

Equality, Diversity, Cohesion and Integration Impact Assessment



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: Resources and Housing	Service area: Property & Contracts – Responsive Repairs, Voids & Cyclical Maintenance, and Leeds Building Services
Lead person: Simon Costigan	Contact number: 0113 378 1092
Date of the equality, diversity, cohesion and integration impact assessment:	
29 August 2019	

1. Title: ECDI assessment into delivery of Housing Responsive Repairs, Voids & Cyclical Maintenance services throughout the city post 2021.
Is this a:
<input type="checkbox"/> Strategy /Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Helen Jackson	LCC	Head of Housing Projects, Contracts and PFI
Paul Reeves	LCC	Head of Leeds Building Services
Rob Goor	LCC	Responsive Repairs service lead
RRV&CM project team	LCC	Developing scope of service delivery post April 2021.
Nicola Mitchell	LCC	Voids service lead
Tina Markey	LCC	Former Voids service lead
Andy Ball	LCC	M&E service lead

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

This assessment concerns proposals for the future of citywide housing repairs and voids services.

Housing's responsive repairs and voids services, including cyclical maintenance activities, keep council housing assets – including over 50,500 homes – safe and well maintained for our residents. These are essential services, helping us to meet our commitments and legal obligations as a caring and responsible landlord.

The council now has the opportunity to choose how to best organise future service delivery, as existing key contractual arrangements for the South and West of the City expire on 31 March 2021. The value of the works to be delivered is approximately £42m per year for external and internal providers combined.

Maintaining responsive repairs, voids and cyclical maintenance of our housing stock supports the council's aim as set out in the Best Council Plan for residents of the city to live in good quality, affordable homes within clean and well cared for places.

Existing arrangements – Responsive Repairs, Voids and Cyclical Maintenance

South & West. In the South and West service delivery is through two contracts, both held by Mears Limited and awarded as part of two large partnership contracts (at that point also covering planned works activity) in 2011. These expire on 31st March 2021, having been previously extended to contractual limits.

East. The Council's in house provider, Leeds Building Services (LBS), delivers this service for the East of the city.

Proposed arrangements from Autumn 2021

The proposed arrangements for service delivery from Autumn 2021 are set out in the report, with the following recommendations presented in the report:

- Approve that LBS should deliver housing responsive repairs and voids services for the East and South of the city, with an external contractor to deliver for the West (option 4), noting that the new arrangements are planned to start from autumn 2021.
- Note that this involves changing existing service delivery boundaries to align with Leeds electoral wards;
- Agree that a procurement should be undertaken for housing responsive repairs, voids & cyclical maintenance services in the West of the city, using a restricted procedure in accordance with the Public Contracts Regulations 2015, to establish a contract.
- Agree that the procured contract should be for a period of 5 years, with an estimated total value of £72m, given an estimated annual value of £14.35m.
- Note that LBS' housing responsive repairs and voids service delivery will expand,

from 33% of the city currently, to delivery of services to 61%. This represents an 83% increase.

- Delegate the responsibility for implementing these proposals to the Director of Resources and Housing.

These proposals will ensure continuity of housing repairs and voids services beyond the expiry of the current contractual arrangements and, that a high quality and consistent service is delivered citywide.

In contrast, failure to agree viable proposals for service delivery arrangements or, provide sufficient time for these to be implemented, would result in service disruption following the expiry of the current Mears contracts. This would affect all residents, with particular impacts on those who are most vulnerable.

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"/>
Please provide detail:	

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 checked="" type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
Please provide detail:	

This assessment concerns the Responsive Repairs and Voids service with Leeds Building Services (LBS)

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)

Resident engagement / performance monitoring

The STAR Survey is sent out to tenants every two years to gauge and benchmark service user satisfaction. The latest STAR survey was undertaken in 2018 and sent out to over 18,000 tenants, with responses received from 4,394 of these. The survey highlighted that the top priorities for residents were: ‘repairs and maintenance’; and, ‘overall quality of the home’. Tenant priorities and satisfaction scores had remained broadly consistent from 2016 to 2018.

The survey highlighted an overall satisfaction score of 69% for ‘repairs and maintenance’. A breakdown of this score by demographic groups revealed a trend based on ‘Age’, with older tenants generally more satisfied than younger tenants. However, as in previous STAR surveys, tenants who said their current financial position is fairly or very difficult are much less satisfied than those that said they were living comfortably or doing alright. This variable is linked to the tenant’s age with a higher percentage of tenants aged over 65 reporting financial comfort.

In terms of ‘Race’, White British residents were slightly more satisfied than BAME residents, and in relation to ‘Gender’, Males were marginally more satisfied than Females. The scores for each of these groups is displayed in the table below.

2018 STAR survey - Repairs satisfaction by ethnicity, age and gender

Protected characteristic	Group	Satisfied / Very satisfied	Dissatisfied / Very dissatisfied	Neither
Race (inc. Ethnicity)	BAME	66%	22%	12%
	White British	72%	19%	9%
Age	16-24	52%	35%	13%
	25-34	57%	39%	4%
	35-44	62%	26%	12%
	45-54	61%	27%	12%
	55-64	70%	21%	9%
	65-74	83%	12%	5%
	75-84	86%	9%	5%
	85+	86%	9%	5%
Gender	Female	70%	22%	8%
	Male	71%	18%	11%

In addition to the STAR survey, ongoing resident liaison and feedback is undertaken in a variety of ways, including: sample surveys to gauge tenant satisfaction with work undertaken; Annual Home visits for all tenants; and the monitoring of repairs complaints

through to resolution.

As part of the core service provision, measures are taken to accommodate disabilities for example through home adaptations – for example handrails, ramps, wet-rooms.

Performance is monitored on an ongoing basis through a series of KPIs including:

- Percentage of housing adaptations completed within target timescale
- Percentage of council housing repairs completed within target

LBS Growth

Proposals to expand LBS services could impact how these services are delivered and by whom in the following wards:

- Ardsley & Robin Hood
- Beeston and Holbeck
- City & Hunslet
- Cross Gates & Whinmoor
- Garforth & Swillington
- Hunslet & Riverside
- Kippax & Methley
- Middleton Park
- Morley North
- Morley South
- Rothwell

Careful planning has been undertaken to ensure that growth will not compromise services provided to customers. Growth will impact service delivery for residents across all equality characteristics but will not negatively impact any single group. Service delivery is measured across a number of key performance indicators that are continuously monitored to provide an assessment of quality of service and customer satisfaction.

Growth proposals will require changes to the workforce, including LBS taking on additional staff across a number of trades roles, office support and managerial staff. LBS currently employs around 560 members of staff including 424 tradespeople and has one of the highest number of female apprenticeships in Leeds. Growth proposals will not affect current employment practices.

LBS recognises the need to diversify the profile of its staff. As reported in the LBS Business Plan 2018 – 2023, the make-up of staff in management and office based teams is shown in the table below, with comparable figures for Leeds residents where available:

Breakdown	Sub-category	LBS workforce	Leeds residents	Source
Gender	Male	74%	49.1%	ONS MYE 2018
	Female	26%	50.9%	
Age	41-54	32%		
Ethnic origin	Minority ethnic	10%	18.9%	2011 Census
	White British	90%	81.1%	
Disability	N/A	5.5%		

Whilst a proportion of the additional positions required are likely to be filled via TUPE, the

proposed expansion of staff is expected to provide LBS with an opportunity to actively target underrepresented groups to work for the service. LBS will continue to encourage take-up of female apprentices in roles traditionally undertaken by men. This will be actioned through a Workforce Action Plan.

In terms of the tenant profile, data has been analysed in relation to almost 55,000 tenants, which has revealed the following profile:

Breakdown	Sub-category	Percentage
Gender	Male	39.7
	Female	60.3
Age	16-24	3.9
	25-34	15.5
	35-44	19.1
	45-54	20.1
	55-64	16.6
	65-74	12.8
	75-84	8.3
	85+	3.7
Ethnic origin	Asian / Asian British	4.5
	Black / Black British	11.3
	Arab	0.4
	Chinese	0.3
	Mixed - Other	3.4
	White British / Irish	74.7
	White Other	3.3
	Another other	2.1

**Are there any gaps in equality and diversity information
Please provide detail:**

The data relates to tenancies rather than residents and precludes children (under 16's) who are not named on tenancy agreements.

Action required:

In terms of LBS expansion, and a Workforce Action Plan will be developed to include:

- Number of staff to be recruited
- Role to be recruited to
- Number of apprenticeships
- Actions to target under-represented groups to support further diversity within the workforce.

Employment and Skills targets to be built into the requirements of procurement activities including around apprenticeships.

In relation to improvements on the availability of resident data, the replacement of Orchard with the CX information system will assist in managing tenant and resident data more effectively to underpin service improvement activities. This is programmed in as part of the Civica project, and the target implementation date for CX is currently summer 2020.

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

Yes

No

Please provide detail:

Executive Member for Communities - The Executive Member for Communities (Cllr Debra Coupar) has been engaged and consulted throughout.

Senior Housing Management – Property and Contracts SMT has been fully engaged with the development of the proposals and are supportive. The wider Joint-Housing SMT have also been engaged and are supportive of the approach.

Trade Unions - Detailed consultation has been undertaken with Trade Unions regarding growth plans and any impact on the existing and future workforce. Trade Unions are supportive of plans which include the development of a diverse, multi-skilled and flexible workforce including the recruitment of apprentices.

Key tenant and residents groups including the Repairs and Investment Group and VITAL are being consulted on proposals. Representatives from these tenants groups will be involved in commenting on relevant and proportionate areas of the future service arrangements, for example, performance indicators, evaluation criteria, and providing their feedback on elements of subsequent tender submissions.

Leaseholders – A leaseholder consultation is planned for December 2019 and January 2020. This can be undertaken once the approach has been agreed and in line with legislation.

Action required:

Further consultation in relation to service delivery arrangements once the approach has been determined.

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

(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:

The proposals will affect all service users but will not negatively impact any single group.

Stakeholders

- | | | |
|--|---|--|
| <input checked="" type="checkbox"/> Services users | <input checked="" type="checkbox"/> Employees | <input checked="" type="checkbox"/> Trade Unions |
| <input checked="" type="checkbox"/> Partners | <input checked="" type="checkbox"/> Members | <input checked="" type="checkbox"/> Suppliers |
| <input type="checkbox"/> Other please specify | | |

Potential barriers.

- | | |
|--|---|
| <input type="checkbox"/> Built environment | <input checked="" type="checkbox"/> Location of premises and services |
| <input checked="" type="checkbox"/> Information and communication | <input type="checkbox"/> Customer care |
| <input checked="" type="checkbox"/> Timing | <input type="checkbox"/> Stereotypes and assumptions |
| <input checked="" type="checkbox"/> Cost | <input checked="" type="checkbox"/> Consultation and involvement |
| <input type="checkbox"/> Financial exclusion | <input checked="" 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 proposed service delivery arrangements would be in place citywide for a minimum of 5 years. This will ensure continuity of a good quality repairs and maintenance service to over 50,500 homes.

The proposed increase in service provision by LBS will ensure that significant investment made in Council properties is retained within the Council, ultimately protecting the ability to provide crucial services to the most vulnerable Leeds residents.

The growth of LBS will also lead to a growth in Council jobs, many in skilled and technical trade roles, and provides an opportunity to actively target underrepresented groups to work for the service leading to a more representative workforce, including through new apprenticeship opportunities.

The growth of LBS will achieve wider social value by reinvesting surplus money into the Council to help support communities and tackle poverty. LBS currently makes an annual return to the Council through its charging model. Proposed new arrangements for growth will mean that LBS can continue to support the Council's position by making a contribution to the General Fund to help support communities and tackle poverty.

Externally procured contracts will provide further opportunities to support the wider local economy including employment and skills opportunities, with a view to delivering the same wider social value benefits as through LBS expansion.

Added value can be achieved by ensuring that the both the LBS and contractor workforce is trained around identifying vulnerable residents, making safeguarding referrals and signposting customers to other council or partner services.

The proposals involve changing existing service delivery boundaries to align with Leeds electoral wards. This will strengthen ward governance by providing greater clarity on how services are delivered in each ward and who is responsible.

Action required:

Changes to the current service delivery arrangements will require consultation with Leaseholders. This is planned for December 2019 and January 2020.

A communications plan will be developed to manage the key messages in relation to the proposals. This will include FAQs and briefings that can be drawn upon to provide information and, promote benefits, in a clear and consistent manner.

An LBS Workforce Action Plan will be developed.

Procurement activities to deliver the same wider social value benefits as LBS expansion, ensuring consistency city-wide.

LCC safeguarding training will be delivered to LBS staff and contractor staff as required, and programmed into any contract mobilisation period.

8b. Negative impact:
<p>If plans for growth are approved, services currently delivered by an external contractor will become the responsibility of LBS. This could potentially affect customer care as not all key performance indicators (KPIs) are currently achieving target. A range of business improvement processes have been set into place which are contributing towards improving performance.</p> <p>The proposals will result in a reduction to the work of the incumbent contractor, Mears, based on the expansion of LBS and potentially the outcome of competitive tendering.</p>
Action required:
<p>LBS will continue to monitor, manage and report identified improvement measure to improve KPIs.</p> <p>As required, staff will be transferred from Mears to an alternative service provider through TUPE where appropriate. A six month contract mobilisation period has been built into the project timeline which will include recruitment and training.</p>

9. Will this activity promote strong and positive relationships between the groups/communities identified?
<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Please provide detail:</p> <p>Securing a good quality RR&V service to over 50,500 homes will support the council's ambition for Leeds to be a compassionate and caring city that tackles poverty and reduces inequality, by making sure that our tenants, including some of the most vulnerable people in our city, are able to live in safe, accessible and well maintained homes. In particular this will contribute towards achieving the following ambitions set out in the Best Council Plan 2019/20 to 2020/21:</p> <ul style="list-style-type: none"> • <i>Housing – in particular housing of the right quality, and the key performance indicator of percentage of council housing repairs completed within target; and</i> • <i>Safe, Strong Communities – in particular keeping people safe from harm and protecting the most vulnerable.</i> <p>This will be beneficial to both tenants and the wider communities in which the affected housing stock is based.</p>
Action required: None

10. Does this activity bring groups/communities into increased contact with each other? (e.g. in schools, neighbourhood, workplace)
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Please provide detail:
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)
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Please provide detail:
Action required: LCC Housing tenants and residents will be the primary beneficiaries, with tenancies provided on a needs basis.

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
Leaseholder consultation	Following Exec Board approval	Consultation undertaken in line with relevant legislation.	David Glaister
Communications Plan	Following Exec Board approval	Consistency of messages entering the public realm	Phil Jewitt
Develop a Workforce Action Plan to include: <ul style="list-style-type: none"> Number of staff to be recruited Role to be recruited to Number of apprenticeships Actions to target under-represented groups diversity to support diversity within the workforce. 	Following Exec Board approval	Staff employed post March 2021 is more representative of wider LCC workforce / Leeds residents profile	Paul Reeves
Procurement activities to achieve the same wider social benefits as LBS expansion	Any required tender documents to be finalised by early February 2020.	Employment opportunities accessed by under-represented groups. Consistency between social benefits derived from LBS expansion and any procurements.	Phil Rigby
Safeguarding training to be delivered to frontline staff	To be delivered during contract mobilisation period.	Proportion of workforce in direct contact with residents, who have received training.	Rob Goor

Action	Timescale	Measure	Lead person
		Target will be 100%.	
LBS to continue to manage and report identified improvement measures to improve KPIs.	KPIs to be consistently achieved before growth plans come into effect 1 April 2021	KPIs consistently achieved	Helen Jackson
TUPE information to be requested from current contractor (Mears)	November/December 2019	Number of FTEs identified as being within the scope of TUPE.	Angela Brown

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
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: