

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

Directorate: Environment & Housing	Service area: Housing Leeds, Property & Contracts
Lead person: Simeon Perry	Contact number: 07891 270086
Date of the equality, diversity, cohesion and integration impact assessment: 6 September 2018	

1. Title: Housing Planned Works 2018
Is this a:
<input type="checkbox"/> Strategy /Policy <input type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify: Both a strategy and a service. The project will consider the best way for services to be provided in the future and their standards / specifications; who should provide them in terms of the use of either internal services or external procurements; how external procurements will be batched and undertaken, and other requirements in relation to how planned works are undertaken.

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Simeon Perry	Property & Contracts, LCC	Lead manager
Jenny Coop	Housing Management, LCC	specialist – equality and diversity

Name	Organisation	
Craig Simpson	Mears Group – General Manager	Consultee
Sharon Thornton	Mears Group - Customer Care Team	Consultee
Angelka Murtaj	LCC Technical Officer	Consultee
Josie Jackson	Tenant representative	Consultee

Dennis Moody	Tenant representative	Consultee
Kevin Sharpe	Tenant representative	Consultee
Patrick Edwards	Tenant representative	Consultee

3. Summary of strategy, policy, service or function that was assessed:

The objectives of the project are to:

- ☐ maintain the quality and safety of council homes for our residents through planned works, making sure we have contractors in place to deliver these;
- ☐ review required standards for planned works, improving them where appropriate and value for money;
- ☐ have a city wide approach, in line with our city wide Housing Services rather than different approaches by area;
- ☐ create a mixed economy of multiple contractors, where SMEs are not excluded from bidding for some of the work;
- ☐ engage and consult with our internal service provider (LBS) and use them in preference to external procurement of services, in line with council Contracts Procedure Rules;
- ☐ achieve greater value for money by reducing unit costs;
- ☐ achieve wider social value from new arrangements, including to help support communities and tackle poverty;
- ☐ enable robust performance and contract management of contractor delivery; and
- ☐ have all arrangements in place for use for planned works activity from 1 April 2018, except for agreed cyclical testing, servicing and maintenance activity where arrangements should be in place for use from 1 April 2019.

Planned works are the undertaking of renewals and maintenance works to Leeds council housing stock that have been planned in advance and included in a works programme. These can range from new kitchens or bathrooms, to replacement roofs, the refurbishment of communal areas, external painting, or regular servicing of stair lifts. The need to undertake planned works is considered necessary to maintain the Council's housing asset portfolio and as part of its repairing obligations to its tenants. Such works supports the council's aim as set out in the Best Council Plan for residents of the city e to live in good quality, affordable homes within clean and well cared for places.

New contracts and internal arrangements will replace existing ones to deliver planned works across the City's council housing stock. The two key existing planned works contracts are due to expire at the end of March 2018, thus most of the new arrangements need to be in place by 1 April 2018.

This screening document also considers activity outside of the project – in particular the service delivery to the end of the new contracts.

The value of the works to be delivered is approximately £41.7m per year for external contractors and internal providers combined. Of this total, £30.9m per year is planned to be delivered by external contractors, and £10.8m by the internal service provider Leeds Building Services (LBS).

The procurement strategy and contracting arrangements will establish robust and consistent service and contract management processes that continue to provide efficiencies and a high quality service to tenants.

4. Scope of the equality, diversity, cohesion and integration impact assessment

(complete - 4a. if you are assessing a strategy, policy or plan and 4b. if you are assessing a service, function or event)

4a. Strategy, policy or plan (please tick the appropriate box below)	
The vision and themes, objectives or outcomes	<input 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>Please provide detail:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Planned Works 2018 will provide property maintenance to approximately 54,000 council homes. It will exclude PFI and Belle Isle Tenant Management organisation managed properties. <input type="checkbox"/> Planned Works will be undertaken in properties based upon their stock condition. . <input type="checkbox"/> The objectives of the project are noted in section 3. <input type="checkbox"/> Planned works are currently delivered predominantly by either Leeds Building Services the Council's internal service provider (ISP), or one large external contractor. . The delivery of the services is and for most of the types works undertaken there are different arrangements in different parts of the city – as a result of previous decisions made when there were three housing ALMOs before these were brought together as Housing Leeds. <input type="checkbox"/> In summary the new strategy involves: <ul style="list-style-type: none"> ○ Achieving a variety of suppliers to deliver the works, using Internal Service Providers, large social housing maintenance contractors and enabling the opportunity for SMEs to bid for some lots, to deliver the planned works arising from the housing Investment Plan from April 2018; ○ New contracting arrangements will be for 4 years, plus two 12 month extension periods; ○ Leeds Building Services will be allocated an increased amount of work. This work is currently provided by external contractors, e.g. for: <ul style="list-style-type: none"> <input type="checkbox"/> Electrical works in multi-storey flats <input type="checkbox"/> Painting – internal and external <input type="checkbox"/> Cyclical testing, servicing and maintenance works <input type="checkbox"/> Some kitchens, bathrooms and rewires, and <input type="checkbox"/> Some roofs ○ Packaging of planned works into multiple smaller units e.g. kitchens and bathrooms, or roofs, or district heating; ○ New procurements with multiple framework contractors for: <ul style="list-style-type: none"> <input type="checkbox"/> Kitchens, bathrooms and rewires <input type="checkbox"/> Windows and doors <input type="checkbox"/> Roofs ○ Using existing council frameworks where appropriate for: <ul style="list-style-type: none"> <input type="checkbox"/> Refurbishment of communal areas of flats <input type="checkbox"/> Structural and internal works for multi-storey flats <input type="checkbox"/> Other structural works <input type="checkbox"/> Heating and renewable energy, and <input type="checkbox"/> Other remodelling, refurbishment, conversion, and minor new build schemes. 	

4b. Service, function, event 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"/>
Please provide detail: Additional information includes: <input type="checkbox"/> Contractor to contractor TUPE is expected to apply.	

5. Fact finding – what do we already know 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.
<u>Equality monitoring</u> <input type="checkbox"/> Some Customer insight information on the Equality characteristics (such as age, carers, disability, race, sexual orientation) for the main/ joint tenant is held on Housing management ICT systems. This is collated at the housing application stage. Housing Leeds will provide the contractor with an address list for the scheme. This will include 'alerts' that are held on the computer system regarding each customer. These alerts will provide the contractor with additional information regarding the customer to improve their health and safety and customer care. <input type="checkbox"/> Before undertaking works, the contractor is required to undertake a home visit to each tenant known as an Induction visit. At this visit, the contractor will collect all the necessary information to enable them to undertake the works. This includes any information regarding any 'special needs', such as regarding disability, language, carer support requirements.
<u>Customer feedback</u> <input type="checkbox"/> Housing Leeds undertakes customer satisfaction surveys following the completion of Planned works. The results of this are considered as part of service improvement. <input type="checkbox"/> Complaint monitoring: in 2015/16 Complaints relating to Planned Works relate to 10% of all Property Services related complaints. The 2 highest areas for complaints (excluding requests for service) were regarding the quality of service (33%), Timescales (33%), incomplete work (15%) and staff conduct (6%). The converse is that of the compliments received, most relate to quality of service and staff conduct. Analysis of complaints are undertaken to ensure that there are lessons learnt and the service is improved.

- ☐ Customer Engagement: Customers
- ☐ A workshop involving some tenants and a contractor will be held on 6 September to identify how the equality characteristics are met and service improvements required.

Are there any gaps in equality and diversity information

Please provide detail:

- ☐ Detailed customer insight information is not easily accessible on the Housing Management It systems, and is not given to the contractor before works begin. This information is gathered at the Induction visit.

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

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Yes

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No

Please provide detail:

Tenant engagement:

- ☐ 28 July 2016 - Tenant Engagement meeting undertaken on the background for Planned works 2018 project. 8 Tenants attended.
- ☐ 30 August – A short questionnaire seeking views on service provision was sent to the Young Adults tenant group with a view to involving them, as they generally cannot attend consultation sessions during the day. Two responses were received. Responses received were based upon being informed in advance of the length of the works, so that they could plan work commitments.
- ☐ 6 September 2016 - EIA workshop: 4 Tenant representatives (from the Access, Young Adults and the Repairs Group) were invited, along with representatives from the main external contractor (Mears) and council officers in the Planned Works team.

Existing contractors:

- ☐ Supply of TUPE information
- ☐ Involvement in EIA workshop
- ☐ Involvement in Market Sounding sessions

Potential suppliers

- ☐ Market Sounding sessions (both face to face and postal questionnaire) were held in June 2016. 15 contractors attended

Housing Leeds Staff

- ☐ Involvement in EIA workshop – 6 Sept
- ☐ Development of the Specification
- ☐ Development of the Strategy

Action required:

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		
<input type="checkbox"/> Age	<input type="checkbox"/> Carers	<input type="checkbox"/> Disability
<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Race	<input type="checkbox"/> Religion or Belief
<input type="checkbox"/> Sex (male or female)	<input type="checkbox"/> Sexual orientation	
<input type="checkbox"/> Other (can include – marriage and civil partnership, pregnancy and maternity, and those areas that impact on or relate to equality: tackling poverty and improving health and well-being)		
Please specify:		
Stakeholders		
<input type="checkbox"/> Services users	<input type="checkbox"/> Employees	<input type="checkbox"/> Trade Unions
<input type="checkbox"/> Partners	<input type="checkbox"/> Members	<input type="checkbox"/> Suppliers
<input type="checkbox"/> Other please specify		
Potential barriers.		
<input type="checkbox"/> Built environment	<input type="checkbox"/> Location of premises and services	
<input type="checkbox"/> Information and communication	<input type="checkbox"/> Customer care	
<input type="checkbox"/> Timing	<input type="checkbox"/> Stereotypes and assumptions	
<input type="checkbox"/> Cost	<input type="checkbox"/> Consultation and involvement	
<input type="checkbox"/> Financial exclusion	<input type="checkbox"/> Employment and training	
<input type="checkbox"/> specific barriers to the strategy, policy, services or function		

Please specify

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:

- ☐ The quality of the works is considered to be good. This is reflected in the monthly tenant satisfaction survey. In the focus group, 2 tenants had Planned Works undertaken in the past 12 months (an upgraded kitchen and partial re-wire, and a new heating system). Both tenants were very complimentary regarding the customer care and the work undertaken.
- ☐ Planned works contractors undertake resident liaison to ensure that the Planned Works are undertaken and meet customer expectations to ensure high customer satisfaction in relation to their activity. This is undertaken before the works start and throughout the duration of the works. Planned Works contractors provide translation services or accessible alternative formats where these are needed e.g. for people who are visually impaired.
- ☐ All Tenants receive an information booklet before the works begin, giving them a guide on the impacts of the work, and what to expect whilst the work is undertaken.
- ☐ LCC staff and contractors do undertake measures to accommodate disabilities, and enable works to be undertaken. Examples include, provision of temporary services in the home (temporary sinks, chemical toilets), offer of day care facilities if appropriate based on the disability, support in the packing of personal possessions, moving and re-installation of white goods etc.

8b. Negative impact:

- ☐ Housing Leeds holds a lot of data/ information regarding its tenants on its IT systems. The contractor is often not provided with detailed information regarding the tenant before the Induction visit occurs. If more tenant insight information were provided, the contractor's resident liaison officer would be able to establish a greater relationship with the tenant.
- ☐ Tenant Induction visit.
 - The Council should produce a more comprehensive Induction pro-forma – including more questions to act as a prompt – so more information can be gathered to improve customer care and thereby accommodate any equality characteristics barriers in particular regarding disability.
 - To ensure consistency staff training on equality is needed to enable staff to pick up on prompts e.g. develop solutions for disability, if English is a second language etc.
- ☐ Temporary facilities (e.g. temporary sinks, chemical toilets) should be offered to all relevant tenants, rather than upon a request, based upon a disability.
- ☐ Tenants should be provided with more detailed information than is currently given on the timescales of each component of the work e.g. a daily diary stating what works will be undertaken in each stage of the works.

Action required:

- ☐ Analysis is needed on how greater tenant insight information can be provided to contractors before the works begin. This could be from the Tenant profile information held on the IT systems, or information gathered at the stock condition surveys.
- ☐ More research on how other Landlords undertake Planned Works is needed to improve practice in Leeds.
- ☐ The Induction visit, undertaken by the contractor needs to be longer and more comprehensive.

- ☐ The Council produces an information guide when bathrooms, kitchens, rewires are undertaken. However, this guide is in small font. The guide needs to be published on the council internet site. This should then be shown in larger font using ipads for people with visual impairments.
- ☐ Contractors need to ensure that all staff have a detailed equality awareness training on a regular basis – e.g. every 2 years.
- ☐ The Council should specify in the Operating Contract Manual - the measures to be undertaken to ensure there is consistency against all services. This will become more important going forward, as it is planned to have multiple contractors working in the city.

9. Will this activity promote strong and positive relationships between the groups/communities identified?

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Yes

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No

Please provide detail:

The contractor will undertake the Works to ensure high customer satisfaction. To do this as part of the Induction visit the contractor will gather information regarding the customer and their household to address any requirements arising relating to an equality characteristic.

The contractor will be expected to attend Tenant and Resident meetings for each area where they undertake the works.

The council will undertake tenant/ leaseholders engagement both during the procurement phase, and throughout the contract life period to ensure that customers are fully involved in the design and delivery of the service.

Action required:

- ☐ The tender specification will state the level of tenant engagement expected.

10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)

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Yes

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No

Please provide detail:

Activity involves planned works being undertaken in people's homes, so involves no significant increased contact.

Action required:

- ☐ none.

11. Could this activity be perceived as benefiting one group at the expense of another? (e.g. where your activity/decision is aimed at adults could it have an impact on children and young people)

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☐

Yes	No
<p>Please provide detail: The decision on when and the nature of the property component replacement is based upon an asset based stock condition assessment. As a result, it will not benefit one customer demographic over another group.</p>	
<p>Action required: <input type="checkbox"/> Not applicable.</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)

Project stage	Action	Timescale	Measure	Lead person
Pre-procurement	Resident liaison role to be included in contract requirements.	Aug-16 to April 17	Dates of resident consultation undertaken	Simeon Perry
Pre-procurement	Information guide – for installation of Bathrooms, Kitchens and Re-wires. This should be placed on the www.leeds.gov.uk/housing pages – to enable customers with sight impairments read larger font	Aug-16 to April 17		
Procurement	The specification should state the key components of the Induction visit through an improved pro-forma to ensure that all equality characteristics are considered in a consistent manner. As a result additional time should be allocated to enable a longer Induction visit.	October 16 – March 17	A new pro-forma explored and developed	Neil Diamond
Procurement	The contractor should be asked to use IT/ social media to proactively improve the information provided to tenants when work is undertaken e.g. daily diary on an app, an update on their property progress etc. Particular consideration should be given to overcoming equality characteristics	October 16 – March 17 (to develop spec) April 17 – Sept 17 (contractors to respond)	Contractors to propose as part of the tender	Ian Frobisher-Specifications workstream
Contract mobilisation	Resident consultation to be undertaken to select the new Leeds range for kitchens and bathrooms	Oct-17 to Feb-18		Neil Diamond
Operations / contract management	For each batch of planned works, continue to share with the contractor relevant information about those residents with the planned works contractors, where it is for the purpose of undertaking the Planned Works efficiently and effectively, and / or to prevent risk of harm to an individual.	From Dec-17 onwards to contract end	Customer satisfaction	Neil Diamond / Jon Andrews
Operations / contract management	Contractors to ensure that all staff have regular 'refresher' equality based training – e.g. Every 2 years	Contract Start – April 2017	Contractor to be report progress in Contract Management Meetings	Neil Diamond / Jon Andrews

Project stage	Action	Timescale	Measure	Lead person
Operations / contract management	Due to a more in-depth Induction visit, a slightly longer time should be allocated	Mobilisation and Contract duration	Customer satisfaction	Neil Diamond / Jon Andrews
Operations / contract management	Undertake an analysis in the proposed new Housing Management IT system on how contractors can be provided with improved customer insight information	Tender period and Mobilisation	To be considered as part of the IT Housing solutions procurement	Neil Diamond/ Claire Pickering

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
Mark Grandfield	Head of Investment and Strategy	September 2016
Date impact assessment completed		

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
- ☐ Other (please specify)

15. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality impact assessment should be attached as an appendix to the decision making report:

- ☐ Governance Services will publish those relating to Executive Board and Full Council.
- ☐ The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- ☐ A copy of all other equality impact assessments that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached assessment was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: