agree the required prudential borrowing and commit to the necessary capital expenditure for the term of the contract to fund the Preferred Bidder's solution and delegate to the Managing Director, in consultation with the Leader of the Council, to undertake such borrowing and amend the approved 2015/16 capital programme accordingly.

RISK MANAGEMENT

17. In addition to the matters set out in the Risk Management section of the substantive report (paragraphs 32 to 37), the Executive is to have regard to the additional risks and management of these when considering the options.
18. There is a financial risk surrounding the rate of foreign exchange between the Euro and the Pound Sterling on the day of financial close. The council and its financial advisors – PricewaterhouseCoopers will analyse the market in the weeks leading up to financial close to select the most advantageous day to close. The council will appoint a specialist foreign exchange bench-marker (on the advice of PricewaterhouseCoopers) to negotiate the rate of exchange to ensure the council achieves the strongest possible rate on the day of financial close.
19. The council will retain the risk of interest rate change on the repayment of the Prudential Borrowing. This is mitigated by the loan strategy that will set out how the prudential borrowing will be managed. This is being developed by the council's Treasury Management function. The risk is mitigated further by the bid model requiring submissions to be modelled at the June 2014 Equal Instalment of Principal (EIP) interest rate over 25 years of 4.03 per cent, which retains a safe margin against the current interest rate.
20. In the event that there is a delay in construction there is a risk of increased cost to the construction programme. This is mitigated by the council ensuring that the construction cost that has been submitted is guaranteed at a fixed price and the risk of any additional cost will sit with the service provider.

RECOMMENDATION

Option B – to award the integrated waste management contract to the Preferred Bidder the Preferred Bidder on substantially the terms negotiated during the procurement process and agreed during the Preferred Bidder phase with the authority to finalise the details of the terms being delegated to the Managing Director in consultation with the Leader; and

Option E – to agree the required prudential borrowing and commit to the necessary capital expenditure for the term of the contract to fund the Preferred Bidder's solution and delegate to the Managing Director, in consultation with the Leader of the Council, to undertake such borrowing and amend the approved 2015/16 capital programme accordingly.

APPENDICES

Appendix 1 - **CONFIDENTIAL**: Synopsis of Preferred Bidder Solution

Appendix 2 - Outstanding Issues

Appendix 3 - Equality Impact Assessment

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CLAIRE SHAND
Head of Resources

CLLR LUISA HILLARD
Executive Member for
Sustainability, Environment and Public Realm

APPENDIX 2

LIST OF OUTSTANDING ITEMS UNDER NEGOTIATION

The issues identified during the Call to Final Tender (CFT) evaluation have been explored with the Preferred Bidder over an intensive three day negotiation period. The issues have either been fully resolved or principles for resolution accepted with agreed action plans in place to be fully implemented by Financial Close. Therefore, the only matter outstanding is the finalisation of contract documentation which will be achieved before Financial Close.

APPENDIX 3

EQUALITY IMPACT ASSESSMENT

Stage 1 Equality Impact Assessment – Initial Screening

Assessor(s) Name(s):	Jonathan Murphy - Deputy Contract Manager Highways PFI and Contracts Lawye Natasha Dix - Technical and Stakeholder Manager
Directorate:	Economy and Environment
Date of Completion:	16 January 2013

Name of Function
Waste Management project

The Aims, Objectives and Expected Outcomes:
<p>Background</p> <p>The Isle of Wight Council's Integrated Municipal Waste Contract (IMW contract) for waste management services is due to expire in October 2015. An Outline Business Case (OBC) referred to in the Cabinet Report dated 01 February 2013 has been developed which addresses the key issues in relation to the procurement of a new contract, or contracts to deliver the waste management service for the Island beyond October 2015. This contract or contracts will appoint a contractor or contractors who will carry out the collection, disposal and treatment of waste and the provision of civic amenity sites, where residents can deposit waste.</p> <p>Stage 1 of the Equality Impact Assessment is required at this stage of the project and will consider the procurement phase of the contract or contracts only. Stage 2 of the Equality Impact Assessment including an Action Plan will be conducted following the procurement phase to assess any impact on the groups identified in the Equality Act 2010.</p> <p>Aims and Objectives</p> <p>To obtain approval from the Cabinet to the recommendations set out in the Cabinet Report dated 01 February 2013.</p>

Expected Outcomes

The purpose of the Waste Project is to secure the procurement of a contract or contracts for the collection, disposal and treatment of waste and the provision of civic amenity sites where residents can deposit waste. The delivery of the Waste Project will help to address the aims and objectives of the Council's Core Strategy and draft Municipal Waste Strategy. The Council has a vision to manage waste in a sustainable and cost effective manner, treating waste as a valuable resource; reducing non-essential landfill waste to a minimum.

The Waste Project will affect every resident of the Island in some form. Following the procurement process, the Preferred Bidder(s) will commence work on the collection, disposal and treatment of waste, creating benefits for all residents and visitors to the Island. The procurement phase of the Project is scheduled to commence in February 2013 and will continue through to selection of the Preferred Bidder(s) in May 2015. During this period the Project Team will be in dialogue with bidders negotiating the best possible solution for the Island and its residents.

A review of this EIA will be undertaken following the procurement phase to assess how the delivery of the Waste Management Services may positively or negatively affect the groups identified in the Equality Act 2010 and Stage 2 of the EIA and an Action Plan shall be undertaken.

Key Questions to Consider in Assessing Potential Impact	
Will the policy, strategy, service or council function proposal have a negative impact on any of the protected characteristics or other reasons that are relevant issues for the local community and/or staff?	No
Has previous consultation identified this issue as important or highlighted negative impact and/or we have created a “legitimate expectation” for consultation to take place? A legitimate expectation may be created when we have consulted on similar issues in the past or if we have ever given an indication that we would consult in such situations	No
Do different groups of people within the local community have different needs or experiences in the area this issue relates to?	Yes
Could the aims of these proposals be in conflict with the council’s general duty to pay due regard to the need to eliminate discrimination, advance equality of opportunity and to foster good relations between people who share a protected characteristic and people who do not?	No
Will the proposal have a significant effect on how services or a council function/s is/are delivered?	Yes
Will the proposal have a significant effect on how other organisations operate?	Yes
Does the proposal involve a significant commitment of resources?	Yes
Does the proposal relate to an area where there are known inequalities?	No
<p>If you answer Yes to any of these questions, it will be necessary for you to proceed to a full Equality Impact Assessment after you have completed the rest of this initial screening form.</p> <p>If you answer No to all of these questions, please provide appropriate evidence using the table below and complete the evidence considerations box and obtain sign off from your Head of Service.</p>	

Protected Characteristics	Positive	Negative	No impact	Reasons
Age			√	Given that this is a technical procurement project there will be no direct impact to any of the protected characteristics from the procurement phase of the contract(s). Stage 2 of the EIA and an Action Plan will be conducted following the procurement stage to assess how the contract(s) may positively or negatively affect the groups identified in the Equality Act 2010.
Disability			√	
Gender Reassignment			√	
Marriage & Civil Partnership			√	
Pregnancy & Maternity			√	
Race			√	
Religion / Belief			√	
Sex (male / female)			√	
Sexual Orientation			√	

Are there aspects of the proposal that contribute to or improve the opportunity for equality?	Yes
<p>The proposal will contribute to the provision of opportunity for equality. It is intended that special allowances for elderly and disabled persons will continue to be provided under the new contract or contracts. In addition civic amenity sites will be provided which will give consideration to accessibility for elderly and disabled persons.</p> <p>There will be engagement with the local community through a stakeholder and communications management strategy which will be developed as the project develops.</p>	

Evidence Considered During Screening
<p>The Council have previously undertaken a consultation exercise in respect of waste collection services with Island residents in 2011 and have also undertaken a Waste Options Consultation Report as part of the Island Plan in 2009. The Council are therefore aware of many of the issues that may arise through the procurement and will take reference to this previous consultation going forward.</p> <p>Meetings have taken place with the Waste Projects Member Review Board and Project Board on a regular basis. The Waste Projects Member Review Board, consists of elected 4 members, including the relevant Cabinet Member. The Project Board is comprised of senior officers from relevant areas of the Council, including Finance, Procurement, Legal and Economy and Environment. Meetings are held regularly between the Project Team and both boards to discuss, debate and to inform on issues relevant to the project. The Project Team have also held two all member briefing sessions. A further all member briefing session will take place</p>

prior to the February 2013 Cabinet Meeting. Public consultation on the draft Municipal Waste Strategy is intended to be undertaken going forward with the project.	
Head of Service Sign off:	
Advice sought from Legal Services (Name)	Kate Green
Date	16 January 2013

A signed version is to be kept by your team and also an electronic version should be published on the council's website (follow the link from the EIA page on the intranet)

Stage 2 Full Equality Impact Assessment

Assessor(s)Name(s):	Jonathan Murphy (Deputy Highways PFI Contract Manager and Contracts Lawyer)
Directorate:	Resources
Date of Completion:	6 th July 2015

Name of Policy/Strategy/Service/Function Proposal

Waste Contract Procurement Project

The Aims, Objectives and Expected Outcomes:

As referenced in Stage 1, Stage 2 of the EIA was completed following consultation and completion of the procurement phase.

This EIA is designed to consider the potential effects that the delivery of the new waste contract will have on persons within the areas of the protected characteristics.

Please delete as appropriate:

- ~~This is a new policy/strategy/service/council function proposal~~
- This is a proposed change/review to/removal of an existing policy/strategy/service/council function (*check whether the original decision was equality impact assessed*)

Scope of the Equality Impact Assessment

The Council undertook a Stage 1 Equality Impact Assessment (EIA) – Initial Screening in respect of what was then titled the ‘Highways PFI – Waste Strategy and Procurement Project – Waste Policy dated 16th January 2013 (contained above).

The Initial Screening document referenced that a review of the EIA would be undertaken following the procurement phase to assess how the delivery of the Waste Management Services may positively or negatively affect the groups identified in the Equality Act 2010 and Stage 2 of the EIA and an Action Plan would be undertaken.

The Council are currently in the process of concluding the procurement process with the Preferred Bidder and the report to the Executive to which this EIA is appended makes a recommendation to approve the award of the contract to the Preferred Bidder subject to the resolution of certain matters between the parties.

Where a decision is made to award the contract to the Preferred Bidder (who will then become the Service Provider), the Service Provider is then scheduled to commence mobilisation of their activities in order to achieve Service Commencement in November 2015.

Stage 2 of this EIA considers the impact of the works and services to be delivered by the Service Provider on each of the protected characteristics and considers whether that impact is positive, negative or neutral and how any potential negative impacts on persons within the categories of the protected characteristics can be addressed and/or minimised and includes an Action Plan which provides more detail on each of these effects.

Analysis and assessment

The Service Provider will implement the works and services under the contract in accordance with the contract documentation, including the specification which sets out the works and services to be delivered. The Service Provider has drafted method statements which set out the method and manner in which those works and services are to be delivered. Each of the method statements addresses a particular area of the works and services to be delivered and considers the specific aspects of those works and services providing the Council with assurance that the requirements of the contract can be met.

The Council in developing its contract documentation took into consideration the results of the consultation exercise in respect of waste collection services with Island residents in 2011 and the Waste Options Consultation Report which had been completed as part of the Island Plan in 2009. Furthermore during the procurement phase the Council undertook a further consultation exercise in 2014 which sought resident's views on both the current provision of waste services and the future of waste services.

The contract documentation includes specific requirements in respect of equality and diversity that the Service Provider must adhere to throughout the contract period. These requirements include an obligation on the Service Provider to produce an EIA on an annual basis throughout the contract period. The EIA will be produced for the Authority and will consider the works and services to be undertaken in connection with any potential effects on persons within the categories of the protected characteristics.

The Council considered that specific contractual requirements were absolutely necessary to ensure that the Council and its Service Provider are compliant with the equalities legislation and that matters pertinent to those persons within the categories of the protected characteristics are given due regard and where there are any factors of relevance whether positive, negative or neutral that these are considered and steps are taken to minimise where it is possible and practical any negative factors upon those persons within the protected characteristics.

Regard has been given to the Equality and Diversity Information published on the council's website and dated September 2014. This document provides statistical information in respect

of age, gender, ethnicity, religion or belief, disability, pregnancy and maternity, transgender status, sexual orientation and marriage and civil partnership.

The Isle of Wight has a significantly higher proportion of people aged 65 years and older (25.6%) than both the rest of England (17.3%) and the South East region (18.3%) and a smaller proportion of individuals aged 0-14 and 15-64. The proportion of females aged 65 and over is higher than males, with 55.5% being female and 44.5% being male. Around 1 in 6 households on the Island are occupied by a single person over the age of 65 and this is the 18th highest rate for all of the authorities in England and Wales.

The 2011 Census asked a question about whether day-to-day activities were limited by a health problem or disability which has lasted or is expected to last 12 months or more. From the responses it has been found that there is a higher percentage of people living on the Isle of Wight (22.6%) who say that their day-to-day activities are limited a lot or a little by long term health conditions than in the South East (15.7%) or England and Wales as a whole (17.9%).

Based on Office National Statistics (ONS) mid-year population estimates for 2013 the Isle of Wight has a slightly higher number of females than males (approximately 105 females per 100 males).

The council considered that there are 4 areas of the protected characteristics where there would be a potential impact from the works and services to be delivered these included the categories of:

- Age
- Disability,
- Pregnancy and Maternity, and
- Sex (male/female).

In respect of Gender Reassignment, Marriage and Civil Partnership, Race and Sexual Orientation it was not considered that there would be any impact in the works and services in respect of this category. The nature of the works and services to be delivered are concerned with the delivery of waste collection, treatment and disposal. In terms of the collection element which is the most overtly public facing aspect of the contract there is considered to be no differential in terms of the service that persons will receive as to whether they are within these protected characteristics.

It is the case that where persons have specific needs which do not necessarily fall within the protected characteristics for example household size and household location that consideration has been given in the services to be delivered to ensure that the size and type of any waste containers to be provided reflects household size and location.

In addition communication is considered as part of the contract to ensure it is suitable for members of the public who are unable to read, are unable to read English, or have difficulty reading. It is intended that the Service Provider will be using the nationally established WRAP iconography, based on pictorial representation of materials to facilitate understanding of where materials need to be placed at Household Waste Recycling Centres (HWRCs) Pictorial graphics will be used on signage and on communication materials where this is possible.

In respect of the employment of staff by the Service Provider to deliver the works and services and the delivery of those works and services to the public the Service Provider is required to adhere to legislation and to the requirements of the contract which contains non-discrimination provisions.

Recommendations

To obtain approval from the Executive to the recommendations set out in the Executive Report dated 8th July 2015,

Action/Improvement Plan

The table below should be completed using the information from your equality impact assessment to produce an action plan for the implementation of the proposals to:

1. Remove or lower the negative impact, and/or
2. Ensure that the negative impact is legal under anti-discriminatory law, and/or
3. Provide an opportunity to promote equality, equal opportunity and improve relations within equality target groups, i.e. increase the positive impact

Area of impact	Is there evidence of negative positive or no impact?	Could this lead to adverse impact and if so why?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group or any other reason?	Please detail what measures or changes you will put in place to remedy any identified impact (NB: please make sure that you include actions to improve all areas of impact whether negative, neutral or positive)
Age	Yes	Older members of the public may find it difficult to present containers or to lift heavy bags of materials.	Not applicable	At the Household Waste Recycling Centres (HWRC's) members of staff will provide an assisted service to members of the public who find it difficult to lift and deposit items into containers at the HWRC. An Assisted Collection Service will continue to be administered which will provide an assisted service to members of the public who find it difficult to present their containers/bags at the curtilage.

Disability	Yes	Disabled members of the public may find it difficult to present containers or to lift heavy bags of materials or where persons have limited vision to deposit bags of materials into containers.	Not applicable	At the Household Waste Recycling Centres (HWRC's) members of staff will provide an assisted service to members of the public who find it difficult to lift and/or deposit items into containers at the HWRC. An Assisted Collection Service will continue to be administered which will provide an assisted service to members of the public who find it difficult to present their containers/bags at the curtilage.
Gender Reassignment	No impact	Not applicable	Not applicable	It is not considered that the services will have any distinct effect for this protected characteristic.
Marriage & Civil Partnership	No impact	Not applicable	Not applicable	It is not considered that the services will have any distinct effect for this protected characteristic.
Pregnancy & Maternity	Yes	Pregnant members of the public may find it difficult to present containers or to lift heavy bags of materials or where persons have limited vision to deposit bags of materials into containers.	Not applicable	At the Household Waste Recycling Centres (HWRC's) members of staff will provide an assisted service to members of the public who find it difficult to lift and deposit items into containers at the HWRC. An Assisted Collection Service will continue to be administered which will provide an assisted service to members of the public who find it difficult to present their

				containers/bags at the curtilage.
Race	No impact	Not applicable	Not applicable	It is not considered that the services will have any distinct effect for this protected characteristic.
Religion / Belief	No impact	Not applicable	Not applicable	It is not considered that the services will have any distinct effect for this protected characteristic.
Sex (male or female)	Yes	There are a higher proportion of residents who are female and a higher proportion of those females are aged over 65. Additionally around 1 in 6 households on the Island are occupied by a single person over the age of 65.	Not applicable	At the Household Waste Recycling Centres (HWRC's) members of staff will provide an assisted service to members of the public who find it difficult to lift and deposit items into containers at the HWRC. An Assisted Collection Service will continue to be administered which will provide an assisted service to members of the public who find it difficult to present their containers/bags at the curtilage.
Sexual Orientation	No impact	Not applicable	Not applicable	It is not considered that the services will have any distinct effect for this protected characteristic.
Please remember - actions should have SMART targets and be reported to the Diversity Board (this should be done via your Directorate representative) and incorporated into your service/team Plans and /or objectives of key staff				

Summary	
Date of Assessment:	6 th July 2015
Signed off by Head of Service/Director	
Review date	<p>It is intended that the Equality Impact Assessment will be reviewed against the services to be delivered by the Service Provider throughout the Contract Period.</p> <p>There is a requirement in the contract that the Preferred Bidder will provide to the Authority an Equality Impact Assessment on an annual basis throughout the Contract Period. This will give assurance to the Authority that due regard is being given to the protected characteristics in the delivery of services and will be reviewed by the Authority.</p>
Date published	8 th July 2015