

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:</b> Communities, Housing and Environment	<b>Service area:</b> Housing Leeds, Property Management
<b>Lead person:</b> Robert Goor	<b>Contact number:</b> 07518087133
<b>Date of the equality, diversity, cohesion and integration impact assessment:</b> 3 September – 10 December 2024	

**1. Title:** Future delivery of Housing Responsive Repairs, Voids and Maintenance services in the west of Leeds

Is this a:

**Strategy / Policy**
                         
  **Service / Function**
                         
  **Other**

**If other, please specify**

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

<b>Name</b>	<b>Organisation</b>	<b>Role on assessment team For example, service user, manager of service, specialist</b>
Helen Gibson	Leeds City Council	Project Manager
Jamie Sampler	Leeds City Council	Project Officer
Frank Perrins	Leeds City Council	Senior Intelligence & Policy Officer
Ian Montgomery	Leeds City Council	Service Manager
Richard Hodgson	Leeds City Council	Customer Relations Manager
Juliet Duke	Leeds City Council	Service Manager

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

This assessment concerns proposals for the future delivery of council housing repairs, voids and cyclical maintenance services in the west of the city. It does not cover any changes to the existing standards or specifications for service delivery that are consistent city-wide.

The west Leeds area covers 13 wards, and about 20,000 homes (of which approximately 1,170 are leasehold).

Housing's responsive repairs and voids service, including cyclical maintenance activities, keep council housing assets 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 has the opportunity to choose how best to organise future service delivery in the west of the city as key contractual arrangements expire on the 30<sup>th</sup> of September 2026.

#### Existing arrangements:

In the west of the city, the service delivery is predominantly via one external contract, with Mears Limited as the service provider, which is due to expire in October 2026. There are no available options for extension.

Some elements of west service delivery are already done on a city-wide basis by Leeds Building Services (LBS). For example, maintenance of all types of lifts, repairs and servicing of automatic or controlled doors, and of lightning conductors.

LBS also deliver the service for the rest of the city, having significantly expanded to take on South areas in 2021.

#### Proposed arrangements from Autumn 2026 for the west:

These are set out in the decision report, but in summary include the following:

- That responsive repairs, voids and cyclical maintenance service should be competitively procured, with one external service provider appointed for delivery of the west area.
- The new service arrangements will incorporate requirements for the providers to operate dedicated teams to deliver services in high rise, retirement life and extra care buildings.
- That the procured contracts should be for a period of 5 years, with options to extend for a total of up to a further 5 years.

### 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)

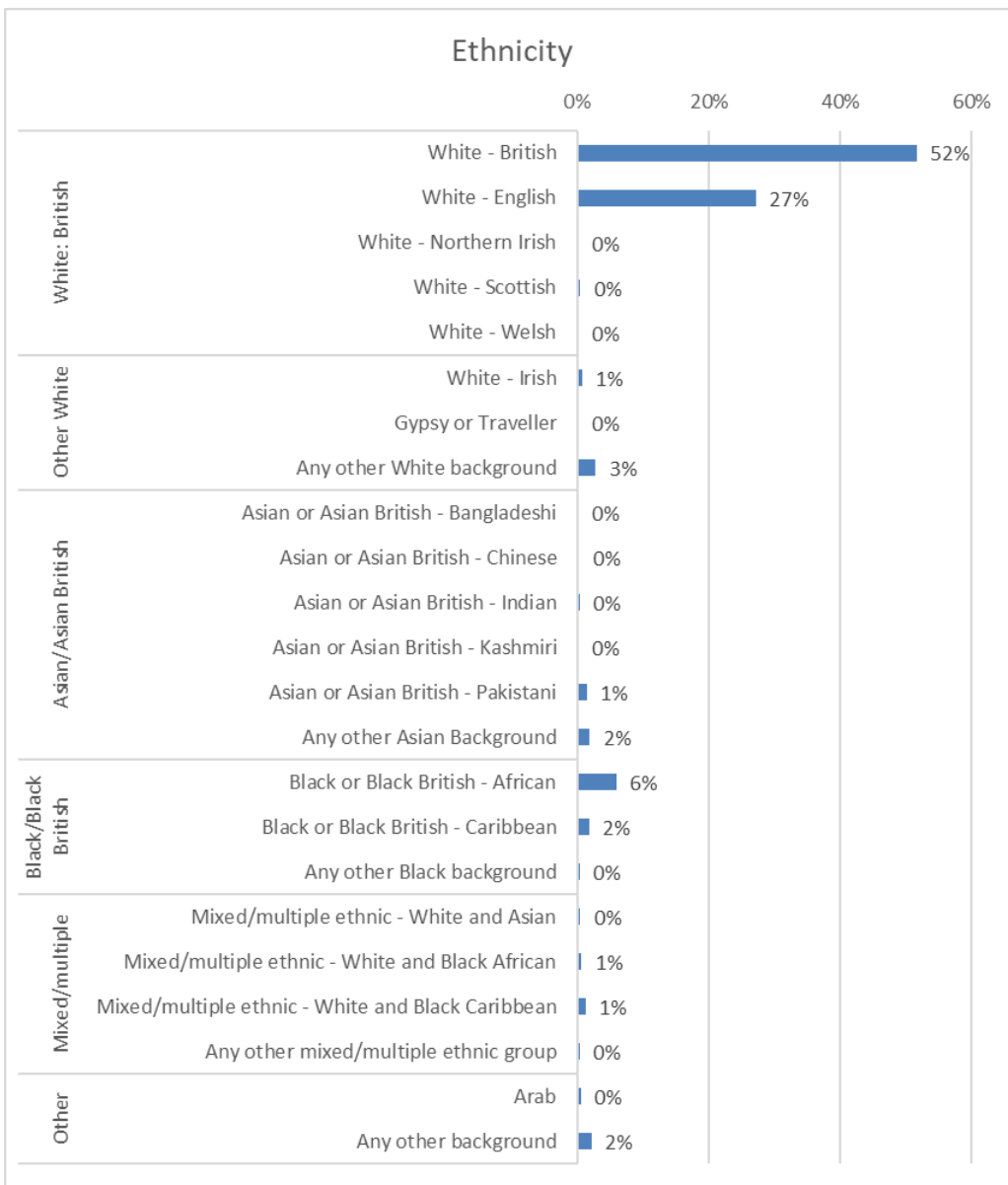
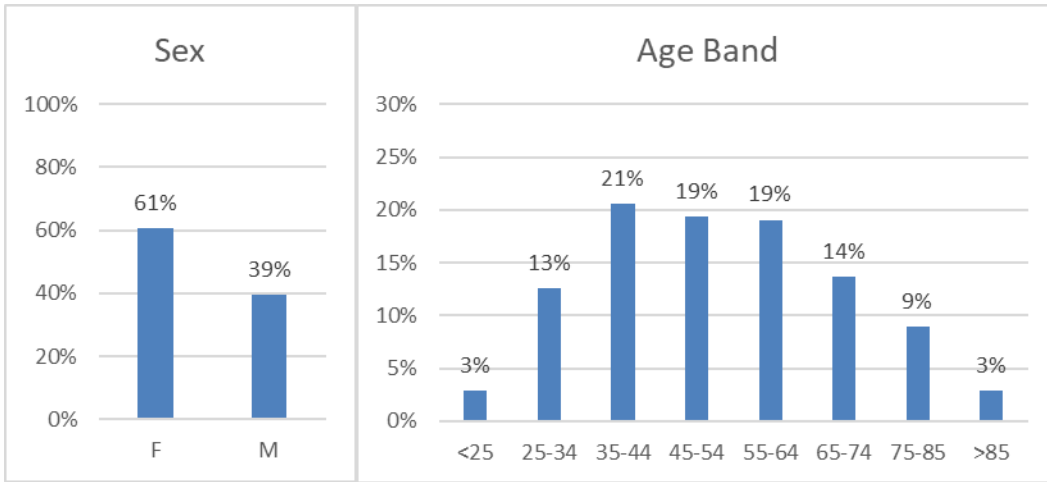
The vision and themes, objectives or outcomes

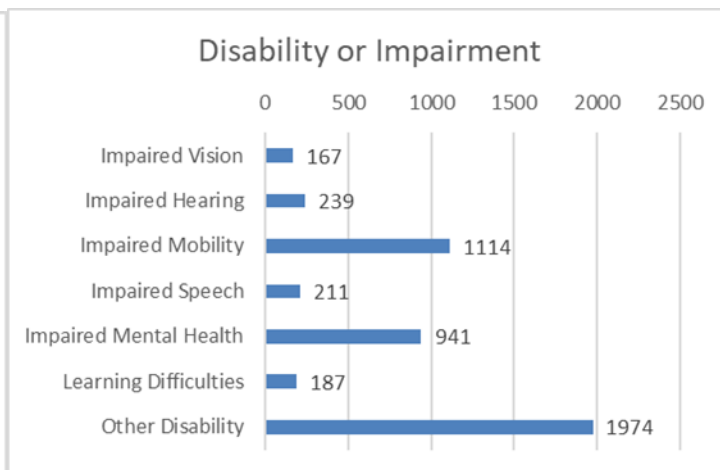
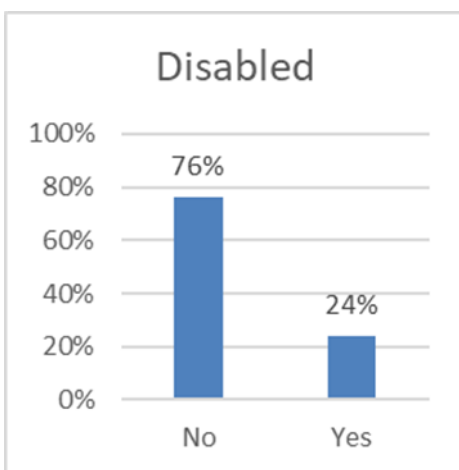
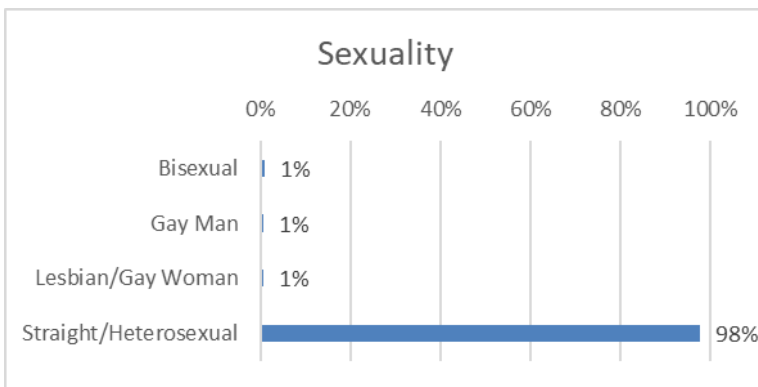
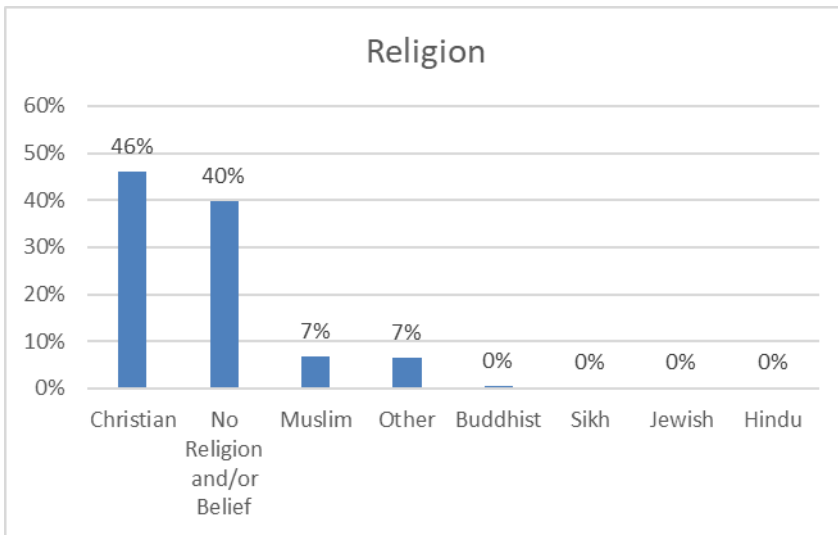
The vision and themes, objectives or outcomes and the supporting guidance	<input type="checkbox"/>
A specific section within the strategy, policy or plan	<input type="checkbox"/>
<b>Please provide detail:</b> Not applicable.	

<b>4b. Service, function, event</b> please tick the appropriate box below	
The whole service (including service provision and employment)	<input type="checkbox"/>
A specific part of the service (including service provision or employment or a specific section of the service)	<input checked="" type="checkbox"/>
Procuring of a service (by contract or grant)	<input type="checkbox"/>
<b>Please provide detail:</b> This assessment concerns proposals for the future delivery of council housing repairs, voids and cyclical maintenance services in the west of the city. See Section 3 for further details.	

<b>5. Fact finding – what do we already know</b> 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)
<b>Demographic information</b> for the residents living within the west Leeds area has been taken from the Civica Cx Housing Management system.

### Customer Profile of Primary Tenants in Leeds West Area:





This data relates to the **primary tenants** of council homes in west Leeds and not all residents.

**Resident satisfaction** with the repairs and maintenance service / quality of the home is monitored quarterly through surveys of sample of residents. These surveys include a combination of telephone calls (80%) and email invitations to an online survey (20%) with text message reminders. The surveys, which started in April 2022 are used to report the Tenant Satisfaction Measures to the Regulator of Social Housing. We now have two full years data:

Service Area	Satisfaction	Satisfaction	Satisfaction
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	2022/23	2023/24	Landlords of a similar size
With the repairs service in the last 12 months	66%	70% (+4%)	69% (+1%)
With the time taken to complete the most recent repair	61%	67% (+6%)	66% (+1%)
That we provide a well-maintained home	61%	68% (+7%)	66% (+2%)
That we provide a home that is safe	61%	74% (+13%)	73% (+1%)

Detailed demographic analysis of the **Residents Satisfaction** data has been undertaken and this analysis profiles resident characteristic data against the areas of satisfaction. The analysis provides useful insight. Some headlines from the analysis are that:

**Tenure** - Retirement life tenants were generally much more satisfied than general needs, with figures similar to those of older tenants. They are also more likely to say that 'Being kept informed' is a high priority.

**Property Type** - Those in houses were often slightly less positive, in particular around the repairs service and more likely to leave negative comments about outstanding repairs and the repairs service.

Those in high rise flats were more likely to be positive about the repairs service and were less likely to report the quality of the home and the neighbourhood as highly important and to make negative comments about repairs.

Those in bungalows were generally much more positive (linked to the higher proportion of older tenants) and more likely to say they have had a repair in the last 12 months. They were most likely to say that the quality of the home was highly important and to make negative comments about property improvements, but less likely to comment about damp/mould issues.

**Bedrooms** - Tenants with fewer bedrooms were generally more likely to be satisfied with the repairs service.

**Age** - Younger tenants were generally less positive than older tenants. Younger tenants were much more likely to have had a repair in the last 12 months and were more likely to make a comment about the repairs service and timescales and moving home.

**Disability** - Tenants whose records indicate they have a disability or long-term illness often had similar levels of satisfaction as those without, although satisfaction was lower around communication.

**Sex/Gender** - Female tenants were much less positive and they were more likely to have had a repair in the last 12 months. They were more likely to comment about disrepair / outstanding repairs.

**Ethnicity** - Satisfaction that the home is well maintained is similar across different ethnicities apart from mixed/multiple ethnic and other ethnicity which are slightly lower (however the sample sizes are relatively small for both these characteristics).

**Complaint Data** gives us good insight into resident experience and trends given that each complaint is logged, investigated, has an outcome / opportunities to capture and learn

lessons. The repairs and maintenance service receives over a thousand complaints each year and similar levels of enquiries from elected members. Data from quarterly complaints performance reports tells us that the most common causes of residents complaining about the repairs and maintenance service are:

- Time it takes to complete repairs,
- Communication during the repair process,
- Conduct of operatives carrying out the work,
- Damp and mould.

Findings from complaints which have been investigated by the **Housing Ombudsman Service** also provide useful insight into the delivery of the repairs and maintenance service. The most common reasons for finding maladministration with repairs and maintenance activities are:

- Time it takes to complete repairs,
- Communication during the repair process,
- Failing to appropriately consider residents vulnerabilities and reasonable adjustments,
- Not following policy/procedure,
- Damp and mould,

In addition to the above data, satisfaction survey feedback is requested from residents each time that a repair is completed. This **transactional data** is used to monitor satisfaction with the repair's provider. Each month feedback from the residents is used to identify trends. The trends from this feedback are consistent with the most common causes of complaint.

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

There are currently gaps in the equality and diversity data that we hold for our residents.

**Action required:**

A project is ongoing to develop a Vulnerability Policy/Strategy that will improve the volume and quality of the data that we hold about our residents. This work is a high priority for the service and will help to inform resident engagement around the future service.

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

Yes       No

**Please provide detail:**

The Executive Member for Housing (Cllr Jessica Lennox) has been engaged and consulted throughout.

The Executive Member for Resources has been consulted regarding the Options Appraisal and development of the recommendation.

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. While Trade Unions have expressed a preference for internalising the services, they understand the rationale for the recommended decision and are supportive of plans which include the development of a diverse, multi-skilled and flexible workforce including the recruitment of apprentices.

A programme of resident engagement activity is being developed through the Tenant Engagement team which will seek views and ideas from residents and help to shape the future delivery of repairs and maintenance service. Given the priority that most residents place on repairs and maintenance, and the impact this has on their lives, the activity will be undertaken through the COMMONPLACE system in-order to maximise participation. The consultation will take place at a citywide level in-order to ensure consistency and identify opportunities to make improvements that will benefit all residents citywide.

Initial themes for consultation have been identified from the most common reasons for complaint/dissatisfaction:

- How access is arranged,
- Communication during repairs,
- Developing a resident lead Contractor/Service Provider code of conduct.

Leaseholders – Leaseholder consultation on the procurement is planned to start in January 2025. This consultation will make leaseholders aware of the proposed procurement, and enable them to provide their observations, or any concerns.

**Action required:**

The following actions are required to maintain fair, cohesive and inclusive communications throughout the project’s delivery:

- Progress with resident engagement / consultation activity and develop feedback into operational procedures / revised service standards,
- Develop a communication plan linked to the project and consultation,
- Regularly review and update the approach to communication; key communications will be noted, relevant audiences and planned delivery dates identified.
- Communications-inclusive delivery team; including representation from Housing’s Communications team which will support communication outputs, as well as inputting communication-related subject matter expertise throughout delivery.

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

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

**Equality characteristics**

<input checked="" type="checkbox"/>	<b>Age</b>	<input checked="" type="checkbox"/>	<b>Carers</b>	<input checked="" type="checkbox"/>	<b>Disability</b>
<input checked="" type="checkbox"/>	<b>Gender reassignment</b>	<input checked="" type="checkbox"/>	<b>Race</b>	<input checked="" type="checkbox"/>	<b>Religion or Belief</b>
<input checked="" type="checkbox"/>	<b>Sex (male or female)</b>	<input checked="" type="checkbox"/>	<b>Sexual orientation</b>		



**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:**

**Stakeholders**

**Services users**

**Employees**

**Trade Unions**

**Partners**

**Members**

**Suppliers**

**Other please specify**

**Potential barriers**

**Built environment**

**Location of premises and services**

**Information and communication**

**Customer care**

**Timing**

**Stereotypes and assumptions**

**Cost**

**Consultation and involvement**

**Financial exclusion**

**Employment and training**

**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 development of the vulnerability strategy and progress of better quality equality data will provide better data at the start of the new arrangements to better tailor the service to individual needs and enable better assessment of reasonable adjustments,

- Using resident data and involving communication specialists will enable targeted communications towards those residents from protected characteristic groups,
- The planned resident engagement will enable service improvements to be identified in key service areas that particularly impact on protected characteristics (communications, access procedures, code of conduct etc)
- Opportunity to review operational procedures to ensure that they appropriately consider equality and incorporate procedures for applying reasonable adjustments.

**Action required:**

- Review procedures as part of tender document review and carry out an EDCI on any proposed changes.
- Consult with leaseholders.

**8b. Negative impact:**

Incomplete resident equality data may prevent some residents from being able to participate in the resident engagement / consultation activity.

**Action required:**

- Involve communication specialists from the tenant engagement service in the planning in-order to maximise inclusion.

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

Yes

No

**Please provide detail:**

- The planned engagement/consultation presents an opportunity to develop resident lead solutions to address a number of issues which are common causes of complaint and dissatisfaction,
- The development of the vulnerability strategy and improved resident data quality ahead of the new arrangements will enable services to be delivered that better and more efficiently meet individuals needs and equality requirements.
- Incorporating dedicated operational teams to deliver repairs and maintenance services in high rise, retirement life and extra care buildings will enable improved relationships to be developed between the delivery teams and residents who have some of the highest individual needs and risk factors.

**Action required:** Not applicable.

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

Yes

No

**Please provide detail:**

**Action required:** Not applicable.

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

**Yes**

**No**

**Please provide detail:**

No, the nature of the repairs, maintenance and cyclical services mean that the overwhelming majority of activity is statutory/contractual and therefore requires consistent service and performance standards citywide. The proposal is one that is financially viable and therefore unlikely to impact adversely on other services funded via the Housing Revenue Account.

**Action required:** Not applicable.

## 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
Progress resident engagement / consultation activity and develop feedback into operational procedures / revised service standards.	Complete by March 2025	<ul style="list-style-type: none"> <li>Resident lead review of areas of engagement and incorporate into operational standards</li> </ul>	Ian Montgomery / Rob Goor
Develop Housing Leeds Vulnerability Policy/Strategy.	Draft to complete December 2024	<ul style="list-style-type: none"> <li>Increase in residents vulnerability data held in Cx</li> </ul>	Mandy Sawyer
Develop Communication Plan, regularly review and update the approach to communication; key communications will be noted, relevant audiences and planned delivery dates identified.	Plan in place by December 2024	<ul style="list-style-type: none"> <li>Inclusive communication strategy</li> </ul>	Ian Montgomery
Review operational procedures as part of tender document review and carry out an EDCI on any proposed changes.	February 2025	<ul style="list-style-type: none"> <li>EDCI's undertaken for any operational changes</li> </ul>	Rob Goor
Leaseholder consultation.	Start January 2025	<ul style="list-style-type: none"> <li>Leaseholder are engaged/consulted on and able to provide feedback for consideration.</li> </ul>	Julie Bucknell
Involve communication specialists from the tenant engagement service in the planning of engagement and consultation	Start December 2024	<ul style="list-style-type: none"> <li>An inclusive communication strategy</li> </ul>	Ian Montgomery

<b>Action</b>	<b>Timescale</b>	<b>Measure</b>	<b>Lead person</b>
activity in-order to maximise inclusion.			
Make resident EDI data available to the tenant engagement and leasehold team for the planning of communications and consultation.	October 2024	<ul style="list-style-type: none"> <li>Targeted engagement towards different characteristics</li> </ul>	Frank Perrins

**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
Gerard Tinsdale	Chief Officer Housing	12/12/2024
<b>Date impact assessment completed</b>		<b>11/12/2024</b>

**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](mailto: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 <b>Governance Services</b>	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate <b>Directorate</b>	Date sent: 13/12/2024
All other decisions – sent to <a href="mailto:equalityteam@leeds.gov.uk">equalityteam@leeds.gov.uk</a>	Date sent: