

## CABINET 30 NOVEMBER 2020

**Report title:** Direct Labour Organisation (Housing Services)

**Wards:** All

**Portfolio:** Deputy Leader (Housing and Homelessness): Councillor Jennifer Brathwaite

**Report Authorised by:** Bayo Dosunmu: Strategic Director for Resident Services

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### Report summary

Last year, Lambeth Council announced that it was going to radically redesign its repair and maintenance services in pursuit of its commitment to deliver better quality, socially responsible and digitally-driven services.

Further to this commitment, this report sets out an exciting proposal that will see Lambeth Council create a Direct Labour Organisation (“DLO”) whereby Council employees will be undertaking communal repairs in the community and providing tailored property adaptations for some of the borough’s most vulnerable residents in need of additional support and care.

This community and care focused DLO will be one of the very few DLOs to be created from scratch in the last 10 years and will play a key role in the Council’s continued move towards more quality and socially-driven services.

It will also be embracing some of the most dynamic resource management systems available to ensure it is efficiently managed, financially viable and residents can access and track their services digitally.

### Finance summary

The estimated annual cost of services delivered by the DLO is £4.1m and will be funded by £3m of existing revenue and £1.1m of existing capital budgets.

In addition, there will also be one-off mobilisation costs of £349,000 which will be funded from the HRA contingency budget.

## **Recommendations**

Resident Services is recommending approval of the following actions that will allow it to deliver community and care services via a DLO:

1. £349,000 mobilisation cost.
2. £4.1m annual HRA budget allowance (£3m revenue; £1.1m capital).
3. Recruit the necessary competent staff (including apprentices) to create a well-run DLO.
4. Absorb Housing Services' technical property adaptation function into the DLO.
5. Lease the necessary hybrid/electric vehicles, partner with a digitally advanced builders' merchant and procure the necessary dynamic ICT and resource management infrastructure.

## 1. CONTEXT

### **Responsive Repairs: Getting it Right**

- 1.1 The challenge of getting responsive repairs right continues to perplex many social landlords and solving the repairs conundrum (quality vs. commercial viability) often requires landlords/authorities to adopt a more radical approach – often requiring a hybrid solution.

### **Resident Services' Commitment**

- 1.2 Last year, Resident Services announced that it was prepared to discard the status quo in its commitment to deliver better quality, socially responsible and digitally-driven services. In the context of Housing Services, this has resulted in a fairly radical redesign of its repair and maintenance services to reflect a new era of better quality, socially responsible and digitally driven services.

### **Service Redesign**

- 1.3 Following delegated approval from the Cabinet Member for Housing to commence service redesign work, Housing Services' has completely redesigned its outsourced services working with residents and cabinet members and is proposing a hybrid solution for repairs.

### **Hybrid Solution**

- 1.4 Resident Services is proposing to take a bold step into the world of directly delivered repairs – with a community and care focus and initially concentrating on communal repairs and property adaptations for some of the Council's most vulnerable residents. This will be supported by two separate geographical repair contracts focusing on in-dwelling repairs with a right-first-time ethos driven by an inclusive price-per-property model.

### **Commitments to the Borough Plan and a net-zero Lambeth**

- 1.5 The local employment and training opportunities, improvements to local neighbourhoods and estates, and equality improvements (including support for some of the Council's most vulnerable residents) that will be delivered by the DLO will make a positive contribution the Borough Plan and its core priorities around equality, growth and sustainable neighbourhoods. It will also contribute towards the Council's 2030 net-zero commitment and demonstrate to the wider market that core services can be successfully delivered in an environmentally responsible way.

## 2. PROPOSAL AND REASONS

### **Commitment to the Direct Delivery of Services**

- 2.1 Directly delivering these services through the DLO rather than outsourcing them, delivers on this administration's clear commitment in its manifesto to bring services back in house 'where we can improve services for residents and deliver better value for money'. An appraisal of the various delivery options identified that a wholesale repairs DLO would pose a significant risk, but a smaller and focused DLO (of the size and nature being proposed in this report) would represent a unique and scalable opportunity to positively address a number of repairing issues identified in a resident-based Task and Finish Group. Subsequent design work has identified further opportunities to deliver property adaptations for vulnerable residents – creating a DLO that is committed to the community and care.

### **Communal Repairs Task and Finish Group**

- 2.2 In 2019, a resident Task and Finish Group undertook a detailed review of the Council's communal repairs service. The Group felt that contractors often give less priority to communal repairs than in-

dwelling repairs and produced a report setting out 21 recommendations for the communal repairs service. Upon careful review of the report, Resident Services identified that the most effective and reliable way to deliver the recommendations is through a DLO. The DLO will be entirely focussed on service quality and customer service – supported by a transparent governance framework and extensive quality auditing process.

### **Property Adaptations**

#### **2.3 *Supporting Vulnerable Residents in Maintaining their Independence***

Further review identified that the DLO could provide property adaptations to support disabled, vulnerable and older adults in maintaining their independence and remaining in their homes. The Council's property adaptations service (administered via Resident Services' Home Improvement Agency) will hugely benefit from the quality and customer service focus of a DLO.

#### **2.4 *Removing Commercial Barriers and Securing Grant Funding***

Adaptations are current undertaken by third party commercial contractors and commercial issues can often get in the way of service provision – which can manifest itself into a backlog of urgent adaptations. In addition to adapting council-owned properties, the DLO also proposes to undertake grant-funded adaptations to non-council homes – providing additional DLO income to that provided by the HRA.

### **Taking Ownership and Removing Service Monopolies**

- 2.5 A DLO provides the council with a fantastic opportunity to take ownership of repairs and reduce its reliance on third parties. For the council, this will mean a radical shift from a single borough-wide commercial contracting group with a service monopoly, to a council controlled direct labour organisation with a community and care focus, supported by two mutually exclusive geographical repairs contractors that are forced into a right-first-time culture through an inclusive price per property model.

### **Embracing the Latest ICT**

#### **2.6 *Dynamic Software***

The proposed DLO will be embracing some of the latest dynamic software and will be a far cry from the DLOs of old. Repair operative work patterns will be managed by the industry leading Dynamic Resource Scheduling software using dynamic algorithms to ensure their travel and output is optimised and managed in the most efficient way – and in real time using handheld/tablet technology.

#### **2.7 *Resource Planning and Resident Access***

Resource planning officers will also be overseeing this optimisation to ensure systems are up to date and residents are kept up to date with repair progress. Material supply will be managed digitally with the appointed builder's merchant tracking material usage and delivering directly to the operatives' van – eliminating most of the unproductive travel typically undertaken to and from depots. Residents will also be able to see and track the progress of communal repairs digitally on a GIS-driven map-based application.

### **Social Responsibility**

#### **2.8 *Underlying Ethos***

Social responsibility is at the heart of the proposed DLO. Whilst it will be dynamically driven with a strong governance and management structure, the underlying ethos is to create a diverse workforce of council employees and apprentices that will provide much needed local employment and training opportunities to people who are committed to delivering a quality service to Lambeth residents.

## 2.9 *Improving Equality*

The DLO will be committed to improving equality within the borough and will target local people furthest from the employment market; and forge lasting partnerships with local colleges and university. Taking apprenticeships as an example, commercial contractors typically employ/train 1 apprentice per £1m turnover. The DLO will double this figure with 6 trade apprentices (NVQ level 2 and 3) and 2 surveying apprentices (Degree level) against a £4m turnover. The council currently places a lot of social responsibility obligations on its contractors (and rightly so) and the DLO intends to lead by example.

### **Environmental Responsibility**

#### 2.10 Carbon Neutrality and Equality

The DLO will play its part in helping the council achieve its 2030 net-zero carbon commitment – primarily through sustainable travel and helping to reduce the inequality of poor air quality and its effect on the most vulnerable residents (young and elderly).

#### 2.11 *Commitment*

The DLO will deliver this commitment both in its choice of vehicles and travel management (green vehicles, reduced travelling requirements) and by leading by example – sending a clear message to other businesses and contractors: ‘if the Council can deliver services in a green and sustainable way, then so can you.’ In terms of vehicles, the DLO is committed to using electric vehicles with dynamic journey management to avoid unnecessary and abortive travel. The DLO may however be required to run a hybrid-electric fleet for the first three years of operation pending sufficient maturity of the borough’s charging infrastructure.

### **Organisational Management and Quality Control**

#### 2.12 *Organisational Management*

It is recognised that the success of the DLO will be dependent on effecting a robust management structure and quality auditing framework. In this regard, the DLO will work to the same KPIs being demanded from external contractors and it will also procure materials against a KPI framework. It will have daily toolbox talks with operatives, surveyors and resource planners, weekly operational meetings, monthly contract/service management meetings and a quarterly core group meeting with the independent governance board. There will also be a commercial manager retaining oversight and management of expenditure, together with a dedicated Health and Safety manager. The DLO will be headed by a commercially and performance driven manager who can implement an effective and efficient operating structure/culture (embedding appropriate controls and maintaining transparency throughout) whilst retaining a focus on community and care.

#### 2.13 *Quality Control*

Effectively controlling quality is again key to the success of the DLO and the proposed structure has 6 full time surveyors who will be solely focusing on auditing the quality of completed work (repairs and adaptations). We have set an ambitious 100% auditing target which will be driven through the use of mobile working technology that will allow surveyors to spend most of their time visible on estates and in neighbourhoods.

### **Governance and Accountability**

2.14 The DLO will be accountable to an independent governing board with proposed membership consisting of the Director of Housing Services, Cabinet Members, Residents and a Cost Manager. The Board will be the core governing body and independent of the day-to-day operational running of the DLO. It will meet quarterly to review performance, expenditure, budgets, health and safety, culture, social and environment commitments and make strategic decisions to support its sustainability and financial viability.

## Procurement

### 2.15 General requirements

This is a service insourcing proposal with the constituent procurement activities primarily consisting of: (1) contract with a builder's merchant for the supply and management of materials; (2) ICT equipment, licences and configuration to achieve the DLO's digital and dynamic resourcing commitments; (3) vehicle leasing. The DLO intends where possible to avoid reliance on subcontractors but if this becomes a requirement (and the requirement cannot be sensibly secured from the two backup repairs contractors) then these requirements will form the basis of discrete procurement strategies as and when the need arises.

### 2.16 Materials

The DLO will enter into a long-term (3 years + option to extend for 1 further year) call-off contract with an established builders' merchant that has a local presence and digital material management capability (with site-based delivery). Having a managed material solution whereby the merchant digitally monitors material usage remotely and replenishes van-based stock remotely (delivery direct to the operative's van), removes the need for a traditional depot and saves the associated rent and upkeep costs. A managed material solution also allows the operatives to work more productively in residents' homes by avoiding continuous visits to builders' merchants and depot.

### 2.17 ICT

The ICT requirements primarily fall into two categories: (1) Northgate – building new workstreams and interfaces; (2) Mobile Job Manager module that dovetails with the Council's Dynamic Resource Scheduling Software ("DRS") to allow operatives to work in a mobile and dynamic way. The Council purchased a perpetual DRS licence from Advance (formally Kirona) in 2009 and the Mobile Job Manager module will be a bolt-on module – requiring a separate licence and some initial configuration work. There will also be a requirement to purchase new laptops, mobile tablets, phones, printers etc. and again these will be purchased/leased under existing council arrangements/contracts.

### 2.18 Vehicles

Vehicles will be leased under the Council's existing Fleet Management Contract against the DLO's commitment to reducing emissions and improving air quality (and equality). This will be hybrid-electric for the first three years and switching to fully electric thereafter when the borough's charging infrastructure has matured.

## 3. FINANCE

### 3.1 Budgeting and Scope

The ongoing costs of the DLO are a cost neutral proposal as part of a strategic shift in operational delivery in tandem with a wider set of procurements across Housing Services. The current Revenue and Capital envelope in scope is shown in Table 1.

Table 1: Revenue and Capital envelope

		Annual Budget (£'000)
Revenue	Communal repairs (currently delivered via responsive repair contractors)	2,000
Revenue	Estate Improvement Works (contractor costs via Estate Action Plans)	1,000
Capital	Property adaptations (currently delivered via third party contractors)	1,100
<b>Total</b>		<b>4,100</b>

### 3.2 Annual Cost

The principal annual costs of running the proposed DLO relate to staff, materials and vehicles - together with the smaller cost headings set out in Table 2 below.

*Table 2: DLO Indicative Annual Revenue and Capital Cost*

Item	Revenue Budget (£'000)	Capital Budget (£'000)	Total Annual Budget (£'000)
Staff (38 Officers + 8 Apprentices)	1,480	470	1,950
Recruitment and Training	20	0	20
Materials and Equipment	600	300	900
Supply Chain (specialist adaptations and work)	400	300	700
Vehicles (incl. insurances and fuel)	250	0	250
PPE, Uniforms, Comms, Branding	20	0	20
ICT	45	0	45
Auditing	15	0	15
Depot	50	0	50
Contingency	120	30	150
<b>Total</b>	<b>3,000</b>	<b>1,100</b>	<b>4,100</b>

### 3.3 Finance and Budgetary Risk Mitigation

The scope of services delivered under the DLO (communal repairs and property adaptations) will be excluded from the scope of the backup repairs contracts and HIA contracts, thereby removing the risk of duplication.

To ensure capital costs (property adaptations) are accurately identified, reported and separated from revenue costs, all property adaptations shall be raised on the Northgate housing management system on a discrete workstream and using the National Housing Federation's (NHF) suite of property adaptation Schedules of Rate (SORs). Similarly, communal repairs will be raised on a separate discrete workstream using NHF repair SORs. This will allow separate revenue and capital expenditure reports to be run on a periodic basis (i.e. monthly) and create a clear distinction between the two budgets.

The scope of revenue and capital budgets in Table 2 may flex in response to service demand, and this will be covered by the in-year budget monitoring process as well as medium-term financial planning process - the HRA 30-year Business Plan.

### 3.4 Mobilisation Cost

There will be an initial mobilisation cost for the project estimated at £349,000 which includes the items set out in Table 3 below; this will be funded from the HRA contingency budget.

Table 3: DLO Mobilisation Cost

<b>DLO Mobilisation Cost</b>	<b>Total Cost (£'000)</b>
ICT Equipment, Set Up Costs and Licences	116
Recruitment and Training	25
Branding, Comms and Livery	10
PPE and Uniforms	12
External Consultancy Support	70
Depot Refurbishment, Furniture and Sundries	45
Equipment (including vehicle charging)	71
<b>Total</b>	<b>349</b>

### 3.5 Possible future Grant Funded Work

Subject to dynamic resource scheduling, the DLO can undertake some adaptations to non-tenant dwellings. In such instances, Disabled Facilities Grant can be utilised to cover applicable overheads when the DLO team delivers aids and adaptations to non-tenant dwellings thereby offsetting DLO costs with grant income. Being prudent, this income is not counted in this report as this is a scalable activity that will enlarge in the future.

### 3.6 Commercial Model, Benchmarking and Governance

The DLO's day-to-day work output will be ordered/valued using the latest prices/rates published by the NHF – also used by the commercial back-up repair contractors. This will allow ongoing benchmarking with the backup repair contractors and the housing sector generally. In essence, the actual annual cost of running the DLO (Table 2) should be the equivalent to, or less than, the annual work output – as valued using the NHF rates (which are priced according to current material and labour rates). A Cost Manager from the Council's Commercial Services Team will be undertaking forensic assessment work and routinely auditing cost and value. The DLO will also be accountable to an independent board that will provide further governance and financial auditing.

## 4. LEGAL AND DEMOCRACY

4.1 Cabinet has the authority to approve the recommendations in this report.

4.2 The council has a general power of competence under the Localism Act 2012. As a 'best value' authority the council has a statutory duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. This duty requires the council to consult stakeholders and paragraph 5.1 outlines how this was done.

4.3 Under section 74 of the Local Government and Housing Act 1989 the council, as a local housing authority, has a duty to keep a Housing Revenue Account of sums falling to be credited or debited in respect of housing provided under the Housing Act 1985. Under section 41 all expenditure incurred by a local authority, other than expenditure excluded by section 42 of that act, must be charged to a revenue account of the authority. Under section 77 a local housing authority may also keep an account called the Housing Repairs Account, to which it shall carry to the debit of that account all expenditure incurred by them for the year in connection with the repair or maintenance of houses or other property within their Housing Revenue Account.

- 4.4 Procurement of the goods and services outlined in Recommendation 5 of this report must comply with the council's contract standing orders and, where relevant, the Public Contracts Regulations.
- 4.5 Section 149 of the Equality Act 2010 sets out the new public sector equality duty replacing the previous duties in relation to race, sex and disability and extending the duty to all the protected characteristics i.e. race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment.
- 4.6 The public sector equality duty requires public authorities to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation;
  - Advance equality of opportunity, and;
  - Foster good relations between those who share a protected characteristic and those who do not.
- 4.7 Part of the duty to have "due regard" where there is disproportionate impact will be to take steps to mitigate the impact and the council must demonstrate that this has been done, and/or justify the decision, on the basis that it is a proportionate means of achieving a legitimate aim. Accordingly, there is an expectation that a decision maker will explore other means which have less of a disproportionate impact.
- 4.8 The Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken.
- 4.9 Section 93 of the Local Government Act 2003 enables the Council to charge for discretionary services. However, this power is subject to a duty to secure that, taking one financial year with another, the income from charges does not exceed the costs of provision. Within this framework the Council may set charges as it sees fit and in particular, charge only some persons for provision of the services and charge different persons different amounts for the provision of a service.
- 4.10 This proposed key decision was entered in the Forward Plan on 05 October 2020 and the necessary 28 clear days' notice has been given. In addition, the Council's Constitution requires the report to be published on the website for five clear days before the proposed decision is approved by the Cabinet Member. Any representations received during this period must be considered by the decision-maker before the decision is taken. A further period of five clear days - the call-in period – must then elapse before the decision is enacted. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

## **5 CONSULTATION AND CO-PRODUCTION**

- 5.1 The creation of a DLO is a coproduced proposal and stems from a truly collaborative journey with residents, members, officers and independent experts/advisors. It responds to the recommendations of the communal repairs Task and Finish Group and also some of the priorities that came out of workshops with the Council's Resident Procurement Panel (a resident-based advisory and consultative panel set up to assist the Council design, procure and manage the suite of new housing repair and maintenance contracts and direct delivery arrangements). Furthermore, the Council has appointed specialist housing consultants to identify recent insourcing best practice – which aligns with the hybrid solution being proposed.

## 6 RISK MANAGEMENT

6.1 The main risks that could impede on the successful delivery of this procurement and contract are:

Table 4: Risk Register

Item	Risk	Likelihood	Impact	Score	Control Measures
1.	Timescale	3	2	6	Project plan developed and project team in place to manage critical activities
2.	ICT not in place for mobilisation	2	4	8	ICT support and configuration team in place – with user testing built into the timetable.
3.	No contract with builders' merchant	2	4	8	Competitive call-off contract opportunities identified from existing frameworks – full procurement not required.
4.	Material shortages - no large depot	1	2	2	Use of digital real time material management and direct delivery to operatives' vehicles.
5.	Lack of Governance	2	4	8	Independent governing board will meet quarterly to review performance, expenditure, and make strategic decisions to support its sustainability and financial viability.
6.	Lack of Budget	2	4	8	Virements from existing HRA budgets and further funding via Home Improvement Grants.
7.	Financial Viability	2	4	8	A Cost Manager from the Council's Commercial Services Team will be undertaking forensic assessment work and routinely auditing cost and value.
8.	Inefficiency	2	2	4	Industry leading Dynamic Resource Scheduling software to ensure travel and output is optimised.
9.	Poor workmanship	2	2	4	6 full time surveyors who will focus on auditing the quality of completed work (repairs and adaptations) against a 100% target.
10.	Not recruiting enough operatives and supervisory staff	2	4	8	Job descriptions have been developed to reflect best DLO practice elsewhere and will be fully evaluated and graded by the Council – with all recruitment built into the timetable.
11.	Lack of apprenticeships	2	2	4	Commitment of 8 apprentices (6 trade; 2 surveying) through partnerships with local college and university.
12.	Not contributing to carbon neutrality	2	2	4	Vehicles will be hybrid for the first three years then fully electric thereafter upon maturity of the borough's electric charging infrastructure.

Key:

<b>Likelihood</b>	Very Likely	4	Likely	3	Unlikely	2	Very Unlikely	1
<b>Impact</b>	Major	8	Serious	4	Significant	2	Minor	1

## **7 EQUALITIES IMPACT ASSESSMENT**

- 7.1 An EIA has been produced and approved for the 2020 redesign and re-procurement of housing services which includes the DLO. The assessment identifies that not only is there no adverse impact on equality within the borough, but it positively strives to improve the equality amongst borough citizens and their protected characteristics.
- 7.2 In the context of the DLO, some of the key areas in which the DLO will positively contribute to the equality of borough citizens include:
- Employment opportunities targeted at local residents – with particular focus on those furthest from the job market.
  - Support for those unfamiliar the job application and interview process.
  - Trade and professional apprenticeship programmes again targeted at local people – including care leavers.
  - Working closely with the local colleges and university to provide training.
  - Career progression opportunities (with support and training) within both the DLO and Council.
  - Council terms and conditions – including pension.
  - Reducing the inequality of poor air quality and its effect on the most vulnerable residents (young and elderly).
  - Providing property adaptations to support disabled, vulnerable and older adults in maintaining their independence and remaining in their homes.
- 7.3 To help achieve the employment and training goals in a holistic way, a dedicated DLO Recruitment Campaign Group will be formed. The Group will include officers and managers from the following teams: Skills and Employment, Apprenticeships and Career Pathways, HR, Policy and Communications, and Housing Services.

## **8 COMMUNITY SAFETY**

- 8.1 The DLO will be working with the Council's neighbourhood housing teams in developing and delivering their Estate Action Plans which, where required, include proposals to mitigate crime and disorder on estates (including anti-social behaviour) and associated work to improve safety within neighbourhoods.

## **9 ORGANISATIONAL IMPLICATIONS**

### **Environmental**

- 9.1 Improving air quality is a priority for the DLO and it will be helping the council achieve its 2030 carbon neutrality commitment through sustainable travel and helping to reduce the inequality of poor air quality and its effect on the most vulnerable residents (young and elderly). The DLO is committed to using electric vehicles with dynamic journey management to avoid unnecessary and abortive travel.

### **Health**

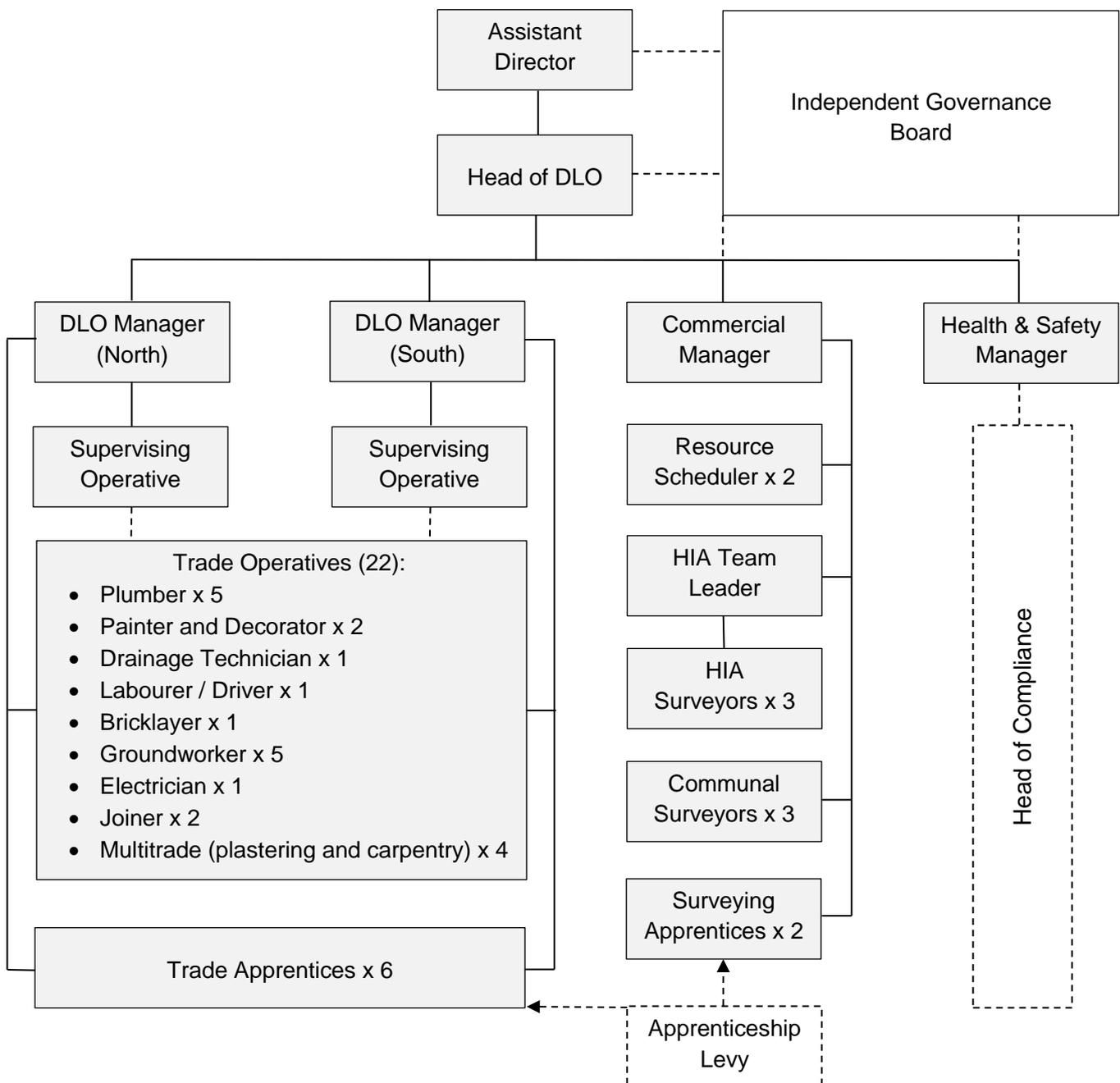
- 9.2 The principal focus of the DLO is community and care: maintaining and improving estates and neighbourhoods; and providing property adaptations to support disabled, vulnerable and older adults in maintaining their independence and remaining in their homes. Given the link between

and housing and health and wellbeing, the work of the DLO will make a positive impact within the borough – in addition to the employment and training opportunities generated.

**Staffing and accommodation**

9.3 Having reviewed best practice models and the proposed service scope, the following structure (Chart 1) is proposed to ensure the DLO is well run and achieves the necessary output. The incumbent contractor group has advised it has no employees allocated to communal repairs and those with TUPE rights are all associated with in-dwelling repairs. The council will therefore be required to recruit to most roles. A traditional large depot is not required and the DLO’s accommodation requirements consist of an office-based environment (15 hot desks + meeting/training space) for resource planning, management, auditing, training and toolbox talks.

*Chart 1: Draft DLO Staffing Structure (37 Officers + 8 Apprentices)*



## **Responsible Procurement**

### *Good Quality Jobs with Fair Pay and Decent Working Conditions*

- 9.4 The DLO will target local people furthest from the employment market and provide them with career progression opportunities (with support and training) within both the DLO and Council. They will also benefit from Council terms and conditions – including pension.

### *Quality Apprenticeships, targeted Employment for Lambeth residents and Lambeth Priority Group*

- 9.5 The DLO will create lasting partnerships with local colleges (Lambeth) and university and double the number of apprenticeships ((6 trade apprentices (NVQ level 2) and 2 surveying apprentices (Degree level)) typically offered in the sector (2 apprenticeships per £1m turnover vs. sector typical 1 apprenticeship per £1m turnover).

### *Reduce Emissions: Lambeth Council has a commitment to being Zero Carbon by 2030*

- 9.6 The DLO is committed to using electric vehicles with dynamic journey management to avoid unnecessary and abortive travel – helping the council achieve its 2030 carbon neutrality commitment.

### *Single Use Plastics*

- 9.7 The DLO will work with the council to effect and implement a ban on all single use plastics and plastic will be recycled in accordance with council policy.

### *Positive Health and Wellbeing*

- 9.8 We know that well maintained homes and neighbourhoods have a huge positive impact on the health and wellbeing of residents – and the DLO is all about achieving this. The DLO will also be adapting homes for the borough's most vulnerable residents and positively contributing to their wellbeing. DLO employees will also benefit from the huge commitment and resources that the council provide to positively impact on their wellbeing.

## **10 TIMETABLE FOR IMPLEMENTATION**

- 10.1 The table below details the stages and deadlines for implementing the recommendations:

<b>Activity</b>	<b>Proposed Date</b>
Cabinet	30 November 2020
End of Call-in Period	11 December 2020
Formation of the DLO	11 January 2021
Mobilisation Period for the DLO	3 months
Operational Commencement of the DLO	11 April 2021

## AUDIT TRAIL

<b>Consultation</b>				
<b>Name and Position/Title</b>	<b>Lambeth Directorate</b>	<b>Date Sent</b>	<b>Date Received</b>	<b>Comments in paragraph:</b>
Councillor Jennifer Brathwaite	Deputy Leader (Housing and Homelessness)	30.10.20	04.11.20	
Bayo Dosunmu, Strategic Director	Resident Services	02.03.20	02.03.20	
Neil Euesden, Director of Housing	Resident Services	02.03.20	02.03.20	
Andrew Ramsden, Assistant Director, Finance	Finance and Property	07.08.20	01.09.20	3
David Thomas, Legal Services Greg Carson, Legal Services	Legal and Governance	30.07.20	31.07.20	4.1 – 4.9
Maria Burton, Democratic Services	Legal and Governance	16.09.20	22.09.20	4.10

## REPORT HISTORY

<b>Original discussion with Cabinet Member</b>	June 2019
<b>Report deadline</b>	18.11.20
<b>Date final report sent</b>	19.11.20
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	No
<b>Key decision report</b>	Yes
<b>Date first appeared on forward plan</b>	05 October 2020
<b>Key decision reasons</b>	Expenditure, income or savings in excess of £500,000.
<b>Background information</b>	<a href="#">Cabinet Member Delegated Decision 08 July 2019 "Design of Housing Services after 2020"</a>
<b>Appendices</b>	Appendix 1: Equalities Impact Assessment