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2020 Housing Service Delivery - Equality Impact Assessment

Q1 - What is changing?

Notes: What is the most significant or key change taking place? Can you indicate the type of change (e.g. policy/decision/strategy/service/procedural/geographic/contractual etc.) in your response so it is clear what is being assessed? Why is this happening? What do you aim to achieve? Can you clearly indicate what decision-makers are being asked to take a decision on?

Housing repairs, maintenance and capital major works are currently delivered through 16 long-term contracts, all of which will expire in 2020 with no further contractual opportunities to extend or vary their expiry dates. The annual expenditure of these contracts is approximately £85m, primarily drawn from the Housing Revenue Account (HRA).

The work-streams included are as follows:

- Capital works to housing - internal and external
- Responsive Repairs
- Void Repairs
- Planned Maintenance
- Estates Cleaning (including Concierge Services)
- Grounds Maintenance
- Lifts Maintenance
- Gas, Electrical & Water - both Communal & Domestic (tenants only)
- Door Entry & CCTV Systems
- Sundry other works e.g. Pest Control, Japanese Knotweed, Asbestos
- Consultancy & Research - services that support delivery

Resident Services have undertaken a high-level appraisal of the service delivery options available in the market and explored cross-directorate service alignment to achieve greater value for Residents. The 2020 Procurement is not simply re-procurement of the status quo but is an opportunity to implement achievable, radical ways to improve and change the nature of our delivery of front-line housing services to residents. It will lead to significant changes in service delivery and geographical arrangement of the contracts.

There are up to eight major changes proposed which include the following:

- That the number of long-term repair contracts will be significantly reduced
- 1 x Asset Management Partner
- 2 x Asset Delivery Partner
- Insource estate-based grounds maintenance via environmental services
- Unify estate and street cleaning (to be provided by environmental services)
- Unify office cleaning for housing offices with a council-wide cleaning contract
- Major Works attracting a more diverse of pool of suppliers – particularly those owned and operated by underrepresented groups
- A Direct Labour Organisation (communal repairs) whereby Council employees will be undertaking the work.

Lambeth's vision beyond 2020 is to become an inclusive borough with seamless services, brimming with innovation and ideas and to become all-embracing of digital and technological advancements.

The primary aim of the procurement process is to secure contractors to carry out works to the council's housing stock, both to the internal and external fabric of buildings – but in a way that will increase social, economic and environmental equality in the borough.

The procurement aims to appoint qualified contractors that provide best value to the council and will be evaluated on the cost and quality of their submissions. The project will focus on the council's six social value priorities as outlined in its Responsible Procurement Policy and Climate Change commitments with an ambition to realise tangible/measurable social investment.

The guiding thread running through the entire procurement process and letting of the contracts is: realising the Lambeth vision in delivering services that positively impact on *all* of its residents.

The purpose of this EIA therefore, is to ensure that all Protected Characteristics within the borough have been considered and, also, to understand the direct impact that the proposed procurement is likely to have on Lambeth's residents.

The intention is that the proposed procurement should **affect** residents positively and create better opportunity and outcomes, increasing equality in the borough. In the main, this EIA will have a strong resident focus. However, the proposed activity will have some potential changes for staff in their own ways of working (possibly creating a Direct Labour Organisation with associated TUPE Implications) and, so, it may add comment, where necessary.

The new contracts will be implemented between October 2020 and April 2021. Approval of this 'live' document (2020 Procurement Project Equality Impact Assessment) is therefore, an important decision.

Q1.b - Who will be involved in approving this decision?

Notes: who will be involved in signing-off this decision?

- Neil Euesden – Delivery Director, Resident Services – for clearance/approval
- Bayo Dosunmu – Strategic Director (Resident Services) – for noting
- Procurement Board – for noting and discussion
- Corporate EIA Panel – to note
- David Thomas, Contracts Lawyer, Legal Services – to note

Q2 - What do we know about the people who will be impacted by this change?

Notes: What does your information tell you about the people who will be affected by this change?

Are protected groups impacted? What information do you hold on the protected characteristics of the people affected by the change? (Age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, health, socio-economic, language).

Are there any gaps or missing information?

The London Borough of Lambeth is one of the most, if not *the* most diverse borough in London. Data shows that it has a rich mixture even amongst its protected characteristic resident group profiles. The below table gives an overview of Lambeth's tenant profile as compared with the Lambeth population overall.

	Council tenants	Borough residents
ethnicity		
BAME	57.8%	44.1%
White	31.1%	55.9%
gender		
Male	35.6%	50%
female	64.3%	50%
Age		
>25	1.2%	28.2%
25-44	29.2%	29.1%
45-64	46.8%	19.6%
>65	22.5%	7.7%

(Source: Tenants Digest, March 2019).

Of its 23,195 tenant profile, 12.9% is recorded as disabled and within that, 8.7% is recorded as having a physical disability, 0.8% as wheelchair users and 3.5% as hearing impaired.

26.3% of its tenants are recorded as Christian, 4.1% as Muslim and 6.9% as having no religion at all.

The 2020 Procurement Project is primarily about procuring, designing repairs and maintenance services to the council's housing stock that will impact *all* council tenants, residents in council-owned hostels, temporary accommodation and leaseholders.

The council already collates data from residents on their experience of repairs and capital improvement works carried out on their homes. Survey data and Protected Characteristics are compiled by an independent research company, often when works have just been carried out in residents' homes. Through cross sampling of the population who have had repair works carried out to their homes, the independent research company ensures that data is collated from a good representation of Lambeth's tenants' profile, thus means that it is easier to analyse the data and draw necessary conclusions.

This part of the EIA will analyse tenant satisfaction with repairs against recorded, protected characteristics (age, disability, gender, religion, ethnicity and age, sexual orientation and socio-economic status) from a good sample of 4,172 and the latter part of the EIA will focus on the Lambeth economy and prospects facing residents. Overall, there are no differences in levels of satisfaction by gender or disability. There are some small differences in terms of sexual orientation, ethnicity, religion and age, although taking account of the margin of error, inherent in the survey, these are not wide enough to be statistically significant.

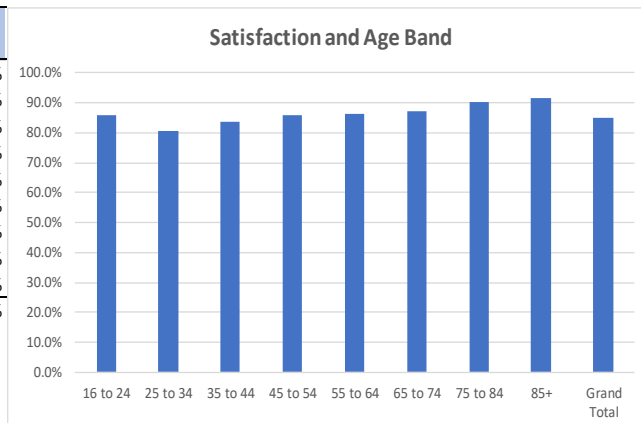
Having said that, these relatively small differences need to be understood further and the causes of these are being investigated – to see if there are any underlying causes and how best we can mitigate against barriers to any service. Question 3b will focus on targeted methods for improving satisfaction levels amongst the above identified sets (ethnicity, religion, age etc) and how through this procurement, specific initiatives and measurable outputs have been taken into consideration to help improve levels of satisfaction.

Age – positive

In terms of age and the satisfaction with quality of repairs, the data shows that residents are generally satisfied with the quality of works completed. The age band 85 years+ are about 91.8% satisfied, with 80.6% of the 25-34 year old age band being satisfied with quality.

Age and satisfaction with quality of repairs

Were you happy with the quality of the work completed by the tradesperson?					
Age Band	Don't know	No	Yes	Grand Total	% Satisfied
16 to 24	3	13	78	94	85.7%
25 to 34	15	106	440	561	80.6%
35 to 44	24	120	619	763	83.8%
45 to 54	23	136	817	976	85.7%
55 to 64	22	101	631	754	86.2%
65 to 74	10	60	414	484	87.3%
75 to 84	4	27	249	280	90.2%
85+		7	78	85	91.8%
Prefer not to say	8	30	137	175	82.0%
Grand Total	109	600	3463	4172	85.2%



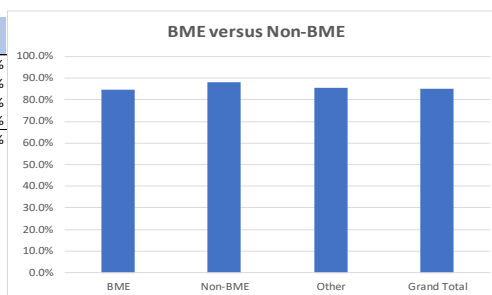
Ethnicity – positive

55.9% of the Borough’s residents are white. Lambeth’s largest non-white ethnic group is Black African (11.9%), followed by Black Caribbean (8.8%) and a small Asian population (8.4%) of Lambeth residents from Asian backgrounds (including Chinese) which is much less than the inner London average (21%).

In terms of understanding levels of satisfaction and ethnicity, based on the 4172 sample, there is no significant difference amongst the diverse groups. This is positive as it reinforces that no one group ‘feels’ particularly marginalised or ‘unhappy’ with the quality of repairs.

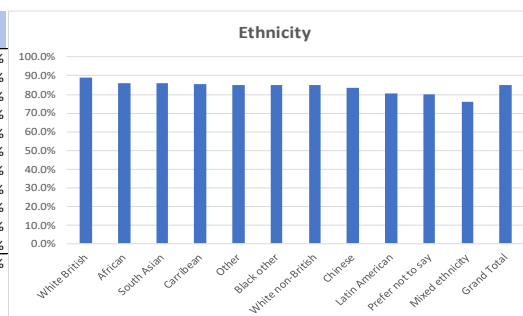
Black and Ethnic Minorities and satisfaction with quality of repairs

Were you happy with the quality of the work completed by the tradesperson?					
BME versus Non-BME	Don't know	No	Yes	Grand Total	% Satisfied
BME	64	363	2021	2448	84.8%
Non-BME	24	138	1013	1175	88.0%
Prefer not to say	19	80	316	415	79.8%
Other	2	19	113	134	85.6%
Grand Total	109	600	3463	4172	85.2%



What is your ethnicity?

Were you happy with the quality of the work completed by the tradesperson?					
Ethnicity	Don't know	No	Yes	Grand Total	% Satisfied
White British	16	97	779	892	88.9%
African	16	113	708	837	86.2%
South Asian	2	13	80	95	86.0%
Caribbean	21	120	718	859	85.7%
Other	4	28	161	193	85.2%
Black other	6	42	240	288	85.1%
White non-British	8	41	233	282	85.0%
Chinese	2	2	10	14	83.3%
Latin American	3	14	58	75	80.6%
Prefer not to say	19	80	316	415	79.8%
Mixed ethnicity	12	50	160	222	76.2%
Grand Total	109	600	3463	4172	85.2%



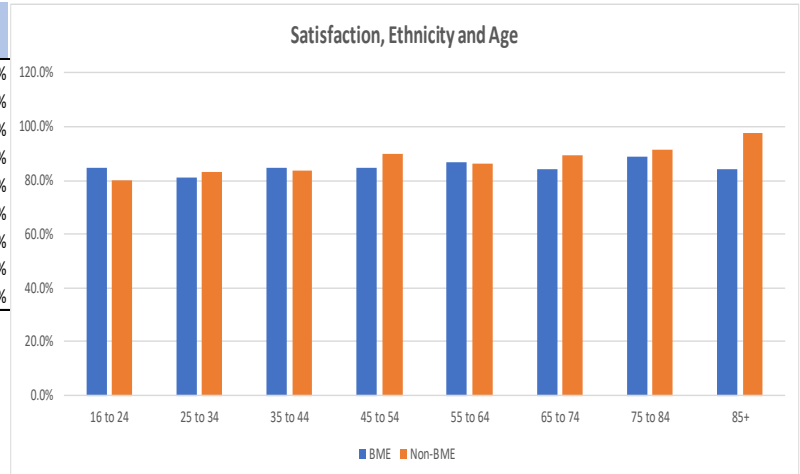
Ethnicity and Age - positive

The data shows steady satisfaction levels amongst age bands 16-24 right across and up to the age band of 75-84. A disparity is evident only amongst the 85+ age band where non-BME tenants tend to be up to 97.6% satisfied when compared to the 84.2% BME group.

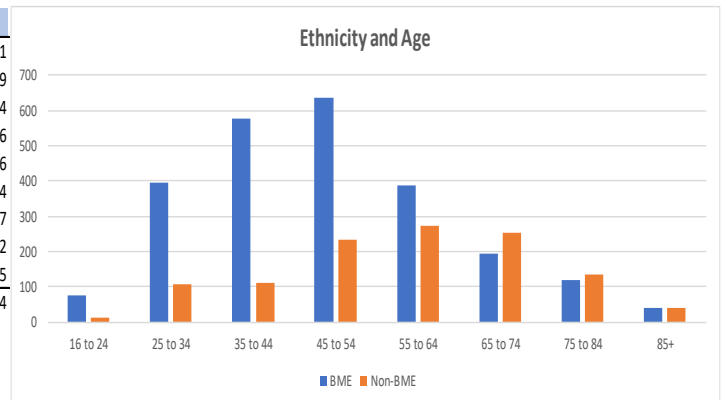
Ethnicity and Age

Were you happy with the quality of the work completed by the tradesperson?

Age band	BME	Non-BME	Prefer not to say
16 to 24	84.7%	80.0%	100.0%
25 to 34	80.9%	83.2%	71.1%
35 to 44	84.7%	83.8%	79.2%
45 to 54	84.9%	89.9%	78.8%
55 to 64	87.1%	86.2%	76.7%
65 to 74	84.2%	89.4%	88.0%
75 to 84	89.1%	91.7%	83.3%
85+	84.2%	97.6%	100.0%
Prefer not to say	92.0%	75.0%	80.6%



Age band	BME	Non-BME	Prefer not to say	Other
16 to 24	74	11	8	1
25 to 34	395	108	39	19
35 to 44	576	112	51	24
45 to 54	638	235	67	36
55 to 64	388	274	66	26
65 to 74	193	252	25	14
75 to 84	120	134	19	7
85+	38	41	4	2
Prefer not to say	26	8	136	5
	2448	1175	415	134



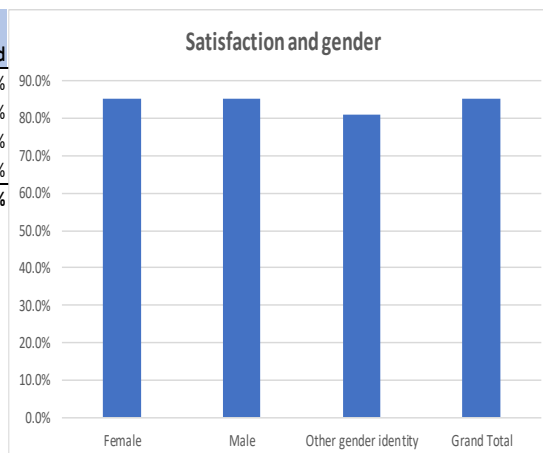
Where there are differences in the levels of satisfaction (by several of the categories including age and between BME and Non-BME residents), it would be hard to attribute causation to any specific variable. Differences in the age profiles for some categories complicate the situation. For example, BME residents are generally younger than non-BME residents. It is possible therefore, that differences in levels of satisfaction between BME and non-BME residents are, in part, due to differences in the age profiles. However, it could just as easily be the case that differences in levels of satisfaction between age bands is in part a consequence of differences between BME and non-BME.

Gender – positive

For gender, the level of satisfaction amongst male, female and other gender identity group is around 80%. This is consistent irrespective of gender and is evidence of the effective working to the core council values of carrying out improvement works to resident homes up to a good standard and, universally. Even of those who preferred 'not to say,' level of satisfaction was 83.9%.

Gender and satisfaction with quality of repairs

Were you happy with the quality of the work completed by the tradesperson?					
Gender	Don't know	No	Yes	Grand Total	% Satisfied
Female	78	414	2389	2881	85.2%
Male	28	174	1014	1216	85.4%
Other gender identity		3	13	16	81.3%
Prefer not to say	3	9	47	59	83.9%
Grand Total	109	600	3463	4172	85.2%

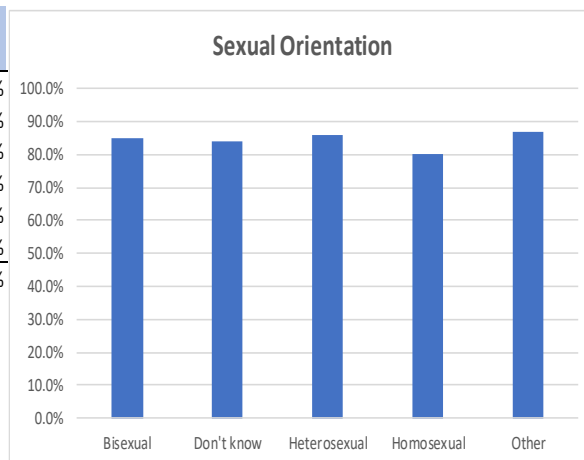


Sexual Orientation – positive

The Lambeth Residents' Survey 2015 identified 4% of Lambeth residents as gay, lesbian or bisexual. There is little information available on this profile, though it is estimated that of the 24,800 Lambeth tenants, 28 (0.1%) are transgender.

Sexual orientation and satisfaction with quality of repairs

Were you happy with the quality of the work completed by the tradesperson?						
Sexual orientation	Don't know	No	Yes	Grand Total	% Satisfied	
Bisexual			5	28	33	84.8%
Don't know	3	9	48	60	84.2%	
Heterosexual	80	465	2859	3404	86.0%	
Homosexual	2	15	61	78	80.3%	
Other		7	46	53	86.8%	
Prefer not to say	24	99	421	544	81.0%	
Grand Total	109	600	3463	4172	85.2%	



There was no significant difference in satisfaction in respect of sexual orientation and quality of repairs.

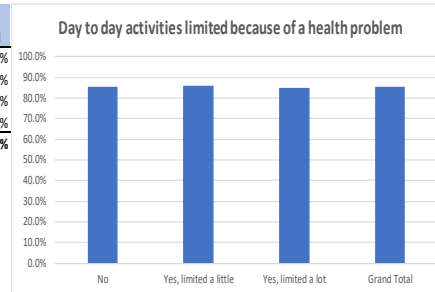
Disability – positive

Data obtained amongst the 'disability' group was not recorded as one homogenous entity. Instead, data recorded reflects their level of 'limitation' because of a health problem to enable us to better understand the views of the group so that early scoping of the specification for procurement could acknowledge residents' needs in a more dynamic way.

There is no significant difference in satisfaction amongst residents whose day to day activities are limited because of a health problem. When the data is analysed even further, 86.6% of permanently sick/disabled residents are satisfied in comparison to 85.1% of those in all other categories.

Disability and satisfaction with quality of repairs

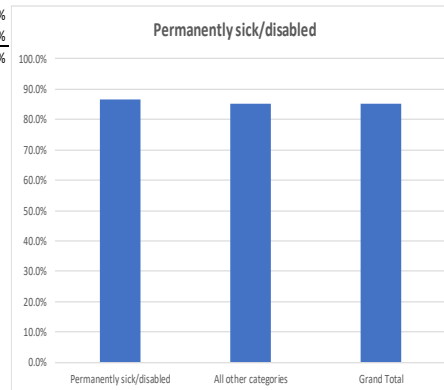
Were you happy with the quality of the work completed by the tradesperson?					
	Don't know	No	Yes	Grand Total	% Satisfied
No	63	362	2152	2577	85.6%
Prefer not to say	10	48	228	286	82.6%
Yes, limited a little	11	55	334	400	85.9%
Yes, limited a lot	25	135	749	909	84.7%
Grand Total	109	600	3463	4172	85.2%



Describe what you are doing at the moment

Were you happy with the quality of the work completed by the tradesperson?				
	Don't know	No	Yes	Grand Total
Doing something else	1	8	33	42
Doing something else (please specify)	8	26	169	203
Don't know		2	1	3
Don't know (DNRO)		2	3	5
Employee in full-time job (30 hours plus per	32	165	763	960
Employee in part-time job (under 30 hours p	13	95	456	564
Full-time education at school, college or uni	1	13	56	70
Looking after the home	6	35	210	251
On a government supported training programme			9	9
Permanently sick/disabled	8	60	389	457
Prefer not to say	6	14	52	72
Prefer not to say (DNRO)	5	42	242	289
Self employed full-time	3	15	80	98
Self employed part-time	2	16	62	80
Unemployed and available for work	6	28	288	322
Wholly retired from work	18	79	650	747
Grand Total	109	600	3463	4172

Permanently sick/disabled	86.6%
All other categories	85.1%
Grand Total	85.2%

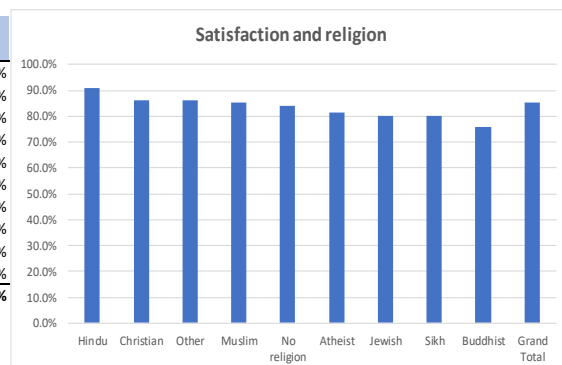


Religion – positive

There is no marked difference in the religious belief/principles a tenant holds and how satisfied they are with the quality of repairs carried out.

Religion and satisfaction with quality of repairs

Were you happy with the quality of the work completed by the tradesperson?						
Religion	Don't know	No	Yes	Grand Total	% Satisfied	
Hindu			1	10	11	90.9%
Christian	62	313	1974	2349	86.3%	
Other	3	34	211	248	86.1%	
Muslim	9	64	374	447	85.4%	
No religion	19	102	536	657	84.0%	
Atheist		9	40	49	81.6%	
Prefer not to say	15	69	291	375	80.8%	
Jewish	1	1	4	6	80.0%	
Sikh		1	4	5	80.0%	
Buddhist		6	19	25	76.0%	
Grand Total	109	600	3463	4172	85.2%	



Language – positive

Around 150 different languages are spoken in the Borough. The most commonly spoken languages, other than English, are mostly EU and various African languages.

No specific data was collated on the survey of repairs/quality. Generally, there has been a significant increase in non-English main languages in the last twenty years.

Having such a broad range of languages being spoken in one Borough is an opportunity for the 2020 project to ensure that it is able to serve the needs of the community with targeted and specific 'features'.

Socio-economic status, affluence, poverty and deprivation - positive

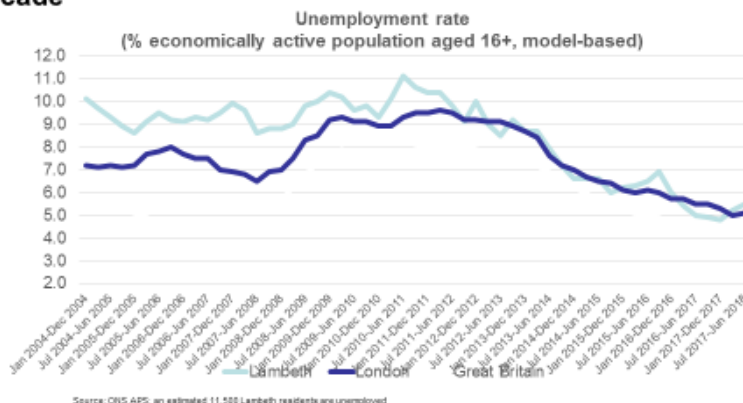
Lambeth has areas of affluence and poverty. The Resident Survey from 2015 estimated that 49,000 people are in poverty in Lambeth before housing costs and this increases significantly to 87,000 people in poverty after housing costs is factored. Around a fifth of its employed residents are paid below the London Living Wage. Despite this, Lambeth is, overall, in the 16 least impoverished London Boroughs.

No specific data was recorded on socio-economic status and quality of repairs. The 2020 Project (and beyond) yields potential opportunity to redress some of these alarming figures, particularly around opportunities for employment, training and apprenticeships for local residents as well as guaranteeing the London Living Wage as a basic, measurable requirement.

Lambeth economy and prospects for local people

Over the last decade, the number of jobs has grown by 21% (28,000) and the number of enterprises by 50% (4,655). The borough does have specialisms in the creative and digital industries and in healthcare, plus vibrant town centres.

Lambeth's unemployment rate has fallen over the last decade



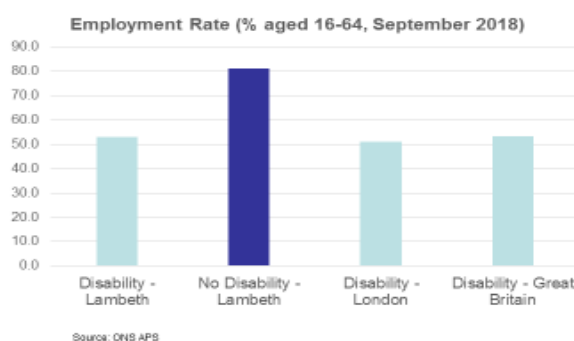
The benefits of economic growth however, are not distributed equally. In terms of qualifications – there is a long-term decline in low skills, but still nearly one in ten have a level 1 or no qualifications, which makes the risk of low pay and unemployment more likely.

Unemployment is disproportionately higher among ethnic minority groups when compared to white residents; an employment rate gap of over 20% between White and Black residents. Lambeth also has a low take-up of apprenticeships, with around 7 starts per 1,000 working age population.

Lambeth has higher rates of 50+ unemployment and higher rates of long-term unemployment

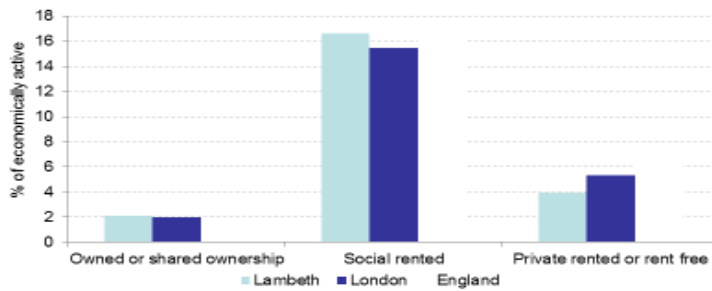


People with a disability are much less likely to be in employment



There is a strong link between unemployment and housing tenure

Unemployment by tenure (aged 16-64)

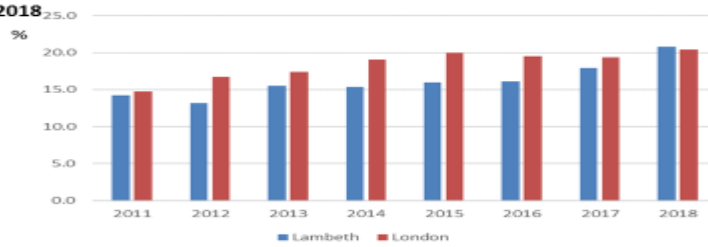


Source: ONS Census 2011



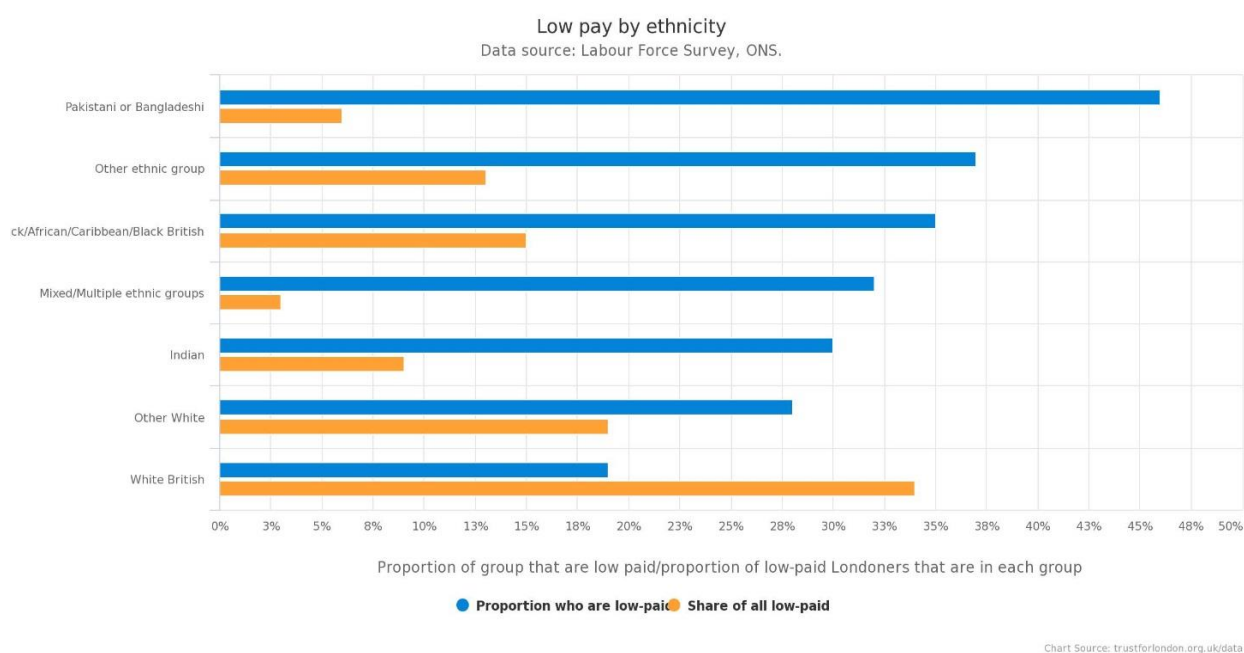
Even if people are in work, they may still be in poverty

Percentage of Jobs Paid Below London Living Wage, Lambeth and London 2011-2018



Source: LSC (2018) London Database - <https://lsc.london.gov.uk/dataset/lsc2018-lsc-lsc>





Q2b - How will they be impacted by the change?
Notes: Is there a likelihood that some people will more impacted than others? Can you describe the ways in which they will be affected, whether positively or negatively? How might this change affect our 'general duty?'

Responsible Procurement Policy seeks social value from all contracts over £100k. The value of 2020 Procurement is significant (£85m) and so, it places an *extraordinary* duty and opportunity to maximise social investment. There will be changes in the future housing service delivery which is currently in its design, specification and tender preparation phase. There will be changes in the arrangement, management and added value of new contracts and services to residents.

As identified under Question 1a, the proposed eight changes and their possible impacts are set out below:

	Proposed change	Impact
1	No. of long term contracts reduced	Streamlining of contractual arrangements making accessibility much simpler for all residents. Removes complex layering which often acts as barriers for older persons and other vulnerable residents.
2	X2 Capital Contracts	An alignment with the geographical area splits of North/South. Engagement with contractors will become simpler and clearly defined. Greater cost certainty
3	Consultancy services	Likely to impact tenants positively in the sense that competitively tendered expert consultancy services will be readily available

		to design, specify major works. This means that works carried out to residents' homes are carried out good standard. For leaseholders – means value for money tendered rates would have a positive financial impact.
4	Insource estate-based services (grounds maintenance) via Environmental Services	One team approach – less duplication for residents and there is completely aligned objectives. Residents would have a better service experience and there is clarity on responsibility when dealing with issues on performance. There is opportunities for apprenticeship schemes which could have a particularly positive young people impact.
5	Unify estate and street cleaning (to be provided by environmental services)	One team approach – less duplication for residents and there is completely aligned objectives. Residents would have a better service experience and there is clarity on responsibility when dealing with issues on performance. There is opportunities for apprenticeship schemes which could have a particularly positive young people impact.
6	Unify office cleaning for housing offices with a council-wide cleaning contract	As above.
7	Insource block-specific cleaning	As above.
8	Expand the in-house handyman service	Handyman services particularly impacts upon older people in terms of offering support for general repairs. More opportunities for young people for better paid trades work as well as, apprenticeship schemes and other training.

It is intended that the change will achieve a better, effective service that works more closely with our residents to deliver the highest possible standards of service. The change is intended to entrench an ethos of social value, where we are contributing positively to our community – in jobs, standards, wages, homes, health etc.

Delivering repairs, maintenance and major works to residents' homes *should* impact all groups positively. The council is duty-bound to carry out works (where required) universally to set standards, specifications and quality, and this is wholly non-discriminatory. No known negative impacts are expected. This EIA would act as a live document, to be updated accordingly.

Q3a - How do you plan to address and mitigate any negative impacts of the proposal?

Notes: What can you do differently that might lessen the impact on people within the time-frames i.e. development-implementation? Who can help you to develop these solutions?

The data has so far told us what residents think about the services. It has shown that repair improvements are delivered equally to all. Even at this early design phase, the 2020 Project team has identified appropriate actions to mitigate against potential negative impacts.

An EIA Review programme is to be adopted alongside predicted key milestones in the project's timeline. Central to this review programme is the Overview & Scrutiny Committee which is tasked with strategic oversight of the design and specification process. Its focus is on a robust engagement framework and co-production (representing resident views, as far as possible) and it will act as a check and balance on the project, ensuring that any negative impact to residents is identified early on.

Service users are consulted and involved in the procurement process, not only at the statutory-macro level of formal leasehold consultation but, also, at the micro-resident/member/officer design task-group level.

It is intended that, as far as possible, resident-engagement groups will reflect the diverse nature of the Borough in terms of protected characteristics.

Communication strategy – the aim is to maximise the effectiveness of the already existing and well-functioning 'Lambeth 500' forum as a key communication route to consult and promote positive impacts of the proposal. This is effectively an 'online' sounding board, encouraging broad participation and feedback from residents and is most diverse and representative of the resident/tenant profile. To date, it is seemingly more productive and representative than traditional forms of engagement (via area forums). The added benefit of it being online means that it is widely accessible by a range and diverse group of our resident profile.

The resident core group have been directly involved in designing the service specification, holding regular meetings to ensure residents' needs are met. Consideration was given to the makeup of the core group. Feedback and interaction from the housing support team who directly engage with vulnerable residents is also important to ensure enhancements to the repairs service for example, responds to their needs also. The approach behind the will very much presents an inclusive message.

Q3b - How do you plan to promote and deliver any positive impacts of the proposal?

Notes: How might the principles of fairness, equality of opportunity and positive relationships be further promoted as a consequence of this proposal? Is there a possibility that you will need to treat certain people differently, to enhance positive outcomes because of greater need, disadvantage, experience of less favourable outcomes etc? What opportunities exist to support Lambeth's statutory duty to promote equalities? How can you measure this?

The 2020 Procurement plans to promote and deliver positive impacts in the borough through co-production with residents and ongoing resident monitoring together with robust and transparent performance-management mechanisms and various social value and enterprise opportunities.

A Monitoring Board with residents and cabinet membership is being created to give oversight across all contracts and insourcing proposals (particularly DLO) that will monitor performance, governance and the social value and yearly commitments on an ongoing basis.

The service design phase will make a significant contribution towards the Council's six social value priorities outlined in its Responsible Procurement Policy and climate change commitments. The procurement project offers transparency with measurable outputs such as:

- Repairs and maintenance contracts to *all* resident homes and bespoke major building projects
- Direct labour organisation will create 8 local apprenticeship opportunities and seek to recruit locally where possible.
- In-house handyman service will focus on vulnerable residents in sheltered accommodation and hostel services
- Emphasis will be on quality and social value throughout the procurement stage
- All contracts will require contractors to review their profit expectations and contribute a proportion of their turnover to the council's social value fund
- Early market engagement to ensure clarity on service expectations and social value obligations
- A new Dynamic Purchasing System will allow the council to create a more diverse supply chain and create tender opportunities for smaller local contractors – particularly those owned and operated by underrepresented groups
- Realise social investment through utilising the HACT social value tool-kit with its' measured credit system
- Contractual obligation to pay and evidence London Living Wage to enhance socio-economic status of residents
- Contractual obligation to comply with Lambeth's policies and procedures, as well as all current and future relevant legislation
- Contract scrutiny process by trained in-house resident inspectors to undertake physical auditing – promotes more authentic review and feedback of resident's experience
- Resident and councillor involvement through monitoring boards and review of contract performance
- Quality apprenticeships required from contractors (minimum 1 apprentice per £1m turnover)
- Work experience and skills training
- Local employment opportunities
- Engaging with local schools
- Supporting Unemployed Residents
- Resident Training
- Fair pay (including London Living Wage requirements)
- Minimising waste
- Social enterprise to deliver work experience, apprenticeships and employment
- Translation or offer of translation for all residents who do not speak English as their main language in the home
- In some cases, residents may need to have alternative accommodation provided during any major works, where the impact of that work will negatively impact on their health and wellbeing and so, the contracts will aim to be flexible.

From the comprehensive measurable outputs listed above, the characteristic groups most impacted are, age, socio-economic group, language and health.

Expanding the handyman service for example will positively impact on all vulnerable persons as this would lead to greater accessibility of service and direct support within their homes.

Age- young people in particular would be impacted by the London Living Wage (LLW), social value and quality apprenticeships and training programmes.

Health impacts is strengthened by the Discretionary Repairs Policy where housing support workers are reintroduced to better respond to the needs of residents.

The appointment of the contractors will be made after a rigorous selection process that will include examining previous employment behaviour, company policies and procedures, compliance with current relevant legislation, such as Anti-Slavery and Gender Pay Gap reporting.

Companies will be asked to provide plans as to how they will contribute to the successful implementation of Lambeth's vision and priorities, and these will be judged as part of the selection process and monitored and judged as part of the contract management process.

Q4 - How will you review/evaluate your proposal, mitigating actions and/or benefits? Who will be responsible for this?

Equality considerations are at the heart of the 2020 housing procurement project. By its very design, the tender documentation are predominantly structured around improving equality for Lambeth residents. Bidders' Method Statements are centred on achieving the following:

- Employee wellbeing
- London Living Wage
- Health and wellbeing
- Safety and security
- Innovation and Voluntary Community Sector (VCS) engagement
- Levying social value funding stream
- Promoting job opportunities locally
- Create supported employment opportunities
- Apprenticeship and training support
- Engage young people/ people at risk to promote careers, mentoring schemes
- Local supply chains – businesses and VCS

An evaluation of Bids/Method Statements and the extent to which the council's equality objectives can be met is a key determining factor in the overall selection process.

2020 Housing Service Delivery is therefore an opportunity to see impact and force change. The following examples shows which groups will benefit through the procured contracts.

- In –work poverty is a real problem in the borough therefore, employment opportunities created through these contracts, should make work pay. A commitment from contractors to pay London Living Wage as a realistic requirement.

- There is a significant number of those who are economically inactive students in the borough and so, mentoring schemes and employment opportunities would benefit them.
- Disabled people – more scope for employment opportunities and training where required, which can be targeted.
- Disparity among ethnic groups could be addressed by ensuring that there is targeted employment opportunities and engagement for minority groups.
- Long-term unemployed – ensuring apprenticeship schemes, training support, employment opportunities are ring-fenced for local residents.

EqIA Mitigation Actions


- An annual review programme which will assess the service impact of these contracts from resident groups will be adopted. This review will assess whether customer experience, complaints feedback and satisfaction levels are being met alongside predicted key milestones. The outcome of the review will feed into the Gateway Four Ongoing Contract Performance reviews also.
- We anticipate that the annual review will be carried out jointly by the contract performance monitoring team and resident monitoring groups – to be created specifically for this process.
- Positive impacts (as listed above) are expected outcomes from this procurement and through the letting of the contracts and delivery of front line housing services and, these will be captured through the review processes outlined above.
- Should there be any unintended consequences or negative impacts identified as a result of feedback or the review process, it is our intention that the review will be tailored towards addressing those unforeseen impacts. It would be possible for example, to redistribute social investment measures for those groups negatively impacted. It would also be possible to refine performance measures in line with corporate social responsibilities during the contract's duration.

Section to be completed by Sponsor/Director/Head of Service

Outcome of equality impact assessment

No major change (positive impact) ✓
 Adjustment required Adverse impact
 and continue Stop and remove

Comments from Sponsor/Director/Head of Service

Sponsor/Director/Head of Service [Neil Euesden - ]

For further information please email: equalities@lambeth.gov.uk