

Questions 1 & 2	Response/ findings
<p>What are the main aims and objectives or purpose of the policy, practice, service or function that you are assessing?</p>	<ol style="list-style-type: none"> 1. To streamline the provision of all public building cleaning services across the council, considering alternative ways to deliver the current in-house service and provide operational improvements. 2. To deliver a cost efficient cleaning & caretaking service, in line with current 'health & safety' legislation. 3. To instruct school governing bodies who currently access the in-house cleaning & caretaking to put into place alternative arrangements to commence from 01-04-2012.
<p>Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person, team, department, or body – and include any outside organisations who deliver under procurement arrangements</p>	<ul style="list-style-type: none"> - Head of Service (3C's) - Principal Officer - Service Managers (x4) - Team Leaders (x5) - Administrative Assistants - Site Managers - Caretakers - Cleaners-in-Charge - Cleaner Key Holders - Cleaners - Relief Cleaning Staff - Support Staff ie. HR, ICT, Finance etc. <p>A number of contracts also exist with suppliers who provide goods and services which support the cleaning activity ie. Purchasing of: Cleaning Materials, Chemicals, Industrial & Light Equipment, + Repairs & Maintenance.</p>
Questions 3 & 4	Response/ findings

<p>Who is affected by the policy, practice, service or function, or by how it is delivered? Such as, who are the external and internal customers, groups, or communities?</p>	<p>THE CUSTOMER: ie. Those Public Buildings & Schools within Derby to which the 3C's provide a cleaning service.</p> <ul style="list-style-type: none"> - Client Officers (who procure the service) - DCC Employees - Elected Members - Pupils & Parents - Teachers & Head Teachers, School Administration & Support Staff - Governing Bodies etc. - The Workforce (Listed as page 26) - Suppliers of Goods & Services (Listed as Page 26) - Derby City Council, who are currently subsidizing the cleaning service.
<p>What outcomes do we want to achieve, why and for whom? For example, what do you want to be providing, how well, what changes or improvements, and what should the benefits be for customers, groups or communities?</p>	<p>1. OUTCOMES: As listed in Question 1</p> <p>2. For the Customer: As listed in Question 3.</p>
<p>Question 5</p>	<p>Response/ findings</p>
<p>What existing or previous inspections of the policy, practice, service or function are there? For example, Best Value Inspections, policy reviews, research into the effects of a policy or practice.</p> <p>What did they tell you?</p>	<p>A corporate review of the cleaning service has been undertaken by a DCC Project Team in partnership with 'Price Waterhouse Cooper'</p> <p>Research included:</p> <ul style="list-style-type: none"> - Analysis of data relating to the current service - Options Appraisal - Financial Analysis - Benchmarking - Cross functional working with various DCC stakeholders + PwC

Identifying potential equality issues and factors

<p>Question 6</p> <p>What do you already know about the equality impact or need? For example, from research, feedback, consultation or any performance monitoring</p>	<p>Response/ findings</p> <p>Derby has a diverse population. There are pockets of deep social deprivation and areas of relative wealth. The economic situation and recent recession has affected local residents, communities and businesses.</p> <p>The census is due to be conducted in 2011, however we are aware that there has been a noted increase in the range of diversity of communities since the 2001 census.</p> <p>This is often reflected within the workforce who is employed to undertake DCC cleaning activities.</p> <p>The service employees a manual workforce made up predominantly of women, working in a part-time capacity, usually split-shifts and often in conjunction with other roles ie. School meals.</p> <p>The workforce is also culturally diverse, made up of: British, Easter European, Asian, African-Caribbean employees.</p>
<p>Questions 7 & 8</p> <p>Is there any evidence of higher or lower take up under the policy or practice, or of the service or function for any particular groups? For example, who uses the service, who doesn't and why not?</p>	<p>Response/ findings</p> <p>A varied range of customers purchase the cleaning service, including: Corporate Offices, Library's, Social Services, Youth Services, Schools & Nursery's.</p> <p>There is no trend as to who does and who doesn't access the service and all current customers 'buy-into' the service year-on-year, as this is historic practice.</p> <p>Where customer eventually 'opt-out' of the service, the reason usually given is cost, as it is perceived that the customer will have a greater level of control over an external provider or by managing the service themselves.</p>
<p>Have there been any important demographic changes or trends locally? For example is the population changing, and if so, how and what might that mean for the service or function?</p>	<p>Growing BME communities within Derby have often filled the employment gaps which may otherwise exist within the service. This has been particularly noticeable in recent years where citizens from those Eastern European counties who joined the EU have taken advantage of the opportunity to work in the UK.</p>
<p>Questions 9 & 10</p>	<p>Response/ findings</p>

<p>Is there an indication that any of the policies or practices involved with the service or function creates particular problems or difficulties for any groups of customers or communities?</p>	<p>Language can sometimes be an issue when communicating with employees of different nationalities.</p> <p>This however has been successfully addressed because a key member of the C&C managerial team is multi lingual and liaises with many employees because of their ability to communicate in Urdu, Punjabi & Gujarati.</p>
<p>What information or data exists? For example, statistics, customer feedback, complaints, research, monitoring – who keeps it and can you get hold of it?</p>	<ul style="list-style-type: none"> - Financial & Statistical data. - Service Level Agreements. - Site Audits. - Health & Safety documentation. - Complaints Procedures. - Meetings with key Stakeholders.
<p>Questions 11 & 12</p>	<p>Response/ findings</p>
<p>Does any equality or diversity objectives already exist? If so, what are they and what is current performance like against them?</p>	<p>DCC Equality Scheme & Action Plan – Achieving Excellence in the Equality Framework for Local Government in March 2011. The council promotes itself as an employer of preference and repute and has sought and retained significant external accreditation to support this assertion. For example GIS, Two Ticks, Stonewall top 100 Equality Index, Investors in People, Chartermark and CSE and Legal Services accreditation.</p> <p>Detailed information/data relating to the content of the proposals is held by the Cleaning department and financial information can be examined by cost heading and is readily available. This information is held by the Corporate Accountancy Team.</p> <p>Comments & complaints about the service are dealt with through a corporate response process and indicate that problems are few. Feedback is gained via a range of mediums.</p> <p>Within the Service Level Agreement, one section makes reference to ‘Equal Opportunities’.</p>
<p>Is the service having a positive or negative effect on particular people in the community, or particular groups or communities?</p>	<p>The cleaning service provides a positive effect as it employs a diverse workforce representing all of Derby’s BME communities.</p> <p>In recent years recruitment has been undertaken through corporate jobs fairs at which partnership working with the Deaf Community has encouraged individuals with a registered disability to seek employment. Furthermore one HR colleague has assisted in this process championing the need to recruit more BME employees, linking with the ‘Pakistani Initiative’.</p>

Collecting the information and data about how the policy, practice, service or function, impacts on communities

Please record your information and data in this table and think about:

- what information or data you will need
- using both quantitative and qualitative data
- making sure that where possible there is information that allows all perspectives to be considered
- identifying any gaps in the information/ data and what it can tell you

Data or information	When and how was it collected?	Where is it from?	What does it tell you? You need to consider all six equality strands where you can	Gaps in information
Customer feedback and complaints	Ongoing Stakeholder Consultation + Reports.	Departmental reports & records		
Consultation and community involvement	Workforce Customers / Stakeholders Trades Unions Elected Members.	Departmental reports & records		
Performance information including Best Value	Ongoing collation of statistical data.	Customer Questionnaires		
Take up and usage data	Statistical Information, Service Level Agreement etc.	Issued & Coordinated by the Service Manager (Income Generation)		
Comparative information or data where no local information				
Census, national or regional statistics	2001 Census, super enumerations and mid year estimates. Indices of Multiple Deprivations. Labour Force Surveys.	Office of National Statistics statistics.gov.uk/		

Data or information	When and how was it collected?	Where is it from?	What does it tell you? You need to consider all six equality strands where you can	Gaps in information
Access audits or assessments such as DDA assessments	Annual site-audits of all cleaning services provided by DCC.	Departmental reports & records	'Snap-shot of any one cleaning operation on any one day.	
Workforce profile	Current staffing profile (2009/10)	http://www.Derby.gov.uk/NR/rdonlyres/E46C5E27-0173-4D20-852333FF107D572A/O/DCC_employment_stats_0809.pdf	That the current workforce broadly reflects the wider community served.	Checks and balances are needed to ensure that workforce reductions do contribute to any bias in profile.
Where service delivered under procurement arrangements – workforce profile for deliverers				
Monitoring and scrutiny outcomes	Consultation/communication with all stakeholders regarding the need to provide appropriate cleaning services.			

Analysing the information and data and setting equality objectives and targets

Please give your detailed findings in this table

Service or function	Policy or practice	Findings	Which groups are affected and how	Whose needs are not being met and how?
Transfer Under Protected Earnings.	Legal requirement.	This specific requirement is clearly built into tender specifications so that prospective new employees are fully aware of this legal requirement.	Employees who transfer from the council's employment to the employment of the new service provider.	Potentially new employees who are employed by the new provider of the service after the tender has been awarded may find that they are employed on different terms and conditions.
Auditing.	Good practice for the council to monitor and evaluate the new service provider so as to ensure compliance.	The council needs to create an appropriate Auditing Tool, which will be included as an appendix within the tender specification clearly stating which aspects of the service will be audited.	The new provider. The Client where the new provider is providing the service. The workforce undertaking the service.	Potentially if non-compliance occurs both the council and the Client where the service is being provided.
Recruitment Practices.	Robust recruitment & selection company policy from the new provider.	Setting of targets within the tender specification to recruit a diverse workforce.	Male/Female. Black & Minority Ethnic communities. Individuals with both learning & physical disabilities.	Until the current make-up of the workforce is scoped, it is difficult to highlight where diversity gaps exist.

Objectives - process, impact or outcome based

Please give your proposed objectives/ targets in this table

Objective/Target: 1	Ensure that full TUPE requirements are implemented.
Specific	Ensure that employees transferring from the council's employment to a new private provider of the service will have their current terms & conditions of employment protected.
Measurable	Seeking confirmation within the tender bids that prospective new providers understand the full implications of TUPE and are prepared to operate within them.
Achievable	Yes, within the contract arrangements.
Relevant	This mechanism will assure those employees transferring that their current terms and conditions, rates of pay, minimal wages etc. will be protected.
Timed	Through periodic update meetings between the council and the new provider so as to monitor progress.

Objective/Target: 2	Ensure that a robust mechanism is implemented by the council so that cleaning services provided across the city are monitored and evaluated and that areas of high risk due to client groups receive the required level of service.
Specific	A audit tool to be used will be provided to all potential suppliers as part of the tender process so that they are fully aware of the necessary procedures in which they will be required to operate within.
Measurable	Periodic auditing of also sites, both planned and 'snap-shot' so as to monitor and evaluate.
Achievable	Yes
Relevant	To ensuring that the new provider complies with the full requirements of the contract
Timed	Via periodic auditing and where defaults occur an Action Plan is created and communicated with the new provider with a clear timeframe for rectification. Where further non-conformance occurs, then financial penalties are incurred.

Objective/Target: 3	Within the tender specification, the new provider ensures that within its recruitment practices, a workforce is employed which both reflects the cultural diversity of Derby and addresses the needs of individuals with physical and learning difficulties.
Specific	The workforce comprises: <ul style="list-style-type: none"> - A mixture of male & female employees - Local citizens from all of Derby's Black & Minority Ethnic communities - Individuals who may have physical or learning disabilities
Measurable	Statistical information with show the full diversity of the workforce.
Achievable	Reasonable adjustments are made so that individuals with disabilities are able to undertake employment. Linkages are made with ethnic communities which may be under represented so that initiatives can be implemented to address this issue.
Relevant	Will portray both the council and the new provider in a positive light as a good employer who embraces diversity.
Timed	Through periodic update meetings between the council and the new provider so as to monitor progress.

Monitoring and reviewing - incorporating into performance management

Please summarise your objectives and targets in this table with your proposed monitoring and reporting arrangements

Objective	Planned action	Target performance			Responsible lead officer	Reporting cycle, for example, quarterly
		2011/12	2012/13	2013/14		
ObjectiveTarget: 1 Ensure that full TUPE requirements are implemented.	Build TUPE legal requirement into the tender specification.				Legal/HR	N/A as this will form part of the tender specification
ObjectiveTarget: 2 Ensure that a robust mechanism is implemented by the council so that cleaning services provided across the city are monitored and evaluated and that areas of high risk due to client groups receive the required level of service	Specifications are outcome based with easily accessible monitoring tools Services with vulnerable customers will have a service specific monitoring tool to take on board their unique requirements				Facilities Manager	Periodic reporting meeting as specified within the awarded contract.
ObjectiveTarget: 3 Within the tender specification, the new provider ensures that within its recruitment practices, a workforce is employed which both reflects the cultural diversity of Derby and addresses the needs of individuals with physical and learning difficulties	Build this specific requirement into the tender specification.				Equalities Officer	Periodic reporting meeting as specified within the awarded contract.