

Integrated Impact Assessment (IIA)

Informing our approach to fairness

Name of proposal	Local Services and Waste Management
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Lead officer	Peter Gray
Assessment team	Sally Herbert, Gary Weatherstone
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Version control

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This is our assessment of the potential equality and other impacts of this 2017-18 budget proposal, based on the available evidence. It is a 'living document' and we will review it throughout the consultation period. A formal review will take place on all proposals when consultation closes to consider comments and information from all stakeholders, research or new and emerging policy.

Section A: Current service

1. What does the service do?

Local Services Cleansing undertakes the following services;

- Street Cleansing, this involves: litter picking, litter bin emptying, graffiti removal, mechanised sweeping, back lane clearance, dog fouling removal, fly tipping removal.
 - The hours of operation for this service are 7.30am till 3.30pm Monday to Friday across the city. Within the city centre, a specific level of resource is dedicated which operates from 6.00am till 10.00pm 7 days a week, all year round except for Christmas Day and New Year's Day.
- Refuse collection, this involves: domestic, recycling, garden and trade waste collections.
 - The hours of operation for domestic, and recycling is from 6.30am until 4.15pm Tuesday to Friday
 - Collection of garden waste containers from residential properties across the city where residents have subscribed for this paid service
 - Trade waste undertake the servicing, collection and disposal of trade waste containers and a small number of skips from commercial premises and charities where businesses have purchased these services.
 - The collection of trade waste containers is undertaken by us to operate 6.30am till 2.30pm Monday to Friday, with servicing of containers on a weekend being undertaken on overtime
 - The collection of skips is also undertaken by us to operate 8am to 4pm Monday to Friday, with servicing of skips on a weekend being undertaken on overtime
- Bulky Collection is an appointment based collection service for bulky household waste and construction type waste from households for a set fee.

The funding and management of street cleansing and refuse collection currently includes:

- The organisation and delivery of all front line street cleansing and refuse collection services across the city
- Relationship management with key internal and external partners such as: Regulatory Services (Enforcement), Your Homes Newcastle, Byker Community Trust, Waste Disposal Contractors such as O'Briens and Suez
- Supporting communities and partner organisations to improve the lives of our citizens, and increase active citizenship to enable communities to do more for themselves to create decent neighbourhoods

Waste Management oversees the processing of the following waste:

Type of Waste	Tonnages
Household Waste	110,637
Rubble, Fly Tipped Waste, Cleansing and Street Sweeping	11,135
Commercial Waste	1,800
Total Municipal Waste	142,143

The service oversee responsibility of:

Household Waste Recycling Centres (HWRCs):

- Management and operation of two Household Waste Recycling Centres (HWRC); Byker and Walbottle
- Contractual management of Brunswick Household Waste Recycling Centre
- Compliance with Environment Agency Waste Management Licenses to manage the Household Waste Recycling Centres

Management of Waste Disposal Contracts:

- Waste disposal contract with Suez for the processing of waste at Byker and Benwell including organic waste, refuse derived fuel and energy from waste
- Landfill contract with Suez for residual waste
- Materials recycling facility with O'Briens for the sorting and separation of kerbside recycling
- Contract with Palm Recycling for the collection of recycling from Household Waste Recycling Centres and Bring Bank Sites
- Miscellaneous contracts for designated collection facilities at HWRC

Commissioning and Auditing Responsibilities for:

- Quarterly reporting of data and statistics to ensure compliance with government agencies such as the Environment Agency and Department for Environment Food and Rural Affairs (DEFRA). This includes reporting of the following:
 - Municipal Waste
 - Household Waste
 - Recycling
 - Residual
 - Garden
 - Commercial Waste
 - Industrial Waste

Over the last 3 years, the service has undertaken significant transformational changes to date such as:

- Streamlined management structure by reducing 24 full time equivalent posts
- Consolidated teams across 3 depots into 2 depots
- Realigned grass cutting activities to reflect local ward priorities with consultation and engagement taking place with all 26 wards
- Changed outdated working practices and shift patterns
- Invested in modern street sweeping fleet
- Integrated new digital technology into working practices with route planning and tracking
- Started to roll out communal bins
- Undertaken changes in the bulky waste service
- Improved enforcement by trialling use of re-deployable CCTV cameras in back lanes

2. Who do you deliver this service for?

Local Services is delivered to the benefit of residents, businesses and communities across the city.

- In street cleansing there are currently a number of small service level agreements activities which provide additional services to partners, such as Your Homes Newcastle
- For refuse collection, the trade waste and garden waste service operate as traded services and are not wholly reliant on our internal funding to operate. Trade waste is delivered to businesses and organisations across the city. Garden waste is delivered to those residents who subscribe to the service

The Household Waste Recycling Centres are available to all residents of Newcastle upon Tyne.

3. Do you have any statutory requirements?

For **street cleansing**, Section 89 of the Environmental Protection Act 1990 places a statutory duty to keep land and highways clear of litter. The Act specifies it shall also be the duty of each local authority, as respects any relevant highway or relevant road for which it is responsible, to ensure that the highway or road is, so far as is practicable, kept clean.

For **refuse collection**, Section 45 of the Environmental Protection Act 1990, the Council has duty under its status as a waste collection authority to arrange for the collection of household waste.

For waste management, the following legislation affects these services:

- Environmental Protection Act (EPA) 1990;
 - Controlled Waste Regulations 2012 (as amended by the Controlled Waste Regulations (Amendment) Regulations 2012);
 - Hazardous Waste Regulations 2005 (as amended by the Hazardous Waste Regulations (Amendment) Regulations 2010);
 - Waste Electrical and Electronic Equipment Regulations 2006 (as amended by the Waste Electrical and Electronic Equipment (Amendment) Regulations 2010); and
 - HSE Operating civic amenity sites safely (version waste 01. 09/11).
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- In recognition of the European target for recycling 50% of household waste by 2020 and our commitment to recycling, we have increased our target to 55%
 - The EPA 1990 Section 51A imposes an obligation on us to provide places for residents in its area to deposit their household waste
 - As part of providing these facilities, we have a duty to manage and audit the Environmental Permits of these premises, which consists of:
 - technical competency
 - site licence conditions
 - Government agencies requires that we provide quarterly statistics on all waste arisings within the city boundaries

4. How much do you spend on this service?			
Gross expenditure	Gross income	Net budget	Capital projects
£23,214,210	£3,411,420	£19,802,790	£268,710

5. What workforce delivers this service?		
Posts	FTEs	Comments
217	217.00	Budget figures & FTE's includes following services: Blue Bin Recycling Bulky Collections Domestic Waste Collection Garden Waste Collection Street Cleansing Household Waste Recycling Centres Waste Contracts

Section B: Change proposal

1. What is the proposal to change the service?

While we have undertaken a number of changes to date, the transition to a fundamentally new way of working is not yet complete as the service undergoes a journey of change. The scale and demands on the service represents one of the greatest changes faced to date as we deal with:

- A throwaway society and culture where waste/litter is generated in expectation that the 'Council' will take it away
- A decline in available resources
- Outdated working practices
- More than half the workforce being over 50 and significant health capability issues
- Ageing refuse fleet with limited scope for additional investment
- Long standing waste disposal contract with high volumes of waste going directly to landfill

As a growing city if we don't change our attitudes on waste and address levels of environmental crime, then the environmental condition of our city will deteriorate. We do not have the money to send more and more waste for disposal or to constantly tidy up after those who litter our streets. Minimising waste can produce savings on resources for collections and disposal costs. We need to change attitudes and perceptions of waste collection and disposal and think of it as a resource from which as much value as possible should be recovered. Our vision for the future is to prevent waste from being generated. Where this cannot be achieved we must increase reuse, recycle and compost wherever possible.

Waste Management is restricted by its ability to deliver transformational change due to the current demands placed upon it by the collection aspects of the service, where the throwaway society and culture that exists means that there is an expectation that the Council will take it away. We propose to:

- Develop a waste strategy to minimise the generation of waste and continue to modernise and transform the way we deliver Local Services
- Fundamentally change the way in which our waste systems work from collection to disposal
- Revise our service offer for Household Waste Recycling Centres
- Review the management Structure and Realignment

Waste Strategy

Providing local services for the businesses and residents of Newcastle and dealing with the collection, processing and disposal of all the waste is a significant challenge. This is more so given that we are growing as a city, and this will ultimately lead to more waste being produced. We need to change our focus from collecting everything and disposing of it to develop a culture whereby sustainability and the responsibility of waste management is something that everyone takes responsibility for. We need a waste strategy that sets out the framework for us to deliver sustained improvements in our recycling rates and achieve overall reductions in waste produced. To do this we must focus on:

- Minimising waste
- Minimise waste to landfill
- Maximising recycling and reuse

Over the next 3 years we need to work partners to create a sustainable waste strategy for the city. To achieve this we must use our influence and expertise to work with residents, businesses and stakeholders to ensure that make the right decisions to responsibility manage their waste. A combined effort of residents, businesses and stakeholders is required to ensure tangible reductions in environmental and financial impacts of waste are achieved and sustained.

Waste Systems from Collection to Disposal

To change the way in which our waste systems work from collection to disposal we need to undertake the following:

- **Waste Reduction:** Continue our involvement in Love Food Hate Waste and promote waste reduction campaigns.
- **Reusing Materials:** Explore partnerships with other sectors to promote
- **Recycling and Composting:** Working with bio mass companies to divert oversize from composting which goes to landfill to be used for fuel, undertake a business case for expanding composting facilities.
- **Effective Engagement and Enforcement:** Expand our enforcement activity through targeted redeployable cameras in back lanes
- **Achieve for Value for Money:** Complete the ongoing review of our waste disposal contracts and implement changes to ensure that we are exploring all efficiencies and cost savings.

Revised Service Offer for Household Waste Recycling Centres (HWRCs)

The provision of HWRCs play a vital role in enhancing our recycling offer to the public. The volume of tonnages that are processed by these sites means that the use of these facilities will play an important role in waste management and recycling now and in the future. However the current approach of having three HWRCs is not financially sustainable for the Council therefore we will review and rationalise the provision with a view to going from 3 sites to 2.

We will undertake a site user survey to understand the level of satisfactions, and what residents see as advantages, disadvantages and areas for possible improvements. This will be built into an annual monitoring regime to assess ongoing performance of the sites.

Site	Tonnage
Brunswick	5,196
Byker	5,683
Walbottle	8,897
Total	19,776

In order to recover and recycle as much as possible, we are looking to:

- Increase the range of materials that are targeted for recycling at our sites
- Improve site and container signage at our sites so that:
 - The positioning of the containers promote safe use, easy access and efficient servicing
 - Recycling containers are easier to access than containers for residual waste
- Introduce a policy of segregating waste brought in by black bags which will either:
 - No longer accept unsorted domestic 'black bag' waste thereby requiring residents to segregate their waste prior to coming to a HWRC or;
 - Site Attendants extracting any small recyclables from black bags and disposing of them in the correct containers
- Training of staff to ensure that they adopt a proactive approach in helping and directing site users to the correct recycling containers
- Increase public awareness of the sites as recycling facilities to move away from the 'tip' or 'dump' references
- Re-negotiate and procure new contractors for containers to ensure there are financial incentives for higher recycling rates
- Restrict the use of non household waste materials

We currently regulate the use of vans and trailers accessing HWRCs by using a permit system. We are looking to implement a wholly online permit scheme for van and trailer access to the HWRCs. This will mean that the Sandhills depot will not undertake the manual processing of permits. Residents would be required to go online to order these in advance of accessing the sites.

Management Restructure and Realignment

To help implement a waste strategy and embed the revised service offer for HWRCs we will be undertaking a management re-structure in this area. This review will be alongside the need to review the management structure in Local Services following changes in from line working practices as part of the 2016/2017 budget proposals.

There is a role and requirement for management not just in the day to day service operations, but also through implementing and taking forward the transformation required. It is proposed to implement a streamlined management structure, with clear roles and responsibilities. The revised structure will help drive forward the improvements needed to embed a performance culture across the services.

Implementing Transformational Change across Local Services

We need to undertake transformational change as we are no longer in the position to deliver services in the same way we have in the past and neither can we deliver more or less the same with fewer people, we must change. It is clearly a challenging and demanding time for the department as there are no breaks in service delivery, we need to maintain the delivery of high quality services on time and on budget as well as responding to the demands of budget reductions. The following changes represent the most suitable package of measures to help implement and sustain the transformational change required:

Internal Changes

As part of the 2016/2017 budget proposals there was a proposal to implement one job description. Following consultation and engagement with Trade Unions there was a request to put this on hold as there was flexibility in the service. Given the operational challenges across street cleansing and refuse collection there is a need to re-design the current job descriptions to reflect the current and future needs and demands of the service. This will involve implementing a generic multi-functional and multi-skilled role which the street cleansing and refuse collection workforce. Resulting in the four existing roles being integrated into one role. This will involve consolidating the various teams and resources that operate city wide into one team.

Outward Facing Service Changes

To take the service forward and ensure there is a sustained improvement in decent neighbourhoods across the city, a number of outward facing service changes are required to enable the service to operate more efficiently and effectively in the delivery of its statutory duties.

Core Quality Standards

The Decent Neighbourhood Standards (DNS) framework has been the mechanism to measure environmental standards in wards. It is achieved by utilising a number of metrics, including Local Environmental Quality Indicator (LEQI) and resident perception, in order to achieve a score for an individual ward. We have recognised that this blended solution is no longer fit for purpose.

In 2017/2018, we will launch a Core Quality Standards (CQS), based on a robust performance monitoring framework. In the interim period, LEQI will be used internally as a proxy for DNS, pending the introduction of CQS.

These CQSs will form the 'backbone' in making the city a nice place to live, providing the 'building blocks' for communities to improve the living standards within their areas.

Our focus is to build communities that are:

- Safe
- Strong
- Healthy
- Clean
- Active
- Attractive

These will be underpinned by a set of core service standards, which will consist of:

- Clean Streets
- Well Maintained Road and Pavements
- Recycling Rates
- Well Lit Streets
- Clean and Tidy Green Open Spaces

These CQSs will provide residents with an understanding of the services and the level of performance of each of these.

They will be developed with Local Ward Members and interlinked with the ward priority setting process.

We will gear resources to appropriate levels to deliver and maintain CQSs and satisfy our statutory duties.

To ensure effective and efficient use of resources, we will explore service sharing and joint procurement with neighboring councils.

Communal Bins

Back lanes present a number of challenges for the refuse collection service:

- It takes the refuse crews longer to service these when compared to other areas of the city
- Additional resources are allocated to the back lanes to deal with the excess waste
- As bins are not always returned into the curtilage of the property after collection has taken place, there is a demand for replacing bins and the cost is absorbed by us

To date, we have implemented communal bins into South Jesmond, Ouseburn, and Benwell/Scotswood because they have back lanes that wide enough to accommodate the provision of these containers. To date, feedback has been positive from local communities, and we have seen efficiencies in servicing these lanes for refuse collection as well as associated street cleansing activities. Further roll out is planned for the following wards where there is sufficient access in back lanes:

- Benwell and Scotswood
- Elswick
- North Jesmond
- North Heaton
- South Heaton
- Wingrove
- Westgate

In addition to the above areas, we will also be rolling out communal bins to all back lanes where it is possible to service them. This will:

- Provide more opportunities to recycle
- Reduce the amount of side waste left out beside bins
- Enable the removal of additional resources which have been required to service these areas
- Improve the appearance of back lanes

- Help keep lanes clear of abandoned bins so mechanical sweepers can access them and keep them clean
- Allow for more efficient and effective servicing of back lanes

In addition this, given the technological improvements at our sorting and disposal recycling facility, we will explore removing glass caddies. By doing this, we will be able to secure efficiencies in our collection without having an impact on recycling rates.

Revised City Wide Litter Bin Offer

Following a review of the location and size city of litterbins across the city, to ensure we have the most efficient and standardised approach for litterbin provision it has been established that the type and level of provision are no longer fit for purpose for a variety of reasons. For example a number of bins were not enclosed and increased the amount litter in some areas and there was a variety of storage capacity, resulting a high concentration of litterbins in a relatively small area. Changes in the city centre have reduced manual handling requirements and improved the efficiency of collecting and disposing of litter from on street containers.

We will be working with Local Ward Members to have street bins replaced with fewer, larger bins. The locations proposed reflects putting provision in where it is needed and locating these in areas where there accessible for servicing.

Reforming and Implementing Service Charges and Offer

Across Highways and Local Services, there is a need to undertake a fundamental review of the fees and charges which are in place for partners and residents for council services. Many of these services are high quality, but will need to ensure that they are efficient and profitable so that they reflect current market costs and are on a level playing field with businesses across the city. With this in mind we will be reforming our charges in the following area:

- Asbestos removal
- Treatments for vermin and rodents
- Trade waste
- Replacement bins
- Bulk waste

For bulky waste, we will undertake an exercise to identify whether or not there is scope to establish formal partnerships with private, public or third party providers who could be better placed to reuse and recycle within local communities.

Education and Enforcement

We have a key role in reducing waste due to our statutory requirements for the collection and disposal of waste. With this there is an opportunity available to us to directly engage with people and businesses at a local level. Our Environment, Engagement and Education Team through a Behaviour Change Programme undertake this work and will continue to do so.

They will continue to undertake external engagement with a wide range of stakeholders including educational establishments, and communities with overall responsibility for the Behaviour Change Programme.

- Through our Behaviour Change Programme we develop and deliver engagement strategies for sustainable waste management and wider environmental services to ensure the widest public awareness and maximum participation in and outputs from the services.
- EnviroSchools is Newcastle's own programme to deliver excellence in environmental education to support the sustainable development of our communities. The service is available to all schools across Newcastle.

We will continue our support and investment in behaviour change by stepping up enforcement using resources to build on the initial successes with re-deployable CCTV. To date, we have used 4 re-deployable CCTV cameras in back lanes across the city which has resulted in a noticeable reduction in fly tipping in the areas subject to coverage. On the removal of cameras, there has been a significant increase in fly tipping.

When cameras have been in situ, there has been a reduction in the amount of resource required to clear these lanes. Previously, resource was allocated on a regular basis, with all fly tipping being disposed of via landfill. For example, it took a whole day with 3 full time resources, and a mechanised machine dedicated to clear one back in lane in the city.

Evidence obtained from these cameras has been used for enforcement action. Since the beginning of this year this has resulted in successful prosecution and on the spot fines.

It is proposed to increase enforcement activity by utilising both redeployable camera and increased staffing which will be funded through additional enforcement action such as fixed penalty revenue.

These will be used on a city wide basis in areas where there is a need to provide a constant resource, such as back lanes and city centre. The priority setting of the teams will interlink with the priority setting of wards with a view to working using an area based approach.

This will provide assistance in the detection and prosecution of “environmental crime” e.g. fly – tipping.

2. What evidence has informed this proposal?

Information source	What has this told you?
Local Services:	
Ward Profiles	Identifying the level of rented properties.
Tracking Data	Current routes, and service times for street cleansing and refuse activities
Routing Information	Opportunities for more effective and efficient deployment of resources
In Vehicle Technology	Need to rationalise and streamline technology systems to ensure clear and consistent information
Financial Performance	Significant staff cost based on the type and number of jobs
Envirocall Customer Based Reasoning	The ways in which customer interaction is undertaken and the series of questions that are asked to allocate the customer enquiry to the relevant area
Envirocall Service Standards	Current standards and completion against these
Decent Neighbourhood Standards	Current standards and completion against these

LEQI	Current standards and completion against these			
Service Level Agreement Review	Small proportion of agreements secured into the service which need to be reviewed to ensure they are fit for purpose and provide value for money			
Waste Management:				
WRAP October 2012 Household Waste Recycling Centres (HWRCs) Guidance	Scope and opportunities to implement best practice			
Landfill collections and tonnages	There is an ongoing pressure to undertake the number of collection and manage the volume of tonnages. There has not been a decrease in the number of collections or tonnages. From 2013 – 2014 to 2015-2015 there has been an increase in tonnages of 5,238.71.			
Garden waste collections and tonnages				
Recycling collections and tonnages				
Vehicle tracking and tonnage information	Opportunity to review routing and utilisation			
Envirocall requests	Need to manage customer contact on permit requests, specifically interaction at Sandhills.			
Contract management performance	Need to review the opportunities within the current contracts			
Landfill and recycling tonnages managed and disposed through contract providers	Need to review the opportunities within the current contracts			
Budget statements	Scope to have more of an income focus within traded areas, and ensure full cost recovery for collection and disposal			
Management structure	Opportunities to develop a different approach to managing contracts and HWRCs			
3. How much will you spend on this service?				
	Gross expenditure	Gross income	Net budget	Capital projects
2017-18	£21,556,210	£3,411,420	£18,144,790	£0
4. What will the net savings be of this proposal?				
	Gross Saving	Implementation Cost	Net Saving	
2017-18	£1,658,000	£0	£1,658,000	
5. What impact will this have on the workforce?				
	No. FTEs	% workforce		
2017-18	28.00	14%		

6. Who have you engaged with about this proposal?				
Date	Who	No. of people	Main issues raised	
30/09/2016	Front Line Staff	Approximately 200	Ability to deliver service with reduced staff Specific areas of the service that may affected Impact on service standards Job protection Need to ensure a tough approach to enforcement Encourage engagement activity	
29/09/2016	Trade Unions	3	Ability to deliver service with reduced staff Specific areas of the service that may affected Impact on service standards Job protection	
7. What are the potential impacts of the proposal?				
Staff / service users	Specific group / subject	Impact (actual / potential disadvantage, beneficial outcome or none)	Detail of impact	How will you address or mitigate disadvantage?
People with protected characteristics				
	Younger people and / or older people (age)	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on young people	N/A	N/A
	Disabled people	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on disabled people.	N/A	N/A

	Carers	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on carers	N/A	N/A
	People who are married or in civil partnerships	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people who are married or in civil partnerships	N/A	N/A
	Sex or gender (including transgender, pregnancy and maternity)	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people because of their age	N/A	N/A
	People's sexual orientation	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people because of their sexual orientation	N/A	N/A
	People of different races	Based on our research, there is no evidence to suggest the proposal will have a	N/A	N/A

		disproportionately negative impact on people because of their different races		
	People who have different religions or beliefs	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people because of their different religions or beliefs	N/A	N/A
People vulnerable to socio-economic disadvantage				
	People living in deprived areas	Potential disadvantage.	<p>Those on lower income may not be able to afford to pay for services.</p> <p>People will have to seek alternative arrangements which may incur costs depending on the nature, and volume of waste being disposed.</p>	<p>People have the option to seek alternative arrangements which will incur costs depending on the nature, and scale of the issues; asbestos and pest/vermin treatments.</p> <p>We will promote the use of alternative providers, and specifically the third sector providers who can who already collect a range of goods appliances and materials from households and can more effectively recycle and reuse within local communities.</p>

	People in low paid employment or in households with low incomes	Potential disadvantage.	Those on lower income may not be able to afford to pay for services. People will have to seek alternative arrangements which may incur costs depending on the nature, and volume of waste being disposed.	People have the option to seek alternative arrangements which will incur costs depending on the nature, and scale of the issues; asbestos and pest/vermin treatments. We will promote the use of alternative providers, and specifically the third sector providers who can who already collect a range of goods appliances and materials from households and can more effectively recycle and reuse within local communities.
	People facing barriers to gaining employment, such as low levels of educational attainment	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people facing barriers to gaining employment	Those on lower income may not be able to afford to pay for services.	People have the option to seek alternative arrangements which will incur costs depending on the nature, and scale of the issues; asbestos and pest/vermin treatments.
	Looked after children	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on looked after children	N/A	N/A
	People facing multiple deprivation, through a combination of factors such	Potential disadvantage.	Those on lower income may not be able to afford to pay for services.	We will promote the use of alternative providers, and specifically the third sector providers who can who already

	as poor health or poor housing / homelessness		People will have to seek alternative arrangements which may incur costs depending on the nature, and volume of waste being disposed.	collect a range of goods appliances and materials from households and can more effectively recycle and reuse within local communities.
Businesses				
	Businesses providing current or future jobs in the city	Potential disadvantage	There will be changes to the way in which trade waste is provided and charged for across the city.	Businesses will have the option to seek alternative arrangements which will incur costs depending on the type and amount of waste as well as the level of frequency of service required.
Geography				
	Area, wards, neighbourhoods	Potential disadvantage	<p>We will no longer be able to provide the same level of service.</p> <p>The closure of one of the three will have an impact on wards in close proximity to the service.</p>	<p>Our mitigation will be the implementation of communal bins, and enforcement cameras to ensure that people have adequate facilities to dispose of waste and anti-social behaviour will be tackled and enforced.</p> <p>We will promote the times and access arrangements of the other HWRC sites.</p>

Community cohesion				
	Community cohesion	Based on our research, there is no evidence to suggest that there will be a negative impact on community cohesion.	N/A	N/A
Community safety				
	Community safety	Potential negative impact	We will no longer be able to provide the same level of service provided to undertake regular clearance of bulky waste from back lanes and this may have an impact on community safety in areas where there is anti-social behaviour.	Our mitigation will be the implementation of communal bins, and enforcement cameras to ensure that people have adequate facilities to dispose of waste and anti-social behaviour will be tackled and enforced.
Environment				
	Environment	Potential negative impact	We will no longer be able to provide the same level of service provided to undertake regular clearance of bulky waste from back lanes	Our mitigation will be the implementation of communal bins, and enforcement cameras to ensure that people have adequate facilities to dispose of waste and anti-social behaviour will be tackled and enforced.
	Environment	Based on research, we believe there will be a positive impact on the environment.	The more waste we put in the ground, the more our landfills release methane gas (a contributor to climate change) and causes pollution and contributes to climate change. By focusing on waste reduction	

			and increasing recycling we can reduce the negative impact waste has on our environment.	
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