

# **Equality Impact Assessment (EIA)**

Markeaton Crematorium Improvement Project

Please use this form to record your findings, proposed actions, equality objectives and targets. Use the guidance notes to help you do the assessment or contact the Equality Standard Project Manager if you need some advice

About the policy, practice, service or function you are assessing

**Name of policy, practice, service or function:** **Markeaton Crematorium Improvement Project**

**Assessment Team Leader:** **Claire Thornicroft, Bereavement Services Manager**

**Date of assessment:** **1<sup>st</sup> December 2010**

**Department responsible:** **Environmental and Regulatory Services**

**Service Area:** **Neighbourhoods**

Other members of assessment team:

| Name             | Position                               | Area of expertise     | Comments |
|------------------|--|-----------------------|----------|
| John Tomlinson   | Director                               | Project Lead          |          |
| Julian DeMowbray | Head of Service                        | Cabinet Liaison       |          |
| Karen McKinlay   | Assistant Bereavement Services Manager | Initial Contact Point |          |

|             |                           |                 |  |
|-------------|---------------------------|-----------------|--|
| Ann Webster | Equality & Diversity Lead | Equality Issues |  |
|             |                           |                 |  |

| Question  | Response/ findings  |
|---|---|
| What are the main aims and objectives or purpose of the policy, practice, service or function that you are assessing? | To carry out major improvement works at Markeaton Crematorium to include new office building, installation of mercury abatement plant to existing cremators, upgrading of waiting rooms and toilet facilities for general public and stakeholders and improved general access under DDA compliance. |

|   |  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
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| <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> | <p>Project Management Team which consists of</p> <table border="0"> <tr> <td>John Tomlinson</td> <td>Assistant Director</td> </tr> <tr> <td>Julian DeMowbray</td> <td>Head of Service</td> </tr> <tr> <td>Chris Edwards</td> <td>Director of Asset Management</td> </tr> <tr> <td>Claire Thornicroft</td> <td>Project Manager / B S M</td> </tr> <tr> <td>Karen McKinlay</td> <td>Assistant B S M</td> </tr> <tr> <td>Linda Spiby</td> <td>Principle Procurement Officer</td> </tr> <tr> <td>Peter Mitchell</td> <td>Technical Consultant</td> </tr> <tr> <td>Chris Newbold</td> <td>Health and Safety Advisor</td> </tr> <tr> <td>Mike Kay</td> <td>Head of Environmental Health</td> </tr> <tr> <td>Clive Shipman</td> <td>Environmental Health Officer</td> </tr> <tr> <td>Liz Minshall</td> <td>Climate Change Officer</td> </tr> <tr> <td>Linda Noble</td> <td>Human Resources Advisor</td> </tr> <tr> <td>John McCallum</td> <td>Trades Union Representative</td> </tr> <tr> <td>Mark Walker</td> <td>Serco Team Leader</td> </tr> <tr> <td>Lynn Hill</td> <td>Principal Accountant</td> </tr> <tr> <td>Michael Kirk</td> <td>Group Accountant</td> </tr> <tr> <td>Karl Suschitzky</td> <td>Environmental Health Officer</td> </tr> <tr> <td>Paul Glowacki</td> <td>Head Of Design</td> </tr> <tr> <td>Jenny Cole</td> <td>Project Architect</td> </tr> <tr> <td>Kevin Holmes</td> <td>Architectural Technician</td> </tr> <tr> <td>- Vacant -</td> <td>Administration Support</td> </tr> <tr> <td>Facultatieve Tech Ltd</td> <td>Appointed Contractor</td> </tr> </table> | John Tomlinson | Assistant Director | Julian DeMowbray | Head of Service | Chris Edwards | Director of Asset Management | Claire Thornicroft | Project Manager / B S M | Karen McKinlay | Assistant B S M | Linda Spiby | Principle Procurement Officer | Peter Mitchell | Technical Consultant | Chris Newbold | Health and Safety Advisor | Mike Kay | Head of Environmental Health | Clive Shipman | Environmental Health Officer | Liz Minshall | Climate Change Officer | Linda Noble | Human Resources Advisor | John McCallum | Trades Union Representative | Mark Walker | Serco Team Leader | Lynn Hill | Principal Accountant | Michael Kirk | Group Accountant | Karl Suschitzky | Environmental Health Officer | Paul Glowacki | Head Of Design | Jenny Cole | Project Architect | Kevin Holmes | Architectural Technician | - Vacant - | Administration Support | Facultatieve Tech Ltd | Appointed Contractor |
| John Tomlinson  | Assistant Director   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Julian DeMowbray  | Head of Service  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Chris Edwards   | Director of Asset Management   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Claire Thornicroft  | Project Manager / B S M  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Karen McKinlay  | Assistant B S M  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Linda Spiby   | Principle Procurement Officer  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Peter Mitchell  | Technical Consultant   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Chris Newbold   | Health and Safety Advisor  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Mike Kay  | Head of Environmental Health   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Clive Shipman   | Environmental Health Officer   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Liz Minshall  | Climate Change Officer   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Linda Noble   | Human Resources Advisor  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| John McCallum   | Trades Union Representative  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Mark Walker   | Serco Team Leader  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Lynn Hill   | Principal Accountant   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Michael Kirk  | Group Accountant   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Karl Suschitzky   | Environmental Health Officer   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Paul Glowacki   | Head Of Design   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Jenny Cole  | Project Architect  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Kevin Holmes  | Architectural Technician   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| - Vacant -  | Administration Support   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| Facultatieve Tech Ltd   | Appointed Contractor   |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |
| <p>Question</p>   | <p>Response/ findings</p>  |                |                    |                  |                 |               |                              |                    |                         |                |                 |             |                               |                |                      |               |                           |          |                              |               |                              |              |                        |             |                         |               |                             |             |                   |           |                      |              |                  |                 |                              |               |                |            |                   |              |                          |            |                        |                       |                      |

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| 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?  | Citizens of Derby and surrounding areas<br>Business users; Funeral Directors<br>Visitors and Tourists; Bereaved, Genealogists<br>Partner Organisations<br>Council Staff<br>Cabinet Councillors   |
| 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? | Compliance with DEFRA guidelines within the December 2012 deadline.<br>Elimination of unlawful discrimination<br>Ensuring equality of opportunity<br>Promoting good relations  |
| Question  | Response/ findings   |
| 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.               | Bereavement Services Forum Group consulted and proposals discussed<br>Consultation with staff for contribution to plans and to develop ownership across all tiers for the project.<br>Bereavement Services Newsletter issued quarterly to keep service users up to date with developments. |
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| <b>Identifying potential equality issues and factors</b>  |  |
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| Question  | Response/ findings   |

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| <p>What do you already know about the equality impact or need? For example, from research, feedback, consultation or any performance monitoring</p> | <p>A requirement that Markeaton Crematorium operates in accordance with the DEFRA requirement to abate mercury and dioxin emissions by 31<sup>st</sup> December 2012, and seize the opportunity to make adjustments to the way that Bereavement Services operates in order to deliver significant city-wide service delivery improvements.</p> |
| <p>Question</p>   | <p>Response/ findings</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?

This project demonstrates a strong fit with the Council's ambition to deliver priorities around a better environment and providing excellent and value for money services. In meeting the statutory obligations placed on all UK cremation authorities to abate mercury and dioxin emissions following the cremation process, it provides a unique opportunity to transform service delivery for those touched by the sadness of bereavement. In addition to better aligning its interaction with the service users and stakeholders to meet ever increasing expectations, the transformation of the service will provide efficiency gains from a consolidation and rationalisation of existing internal processes.

It will assess the current position and the opportunity for service improvements along with both financial and non-financial benefits provided through establishing a long term vision for the service so that:

It is provided in a legally compliant way;

It better meets service users and stakeholder expectations;

It is provided cost effectively and in a sustainable way.



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| <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>There are no demographic changes or trends locally that are known at this time.</p> |
| Question   | Response/ findings   |

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?

The deliverables from the successful delivery of this project are expected to include the following benefits:

Legal compliance of the cremation process at Markeaton Crematorium;

Improved mourner experience;

More efficient and sustainable operation of the cremation process leading to an extension of the operation life of the existing cremators;

Improved facilities for the crematorium staff;

More consistent and resilient ICT Communications Infrastructure;

Improved visitor and stakeholder reception facilities at Markeaton Crematorium;

Improved office facilities;

Consolidation of the existing crematorium and cemeteries functions;

Consistent levels of service delivery across all functions;

Provision of a modernised Bereavement Service supported by a revised and updated structure;

Reduced operational costs

Improved Disabled access into Reception Area

More dignity for requested Witnessed Charging

Easier access by improved Disabled Persons Parking

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| <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> | <p>Forum meetings are documented with minutes available for all as required. Constant monitoring is carried out by the Bereavement Services section and discussed at team meetings for suggestions for improvements</p>   |
| <p>Question</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>This recommendation is fully accepted. Between 2006 and 2010, the option of carrying out a full upgrade of all the buildings on the site was explored. A range of options was considered, costing from £1.2 to £1.9 million. The public areas of the crematorium do require urgent refurbishment. Most of this work is cosmetic in nature, although the public toilets require a more thorough facelift to bring them up to an appropriate standard.</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 closing of the office at Nottingham Road Cemetery and moving the staff to the combined office at Markeaton will have an impact on visitors to Nottingham Road. However, it should be acknowledged that none of the other cemeteries within the Derby City Council boundaries are staffed. There will be a positive impact on staff as the combining of resource will prevent the risk of lone working and a greater working relationship across the two functions will give a more diverse spectrum of duties for staff.</p> |

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

| Data or information                          | When and how was it collected?   | Where is it from?   | What does it tell you?   | Gaps in information  |
|--|--|---|--|--|
| Customer feedback and complaints             | Periodically letters received or comments verbally   | General Public / service users  | Individual circumstances are dealt with in different ways. There is generally little that can be taken to make changes across the system   | Difficult time to approach people to be sure that all has gone well so feedback is not often received. |
| Consultation and community involvement       | Bereavement Services Forum.<br>Items added to agendas of outlying groups as necessary          | Bereavement Services Forum<br><br>Diversity Forum                             | Feedback received through Funeral Directors and community representatives of suggestions and ideas for improvements.<br>Helps to gather information and make decisions about future improvements to our sites. | Quarterly meetings so information can take some time to get back for discussion.                       |
| Performance information including Best Value | Annual completion of questionnaire for assessment of standards achieved for service provision. | Charter for the Bereaved.<br>Institute of Cemetery and Crematorium Management | Year on year comparison and bench marking against other authorities.   | None Known   |

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| Take up and usage data                                     | Annual recording of statistical information for bench marking exercise against other authorities.                                       | CIPFA statistical Analysis                             | Comparison to other authorities. Areas of short fall of service levels.                  | None Known |
| Comparative information or data where no local information | We share information with our neighbouring authorities. We compare our statistics with those of our partners. Charter for the Bereaved. | Institute of Cemetery and Crematorium Management.      | Comparison to other authorities of all levels of service including break down of charges | None Known |
| Census, national or regional statistics                    | CIPFA statistics submitted annually. Charter for the Bereaved statistics submitted annually.  | CIPFA Institute of Cemetery and Crematorium Management | Comparison to other authorities. Areas of short fall of service levels.                  | None Known |

|   |  |                                      |  |  |
|---|--|--------------------------------------|--|--|
| Access audits or assessments such as DDA assessments                                      | Access Report showing areas of concern | Mick Watts,<br>Access Officer<br>DCC | Recognises where reasonable adjustments can be made and funding is being sort to implement them.<br>Some areas, no change is possible due to layout. | None Known                                 |
| Workforce profile   | Ongoing by departments                 | On Vision system                     | Records age, gender, ethnicity, disability where declared  | Nothing recorded on religion or sexuality. |
| Where service delivered under procurement arrangements – workforce profile for deliverers | N/A                                    | N/A                                  | N/A  | N/A  |

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| <p>Monitoring and scrutiny outcomes</p> | <p>A number of concerns were raised during scrutiny of the proposals by the Community Commission in January and February 2010.</p> |  | <p>To explore the option of using an existing Framework Agreement as the procurement route for the scheme.</p> <p>An existing framework, known as the North West Framework Agreement, is the only known framework in existence. Further enquiries have revealed that the use of the framework may be legally restricted to the North West of England only and that, in any case, the document requires further refinement before it can be used. This is not therefore seen as a viable option for the Council.</p> |  |
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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?                             |
|----------------------------|---|--|--|--|
| Cremation Services         | Bereavement Services Regulations        | Recognition of cultural and religious beliefs    | Service Users and Council Staff                    | Greater Information dissemination for a more recognised procedure. |
|                            | Consultation Agreement                  | Widespread understanding of policy and procedure | Service Users and Council Staff                    | Relaying of information including website.                         |
| Access for Disabled People | Disability Discrimination Act awareness | Acceptance of areas of improvement needed.       | All Visitors and staff                             | Disabled People and the Elderly                                    |
|                            | Diversity Forum discussions             | Regular meetings and feedback                    | People with mobility issues and visual impairment. | Disabled People, the Elderly and pushchair and wheelchair users.   |



|               |   |   |   |   |
|---------------|---|---|---|---|
| Communication | Newsletter<br>Forum Group<br>Verbally to staff and<br>service users | All forms are warmly<br>welcomed and<br>appreciated | All service users and<br>staff  | Persons where<br>English is not the first<br>language.                                      |
|               | Wesley Music System<br>for service and<br>recording of service      | Offers greater<br>selection than<br>previous system | Those requesting<br>more unusual services<br>are more easily<br>accommodated. | Where an organist is<br>required. New system<br>dictates they bring<br>their own equipment. |

Objectives - process, impact or outcome based

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|-------------------|---|
| Objective/Target: | <b>Provision of Good Customer Service</b>     |
| Specific          | A high quality Cremation service              |
| Measurable        | To comply with Code of Cremation Practice     |
| Achievable        | Improved staff awareness and training         |
| Relevant          | To provide equality and uniformity of service |
| Timed             | Ongoing with quarterly review.                |

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| Objective/Target: | <b>Addressing the needs of the mobility restricted community</b>      |
| Specific          | Improved access for aged and mobility restricted crematorium visitors |
| Measurable        | To comply with Discrimination Act                                     |
| Achievable        | Long term programme of site improvements                              |
| Relevant          | Service criticism   |
| Timed             | Five year Plan finance permitting                                     |

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| Objective/Target: | <b>Providing a Multi Cultural Service for Cremation</b>                |
| Specific          | Extended Service for Cremations  |
| Measurable        | Customer take up of service and feedback                               |
| Achievable        | Staff availability and training and community awareness and promotion. |
| Relevant          | Prevention of relationship break down and poor publicity               |
| Timed             | Ongoing with quarterly review  |

|                   |   |
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| Objective/Target: | <b>Encouragement of visitors to Crematorium</b>                       |
| Specific          | Provide an Open Day   |
| Measurable        | Once per year and questionnaire for feedback supplied to all visitors |

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|------------|--|
| Achievable | Support by Funeral Directors and Service Users with displays and information |
| Relevant   | Customer Satisfaction Survey / Feedback                                      |
| Timed      | Annual Plan with finance permitting.   |

## Monitoring and reviewing - incorporating into performance management

| Objective   | Planned action  |          |          |   |   |
|---|---|----------|----------|---|---|
|   |   | 2010/11  | 2011/12  | Responsible lead officer                | Reporting cycle, for example, quarterly |
| Provision of Good Customer Service                        | Training and monitoring of service provision                        | Apr 2011 | Dec 2011 | Claire Thornicroft Bereavement Services | Quarterly                               |
| Addressing the needs of the mobility restricted community | Improvements to Reception and Waiting Room facilities.              | Jan 2011 | Dec 2011 | Claire Thornicroft Bereavement Services | Quarterly                               |
| Providing a Multi Cultural Service for Cremation          | Increased service provision over extending working day and weekends | Feb 2011 | Jan 2012 | Claire Thornicroft Bereavement Services | Quarterly                               |
| Encouragement of visitors to Crematorium                  | Open Day annually   | Mar 2011 | Dec 2011 | Claire Thornicroft Bereavement Services | Quarterly                               |