

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: Environment and Neighbourhoods</b>	<b>Service area: Housing</b>
<b>Lead person: Christine Addison</b>	<b>Contact number: 24 74233</b>
<b>Date of the equality, diversity, cohesion and integration impact assessment: 4<sup>th</sup> July 2012</b>	

<b>1. Title: Little London, Beeston Hill and Holbeck Private Finance Initiative (PFI) Housing Project</b>
Is this a:
<input type="checkbox"/> Strategy <input type="checkbox"/> Policy <input checked="" type="checkbox"/> Service <input type="checkbox"/> Function <input type="checkbox"/> Other
Is this:
<input type="checkbox"/> New/ proposed <input checked="" type="checkbox"/> Already exists and is being reviewed <input type="checkbox"/> Is changing
(Please tick one of the above)

**2. Members of the assessment team:**

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team e.g. service user, manager of service, specialist</b>
Christine Addison	LCC Asset Management	Acting Chief Asset Manager
Adam Brannen	LCC Regeneration	Programme Manager
Maggie Bellwood	LCC Regeneration	Project Officer
Toby Meekings	LCC Regeneration	Project Officer
Christa Smith	LCC Regeneration	Project Manager
Adrian Dean	LCC Asset Management	Equality Coordinator (AM)

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

The Little London, Beeston Hill and Holbeck Private Finance Initiative Project will be the largest single area housing-led regeneration investment in Leeds for many years and one of the largest housing PFI projects in the country. The project will result in significant capital improvements to 1245 existing Council homes, construction of 388 new council homes for rent, together with improvements to estate areas over the next four years and an ongoing service contract to maintain building and environmental standards over a 20 year period.

**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"/>
<b>Please provide detail:</b> N/A see 4b.	

**4b. Service, function, event**  
 please tick the appropriate box below

The whole service (including service provision and employment)	<input checked="" 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) (please see equality assurance in procurement)	<input type="checkbox"/>
<b>Please provide detail:</b> The project represents a major investment in the regeneration of three of Leeds' most deprived neighbourhoods and will have a major, positive and sustained impact on the lives of tenants, residents and businesses in these areas.  The main programme of works includes refurbishment of the 1245 Council homes,	

construction of 388 new Council homes to rent and environmental improvements to the estate. The programme will commence in 2012, with an initial focus on the refurbishment of the existing homes, and be completed overall by 2016-17.

The main housing outputs to be delivered through the project will be:

Little London :

- 848 homes to be refurbished (includes removal of 16 bed-sit flats);
- 113 new homes built for rent (Carlton Gate site where 145 outdated flats were demolished in 2010);
- renovation and improvement of the estate environment.

Holbeck :

- 374 homes to be refurbished, plus conversion of Ingram Court to 23 self contained units and the Ingram Gardens sheltered housing community facility;
- 108 new homes built for rent (on the Holbeck Towers site where 300 outdated flats were demolished in 2010);
- renovation and improvement of the estate environment

Beeston Hill :

- 167 new homes built for rent (across 8 sites where 222 outdated maisonette flats have been emptied in anticipation of the project).

The project will also deliver benefits in the form of **enhanced environmental standards and improved community safety** to the housing and estate areas by ensuring:

- all new homes to be built to Code for Sustainable Homes Code 4 standards;
- all existing homes to fully meet the Decent Homes standard with minimum improved energy efficient standards;
- the energy efficiency targets of the homes support a reduction in fuel poverty; and
- Neighbourhoods meet the Secured by Design and Design for Life environmental standards, helping transform the homes and environment in these areas.

The project will also ensure that the benefits of investment are secured for the Leeds area in the form of **employment and training opportunities**. The PFI contractor will work closely with the Council and the network of training providers in the city to

- deliver 99 apprenticeship/traineeships in Construction and Grounds Maintenance;
- safeguard up to 160 jobs for existing sc4L and supply chain staff currently working in Leeds;
- create up to an additional 250 employment opportunities for local skilled people;
- provide a minimum of 48 construction work experience placements plus additional work experience opportunities through the development of an Education Liaison Strategy; and create a number of social enterprise opportunities linked to the project.

The scheme's implementation phase is about to commence and requires a review of its equality impact. As detailed in the action plan it is expected that this desktop review will be followed by a range of activities over the remainder of the scheme to ensure wider

stakeholders continue to be involved in evaluating the scheme's impact.

### 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.

(priority should be given to equality, diversity, cohesion and integration related information)

The need for the project has been demonstrated via the PFI bidding process's dedicated robust project management and procurement processes and endorsed through regular LCC Executive Board reports since 2006. A brief description of the two PFI areas and the consultation that has taken place is offered here:

#### Neighbourhood profiles

All three neighbourhoods featured in the 2007 Index of Multiple Deprivation with Isoas in the most deprived 10% nationally and in some domains, especially for income and employment, the most deprived 3%. This pattern has persisted, shown latterly in the Leeds Neighbourhood Index and most recently in the West Yorkshire Observatory analysis, though there have been significant improvements across the timeframe of the scheme. Signifying the importance the council places on effecting change in the most deprived areas, all are designated Priority Neighbourhoods by Leeds City Council's Area Committees and Beeston Hill and Holbeck have Neighbourhood Improvement Plans. Little London's will follow as the PFI scheme rolls out.

Current statistics show that **Beeston Hill and Holbeck** have significantly larger BME populations than the city average, predominantly from South Asia but increasingly from a diverse range of African and Eastern European origins. Some are economic migrants and a minority are asylum seekers and refugees. The higher than city average percentage of privately rented housing stock houses a highly transient population with little incentive to take responsibility for environmental quality or commitment to community life, though a hard core of residents in both Beeston Hill and Holbeck remain committed to raising standards. A high percentage of children combined with a high rate of benefit take-up indicates high child poverty. Fuel poverty is also an issue because of largely pre-1919 stock but group repair schemes have improved some roofs, doors and windows.

Whilst the area experienced some disruption following the events of 7/7, the community's capacity, built up through the Faith Together in Leeds 11 initiative and other cohesion activity, was strong enough to maintain good internal relationships

The Neighbourhood Index shows that **Little London** is the least successful area in the Inner North West ward. The high levels of diversity across the ward is a feature of the presence of the University – this also explains the very high percentage of people aged 16-29. Across almost all domains the area scores are lower than the averages for the city but most notably for low income (where it is ranked 6) community safety (ranked 6), housing (ranked 7), the environment (which is ranked at 11) and health (which is ranked at 13). Other than for Community Safety however, all other indicators have shown significant improvement since the baseline year of 2009, whilst still in the lower quartiles for the city. Little London's proximity to the city centre and its regeneration projects offer positive

opportunities for the future.

### **Community engagement and involvement**

The Little London and Beeston Hill & Holbeck PFI has an extensive Communications Plan that its project team has implemented since 2005. It has ensured engagement with a wide range of stakeholders and residents, not least via the Community Advisory Groups that were set up to ensure voices in the community were being heard throughout the procurement process and beyond. A year by year summary is attached at appendix 1

In recognition of the prescribed nature of PFI consultations, project managers ensured that engagement activity was as inclusive as possible and integrated with that of Neighbourhood Renewal, Safer and Stronger Communities Fund and the Single Regeneration Budget Round 4 programmes and LCC Area Management in both Beeston Hill and Holbeck and Little London. Joint working ensured that consultation material was produced in appropriate formats and languages, signage and interpretation was available and that workshops and drop-in sessions took place in appropriate settings.

Third sector organisations supporting equality groups including the Bangladeshi Centre, ASHA, Hamara, Faith Together in Leeds 11, Surestart, Mariners Activity Centre and GATE in Beeston Hill and Holbeck, and Community Action in Little London (CALLS) and Little London Tenants and Residents Association were active facilitators in the early procurement stages of consultation, setting up a viable pattern for future engagement activity.

The PFI scheme has undergone a number of changes, not least of which was the amalgamation of the Little London and Beeston Hill and Holbeck PFI schemes in 2009.

Summarised, the key equality related issues raised during the consultation and engagement elements of the PFI communications plan centred on the expectations of the role and representativeness of the Community Advisory Group. Little was expressed in the way of impact on specific groups and an assessment of this impact will help embed trust in the project's inclusive management.

Housing Needs assessments and other service provider data was taken into account throughout the PFI bid submission process and will continue to influence decision making.

### **Are there any gaps in equality and diversity information**

**Please provide detail:** The main equality groups known to be represented in the neighbourhoods covered by the scheme have been involved in consultations from the outset, and the standard of demographic, community based qualitative and perception based information as well as service data is detailed and comprehensive.

5a

Equality Impact on agenda for future stakeholder groups - High risk issues should be raised with the Project Board.

5b

However, there is a need to ensure that actions from 'Lessons Learnt' (a specific element of PFI project management) in terms of engaging with hard to reach groups, and providing clear terms of reference and timely information are carried out.

**Action required:**

Equality Impact will be an agenda item for future stakeholder groups including Ward Member Briefings and LL & BHH Community Engagement Group Briefings and any issues raised via the project Issues Log, if not immediately resolveable, with the Project Board.

Until the financial close milestone of the project's procurement phase is reached, elements of the scheme could possibly change, leading in turn to different equality outcomes. The equality impact of any changes will be assessed as they are proposed.

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

Yes

No

**Please provide detail:**

Please see 5 above.

**Action required:**

The PFI contractor will be required to implement their agreed communications and customer care strategy once in contract and this will be monitored by the council's Contract Management team.

Aire Valley Homes Leeds and West North West Homes Leeds have Partnerships teams whose role is to ensure tenant participation in the management of their homes and the local environment. They will encourage the development of and provide support for any new tenants groups and a welcome for new tenants, especially those from equality groups.

**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:** The project could potentially have an effect on all equality characteristics and social backgrounds. However the overall significance of this impact is considered to be largely neutral, given the monitored equality practice of contractors and ALMOs.

### Stakeholders

Services users

Employees

Trade Unions

Partners

Members

Suppliers

Other please specify:

7a

Tenants and residents of Little London, and Beeston Hill and Holbeck neighbourhoods. Bringing together the two PFI bids has been understood and promoted as the only means of securing the investment and this positive outcome can be reinforced throughout the communications plan and agreed as the approach by all project stakeholders

### 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**

### 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 PFI scheme seeks to bring positive change to the communities of Beeston Hill, Holbeck and Little London. This will have positive impact on people with equality characteristics, especially those experiencing income deprivation. These positive impacts are categorised below and are identified as Benefit Profiles (BP) and are in line with the Benefits Realisation Plan (BRP) which has been prepared for the PFI project. The BRP serves as a project management tool to monitor, track and manage the benefits associated with the PFI project. The actions identified from each Benefit Profile helps to keep track of what needs to be done and when in order for the positive impacts to be realised.

### **Environment - Reduce ecological footprint through responding to environmental issues and climate change and influencing others:**

- BP 1 - New Council Properties built to code for sustainable homes level 4 within first 5 years of contract and maintained for 20 years.
- BP 3 - Higher efficiency of new build properties in the scheme to reduce CO2 emissions from council buildings and support reduction in the cost of fuel bills.
- BP 4 - Higher efficiency of refurbished properties in the scheme to reduce CO2 emissions from council buildings and support reduction in the cost of fuel bills.

### **Environment - Cleaner, greener and more attractive city through effective environmental management and changing behaviours:**

- BP 6 – Investment in public, semi private and private green spaces and outdoor activity areas to improve the quality of these areas through environmental works and ongoing maintenance throughout the life of the contract.
- BP 8 - Increased access to recycling and waste management facilities (sorting, kerbside or communal areas) providing the infrastructure to support and enable residents to recycle household waste. There will be ongoing maintenance of the facilities over the 20 year contract. This will contribute towards the integrated waste strategy's and Leeds Strategic Plans recycling and composting targets.
- BP 9 - Increased ecological initiatives in the project areas.

### **Thriving Places: Improve quality of life through mixed neighbourhoods offering good housing options and better access to services and activities:**

- BP 2 - Refurbished dwellings to achieve Eco Homes XB which exceeds decent homes standards within first 5 years of contract and maintained for 20 years.
- BP 13 - Improved perception of the neighbourhoods, contributing to the positive image and identity of Leeds.

### **Thriving Places: Reduce Crime through prevention, detection, offender management, victim support and changed behaviours:**

- BP 14 - Implementation of secured by design measures contributing to improved community safety in the project areas.

### **Thriving Places: Increased economic activity through targeted support to reduce worklessness and poverty:**



- BP 12 - Training and employment opportunities created including the local area.

**Transport: Increased accessibility and connectivity through investment in high quality transport system and through influencing others and changing behaviours:**

- BP 7 - Legible and useable cycle and pedestrian routes through the areas improving connectivity with the city centre, which are maintained throughout the life of the contract.

**Harmonious Communities: More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services:**

- BP 10 - Improved communications with local residents and stakeholders during the service period through regular newsletters and tenant liaison meetings leading to local residents who are involved in the regeneration of their neighbourhood.

**Customer satisfaction:**

- BP 11 - Maintaining satisfaction with housing and environmental services (including refurbishment, repairs and maintenance, environmental services) which is regularly measured throughout the service period.

**Action required:**

**BP 1**

- Ensure that the output specification for the new properties meets the Council's requirements and the communities aspirations in terms of the type and mix of new council properties - Housing Market Assessments undertaken to understand the housing need in the areas.
- Lettings policy is equal and fair in terms of accessing the new properties.

**BP 2**

- Communications strategy in place to tackle and respond to any equality issues regarding the perception of the project
- Council, ALMO and Contractor to have a clear rationale for the phasing of refurbishments which is explained to the residents and allows opportunity for residents views and comments.

**BP 6**

- Needs of different communities to be drawn into consultation and design of spaces - include in Bid Instructions
- Ensure PFI contract meets DDA requirements and other relevant legislation.
- Effective communications regarding the project using the CAGs and other wider communications/consultations to gauge the community view regarding gardens/defensible space.

**BP 7**

- Contractor to ensure statutory consultation carried out and taken account of any DDA compliance issues.
- Identify specific interest groups and involve them in consultations
- Promotion of new routes/facilities

**BP 8**

- Ensure PFI contract develops an accessible service for a range of users.
- Ensure publicity re the service is accessible, clear and overcomes any language

barriers (e.g. available in other formats on request).

BP 9

- Ensure engagement activities are designed for 'hard to reach groups'; ensure detailed design and laying out of planting areas incorporates specific needs.

BP 10

- Contractor's proposals and the contract's Key Performance Indicators (KPI) specify the requirements and basis for the communications, including how they will overcome communications barriers and provide an equal service. Contract monitoring will monitor the success of this. Contractor can be financially penalised for not meeting the agreed KPIs.

BP 12

- LCC work with preferred bidder through appropriate agencies - eg Jobs & Skills to identify and remove barriers to training and employment
- ensure opportunities are widely promoted in appropriate formats to target all groups

BP 13

- Ensure that contractors are aware of obligations regarding DDA compliance and other policies.
- Liaise with service providers to ensure that services are accessible, relevant and provide a range of services to suit different needs. Measure impact of improved neighbourhood indicators on equality groups - are all benefiting equally?

BP 14

- Enable residents to view and comment upon proposals.
- Ensure designs take into account DDA issues and that any statutory consultation is undertaken.

**8b. Negative impact:**

The build programme is likely to create disruption that will impact most on people with access issues, in particular people with mobility problems, sight impairment and those using pushchairs. The contractor's customer care policy will be implemented and monitored via the project board and its subgroups.

With impact assessed lettings procedures in place in both Arms Length Management organisations, scheme managers have confidence that no discrimination will occur in the letting process.

However, the scheme's focus on council homes will mean that Aire Valley Homes' and West North West Leeds Homes eligibility criteria will apply. This may exclude a number of people currently living in the area's privately rented or owner-occupied stock and a process will need to be in place to monitor the scheme's wider impact.

Given the 20 year fixed term of the PFI maintenance contract, consideration will need to be given to the equality impact of any forward strategy at an appropriate time.

**Action required:**

8b (a)

The PFI contractor will be required to implement their agreed communications and customer care strategy once in contract and this will be monitored by the Project Board

8b (b)

Agree, if none exists, a new element of lettings monitoring and equality monitoring procedures with Aire Valley Homes/West North West Leeds Homes and their Boards to analyse impact on the wider equality characteristics of the community.

8b (c)

Apply EIA or relevant process to post-contract forward strategy

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

Yes

No

**Please provide detail:** In ensuring that lettings policy does not discriminate across equality characteristics, an inclusive mix of tenants can be expected to take up residence.

**Action required:**

9a

Ensure the LL and BHH community engagement groups and any future engagement networks are equipped to monitor and report on cohesion issues

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

Yes

No

**Please provide detail:** By ensuring an improved supply of social housing, the tenure mix of homes can be balanced to reflect the identified needs of the community.

Improvements to the local environment will create opportunities and motivation for residents to get involved in maintenance and raise resources and capacity for further neighbourhood improvements in line with agreed Improvement plans

**Action required:**

10a

Information from housing needs assessments and other service reviews and analysis will continue to influence decision making to ensure that neighbourhoods can reflect appropriate diversity levels across the equality characteristics.

10b

Work with local networks and governance (for example extended services clusters) to identify and develop capacity for resident involvement in environmental maintenance

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<b>11. Could this activity be perceived as benefiting one group at the expense of another?</b>
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Yes

No

**Please provide detail:**

The budget for this project is not coming from funding earmarked for any other proposed or planned project

**Action required:** None

**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)

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
<b>5a</b> Equality Impact on agenda for future stakeholder groups including Ward Member Briefings and LL & BHH Community Engagement Group Briefings  High risk issues raised with the Project Board.	Next available meeting after EIA published	Board reports	Project Manager
<b>5b</b> Ensure that actions from 'Lessons Learnt' (a specific element of PFI project management) in terms of engaging with hard to reach groups, and providing clear terms of reference and timely information are carried out.	Post contract sign	Lessons Learnt Log / Stakeholder Communications Plan	LCC Contract Management / Project Board
<b>5b</b> Monitor contractual changes for equality impact until financial close	Ongoing until financial close	EIA	LCC Contract Management / Project Manager

Action	Timescale	Measure	Lead person
<b>6a</b> The PFI contractor implements agreed communications and customer care strategy once in contract.	Throughout contract period	Customer satisfaction surveys	PFI Contractor / LCC Contract Management
<b>6b</b> Aire Valley Homes and West North West Leeds Homes to ensure inclusive resident participation in the management of their homes and the local environment.	Ongoing	Membership of and community representation at Area Panels / Tenant and Resident Associations	WNWhL / AVhL
<b>7a</b> Continue to ensure awareness and understanding across stakeholders and the wider public of the merging together of the two PFI bids as the only means of securing external investment	Ongoing	Consensus support for the project	Project Board
<b>8a</b> BP 1 <ul style="list-style-type: none"> <li>• Ensure that the output specification for the new properties meets the Council's requirements and the communities aspirations in terms of the type and mix of new council</li> </ul>	Throughout Competitive Dialogue and at lettings stage.	<ul style="list-style-type: none"> <li>• Output Specification documentation</li> <li>• Agreed lettings policy in place.</li> </ul>	LCC Contract Management

Action	Timescale	Measure	Lead person
<p>properties - Housing Market Assessments undertaken to understand the housing need in the areas.</p> <ul style="list-style-type: none"> <li>• Lettings policy is equal and fair in terms of accessing the new properties.</li> </ul>			
<p><b>8a</b> BP 2</p> <ul style="list-style-type: none"> <li>• Communications strategy in place to tackle and respond to any equality issues regarding the perception of the project</li> <li>• Council, ALMO and Contractor to have a clear rationale for the phasing of refurbishments which is explained to the residents and allows opportunity for residents views and comments.</li> </ul>	<p>During Works period (first 5 years of contract)</p>	<p>Agreed Communications Strategy</p>	<p>LCC Contract Management / ALMO / PFI Contractor</p>
<p><b>8a</b> BP 6</p> <ul style="list-style-type: none"> <li>• Needs of different communities to be drawn into consultation and design of spaces - include in Bid Instructions</li> </ul>	<p>Review at final solutions stage</p>	<p>PFI contractors to demonstrate that they include ongoing involvement through site design.</p>	<p>PFI Contractor</p>

Action	Timescale	Measure	Lead person
<ul style="list-style-type: none"> <li>• Ensure PFI contract meets DDA requirements and other relevant legislation.</li> <li>• Effective communications regarding the project using the CAGs and other wider communications/consultations to gauge the community view regarding gardens/defensible space.</li> </ul>			
<p><b>8a</b> BP 7</p> <ul style="list-style-type: none"> <li>• Contractor to ensure statutory consultation carried out and taken account of any DDA compliance issues.</li> <li>• Identify specific interest groups and involve them in consultations</li> <li>• Promotion of new routes/facilities</li> </ul>	After start of contract	<ul style="list-style-type: none"> <li>• Check and record what consultation is undertaken. Keep record of any residents views/comments.</li> <li>• Log any promotional activity.</li> </ul>	LCC Contract Management
<p><b>8a</b> BP 8</p> <ul style="list-style-type: none"> <li>• Ensure PFI contract develops an accessible service for a range of users.</li> <li>• Ensure publicity re the service is accessible, clear</li> </ul>	Review once services in place.	Usage statistics from City Services (or contractor). Anecdotal evidence from community representatives regarding take up and any barriers.	LCC Contract Management



Action	Timescale	Measure	Lead person
and overcomes any language barriers (eg available in other formats on request).			
<p><b>8a</b> BP 9</p> <ul style="list-style-type: none"> <li>Ensure engagement activities are designed for 'hard to reach groups'; ensure detailed design and laying out of planting areas incorporates specific needs.</li> </ul>	Review during community consultation phase for each neighbourhood refurbishment.	PFI contractor to demonstrate engagement activities and benchmark approach through TPAS.	LCC Contract Management
<p><b>8a</b> BP 10</p> <ul style="list-style-type: none"> <li>Contractor's proposals and the contract's Key Performance Indicators (KPI) specify the requirements and basis for the communications, including how they will overcome communications barriers and provide an equal service. Contract monitoring will monitor the success of this. Contractor can be financially penalised for not meeting the agreed KPIs.</li> </ul>	Ongoing review throughout the contract.	Achievement of KPIs. Positive feedback from residents.	LCC Contract Management

Action	Timescale	Measure	Lead person
<p><b>8a</b> BP 12</p> <ul style="list-style-type: none"> <li>LCC work with preferred bidder through appropriate agencies - e.g. Jobs &amp; Skills to identify and remove barriers to training and employment</li> <li>Ensure opportunities are widely promoted in appropriate formats to target all groups</li> </ul>	<p>Ongoing review throughout the contract.</p>	<p>Contractor proposals detailing how they will implement this. Monitor and review of outputs throughout the contract.</p>	<p>LCC Contract Management</p>
<p><b>8a</b> BP 13</p> <ul style="list-style-type: none"> <li>Ensure that contractors are aware of obligations regarding DDA compliance and other policies.</li> <li>Liaise with service providers to ensure that services are accessible, relevant and provide a range of services to suit different needs. Measure impact of improved neighbourhood indicators on equality groups - are all benefiting equally?</li> </ul>	<p>At the end of the Works period and throughout the remaining contract.</p>	<ul style="list-style-type: none"> <li>Contract monitoring arrangements in place to ensure building/facilities meet all requirements.</li> <li>Liaise with council (Area Management Team) and service providers regarding the take up of services. Monitoring of the Neighbourhood Indexes.</li> </ul>	<p>LCC Contract Management</p>

Action	Timescale	Measure	Lead person
<b>8a</b> BP 14 <ul style="list-style-type: none"> <li>• Enable residents to view and comment upon proposals.</li> <li>• Ensure designs take into account DDA issues and that any statutory consultation is undertaken.</li> </ul>	Ongoing review throughout process up to contract start.	Check and record what consultation is undertaken. Keep record of any residents views/comments.	LCC Contract Management
<b>8b (a)</b> The PFI contractor implements agreed communications and customer care strategy	Once in contract	Satisfaction surveys	Project Board
<b>8b (b)</b> Agree wider community impact element of lettings monitoring and equality monitoring procedures	Prior to occupation of the new build	Lettings Policy	WNWhL / AVhL and their Boards
<b>8b (c)</b> Apply EIA or relevant process to post-contract forward strategy	Post Contract Sign	EIA	LCC Contract Management
<b>10a</b> Review housing needs assessments and other service reviews for equality analysis to influence decision making	Ongoing	EIA	WNWhL / AVhL and their Boards
<b>10b</b>			

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
Promote community capacity for resident involvement in environmental maintenance for example via local networks and governance groups (for example extended services clusters)	Ongoing	Membership of and community representation at Area Panels / Tenant and Resident Associations	WNWhL / AVhL

**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	Acting Chief Asset Manager	18 <sup>th</sup> July 2012

**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**

Date sent to Equality Team

Date published

Communications History

2005

- (LL) Banks of the Wear – Independent Tenants Advisors – **Appointment June 2005**
- (LL) Little London Consultation Open Day / postal survey - **August 2005**
- (LL) Task Group Meetings – **September 2005 - January 2006**
- (LL) Newsletter - **October 2005**

2006

- (LL) Task Group Meetings – **September 2005 - January 2006**
- (LL) Little London Staff Briefing – **December 2006**
- (LL) Newsletter - **December 2006**
- (LL & BHH) Press Release - **December 2006**

2007

- (LL) Informal Consultation with key Stakeholders
  - Communication with School Governors - **15/01/07 & 26/02/07**
  - Sure Start Programme Board - **20/02/07** & Parents Group - **06/03/07**
  - Central area working groups - **27/11/06 & 24/01/07**
- (LL) Informal Consultation with key Stakeholders
  - Communication with School Governors - **15/01/07 & 26/02/07**
  - Sure Start Programme Board - **20/02/07** & Parents Group - **06/03/07**
  - Central area working groups - **27/11/06 & 24/01/07**
- (BHH) Beeston Hill & Holbeck Land Use Framework – **February 2007**
- (BHH) Holbeck Regeneration Plan
- (BHH) Resident consultation on environmental works - **March 2007**
- (LL) MP Briefing - **02/03/07**
- (LL) Re-housing consultation in Demolition areas - **April / May 2007**
- (LL) Shops consultation - **April / May / June 2007**
- (LL) Little London Planning Framework Consultation - **May / June 2007**
- (BHH) Delivery of Consultation leaflet and questionnaires for PFI proposals to all households – **May 2007**
- (BHH) PFI proposals consultation events **May 2007**
- (BHH) Door to door consultation with questionnaire – **June/July 2007**
- (BHH) PFI proposals consultation events – **June/July 2007**
- (LL) 1<sup>st</sup> Stage Leaseholder statutory consultation – Notice of Intention - **June 2007**
- (LL) Newsletter - **June 2007**
- (LL) Waste & Refuse consultation – High Rises - **June 2007**
- (BHH) Letters to all tenants on the results of options appraisal – **November 2007**
- (LL) Neighbourhood Forums Established - **November 2007**

2008

- (BHH) Letter to tenants of notice to undertake works – **January 2008**
- (BHH) Tranche 1 Outline Planning drop-in events – **February 2008**
- (LL) Outline Planning Consultation - **April 2008**
- (BHH) Tranche 2 Outline Planning drop-in events – **May 2008**
- (LL & BHH) PFI Stakeholder Project Update – **June, August, October 2008**
- (BHH) BHH Re-housing Update – **July 2008**
- (LL & BHH) Press Release – **August 2008**
- (LL) LL Neighbourhood Forum drop-in – **October 2008**
- (LL & BHH) Tenant and resident PFI Newsletter - **Autumn 2008**

## 2009

- (LL & BHH) Press Release - **January 2009, March 2009, July 2009, November 2009**
- (LL & BHH) PFI Stakeholder Project Update – **March, September, October 2009**
- (LL & BHH) Tenant and resident PFI Newsletter - **Spring 2009**
- (BHH) Consultation of PFI regeneration proposals – **July 2009**
- (LL) Consultation of PFI regeneration proposals – **July 2009**

## 2010

- (BHH) Holbeck Towers Demolition Newsletter – **January 2010**
- (LL) Carlton Towers Demolition Newsletter – **January 2010**
- (LL & BHH) PFI Stakeholder Project Update – **February, September 2010**
- (LL & BHH) Press Release - **February 2010, March 2010, November 2010**
- (BHH) Holbeck Towers Demolition Update Newsletter – **June 2010**
- (LL & BHH) Tenant and resident PFI Newsletter - **Autumn 2010**

## 2011

- (LL & BHH) PFI Stakeholder Project Update – **March, July 2011**
- (LL & BHH) PFI Progress Letter from Cllr Gruen to tenants and residents affected – **June 2011**
- (LL & BHH) Press Release - **June 2011, October 2011**

## 2012

- (LL & BHH) Tenant and resident PFI Newsletter – **March 2012**

## Ongoing

- (LL & BHH) Ward Member briefings