

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: Housing
Lead person: Paul Rounding	Contact number 07891272386
Date of the equality, diversity, cohesion and integration impact assessment:	

1. **Title:** District Heating Clusters Programme

Is this a:

Strategy /Policy
 Service / Function
 Other

If other, please specify

Carbon reduction capital works development programme to replace inefficient electrical storage heaters in 26 high rise blocks with sustainable, efficient and easier to control heating systems.

2. Members of the assessment team:

Name	Organisation	Role on assessment team e.g. service user, manager of service, specialist
Paul Rounding	Housing, LCC	Capital Programme Manager
Helen Gibson	Housing, LCC	Project Manager
Chris Baker	Housing, LCC	Snr Project Officer
Michael Anderson	Housing, LCC	Project Officer
Sandy Rutherford	Sustainable Energy, LCC	ERDF Lead

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

This scheme is for the development and creation of District Heating Clusters (DHC) across six locations in Leeds, each with an energy system, providing heat and hot water to homes in 26

council high rise blocks, housing 1485 homes.

This scheme will benefit residents by reducing fuel costs as well as improving their ease and ability to control heating, and help with the citywide reduction of carbon. The current heating source storage heaters in these blocks are at the end of their life.

The total value of the planned works is approximately £24m; included in this is circa £7m of funding expected from the ERDF. One contractor is expected to be procured by February 2021 to carry out the works as well as operation and maintenance for all 26 high rise blocks.

Timescales for the project have been developed with the construction works on site expected to run, in batches of two across six clusters, from May 2021 until March 2024. These are detailed by site, below:

Clusters 1 & 2	
• Brecon Court, Leeds	• Barncroft Court, Leeds
• Brecon Rise, Leeds	• Barncroft Grange, Leeds
• Denbigh Croft, Leeds	• Barncroft Heights, Leeds
• Denbigh Heights, Leeds	• Barncroft Towers, Leeds
• Pembroke Grange, Leeds	
• Pembroke Towers, Leeds	

Clusters 3 & 4	
• Poplar Court, (48-93), Leeds	• Burnstall Court, Leeds
• Poplar Mount, (1-47), Leeds	• Burnstall Gardens, Leeds
• Poplar Mount, (48, 93), Leeds	• Burnstall Croft, Leeds
• Poplar Court, (1-47), Leeds	• Burnstall Grange, Leeds

Clusters 5 & 6	
• Briarsdale Court, Leeds	• Lovell Park Grange, Leeds
• Briarsdale Croft, Leeds	• Lovell Park Heights, Leeds
• Briarsdale Heights, Leeds	• Lovell Park Towers, Leeds
• Gipton Gate East, Leeds	
• Gipton Gate West, Leeds	

Works involve:

Outside of blocks:

- Contractor cabin office and welfare facilities.
- Singular or multiple external heating energy system(s) within close proximity to the high rise blocks, with distribution pipework to each block.
- Lateral and vertical pipe works to external of each flat with in the communal areas.

Inside of blocks:

- Sprinklers installed to communal areas, where sprinklers have not already been retrofitted.
- Associated pipework, pumps, storage tanks and trunking / false ceiling in communal areas.
- Installation of a webway to allow a direct link to Leedswatch.

Inside Flats:

- Existing storage heaters and hot water cylinder removed.
- New technology installed within the meter cupboard.
- New thermostat and programmer installed inside each flat.
- New wet system radiators and pipework in each room.
- Sprinklers installed to each dwelling.

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 type="checkbox"/>
Procuring of a service (by contract or grant)	<input checked="" type="checkbox"/>
Please provide detail:	
<p>The District Heating Clusters Programme scheme has been scoped to meet the aspirations set out in the Best Council Plan but in particular, the objectives of:</p> <ul style="list-style-type: none"> • Supporting communities and tackling poverty. • Promoting sustainable and inclusive economic growth. <p>The planned work is also strongly aligned to meet the Best Council Plan ambitions of:</p> <ul style="list-style-type: none"> • Improving energy performance in homes, reducing fuel poverty. <p>The scope of this EDCI assessment is the full programme of works required to design, develop and deliver six district heating clusters. This includes:</p> <ul style="list-style-type: none"> • Design, delivery and installation of six energy technology solutions, for the preferred and back-up (if appropriate) power sources. 	

- Final design, delivery and installation of the new pipework (lateral and vertical risers) required in the blocks, and associated boxing in works.
- Retrofitting of sprinkler systems in the high-rise buildings to be implemented alongside works in each cluster where sprinklers have not already been retrofitted
- Making good the internal communal landings, ceilings, stairwells and foyers of each block, following the required boxing in works, including painting of the communal areas.
- Operation and maintenance of the energy systems.

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)

In May 2020, the following demographic data was gathered on the 26 high rise blocks within the District Heating Clusters Programme from Resources and Housing:

Age:	Range from 16 to 101 with 66% of residents over 55
Gender:	56% male, 40% Female, 4% Other
Residential Status:	Living Alone 34%, Living with Partner 17%, 49% Unknown
Nationality:	British 81%, Other 12%, Not disclosed 7%
Language Preference:	English 72%, Other 2%, Unknown 26%
Medical Indicators:	Total Registered Disabled 281, Mental Impairment 58, Physical Impairment 80, Other 143
Religion:	Not Applicable
Sexual Orientation:	Not Applicable
Flats Qty:	6 bedsits, 476 one-bed, 936 two-bed and 13 three-bed properties within the scope.

Resident Satisfaction Survey – STAR

We aim to continually improve our resident’s satisfaction with their council property. Our performance is measured annually via the STAR survey. Improving resident satisfaction through efficient heating in our high rise homes is a particular area of focus, this was highlighted for improvement in the survey conducted in 2018/19; where only 44% of respondents stated they were satisfied with their current heating and hot water systems.

Energy efficiency of blocks – SAP

Leeds City Council’s Best Council Plan 2015-20 sets the ambition to be the best city where everyone in Leeds lives in good quality, affordable homes within clean and well cared for places measured through the energy and thermal efficiency performance of houses. This project seeks to install sustainable heating systems to improve the average Standard Assessment Procedure (SAP) certificate in each property by 2 bands. This will lift all flats to a minimum SAP rating band E, with 67 flats currently rated F or G.

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

Of the data returned through the profiling report and the Orchard system’s data extraction,

conducted in May 2020 by the Planned Works team; there are residents within the scope of these planned works where equality characteristic data has either not been captured or residents have chosen to “opt out” of providing data.

There is also no data available on the leaseholders’ equality characteristics within the scope of these planned works.

Action required:

The Planned Works team will offer an enhanced support package which will seek to capture the demographical information from the residents not included in this analysis where possible, and; where residents request considerations to be made.

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

Yes

No

Please provide detail:

The Project Brief, Benefits Realisation Plan and technical reports, produced via external consultant, will form a knowledge base of key messages providing fair, cohesive and inclusive wider involvement activities with all project stakeholders, both with and without equality characteristics.

Cross-council engagement has taken place to gather insight, perspective and feedback on the planned works approach with Ward members briefed in March 2020, alongside further consultation and engagement planned by the end of February 2021. Senior Management and Executive teams have been briefed through project governance and approvals processes, taking place in April 2020 to procure external technical consultants, with further consultation planned in June 2020 for the key decision on the planned works scheme, and strategic operational decisions in April each year prior to works commencement.

Resident and leaseholder engagement will take place through various written and face-to-face mechanisms throughout the planned works:

- An overarching communication for all affected residents / leaseholders, across all clusters, is planned to be sent to by the end of February 2021.
- Face-to-face meetings, managed by the Planned Works team with the support of Housing Management, will take place in January each year of the planned works.
- A resident information pack, including FAQs, project details and timelines will be provided which will include details of entails to offer general and EDCI-related support.
- A bespoke experiential survey will take place pre and post works installation, outputs from this survey will inform Lessons Learned activities, including where applicable; our EDCI-related engagement successes and areas for improvement.
- Resident / leaseholder welcome packs will be provided upon changeover of each dwellings, these packs will be made available in various versions, to meet EDCI communication requirements, on an individual needs basis.

Statutory teams, including the Asbestos teams will be consulted in February each year of the planned works, this will include whether any EDCI actions/considerations that are required. The Highways and Transportation team will be consulted one month before works commence to ensure that any reasonable adjustments can be made and to ensure access is maintained for all residents’ requirements.

In 11th March 2020, the UK government formally announced the COVID-19 pandemic. Although it is not anticipated that the planned wider involvement activities (detailed above) will be impacted by this viral outbreak. The project team shall comply with Senior Management, Executive and the UK Government guidelines for safeguarding measures. Any required change to planned wider involvement activity detailed, shall be ratified and approved by the Project team.

Action required:

A communication plan has been developed to ensure regular and effective internal and external communications with all project stakeholders.

Risk and issue logs are being maintained and reviewed regularly to monitor the impact of project-related risks, such as COVID-19; mitigation is also agreed at project team meetings.

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:

Age:

The high rise blocks within the scope of the District Heating Clusters programme has the highest proportion of residents aged 55+, with a range of 16 to 101.

Engagement through the Planned Works team will be supported by Housing Management to ensure that residents aged between 16 and 19 have an enhanced support package available, offering additional telephone, written and face-to-face support to residents who identify as estranged, first time tenants, or leaving supported living.

Residents aged 55+ (66% of the total residents) will also be selected by the Planned Works and Housing Management teams for targeted supportive outreach to ensure the District Heating Clusters programme’s key messages are conveyed and fully understood, as well as capturing

resident feedback to inform the scheme's approach to minimise disruption and confusion.

Residents aged between 20 and 55 will receive the same support package throughout the planned works, where equality of opportunity will be provided to ensure that all residents have equal access to provide feedback upon the planned works scheme and obtain equal access to information, advice and guidance.

Disability:

The high rise blocks within the scope of the District Heating Clusters programme have 281 disability status declarations, of which, 80 are physical impairments and 58 are mental impairments. 143 disability declarations noted as "Other" which could indicate these are sensory, learning, longstanding (Cancer, HIV etc.). The council contains no data on 639 of residents' disability statuses within the scope of this programme.

Residents with a physical impairment, will be provided information specifically pertaining to accessibility in both communal areas and to individual properties, throughout the planned works. Where potential disruption to public transport, disability taxis or heating / hot water cannot be avoided, provisions will be made prior to any disruption of service, with timely communications to affected residents.

Residents with a mental impairment, will be provided with contact details for the Planned Works team where they can access tailored information, advice and support in relation to the planned works, with signposting to support services where required.

Other disability requirements shall be managed and monitored upon disclosure via the outreach support package offered by the Planned Works team with support from Housing Management. A triage activity shall commence to communicate any necessary considerations, so that reasonable adjustments can be made.

Carers:

There is no data available on the number of residents with a care package / arrangement in place within the high rise blocks, in the scope of the District Heating Clusters programme.

Any designated carers will require 24 hour access to provide caring services. Accessibility will be maintained to residential properties at all times. Where respite facilities have been deemed necessary; arrangements will be communicated, via the enhanced support package, offered by the Planned Works team, to ensure there is no disruption to carer services throughout the planned works.

Contractors, sub-contractors and council employees:

Any employee of Leeds City Council who intends to be on site during the planned works of the District Heating Clusters programme will be expected to have completed all mandatory training and development in relation to Equality, Diversity, Cohesion and Inclusion. Thus ensuring that any equality characteristic across the full spectrum (detailed above) is not affected by the behaviours and actions of any employee, contractor or sub-contractor fulfilling duties as discharged by Leeds City Council.

Stakeholders

- | | | | | | |
|-------------------------------------|----------------------|-------------------------------------|-----------|-------------------------------------|--------------|
| <input checked="" type="checkbox"/> | Services users | <input checked="" type="checkbox"/> | Employees | <input 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 checked="" 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 type="checkbox"/> | Cost | <input checked="" 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:

Any potential barriers not identified at this stage however, are anticipated to impact upon any equality characteristics, will be recorded and monitored via the project's Risk Log, and where applicable; managed through the project's Issue Log.

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:

- Improvement of heating efficiency and capability in residents' homes will help to reduce fuel poverty, improve wellbeing and comfort; specifically improving the alleviation of symptoms for tenants who have a health condition made worse by cold such as chronic respiratory, cardio vascular, musculoskeletal illness, or a mental health condition.
- The works will also provide greater ease of control over heating levels for residents of all equality characteristics.
- Reduce the maintenance, servicing and repairs requirement on equipment.
- Improve residents' safety and security through the retrofitting of sprinkler fire suppression pipework.
- Reduction on the citywide carbon emissions equating to around 1529 tonnes per year, resulting in healthier living environments for all Leeds City residents.

Action required:

- Establish, monitor and review on a monthly basis; the benefits realisation plan to ensure corrective actions are in place so that the project's intended benefits are realised and obtained.
- Gather residents' experiential data pre and post installation to ensure that a reduction in cost, improved comfort and ease of operation of heating/hot water systems have been obtained.
- Obtain SAP certificate showing an increase in efficiency rating by at least 2 bands.
- Establish operation and maintenance contract that meets heating system operational requirements yet reduces the need for repairs, servicing and maintenance works.
- Obtain fire risk assessment pre and post sprinkler installation to establish levels of improvement obtained.

8b. Negative impact:

- Residents may become unsettled when the heating system is removed, and during the installation of new equipment; which could take up to 2 days to complete.
- The local main roads and site entrances will experience greater traffic and greater amounts of parked construction vehicles; causing competition for parking space / accessibility constraints.
- Installation works on site may cause unacceptable levels of noise pollution, dust and debris, a temporary reduction of green space, and skips visible for waste management; these could result in resident complaints.
- Public rights of way near to the sites may have to be temporarily deviated to a safer route.
- If used improperly or if electricity tariff not changed electricity bills may increase.

Action required:

A range of considerations will be taken into account by the construction contractor when carrying out these planned works, so that these works are taken forward appropriately and safely. These include:

- Carrying out due diligence prior the commencement of any planned works; to minimise resident disruption, and maintain safety standards.
- Establishing and maintaining a communications strategy which meets the needs of the council, and the residents of each construction site.
- Operating with openness and transparency in their methods for maintaining safe standards of work.
- Ensure that residents know how to best use the new system to minimise bills whilst achieving the required comfort levels.

- Ensure residents understand the tariff they are on, the tariff that works best for them and help with changing tariff if required.

In addition, Leeds City Council will:

- Work with partners including West Yorkshire Police and West Yorkshire Fire Service, to ensure that community safety and security is maintained.
- Engage with the Highways & Transportation team, to oversee the establishment of onsite traffic flow management systems which allow sustained access to the site to all vehicles and permit sufficient parking.
- Explore whether public rights of way need to be temporarily diverted. If necessary, the appropriate application/regulation order will be arranged.
- Ensure a construction phase plan and health and safety plan are implemented, to ensure that safety standards are maintained for residents, and those in occupancy adjacent to the sites.
- Offer increased support to the residents affected by the works.

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

Yes

No

Please provide detail:

Action required:

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

Yes

No

Please provide detail:

Action required:

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)

Yes

No

Please provide detail:

Action required:

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
<p>Communications</p> <p>As part of this project, a Communication plan will be developed and maintained to ensure regular and effective communications with:</p> <ul style="list-style-type: none"> Residents and leaseholders of the high rise blocks, detailed in Section 3. Other internal and external stakeholders, detailed in Section 8b. 	<p>The Communications plan is a live document, monitored and updated by the Capital Programme team, and reviewed monthly through multi-disciplinary project team meetings and at site-level progress meetings.</p>	<ul style="list-style-type: none"> Adherence to the planned communication outputs within the Communications Plan. Number of resident / leaseholder communication-related complaints. 	<p>Paul Rounding / Chris Baker</p>
<p>Stakeholders affected by this activity</p> <p>The Planned Works team will offer an enhanced support package to assist residents of all age groups to ensure equality of access for all residents and leaseholders to obtain information, advice and guidance on the planned works, and where applicable; to offer feedback to reasonably adjust the works.</p> <p>Procurement of the project's construction contractor will</p>	<p>Offered throughout the full duration of the planned works.</p> <p>Contracts will be agreed with the construction contractor in-</p>	<p>Number of resident / leaseholder communication-related complaints.</p> <p>Adherence to construction phase plans, as well as any delays or</p>	<p>Paul Rounding / Louise Haley</p> <p>Paul Rounding / Louise Haley</p>

Action	Timescale	Measure	Lead person
<p>include requirements to develop construction phase plans which specifically seek to maintain equality of access to communal areas and to the properties of the high rise flats for any physical or mental impairments.</p> <p>Procurement of the preferred construction contractor will assure Leeds City Council that all health, safety and wellbeing standards / codes are being contractually adhered to throughout all of the planned works.</p> <p>Leeds City Council will inform all contractors, subcontractors and employees of any necessary EDCI training and development to be undertaken, prior to commencement of planned works.</p>	<p>between June 2020 and January 2021.</p> <p>Contracts will be agreed with the construction contractor in-between June 2020 and January 2021.</p> <p>Contracts will be agreed with the construction contractor in-between June 2020 and January 2021.</p>	<p>accessibility issues noted in the Issue Log.</p> <p>Number of contractual breaches/warning notices issued.</p> <p>Number of contractual breaches/warning notices issued.</p>	<p>Construction Contractor</p> <p>Paul Rounding / Chris Baker</p>
<p>Notifications</p> <p>The required resident / leaseholder & site notices.</p>	<p>The appropriate building notices will be drafted by the construction contractor or Housing prior to works commencement.</p>	<p>Residents / leaseholder complaints regarding site notices and comms.</p>	<p>Construction Contractor / Housing</p>
<p>Impact to surrounding public areas</p>			

Action	Timescale	Measure	Lead person
<p>The Highways & Transportation team, will work with the construction contractor to oversee the establishment of onsite traffic flow management systems which allow sustained access to the site for all vehicles, and permit sufficient parking, for carers / emergency vehicles and residents / leaseholders.</p>	<p>The appropriate system will be designed prior to works commencement and implemented during the planned works, as needed.</p>	<p>The appropriate application/regulation orders will be released in the public domain.</p>	<p>Planned Works Team</p>

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
Paul Rounding	Capital Programme Manager	13 May 2020
Date impact assessment completed		11 May 2020

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: TBC
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent: TBC
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

