



Oxfordshire County Council
Equalities Impact Assessment

Household Waste Recycling Centre (HWRC) Management Reprovision

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Section 1: Summary details

Directorate and Service Area	<p>Highways & Environment Directorate</p> <p>Countryside and Waste Services</p>
What is being assessed (e.g. name of policy, procedure, project, service or proposed service change).	<p>HWRC Management Reprovision.</p> <p>Under Section 51 of the Environmental Protection Act 1990, Oxfordshire County Council (OCC) has a legal duty to provide HWRCs for Oxfordshire residents and currently provides 7 across the county. On 1 October 2017, a 10-year contract (7-year main term plus up to 3-year extension) commenced with W&S Recycling Ltd (W&S) for the management of 6 of the 7 HWRCs. (The 7th Dix Pit is contracted to FCC). The W&S contract expires on 30 September 2027, with no ability to extend, and a new HWRC management model / contract needs to put in place.</p> <p>An optioneering process has provided an assessment and ranked scoring of 12 different potential new HWRC service models. The highest ranked model is the procurement of a long-term contract with a break clause to support LGR. This EIA assesses this option as the preferred new HWRC service model going forward. This option will go to Cabinet on 17.03.26 for cabinet decision. If approved, it will go through competitive flexible procedure procurement with a contract mobilisation period (6 months) with a start date of 1 October 2027.</p>

<p>Summary of assessment</p> <p>Briefly summarise the policy or proposed service change. Summarise possible impacts. Does the proposal bias, discriminate or unfairly disadvantage individuals or groups within the community? (following completion of the assessment).</p>	<p>The proposal bias for the option of procurement for a long-term HWRC management contract as the preferred new HWRC service model going forward does not discriminate or unfairly disadvantage individuals or groups within the community but does instead support disadvantaged individuals or groups within the community in the following ways:</p> <ul style="list-style-type: none"> • By providing HWRC's, OCC supports Oxfordshire's residents by ensuring that all residents have access to the same level of HWRC services for recycling and waste disposal, regardless of their location, with service availability for areas of deprivation. • HWRC contractors assessed through a competitive flexible procurement procedure will be contracted to deliver the HWRC service safely and effectively, reducing risks to vulnerable residents and those with protected characteristics. Procurement questions within the competitive flexible procurement processes will aim to identify how the contractor will eliminate discrimination, advance equality of opportunity, and foster social value and good community relations. • HWRC service quality standards will be set up through the new contract that will support and encourage HWRC use, including by those with protected characteristics. This will help residents with protected characteristics in making safe and managed waste disposal and recycling choices, which may otherwise cause confusion or barriers for some vulnerable residents. • Having one contracted provider across 6 HWRC's, who provides consistent waste and recycling services, can make recycling easier for everyone, including those who may face additional challenges. Contractors will have the necessary operational skills and experience to provide reliable public-facing services (e.g., safe site operation, staffed support). • Option E is the only long-term option rated green under a multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR. Long term contracted services will limit service delivery disruptions, protecting vulnerable households who may struggle with alternative disposal routes or private waste costs. • A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and educational opportunities, including social value initiatives -
<p>Completed By</p>	<p>Caroline Coyne</p>

Authorised By	Jamie Kavanagh
Date of Assessment	05.02.26

Section 2: Detail of proposal

<p>Context / Background</p> <p>Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.</p>	<p>The W&S HWRC Management contract is an outsourced contract, providing on-site HWRC service delivery management, including all the staffing, vehicles and equipment required to deliver the service. Although this contract has supported the council in achieving one of the highest recycling rates in the country, significantly exceeding the national average, the contract is limiting in that it doesn't support OCC to harness commercial opportunities like re-use, embed new technology or introduce new innovative ways of working. And whilst the outsourced model is traditionally a preferred choice for councils, given the rapidly changing nature of the waste industry, it is recognised that new and different models of HWRC service delivery must be considered for the future.</p> <p>This provides OCC with an opportunity to review how different HWRC service model could work in the future, considering the changing nature of the waste industry and other legislation priorities. Key amongst these, is the upcoming local government reorganisation (LGR), which will provide Oxfordshire residents new local authority structures.</p> <p>Following the submission of HWRC Service Delivery Model paper to Cabinet in February 2025, Waste and Countryside service leads, with support from financial, commercial and legal have worked with consultants Eunomia to undertake a review of the potential new HWRC service model options (table 1 below). Over several workshops and analysis sessions, the 12 service model options were reviewed against a list of qualitative and costing criteria (table 2 below), exploring each option's benefits, opportunities and risks. Each option was also reviewed in terms of LGR. Extensive market testing was also carried out to understand the waste markets requirements.</p> <p>This optioneering has provided an assessment and ranked scoring of the 12 HWRC service models. (table 3 below) The highest ranked model is the procurement of a long-term contract with a break clause to support LGR. The option will go to Cabinet on 17.03.26 for cabinet decision. If approved, it will go through procurement with a mobilisation period and a start date on 1 October 2027</p>
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Proposals

Explain the detail of the proposals, including why this has been decided as the best course of action.

Why a long-term contract is the preferred option

The procurement of a long-term contract (Option E) emerged as the highest-scoring and lowest-cost option across the evaluation process.

Key advantages include:

- Strong market interest: Waste operators indicated clear preference for an 8-year contract, making the option more competitive and attractive, which supports pricing reductions and innovation. Long term contracted services will limit service delivery disruptions, protecting vulnerable households, and those who may struggle with alternative waste disposal routes or private waste costs.
- Lower risk profile: It carries minimal financial, operational, and commercial risk to OCC due to the transfer of operational responsibility to an experienced contractor. HWRC contractors assessed through a competitive flexible procurement procedure will be contracted to deliver the HWRC service in accordance with the Equality Act reducing risks to those with protected characteristics.
- Operational skills and experience: Contractors will have the necessary operational skills and experience to provide trained staff that can provide a reliable public-facing service ensure that no service user is treated unfavourably because of a protected characteristic (such as disability, age, race, sex, religion, etc.).
- A longer 8 year contract supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and educational opportunities, including social value initiatives.
- Most resilient within LGR: It is the only green-rated long-term option in a multiple-unitary scenario, offering flexibility through options such as including a 4-year break clause. Option E is the only long-term option rated green under a multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.
- Best overall value for money: It has the lowest modelled annual cost relative to other future models and avoids the repeated mobilisation costs associated with short-term options.

In terms of ensuring and promoting equality and diversity, a competitive flexible procurement process will ensure that a contractor complies with the Equality Act 2010, focusing on both service user accessibility and workforce diversity. Procurement questions will aim to identify how the contractor will eliminate discrimination, advance equality of opportunity, and foster social value and good community relations. HWRC's are public facing; they can support community cohesion in areas of deprivation and can be used develop and foster strong positive relationships between the council and different people from different backgrounds within a community.

The successful contractor will be held contractually responsible via quality standards and KPI's to ensure equality policy compliance, and that there are clear lines of responsibility for overseeing support for residents with protected characteristics who visit the HWRC sites. The contractor must have due regard and take steps to meet the needs of people with protected characteristics and enable a clear complaints procedure and conflict resolution. The successful contractor will also work closely with OCC to support any future waste policy changes or on-site HWRC improvement construction projects.

Evidence / Intelligence

List and explain any data, consultation outcomes, research findings, feedback from service users and stakeholders etc, that supports your proposals and can help to inform the judgements you make about potential

The HWRC service model optioneering reviewed 12 short-term and long-term service model options – see table 1 below:

Term	Option	Description
Short Term	A	Re-Procurement
	B	In-House
	C	LATCo (Own)
	D(i)	LATCo (Joint)
	D(ii)	LATCo (ODS via Oxford City Council- S101)
Long Term	E	Re-Procurement
	F	In-House
	G	LATCo (Own)
	H(i)	LATCo (Joint)
	H(ii)	LATCo (ODS via Oxford City Council- S101)
	I	JV- Public/Public
	J	JV- Public/Private

Table 1 – 12 Service Model Options

Each option was risk assessed against a range of qualitative and costing criteria (table 2 below). Each criteria was weighted using a percentage % adding up to 100%. This methodology approach provided an evidence-based evaluation, that ensured both the council's strategic aims and the services delivery priorities could be equally captured and applied for each option.

impact on different individuals, communities or groups and our ability to deliver our climate commitments.

Primary Criteria	Secondary Criteria	Question	Weighting
Cost: 35%	Cost	What is the annual modelled cost of the option?	25%
	Financial and Commercial Risk	Does the option increase OCC's financial and commercial risk position?	10%
Quality: 65%	People Risk	Does the operational entity have the necessary skills and experience to deliver the service?	10%
	Management Risk	Does the operational entity have the necessary skills and experience to manage the service?	10%
	Market Conditions	Are the market conditions supporting this option?	5%
	Operational Risk	Does the option pose an operational risk of failure to the authority?	5%
	Implementation Risk	Does the option present implementation risk?	5%
	Control and Ability to Change	Does the option allow OCC to control and develop services?	5%
	Social Value	Does the option support OCC's social value objectives?	5%
	Service Quality	Does the option improve the quality of service offered to residents?	5%
	Service Capacity	Does the option improve OCC's Waste Services capacity?	5%
	Strategic Alignment	Does the option align with OCC's Strategic Priorities / Aims?	5%
Innovation	Does the option include opportunities for innovation?	5%	

Table 2 – Options qualitative assessment criteria –including social value and service quality criteria.

This qualitative risk review considered each options risks, benefits and opportunities, as well as considering each option of LGR (for a single authority and for multiple authorities). This provided an overall RAG status table for each option – see table 3 below.

Criteria	Weighting	Short Term Options					Long Term Options						
		A	B	C	D(i)	D(ii)	E	F	G	H(i)	H(ii)	I	J
		Re-Procurement	In-House	LATCo (Own)	LATCo (Joint)	LATCo (ODS - \$101)	Re-Procurement	In-House	LATCo (Own)	LATCo (Joint)	LATCo (ODS - \$101)	JV Public/Public	JV Public/Private
Cost	25%	23.8%	24.7%	23.2%	24.6%	20.9%	25.0%	24.7%	23.2%	24.6%	20.9%	23.8%	22.5%
Financial and Commercial Risk	10%	8%	2%	4%	4%	4%	8%	2%	4%	4%	4%	2%	4%
People Risk	10%	10%	4%	6%	8%	8%	10%	4%	6%	8%	8%	4%	10%
Management Risk	10%	10%	4%	4%	8%	6%	10%	4%	4%	8%	6%	4%	10%
Market Conditions	5%	2%	5%	5%	5%	5%	4%	5%	5%	5%	5%	5%	1%
Operational Risk	5%	4%	2%	2%	2%	2%	4%	2%	2%	2%	2%	2%	2%
Implementation Risk	5%	3%	2%	2%	2%	2%	3%	2%	2%	2%	2%	2%	3%
Control and Ability to Change	5%	3%	5%	4%	4%	3%	3%	5%	4%	4%	3%	3%	3%
Social Value	5%	4%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Service Quality	5%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Service Capacity	5%	3%	4%	3%	4%	3%	3%	4%	3%	4%	3%	4%	3%
Strategic Alignment	5%	5%	5%	5%	5%	3%	5%	5%	5%	5%	3%	5%	5%
Innovation	5%	4%	5%	5%	5%	4%	4%	5%	5%	5%	4%	5%	4%
Total Score	100%	83.8%	71.7%	72.2%	80.6%	69.9%	88.0%	71.7%	72.2%	80.6%	69.9%	68.8%	76.5%
Rank		2	-8	-6	-3	-10	1	-8	-6	-3	-10	12	5
LGR RAG (Single Authority)													
LGR RAG (Multiple Authority)													

Table 3 – Qualitative risk RAG assessment table for each option, including LRG.

The equalities impacts of each option were considered via the Social Value and Service Quality criteria:

Social Value - The question asked was – Does the option support the authority’s social value objectives now and in the future? All options apart from Option A were assessed to be able to potentially offer a substantial increase in social value provision compared to the current arrangement:

- One element of Social Value focuses on advancing equality of opportunity. Suppliers are required to demonstrate how they will create training, apprenticeships and employment opportunities for underrepresented or disadvantaged groups, directly supporting the equality acts aim to reduce inequality.
- Tackling economic inequality through procurement and supply routes; social value initiatives promote fair, equitable and diverse supply chains.
- Reducing health inequalities by focusing on social determinants of health such as providing a living wage and secure work.
- Support for protected characteristics; social value questions within the procurement processes can require bidders to outline how they will meet specific measurable equality goals during contract delivery. Social value transforms contractual duties into measurable actions that improve social value for communities.
- It allows the council the opportunity to engage and negotiate with providers through the competitive flexible procurement process to ensure they do have social value included as part of their contract tender submissions, and that a social value action plan and timetable forms part of their tender submissions.
- The procurement of a long-term contract supports providers in making long-term contracted commitments to increase and deliver on social value delivery throughout the lifetime of the contract. A long-term contract has a longer lifespan; creating more substantial social value achievements, as there is more time to establish these benefits.

Service Quality – The questions asked within this criteria were regarding the different model’s staff policies and training, the quality and proactiveness of options management and supervision structures, and the ability of the different models to monitor and manage quality standards, including addressing any discrimination issues or equality concerns.

Although within each option the management and control of the service is still to a lesser or greater degree dictated by OCC, it is the focus and ability of the model to provide the mechanisms that can flex and change as required if quality changes need to be addressed swiftly.

- Each option was assessed on whether it would deliver and provide a good quality service for Oxfordshire’s residents, and how it would develop and promote waste segregation, recycling and re-use of household materials taken to HWRCs.

	<ul style="list-style-type: none"> • Each option was assessed to understand its service delivery mechanisms, and how it would monitor and manage the services quality standards and KPI's. • Although each option would facilitate quality standards to manage and monitor service delivery quality issues, a long-term contract does enable contracted quality performance standards (via KPI's) to be set up, monitored and maintained. This would provide a mechanism by KPI's can be used to monitor equality compliance throughout the contract lifespan. • The procurement of a long-term contract allows the council an opportunity to engage and negotiate with providers through the competitive flexible procurement process, ensuring providers have included equality impact assessments as part of their tender submissions. The council can ask providers to evidence within their tender submission what potential risks to equality have they identified and how will they mitigate them? • As part of competitive flexible procurement process, providers could also be asked to submit their equality policies and compliance evidence to outline how they communicate equality and diversity to their employees and contractors, detailing responsibility lines and support. This could also include their complaints procedures and staff welfare policies. • The competitive flexible procurement process is also an opportunity to ask for equality and diversity evidence, not just policy statements, but ensuring the senior management is held accountable for policy.
<p>Alternatives considered / rejected</p> <p>Summarise any other approaches that have been considered in developing the policy or proposed</p>	<p>The optioneering process considered all the options and all the models were reviewed in detail, but many fell short due to cost, complexity, or risk.</p> <p><u>Short-Term Options (A–D)</u> Short-term approaches provide flexibility during LGR but bring significant drawbacks:</p> <ul style="list-style-type: none"> • Poor market appetite, reducing competitiveness and weakening price outcomes. • Implementation costs must be repeated after four years, offering no financial advantage. • Minimal measurable benefit compared with long-term options. <p><u>In-House Delivery (B & F) - Not viable due to:</u></p> <ul style="list-style-type: none"> • Highest revenue costs, driven largely by LGPS pension liabilities. • Risks around a two-tier workforce and recruitment of specialist management. • Substantial operational, financial, and staff-transfer risks under LGR. <p><u>LATCo Models (C, D(i), D(ii), G, H(i), H(ii)) - These options presented:</u></p>

<p>service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.</p>	<ul style="list-style-type: none"> • High commercial and financial risk, as most risk transfers back to OCC. • Complex governance arrangements and lengthy negotiation processes. • Pricing concerns for LATCo based models (D(ii)/H(ii)), including risks of additional annual costs. <p><u>Joint Ventures (I & J)</u></p> <ul style="list-style-type: none"> • JV Public/Public: No suitable partner or clear benefits; high complexity. • JV Public/Private: Low market interest; unclear commercial advantages; inconsistent with sector practice. <p>Also, why “Doing Nothing” is not an option:</p> <ul style="list-style-type: none"> • The W&S contract legally cannot be extended, requiring a new service model. • The W&S contract relies on the contractor absorbing risks that the market will not accept in a new procurement. • LGR requires OCC to put in place a stable, resilient service model that can be transferred smoothly to any new authority structure. • Failure to act would expose OCC to HWRC service continuity risks.
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Section 3: Impact Assessment - Protected Characteristics

Protected Characteristic	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
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Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>HWRC contractors assessed through a competitive flexible procurement procedure will be contracted to deliver the HWRC service safely and effectively, reducing risks to vulnerable younger or older residents.</p> <p>Contractors will have the necessary operational skills and experience to provide reliable public-facing services (e.g., safe site operation, staffed support).</p> <p>Long term contracted services will limit service delivery disruptions, protecting vulnerable households who may struggle with alternative disposal routes or private waste costs.</p> <p>A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and</p>	<p>The procurement of a long-term contract allows the council an opportunity to engage and negotiate with providers through the competitive flexible procurement process, ensuring providers have included equality impact assessments as part of their submissions. The council will ask providers to evidence what potential risks to equality have they identified and how will they mitigate them? They will also be asked to submit their equality policies and compliance evidence.</p> <p>Quality standard KPI's will be set up and managed contractually throughout the contract lifespan.</p> <p>Ensure staff are trained in equality and diversity and that they understand protected characteristics.</p>	Jeffrey Farrell, HWRC Manager	Throughout the procurement processes and contract delivery
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				<p>educational opportunities, including social value initiatives, and on-site access improvements</p> <p>Option E is the only long-term option rated green under a multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.</p>	<p>Ensure they have the support in place to manage queries, questions, complaints effectively.</p> <p>Provide staffing support for on-site access to HWRC areas. Provide face to face HWRC support to all residents with clear information about site rules, opening times, waste segregation and recycling policy.</p>		
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<p>Disability</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>HWRC contractors assessed through a competitive flexible procurement procedure will be contracted to deliver the HWRC service safely and effectively, reducing risks to disabled residents.</p> <p>Contractors will have the necessary operational skills and experience to provide reliable public-facing services (e.g., safe site operation, staffed support).</p> <p>Long term contracted services will limit service delivery disruptions, protecting vulnerable households who may struggle with alternative disposal routes or private waste costs.</p> <p>A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and educational opportunities,</p>	<p>The procurement of a long-term contract allows the council an opportunity to engage and negotiate with providers through the competitive flexible procurement process, ensuring providers have included equality impact assessments as part of their submissions. The council will ask providers to evidence what potential risks to equality have they identified and how will they mitigate them? They will also be asked to submit their equality policies and compliance evidence.</p> <p>Quality standard KPI's will be set up and managed contractually throughout the contract lifespan.</p> <p>Ensure staff are trained in equality and diversity and that they understand protected characteristics.</p>	<p>Jeffrey Farrell, HWRC Manager</p>	<p>Throughout the procurement processes and contract delivery</p>
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				<p>including social value initiatives, and on-site access improvements</p> <p>Option E is the only long-term option rated green under a multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.</p>	<p>Ensure they have the support in place to manage queries, questions, complaints effectively.</p> <p>Provide staffing support for on-site access to HWRC areas. Provide face to face HWRC support to all residents with clear information about site rules, opening times, waste segregation and recycling policy.</p>		
Gender Reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Marriage & Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Pregnancy & Maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>HWRC contractors assessed through a competitive flexible procurement procedure will be contracted to deliver the HWRC service safely and effectively, reducing risks to disabled residents.</p> <p>Contractors will have the necessary operational skills and experience to provide reliable public-facing services (e.g., safe site operation, staffed support).</p> <p>Long term contracted services will limit service delivery disruptions, protecting vulnerable households who may struggle with alternative disposal routes or private waste costs.</p> <p>A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and educational opportunities,</p>	<p>The procurement of a long-term contract allows the council an opportunity to engage and negotiate with providers through the competitive flexible procurement process, ensuring providers have included equality impact assessments as part of their submissions. The council will ask providers to evidence what potential risks to equality have they identified and how will they mitigate them? They will also be asked to submit their equality policies and compliance evidence.</p> <p>Quality standard KPI's will be set up and managed contractually throughout the contract lifespan.</p> <p>Ensure staff are trained in equality and diversity and that they understand protected characteristics.</p>	Jeffrey Farrell, HWRC Manager	Throughout the procurement processes and contract delivery
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				<p>including social value initiatives, and on-site access improvements</p> <p>Option E is the only long-term option rated green under a multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.</p>	<p>Ensure they have the support in place to manage queries, questions, complaints effectively.</p> <p>Provide staffing support for on-site access to HWRC areas. Provide face to face HWRC support to all residents with clear information about site rules, opening times, waste segregation and recycling policy.</p>		
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<p>Sex</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>HWRC contractors assessed through a competitive flexible procurement procedure will be contracted to deliver the HWRC service safely and effectively, reducing risks to all residents.</p> <p>Contractors will have the necessary operational skills and experience to provide reliable public-facing services (e.g., safe site operation, staffed support).</p> <p>Long term contracted services will limit service delivery disruptions, protecting vulnerable households who may struggle with alternative disposal routes or private waste costs.</p> <p>A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and educational opportunities,</p>	<p>The procurement of a long-term contract allows the council an opportunity to engage and negotiate with providers through the competitive flexible procurement process, ensuring providers have included equality impact assessments as part of their submissions. The council will ask providers to evidence what potential risks to equality have they identified and how will they mitigate them? They will also be asked to submit their equality policies and compliance evidence.</p> <p>Quality standard KPI's will be set up and managed contractually throughout the contract lifespan.</p> <p>Ensure staff are trained in equality and diversity and that they understand protected characteristics.</p>	<p>Jeffrey Farrell, HWRC Manager</p>	<p>Throughout the procurement processes and contract delivery</p>
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				<p>including social value initiatives, and on-site access improvements</p> <p>Option E is the only long-term option rated green under a multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.</p>	<p>Ensure they have the support in place to manage queries, questions, complaints effectively.</p> <p>Provide staffing support for on-site access to HWRC areas. Provide face to face HWRC support to all residents with clear information about site rules, opening times, waste segregation and recycling policy.</p>		
Sexual Orientation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

Section 3: Impact Assessment - Additional Community Impacts

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (*Job Title, Organisation)	Timescale and monitoring arrangements
Rural communities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Contracted providers assessed through procurement will manage on-site hazardous waste, traffic management, and site safety effectively reducing risks to local and rural communities who are more at risk of unsafe fly tipping and incorrect waste disposals.</p> <p>The option to provide a long term contract supports HWRC service delivery in Oxfordshire's more rural HWRC'S.</p>	<p>The procurement of a long-term contract allows the council an opportunity to engage and negotiate with providers through the competitive flexible procurement process, ensuring providers have included equality impact assessments as part of their submissions. The council will ask providers to evidence what potential risks to equality have they identified and how will they mitigate them? They will also be asked to submit their equality policies and compliance evidence.</p> <p>Quality standard KPI's will be set up and managed contractually throughout the contract lifespan.</p>	Jeffrey Farrell, HWRC Manager	Throughout the procurement processes and contract delivery

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
					<p>Ensure staff are trained in equality and diversity and that they understand protected characteristics.</p> <p>Ensure they have the support in place to manage queries, questions, complaints effectively.</p> <p>Provide staffing support for on-site access to HWRC areas. Provide face to face HWRC support to all residents with clear information about site rules, opening times, waste segregation and recycling policy.</p>		
Armed Forces	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Those in the armed forces may be stationed in areas away from home that are unfamiliar to them. Having the same level of service across the HWRC's will provide a	The procurement of a long-term contract allows the council an opportunity to engage and negotiate with providers through the competitive flexible		

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
				good understanding of recycling and safe waste disposal opportunities.	<p>procurement process, ensuring providers have included equality impact assessments as part of their submissions. The council will ask providers to evidence what potential risks to equality have they identified and how will they mitigate them? They will also be asked to submit their equality policies and compliance evidence.</p> <p>Quality standard KPI's will be set up and managed contractually throughout the contract lifespan.</p> <p>Ensure staff are trained in equality and diversity and that they understand protected characteristics.</p> <p>Ensure they have the support in place to manage queries,</p>		

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
					<p>questions, complaints effectively.</p> <p>Provide staffing support for on-site access to HWRC areas. Provide face to face HWRC support to all residents with clear information about site rules, opening times, waste segregation and recycling policy.</p>		
Carers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Areas of deprivation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	HWRC contractors assessed through a competitive flexible procurement procedure will be contracted to deliver the HWRC service safely and effectively, reducing risks to disabled residents.	The procurement of a long-term contract allows the council an opportunity to engage and negotiate with providers through the competitive flexible procurement process, ensuring providers have included equality impact	Jeffrey Farrell, HWRC Manager	Throughout the procurement processes and contract delivery

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
				<p>Contractors will have the necessary operational skills and experience to provide reliable public-facing services (e.g., safe site operation, staffed support).</p> <p>Long term contracted services will limit service delivery disruptions, protecting vulnerable households who may struggle with alternative disposal routes or private waste costs.</p> <p>A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and educational opportunities, including social value initiatives, and on-site access improvements</p> <p>Option E is the only long-term option rated green under a</p>	<p>assessments as part of their submissions. The council will ask providers to evidence what potential risks to equality have they identified and how will they mitigate them? They will also be asked to submit their equality policies and compliance evidence.</p> <p>Quality standard KPI's will be set up and managed contractually throughout the contract lifespan.</p> <p>Ensure staff are trained in equality and diversity and that they understand protected characteristics.</p> <p>Ensure they have the support in place to manage queries, questions, complaints effectively.</p>		

Additional community impacts	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner (* Job Title, Organisation)	Timescale and monitoring arrangements
				multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.	Provide staffing support for on-site access to HWRC areas. Provide face to face HWRC support to all residents with clear information about site rules, opening times, waste segregation and recycling policy.		

Section 3: Impact Assessment - Additional Wider Impacts

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Other Council Services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and educational opportunities, including social value initiatives, and on-site access improvements</p> <p>Option E is the only long-term option rated green under a multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.</p>	See above	Jeffrey Farrell, HWRC Manager	Throughout the procurement processes and contract delivery
Providers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in</p>	See above	Jeffrey Farrell, HWRC Manager	Throughout the procurement processes and contract delivery

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
				<p>staff training and educational opportunities, including social value initiatives, and on-site access improvements</p> <p>Option E is the only long-term option rated green under a multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.</p>			
Social Value ¹	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>A longer 8-year contract Supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and educational opportunities, including social value initiatives, and on-site access improvements</p> <p>Option E is the only long-term option rated green under a</p>	See above	Jeffrey Farrell, HWRC Manager	Throughout the procurement processes and contract delivery

¹ If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area

Additional Wider Impacts	No Impact	Positive	Negative	Description of Impact	Any actions or mitigation to reduce negative impacts	Action owner* (*Job Title, Organisation)	Timescale and monitoring arrangements
				multiple-unitary scenario, meaning minimal disruption to service access for all communities during LGR.			

Section 4: Review

Where bias, negative impact or disadvantage is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review Date	
Person Responsible for Review	
Authorised By	Teresa Kirkham 20 February 2025