

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration. In all appropriate instances we will need to carry out an equality, diversity, cohesion and integration impact assessment.

This form:

- can be used to prompt discussion when carrying out your impact assessment
- should be completed either during the assessment process or following completion of the assessment
- should include a brief explanation where a section is not applicable

<b>Directorate: City Development</b>	<b>Service area: Asset Management</b>
<b>Lead person: Ben Middleton</b>	<b>Contact number: 0113 2477817</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment:</b>	

<b>1. Title: Asset Management Plan</b>
Is this a:
<input checked="checked" type="checkbox"/> <b>Strategy /Policy</b> <input type="checkbox"/> <b>Service / Function</b> <input type="checkbox"/> <b>Other</b>
<b>If other, please specify</b>

## 2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Dayle Lynch	Leeds City Council	Asset Management Manager
Maggie Bellwood	LCC	Asset Management and Regeneration project officer

<p><b>3. Summary of strategy, policy, service or function that was assessed:</b></p>
<p>The Asset Management Plan has been developed with a view to supporting the delivery of Best Council Plan objectives and priorities, through best use of land and property assets.</p> <p>This assessment is made in support of an Executive Board Report seeking approval for the Asset Management Plan, expected to be considered 15<sup>th</sup> October 2014.</p>

<p><b>4. Scope of the equality, diversity, cohesion and integration impact assessment</b> (complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)</p>
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<p><b>4a. Strategy, policy or plan</b> (please tick the appropriate box below)</p>	
The vision and themes, objectives or outcomes	<input checked="checked" type="checkbox"/>
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>
<p><b>Please provide detail:</b></p> <p>The Asset Management Plan provides a high level, strategic direction of travel for the use and management of Council land and property, excluding schools, housing and highways assets. It aims to:</p> <ul style="list-style-type: none"> <li>• enable achievement of strategic priorities and Best Council outcomes;</li> <li>• ensure that operational property is fit for purpose to deliver the Council's services and strategic priorities now, and in the future, in the most efficient manner and to make strategic property acquisitions where necessary to assist service delivery;</li> <li>• support regeneration of the city, including delivery of new housing and economic growth;</li> <li>• manage underused, empty and derelict Council owned property effectively, including listed and other traditional buildings;</li> <li>• reduce the running costs of the Council's buildings by £5 million by 2017;</li> <li>• increase the quality and size of the Council's investment portfolio, and generate additional revenue to support the Council's finances;</li> <li>• promote the One Public Estate philosophy to ensure an efficient use of assets across the public estate; and</li> <li>• work with the Third Sector, private and other partners to support, through asset related work, service delivery.</li> </ul> <p>The plan sets out ten key areas of focus which will form the basis of the Asset Management work programme over the next three years, including the review and rationalisation of, and investment in its property portfolio.</p>	

<ul style="list-style-type: none"> <li>• Asset review and rationalisation;</li> <li>• Office accommodation;</li> <li>• Localities and Citizens@Leeds;</li> <li>• Services and Directorates;</li> <li>• Council projects and programmes;</li> <li>• Working with partners;</li> <li>• Make the Council's portfolio work better;</li> <li>• Careful and planned disposal of property;</li> <li>• Maintaining the retained estate; and</li> <li>• Information management.</li> </ul>
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<b>4b. Service, function, event</b>	
please tick the appropriate box below	
The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
<b>Please provide detail:</b>	

<p><b>5. Fact finding – what do we already know</b></p> <p>Make a note here of all information you will be using to carry out this assessment. This could include: previous consultation, involvement, research, results from perception surveys, equality monitoring and customer/ staff feedback.</p> <p>(priority should be given to equality, diversity, cohesion and integration related information)</p> <p>The implementation of the plan, subject to approval, will have wide reaching impact across the city and its communities and neighbourhoods, and equality, diversity, cohesion and integration will be a factor in a range of resulting decisions.</p> <p>At this high level of strategic development, EDCI considerations are not explicitly referenced, depending on partners and LCC services to take responsibility for ensuring EDCI analysis and compliance.</p> <p>The plan's strategic responsibility is therefore to ensure that assumptions that may be being made, for example, about equitable distribution of services and access to them, and appropriate access to that decision making, are appropriate and can survive challenge.</p> <p><b>Are there any gaps in equality and diversity information</b></p> <p><b>Please provide detail:</b></p>
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**Action required:**

As individual elements of the plan progress to implementation, consideration of the needs of equality groups in service planning and use, and where neighbourhood services are concerned, of issues of community cohesion and integration will need to be made. Opportunities will be presented by, for example:

**Asset Management Guide**

The guide is intended as a tool to help manage decision making processes including

- Governance of leasing in or out of space/property
- Declaring space/property surplus to requirements
- Movement of staff into, out of or within property

Potential benefits and challenges to equality groups, and in particular those residing in disadvantaged neighbourhoods, can be imagined in all these scenarios. Support for people with mental ill health or affected disproportionately by other health determinants; younger and older peoples' services and accommodation and many others may be affected – and there is likely to be particular concern where services are delivered via third or private sector agents using council accommodation. The way that the plan's proposed efficiency savings are perceived needs careful management to avoid potentially significant communication and reputational risk and impact on cohesion.

The proposed guide is an opportunity to demonstrate good practice in ensuring accessibility in the broadest sense.

**Information**

The plan also recommends changes to information gathering and management processes that could significantly benefit EDCI by providing greater insight and understanding about the way land and property is used by equality groups.

**Partnership working**

The plan identifies successes achieved by the One Council and One Public Estate approaches and the further benefits Citizens@Leeds and evolving community hubs will have.

The challenge presented to safely share data and co-ordinate communications has the potential to impact more on groups of people more vulnerable to exclusion and should be built into partnership agreements.

**Proactive maintenance/built environment improvement**

Current Asset Management good practice should ensure that plans incorporate access considerations and should improve facilities for equality groups

**Key Performance indicators**

Will assist in ensuring targets can be set and should help improve conditions for equality groups; draft KPI's include:

- maximising asset investment;
- acreage of land sales for new housing and economic development; and
- service/tenant satisfaction.

The plan will be delivered via discrete, but not mutually exclusive, projects and programmes, each of which will give due consideration to edci and carry out their own screening/assessments.

**6. Wider involvement – have you involved groups of people who are most likely to be affected or interested**

☒

Yes

☐

No

**Please provide detail:**

Ward Member briefing sessions have been held to discuss the ward implications of the asset rationalisation programme, which is a major workstream of the Asset Management Plan.

In addition, the Sustainable Economy and Culture Scrutiny Board has been presented with a draft of the plan for consideration and comment.

There has been consultation with directorates at a senior leadership level to ensure the plan fits with and reflects their strategic service plans, and that it details an approach to asset management going forward that is supported across the Council.

**Action required:**

It is anticipated that as the Plan and its associated work programme rolls out (subject to approval) KPI, risk management processes and other reviews will identify edci issues that can then be addressed.

In particular it will be necessary to ensure good practice in communication and engagement for example consulting with staff who will be impacted on/involved in office accommodation change, or engaging building users where disposal or co-location is a possibility at an early stage.

Any future activity from projects or programmes covered by the asset management plan will include service user/customer, community and staff consultation and engagement as appropriate.

**7. Who may be affected by this activity?**

please tick all relevant and significant equality characteristics, stakeholders and barriers that apply to your strategy, policy, service or function

**Equality characteristics**

☒

Age

☒

Carers

☒

Disability

☐

Gender reassignment

☒

Race

☒

Religion  
or Belief

☐

Sex (male or female)

☐

Sexual orientation

☒ Other

(for example – marriage and civil partnership, pregnancy and maternity, social class, income, unemployment, residential location or family background, education or skills level)

**Please specify:**

Where Asset Management Plan decisions affect service delivery to any user group, any or all equality groups could be impacted, and this is likely to be disproportionately greater in areas of greater disadvantage.

**Stakeholders**

☒ Services users

☒ Employees

☐ Trade Unions

☒ Partners

☒ Members

☐ Suppliers

☒ Other please specify: Leaseholders and tenants

**Potential barriers.**

☒ Built environment

☒ Location of premises and services

☒ Information and communication

☒ Customer care

☐ Timing

☐ Stereotypes and assumptions

☒ Cost

☒ Consultation and involvement

☒ specific barriers to the strategy, policy, services or function

**Please specify:** Co-location of services, disposal of community-use buildings, pressure to generate/maximise income

**8. Positive and negative impact**

Think about what you are assessing (scope), the fact finding information, the potential positive and negative impact on equality characteristics, stakeholders and the effect of the barriers

**8a. Positive impact:**

Council property will be fit for purpose, providing staff and customers with better quality accommodation from which to run operational activities

One Public Estate co-location will help ensure co-ordinated and integrated cross-service

<p>delivery</p> <p>Accommodation will be accessible and where necessary reasonable adjustments will be made to ensure that all staff and customers can access regardless of any disability.</p>
<p><b>Action required:</b></p>
<p>Work programme will include communications and engagement strategy for example with service users via agencies and residents including equality groups via community infrastructure</p> <p>Ensure representation on governance bodies and access to appropriately presented information</p> <p>DDA assessment of all property is kept up to date</p>

<p><b>8b. Negative impact:</b></p>
<p>Some service users and providers may perceive proposals to rationalise assets negatively</p> <p>Staff groups may need to be relocated to alternative office accommodation, and potentially on more than one occasion.</p>
<p><b>Action required:</b></p>
<p><b>Neighbourhood change:</b> Proposals should be shared via existing communications/ governance structures and should support or take account of local priority plans.</p> <p>Where specific equality groups are over-represented engagement plans must ensure information is presented appropriately and that particular groups' views are sought and properly represented.</p> <p><b>LCC/partner relocation and associated refurbishments:</b> Communication plans to be developed for staff impacted upon, in conjunction with service managers and senior officers, to ensure that any individual or general considerations are taken into account when planning.</p>

<p><b>9. Will this activity promote strong and positive relationships between the groups/communities identified?</b></p>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <input checked="checked" type="checkbox"/> <b>X</b> </div> <div>Yes</div> <div style="text-align: center;"> <input type="checkbox"/> </div> <div>No</div> </div> <p><b>Please provide detail:</b> Improvements to local assets and service delivery should assist community well-being and may improve interaction between groups as more and different local networks and relationships flourish.</p>

<p>Providing fit for purpose office accommodation should increase staff satisfaction with their work environment.</p>
<p><b>Action required:</b> See Neighbourhood Change paragraph at section 8b</p> <p>Review all office accommodation; ensure condition surveys are carried out to programme; and that backlog maintenance budgets are managed efficiently.</p>

<p><b>10. Does this activity bring groups/communities into increased contact with each other?</b> (e.g. in schools, neighbourhood, workplace)</p>
<p> <input checked="checked" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> </p> <p><b>Please provide detail:</b> Community hub proposals will bring different groups of people, and professionals together.</p> <p><b>Action required:</b> In the roll out of the plan, care will be needed to ensure that shared objectives for building use and that cultural difference, whether ethnic, religious or organisational can be positively managed.</p>

<p><b>11. Could this activity be perceived as benefiting one group at the expense of another?</b> (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)</p>
<p> <input checked="checked" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> </p> <p><b>Please provide detail:</b> Although the Asset Management Plan proposals will benefit the Council as a whole and its customers, in some instances, for example where providers can no longer afford to deliver a service, or where community asset transfer fails, the perception might arise that one area or type of service is being preferenced over another.</p> <p><b>Action required:</b> An open and clear communications and engagement strategy and a willingness to discuss options at an early stage</p>



**12. Equality, diversity, cohesion and integration action plan**

(insert all your actions from your assessment here, set timescales, measures and identify a lead person for each action)

Action	Timescale	Measure	Lead person
Edci screening and/or assessment to be carried out for each project or programme covered by the work of the Asset Management Plan.	In line with individual project/ programme timescales	All associate projects and programmes to have EDCI screening/assessments complete.	Project Manager from within relevant Service  Dayle Lynch – Asset Management
Production of an Asset Management Guide	End October 2014	All operational property decisions made as per guidance.	Dayle Lynch – Asset Management
Consult with staff who will be impacted on/involved in office accommodation change projects	In line with individual project/ programme timescales	Post project service satisfaction rating	Project Manager from within relevant Service  Shelagh Crossley – Asset Management
Open and clear communication and engagement plans in place for projects that have a locality/community impact	In line with individual project/ programme timescales	% of projects with communication plans in place	Project Manager from within relevant Service  Shelagh Crossley – Asset Management
DDA assessment of all property is kept up to date	Initial review of DDA status for operational buildings to be completed by March 2015.	% of operational property which has a DDA rating or assessment carried out in the last 10 years.	Michele Kelly – Asset Management
Monitoring of Key Performance Indicators	Carried out on an annual basis for reporting April each year.	% of KPIs being met	Michele Kelly – Asset Management
Ensure condition surveys are carried out to programme	Ongoing – rolling programme	% of operational property with condition surveys not more than 10 years old.	Malcom Fisher – Asset Management

**13. Governance, ownership and approval**

State here who has approved the actions and outcomes from the equality, diversity, cohesion and integration impact assessment

Name	Job Title	Date
Christine Addison	Chief Asset Management & Regeneration Officer	08/09/14

**14. Monitoring progress for equality, diversity, cohesion and integration actions** (please tick)

- ☐ As part of Service Planning performance monitoring
- ☒ As part of Project monitoring
- ☒ Update report will be agreed and provided to the appropriate board  
Please specify which board: Asset Management Board
- ☐ Other (please specify)

**15. Publishing**

This Equality, Diversity, Cohesion and Integration impact assessment will act as evidence that due regard to equality and diversity has been given.

If this impact assessment relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** Equality and Diversity, Cohesion and Integration impact assessment's should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk). For record keeping purposes it will be kept on file (but not published).

**Date impact assessment completed**

If relates to a Key Decision – **date sent to Corporate Governance**

**25/09/14**

Any other decision – **date sent to Equality Team (equalityteam@leeds.gov.uk)**