

APPENDIX 3(b) – Savings Proposals requiring Officer Decision and are a Cost Reduction



CYP05

1 Proposal Overview

Directorate	CYP
Director	Lucie Heyes and Sara Rahman
GF/ HRA	General fund
Service area	Across Children's Social Care & Families Quality Commissioning
Cabinet Portfolio	Cllr Barnham
Ward/s affected	All wards

Savings Title	COST REDUCTION - Workforce realignment	
Description of the saving	<p>1. Responding to new permissions set out in revised statutory guidance and enabled by the Families First Pathfinder (FFP) programme, the safeguarding social work workforce across the CYP Directorate is being realigned to adopt a different operating model and will be reducing the number of Qualified Social Workers (QSW) in the establishment by 10 posts, replaced by alternatively qualified practitioners. It should be noted that the directorate currently holds a number of vacancies covered by agency staff so this reduction will not lead to any redundancies, but rather a reduction in our agency workforce.</p> <p>If the FFP programme is extended beyond March 2025 and anticipated national legislative and policy changes occur in 2025/26, there may be opportunities to reduce costs further. At this stage this cannot be quantified. Through the FFP programme, a different operating model for safeguarding scheduled to start being tested in October 2024 is anticipated to create more efficient ways of working.</p> <p>2. Parking permits scheme - a recruitment and retention bonus for QSW will cease after March 2025.</p>	
Year Saving starts and type	One off Y/N	On-going Y/N
2024/25	No	Yes (but currently supported by a Pathfinder grant. Unclear if this will continue in the following financial year)
2025/26	No	Yes
2026/27	TBC	
All Service areas affected	Children's Social Care – MASH, Assessment, Family Support & Safeguarding Families Quality Commissioning – Integrated Adolescent Service, Family Thrive and Quality Assurance Education – Children with Complex Needs & Short Breaks Service	
Legal or Statutory considerations	Changes to the operating model are set out in statutory guidance: Working Together to Safeguard Children released in December 2023.	

	Specifically in relation to the Lead Practitioner for 'Children in need', which is no longer being required to be a qualified social worker. <u>Working together to safeguard children 2023: statutory guidance (publishing.service.gov.uk)</u>
Change requirements	The configuration of the current workforce establishment, in some of the operational safeguarding teams will be realigned to accommodate two key things: <ol style="list-style-type: none"> 1. Some additional alternatively qualified Family Practitioners will be allocated cases (Children in Need), reducing the overall required number of QSW by 10. This grade of staff already exists. 2. QSW are more expensive and harder to recruit, currently the service is approximately 80% permanent with 20% of staff agency, the reliance on more expensive agency staff will be reduced, contributing to overall cost reduction. This level of vacancies leaves sufficient scope to reduce the no. of QSW without any posts being put at risk of redundancy. All QSW have generic JD's, any workforce realignment as the size and shape of some team's changes does not require changes to JD's.

2 Cost Savings Information			
Service Area budget Gross £k	(CSC/FQC/Educ) £93.8m	Target saving imposed to Directorate £k	£6,600k
Net Saving Proposed – by year (insert the net amount to be saved (after any implementation costs) in the relevant year and to note that on-going savings are cumulative and recur each year) (add to guidance note)			
2024/25 Net £k	£200k	2025/26 Net £k	£320k
2026/27 Net £k	0	2027/28 Net £k	0
Do the proposed savings impact on any of the below:			
General Fund	Y	HRA	N
DSG	N	Health	N
Other			
If yes, please describe the impact against each	Pathfinder (FFP) grant from the Department of Education = £3.3m in 24/25		

3 Risk and Impact	
Risk	Mitigation
The FFP new operating model is tested and found to be more expensive and less effective	FFP is a programme of testing for the Department of Education to scope out wider national changes. If in testing the new operating model does not work effectively or efficiently, a version of the current operating model will be resumed in the next financial year.
Withdrawal of the parking permit retention bonus negatively impacts on recruitment and retention of QSW	Working from home 2-3 days a week is now an established pattern requiring less care usage. High reliance on agency QSW means fewer employees are claiming the permits.

	Reduction in overall number of QSW means fewer permits required. Zipcar scheme now available
What is the likely impact of the proposed Saving on:	
Service Users	Improved access to the right services at the right time, with less changes of lead practitioner and better continuity of relationships
Staff	Full implications still being worked through. See above mitigations
Other Council Services	No significant impact anticipated, but some improved collaborative working expected specifically with Housing, Community Safety and Adult Services
Partners	No significant impact anticipated, but some improved collaborative working expected specifically with Health, Police and Schools.

Sections 4 – 7 to be fully complete by 11 September 2024

4 Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Pathfinder programme	Lucie Heyes & Sara Rahman	May 2024
Planning	As above	As above	May – September 2024
Implementation	Workforce realignment	As above	Through Q3 & Q4 2024/25
Review	Ongoing	As above	As above

5 Decision Route		
Key Decision Y/N	Public Consultation Y/N	Staff Consultation Y/N
No. Officer decision	No	No

6 Implications	
Legal	No legal implications
Equalities	<i>Implications for service users against each protected characteristic High, Medium, Low, Neutral. Please provide a response even where the response is Neutral.</i>
Age	Low
Disability	Low
Ethnicity	Neutral
Gender	Low
Gender reassignment	Neutral
Marriage and civil partnerships	Neutral
Pregnancy and maternity	Neutral
Religion and belief	Neutral
Sexual orientation	Neutral
Socio-economic inequality	Neutral

Is a full EAA required? Y/N	Yes, though impact will be further assessed through the Pathfinder programme
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7 Corporate Strategy	
	<i>How does the proposal align with the Council's Corporate Strategy? Please provide a response even where the response is Neutral.</i>
Open Lewisham	Neutral
Tackling the Housing crisis	Keeping families together and children in stable secure settings, makes some contribution to reducing transient families in temporary of HMO accommodation.
Giving children and young people the best start in life	The new operating model is intended to reshape how children's social care is delivered to help more families with the right support at the right time.
Building an inclusive local economy	Through FFP Family Group Decision Making, it is intended more families will be better supported, which could better enable them to be in education, training and/or employment.
Delivering and defending: health, social care & support	The FFP programme reform follows a comprehensive independent review of the children's social care system and is part of a national programme of testing the implementation of the associated recommendations to improve social care for vulnerable families.
Making Lewisham greener	Reduction of parking permits can contribute to encouraging more use of public transport to and from work.
Building safer communities	Next stage of the development of the Integrated Adolescent Service (IAS) will contribute to more targeted services aimed at protecting more CYP from harm experienced in the community.
Good governance and operational effectiveness	See previous notes about improved efficiency

Author	Pinaki Ghoshal	Directorate	Children and Young People
Date	October 2024	Service	Children's Social Care

1. The activity or decision that this assessment is being undertaken for CYP05 Workforce Realignment

This Equalities Analysis Assessment (EIA) is being conducted to evaluate the potential impacts of a £520,000 reduction to the cost of the wider workforce over a two-year period. This reduction in cost relates to the consequences of the investment that Lewisham has received from a DfE Pathfinder grant that seeks to realign how family help and child protection is delivered within the borough to some of our most vulnerable families and children. The workforce change will involve a reduction in the number of qualified social workers in the establishment by 10 posts, replaced by other practitioners. This is primarily within Children's Social Care, but also involves the Families Quality & Commissioning division of the directorate.

There is also a small saving associated with ceasing a parking permits scheme for qualified social workers.

No impacts for the wider population are anticipated.

2. The protected characteristics or other equalities factors potentially impacted by this decision

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Ethnicity/ Race	<input type="checkbox"/> Religion or belief	<input type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input checked="" type="checkbox"/> Gender/Sex	<input type="checkbox"/> Gender identity	<input checked="" type="checkbox"/> Disability	<input type="checkbox"/> Household type	
<input type="checkbox"/> Income	<input type="checkbox"/> Carer status	<input type="checkbox"/> Sexual orientation	<input type="checkbox"/> Socio Economic status	
<input type="checkbox"/> Marriage and Civil Partnership	<input type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Refugee/ Migrant/ Asylum seeker	<input type="checkbox"/> Health & Social Care	
<input type="checkbox"/> Nationality	<input checked="" type="checkbox"/> Employment	<input type="checkbox"/> Armed forces		

The workforce is largely female and has a high percentage of staff from culturally diverse groups. Its age profile is also younger than the wider council workforce as there are a large number of recently qualified staff. The removal of the parking permit scheme also has the potential to affect disabled staff.

In relation to age, ethnicity and gender it should be noted that the service is currently dependent on agency staff and the reduction in the social work establishment will lead to a reduction in our dependency on agency staff and is not anticipated to have any impact on permanent staff.

In relation to the removal of the car permit scheme this will not stop the ability of staff to continue to use the local car parks in Catford and will bring this part of the workforce in line with the arrangements for other Council staff.

Following the pandemic there is no expectation that staff should come to Laurence House every day and with the roll out of area-based Family Hubs the expectation is that a number of alternative sites will become available for staff to work from.

At Laurence House the Zipcar scheme is now available and Children's Social Care was one of the services that trailed this scheme originally.

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3. The evidence to support the analysis

Staffing analysis of the wider workforce.

4. The analysis

See above.

5. Impact summary

Age: None

Ethnicity/Race: None

Gender/Sex: None

Disability: None

Cumulative impact: The combined effects of this decision should not exacerbate existing inequalities among Lewisham's families and young people as this is a change to how we staff our social care service. The intention of the changes planned should improve the quality of the support and intervention for families as it will remove some of the current handover points between different teams and create a more family focussed approach. It will also reduce our dependence on agency social workers who can change at short notice and disrupt the relationship with vulnerable families.

There will be no redundancies.

In relation to the parking changes, as noted above no impact on disabled staff is anticipated.

6. Mitigation

No additional actions are proposed.

7. Service user journey that this decision or project impacts

As noted above, the changes being made are intended to be positive for families and children, with a lead practitioner consistently working with them during their journey through Family Help and Child Protection processes.

Signature of Director

Pinaki Ghoshal



ASC03

1 Proposal Overview

Directorate	Adult Social Care & Health Directorate
Director	Denise Radley
GF/ HRA	GF
Service area	Adult Social Care
Cabinet Portfolio	Health Well Being and Adult social care
Ward/s affected	All wards

Savings Title	BCF Inflation 25/26	
Description of the saving	ASC expects a 5.6% BCF minimum contribution inflation in 25-26 as has been the case over several years. This inflation will be used to protect existing services and not applied to new spend, thus releasing general fund.	
Year Saving starts and type	One off N	On-going Y
2024/25		NA
2025/26	£600 k	Y
2026/27	NA	NA
All Service areas affected	BCF Grant	
Legal or Statutory considerations	That council's responsibilities under the CARE ACT are not jeopardised	
Change requirements	NA	

2 Cost Savings Information

Service Area budget Gross £k	£68,609	Target saving imposed to Directorate £k	£11,600
Net Saving Proposed – by year (<i>insert the net amount to be saved (after any implementation costs) in the relevant year and to note that on-going savings are cumulative and recur each year (add to guidance note)</i>)			
2024/25 Net £k	£Nil	2025/26 Net £k	£600
2026/27 Net £k	Nil	2027/28 Net £k	Nil
Do the proposed savings impact on any of the below:			
General Fund	Y	HRA	N
DSG	N	Health	N
Other			
If yes, please describe the impact against each	Reduction of in year expenditure and budget pressure		

3 Risk and Impact

Risk	Mitigation
Very minimal risk that inflation is not applied to the grant.	This is unlikely as it is a statutory requirement under the BCF
NHS Partners may challenge the proposal	This funding comes to the council and the proposal has already been shared with the ICB
What is the likely impact of the proposed Saving on:	
Service Users	No adverse impact.
Staff	NA
Other Council Services	Improve ASC budget pressures
Partners	NA

Sections 4 – 7 to be fully complete by 11 September 2024

4 Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Application of Grant	Denise Radley/ David Austin	
Planning			
Implementation			
Review			

5 Decision Route		
Key Decision Y/N	Public Consultation Y/N	Staff Consultation Y/N
NA	N	N
Officer Decision	NA	NA

6 Implications		
Legal	NA	
Equalities	<i>Implications for service users against each protected characteristic High, Medium, Low, Neutral. Please provide a response even where the response is Neutral.</i>	
	Age	Neutral
	Disability	Neutral
	Ethnicity	Neutral
	Gender	Neutral
	Gender reassignment	Neutral
	Marriage and civil partnerships	Neutral
	Pregnancy and maternity	Neutral
	Religion and belief	Neutral
Sexual orientation	Neutral	

	Socio-economic inequality	Neutral
Is a full EAA required? Y/N		<i>No, the potential impacts identified are neutral.</i>

7 Corporate Strategy	
	<i>How does the proposal align with the Council's Corporate Strategy? Please provide a response even where the response is Neutral.</i>
Open Lewisham	Neutral
Tackling the Housing crisis	Neutral
Giving children and young people the best start in life	Neutral
Building an inclusive local economy	Neutral
Delivering and defending: health, social care & support	The saving will help support ASC in delivering on its Health and Social care responsibilities
Making Lewisham greener	Neutral
Building safer communities	Neutral
Good governance and operational effectiveness	The proposal will help balance Directorate budgets which in turn enables operational effectiveness



ASC10

1 Proposal Overview

Directorate	Adult Social Care & Health Directorate
Director	Denise Radley
GF/ HRA	GF
Service area	Adult Social Care
Cabinet Portfolio	Health Well Being and Adult social care
Ward/s affected	All wards

Savings Title	Revised bad debt provision calculations	
Description of the saving	The current methodology of estimating bad debt provision means that the Directorate has to charge in excess of £2m into its revenue account. A revised methodology which is more reflective of our client profile and repayments will mean no provision needs to be charged in 24-25. Some delays in accessing funds are caused by delays in Court of Protection & Probate	
Year Saving starts and type	One off Y	On-going Y
2024/25	N	Y
2025/26	NA	NA
2026/27	NA	NA
All Service areas affected	ASC Client contributions	
Legal or Statutory considerations	That council's responsibilities under the CARE ACT are not jeopardised	
Change requirements	NA	

2 Cost Savings Information

Service Area budget Gross £k	£68,609	Target saving imposed to Directorate £k	£11,600
Net Saving Proposed – by year (insert the net amount to be saved (after any implementation costs) in the relevant year and to note that on-going savings are cumulative and recur each year) (add to guidance note)			
2024/25 Net £k	£2,000	2025/26 Net £k	£Nil
2026/27 Net £k	Nil	2027/28 Net £k	Nil
Do the proposed savings impact on any of the below:			
General Fund	Y	HRA	N
DSG	N	Health	N
Other			
If yes, please describe the impact against each	Reduction of in-year expenditure and budget pressure		

3 Risk and Impact	
Risk	Mitigation
<i>Minimal financial risk as there is a circa £13m historic provision balance on balance sheet. However, Auditor may point to inconsistency with other Directorates in council</i>	<i>Ensure methodology is clearly explained and evidenced. An analysis of repayment pattern as well as survey of other councils via ADASS is occurring</i>
What is the likely impact of the proposed Saving on:	
Service Users	<i>No adverse impact.</i>
Staff	<i>NA</i>
Other Council Services	<i>Improve ASC budget pressures</i>
Partners	<i>NA</i>

Sections 4 – 7 to be fully complete by 11 September 2024

4 Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Discussion between Finance and Service	Tom Brown and David Austin	Completed
Planning	Internal adjustment – no specific planning required	NA	NA
Implementation	Adjust in budget & reporting	Yusuf Shaibu	From October 2024
Review	Regular review of debtors and budget provision required	Joan Hutton & Yusuf Shaibu	Monthly

5 Decision Route		
Key Decision Y/N	Public Consultation Y/N	Staff Consultation Y/N
<i>NA</i>	<i>N</i>	<i>N</i>
<i>Officer Decision</i>	<i>NA</i>	<i>NA</i>

6 Implications	
Legal	<i>NA</i>
Equalities	<i>No implications for service users, this is an internal change.</i>
	<i>Age Neutral</i>
	<i>Disability Neutral</i>
	<i>Ethnicity Neutral</i>
	<i>Gender Neutral</i>
	<i>Gender reassignment Neutral</i>

	Marriage and civil partnerships	<i>Neutral</i>
	Pregnancy and maternity	<i>Neutral</i>
	Religion and belief	<i>Neutral</i>
	Sexual orientation	<i>Neutral</i>
	Socio-economic inequality	<i>Neutral</i>
Is a full EAA required? Y/N		<i>No, there are no impacts identified for service users or staff.</i>

7 Corporate Strategy	
	<i>How does the proposal align with the Council's Corporate Strategy? Please provide a response even where the response is Neutral.</i>
Open Lewisham	Neutral
Tackling the Housing crisis	Neutral
Giving children and young people the best start in life	Neutral
Building an inclusive local economy	Neutral
Delivering and defending: health, social care & support	The saving will help support ASC in delivering on its Health and Social care responsibilities
Making Lewisham greener	Neutral
Building safer communities	Neutral
Good governance and operational effectiveness	The proposal will help balance Directorate budgets which in turn enables operational effectiveness



ASC11

1 Proposal Overview

Directorate	Adult Social Care & Health Directorate
Director	Denise Radley
GF/ HRA	GF
Service area	Adult Social Care
Cabinet Portfolio	Health Well Being and Adult social care
Ward/s affected	All wards

Savings Title	Additional Section 117 ICB/SLAM recharge	
Description of the saving	Under the MH Act, when people have been detained for treatment they are entitled to aftercare (under s117 of the Act) that is the joint responsibility of the council and the NHS. These services are free of charge. The council has identified a number of clients that are eligible for health contributions via S117 Mental Health Aftercare. This target is in addition to MTFP savings of £520k. For future years i.e. 25/26 and 26/27 the target is £2.5m. The transfer should be one offs negotiated for the next couple of years while discussions and agreement is being sought with Health (ICB)	
Year Saving starts and type	One off N	On-going Y
2024/25	£500	
2025/26	£2,000	
2026/27		
All Service areas affected	Various ASC POC clients	
Legal or Statutory considerations	That council's responsibilities under the Care Act & MH Act are not jeopardised	
Change requirements	NA	

2 Cost Savings Information

Service Area budget Gross £k	£68,609	Target saving imposed to Directorate £k	£11,600
Net Saving Proposed – by year (insert the net amount to be saved (after any implementation costs) in the relevant year and to note that on-going savings are cumulative and recur each year) (add to guidance note)			
2024/25 Net £k	£500	2025/26 Net £k	£2,000
2026/27 Net £k	Nil	2027/28 Net £k	Nil
Do the proposed savings impact on any of the below:			
General Fund	Y	HRA	N
DSG	N	Health	N
Other			

If yes, please describe the impact against each	<i>Reduction of in-year expenditure and budget pressure</i>
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3 Risk and Impact

Risk	Mitigation
<i>Risk of dispute with ICB</i>	<i>Discussions are on-going to agree on a client-by-client basis.</i>
<i>ICB unable to afford payment identified</i>	<i>Negotiation of payment plan</i>
<i>Service users entitled to s117 have already been charged</i>	<i>To review and refund where applicable.</i>

What is the likely impact of the proposed Saving on:

Service Users	<i>No adverse impact. Not charged if s117 eligibility is met.</i>
Staff	<i>NA</i>
Other Council Services	<i>None</i>
Partners	<i>Cost pressure on the ICB</i>

Sections 4 – 7 to be fully complete by 11 September 2024

4 Delivery Plan

Milestones	Key Steps	Lead Officer	Timescales
Initiation	<i>List of s117 clients identified and shared by SLaM</i>	<i>Evelyn Semple/ Mary Farinha</i>	<i>July 24</i>
Planning	<i>Review cost of current provision and eligibility for s117 aftercare.</i>	<i>Evelyn Semple/ Mary Farinha</i>	<i>September 24</i>
Implementation	<i>From September. Following discussion with ICB</i>	<i>Denise Radley/ Ceri Jacobs</i>	<i>Planned for September 24</i>
Review			

5 Decision Route

Key Decision Y/N	Public Consultation Y/N	Staff Consultation Y/N
<i>NA</i>	<i>N</i>	<i>N</i>
<i>Officer Decision</i>	<i>NA</i>	<i>NA</i>

6 Implications

Legal	<i>NA</i>	
Equalities	<i>There are no impacts for service users, this is a recharging change.</i>	
Age	<i>Neutral</i>	
Disability	<i>Neutral</i>	
Ethnicity	<i>Neutral</i>	

	Gender	<i>Neutral</i>
	Gender reassignment	<i>Neutral</i>
	Marriage and civil partnerships	<i>Neutral</i>
	Pregnancy and maternity	<i>Neutral</i>
	Religion and belief	<i>Neutral</i>
	Sexual orientation	<i>Neutral</i>
	Socio-economic inequality	<i>Neutral</i>
Is a full EAA required? Y/N		<i>No – no impacts identified for service users or staff</i>

7 Corporate Strategy	
	<i>How does the proposal align with the Council's Corporate Strategy? Please provide a response even where the response is Neutral.</i>
Open Lewisham	Neutral
Tackling the Housing crisis	Neutral
Giving children and young people the best start in life	Neutral
Building an inclusive local economy	Neutral
Delivering and defending: health, social care & support	The saving will help support ASC in delivering on its Health and Social care responsibilities.
Making Lewisham greener	Neutral
Building safer communities	Neutral
Good governance and operational effectiveness	The proposal will help balance Directorate budgets which in turn enables operational effectiveness



ASC13

1 Proposal Overview

Directorate	Adult Social Care & Health Directorate
Director	Joan Hutton
GF/ HRA	GF
Service area	Adult Social Care
Cabinet Portfolio	Health Well Being and Adult social care
Ward/s affected	All wards

Savings Title	Extra Client contributions	
Description of the saving	This proposal seeks to increase the client contributions towards the cost of care in line with costs. With the increase in both users and the hourly rate for Homecare. The recharge rate will increase to £21.14 (from £19.14), it is expected that additional income revenue will arise to the service	
Year Saving starts and type	One off N	On-going Y
2024/25		NA
2025/26		2025/26
2026/27	NA	NA
All Service areas affected	ASC Client contributions	
Legal or Statutory considerations	That council's responsibilities under the CARE ACT are not jeopardised	
Change requirements	NA	

2 Cost Savings Information

Service Area budget Gross £k	£68,609	Target saving imposed to Directorate £k	£11,600
Net Saving Proposed – by year (insert the net amount to be saved (after any implementation costs) in the relevant year and to note that on-going savings are cumulative and recur each year) (add to guidance note)			
2024/25 Net £k	£Nil	2025/26 Net £k	£400
2026/27 Net £k	Nil	2027/28 Net £k	Nil
Do the proposed savings impact on any of the below:			
General Fund	Y	HRA	N
DSG	N	Health	N
Other			
If yes, please describe the impact against each	Reduction of in year expenditure and budget pressure		

3 Risk and Impact	
Risk	Mitigation
<i>Risk of increases in aged debt and subsequently bad debt which is a current problem within the service</i>	<i>Improvements in debt collection and management is in progress.</i>
What is the likely impact of the proposed Saving on:	
Service Users	<i>Yes, as care costs may increase following a financial assessment.</i>
Staff	<i>NA</i>
Other Council Services	<i>Improve ASC budget pressures</i>
Partners	<i>NA</i>

Sections 4 – 7 to be fully complete by 11 September 2024

4 Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	<i>Inflation increases to be applied via charging arrangements in April</i>	<i>Yve Smith</i>	<i>April 2025</i>
Planning			
Implementation			
Review			

5 Decision Route		
Key Decision Y/N	Public Consultation Y/N	Staff Consultation Y/N
<i>NA</i>	<i>N</i>	<i>N</i>
<i>Officer Decision</i>	<i>NA</i>	<i>NA</i>

6 Implications	
Legal	<i>NA</i>
Equalities	<i>Implications for service users against each protected characteristic High, Medium, Low, Neutral. Please provide a response even where the response is Neutral.</i>
Age	<i>Neutral</i>
Disability	<i>Neutral</i>
Ethnicity	<i>Neutral</i>
Gender	<i>Neutral</i>
Gender reassignment	<i>Neutral</i>
Marriage and civil partnerships	<i>Neutral</i>
Pregnancy and maternity	<i>Neutral</i>
Religion and belief	<i>Neutral</i>

	Sexual orientation	<i>Neutral</i>
	Socio-economic inequality	Neutral
Is a full EAA required? Y/N		<i>No – This decision falls in line with Lewisham’s agreed Fees and Charges policy and does not represent a change of policy position for the Council. The full impact of the fees and charges policy will be assessed in a separate Mayor and Cabinet paper, with a full impact assessment completed for that decision.</i>

7 Corporate Strategy	
	<i>How does the proposal align with the Council’s Corporate Strategy? Please provide a response even where the response is Neutral.</i>
Open Lewisham	Neutral
Tackling the Housing crisis	Neutral
Giving children and young people the best start in life	Neutral
Building an inclusive local economy	Neutral
Delivering and defending: health, social care & support	The saving will help support ASC in delivering on its Health and Social care responsibilities
Making Lewisham greener	Neutral
Building safer communities	Neutral
Good governance and operational effectiveness	The proposal will help balance Directorate budgets which in turn enables operational effectiveness



H10

1 Proposal Overview	
Directorate	Housing Services
Director	Fen Beckman
GF/ HRA	General Fund and HRA
Service area	Housing Needs and Refugee Services
Cabinet Portfolio	Better Homes, Neighbourhoods and Homelessness
Ward/s affected	All Wards

Savings Title	Temporary Accommodation Cost Reduction	
Description of the saving	<p>This savings proposal builds on existing work to reduce the overspends in the temporary accommodation budget. The proposed programme of activities aims to: -</p> <ul style="list-style-type: none"> • Reduce the number of households becoming homeless. • Reduce the number of households in nightly paid temporary accommodation. • reduce the cost of temporary accommodation placements. • increase the number of households moving out of temporary accommodation. 	
Year Saving starts and type	One off Y/N	On-going Y/N
2024/25	£5,612,716	N
2025/26	£2,404,161	N
2026/27	£2,786,652	N
All Service areas affected	<p>Housing Needs and Refugee Services</p> <p>The Housing Needs and Refugee Service is responsible for delivering our statutory homelessness services and they do this through: -</p> <ul style="list-style-type: none"> • Front-line homelessness prevention and relief services • Assessing homelessness applications and making decisions • Undertaking statutory reviews of decisions • Procuring temporary homes for a range of clients across the Council who are in housing need • Supporting our clients who are living in temporary accommodation in and out of the borough and working to help them settle into the private rented sector • Collecting rent from TA clients and liaising with clients in rent arrears • Administering rent and incentive payments to landlords and managing agents for the leasing and renting of homes for temporary accommodation 	

	<ul style="list-style-type: none"> • Working in partnership with RPs on the allocations and lettings of social homes; • Jointly working with children’s social care on s17 (Children’s Act 1989) homeless households and households found to be Intentionally Homeless; • Working with clients who have no recourse to public funds; • Delivering the refugee resettlement programme and the Homes for Ukraine programme; • Signposting our clients to employment support services so that they can maximise their income and avoid the benefit cap. 						
Legal or Statutory considerations	In providing services to clients in housing need our legal duties and statutory considerations fall under Part 7 of the Housing Act 1996 and the Homelessness Reduction Act 2017.						
Change requirements	<p>Overall, as this the service is largely statutory there will be no major changes to what the service does but there will be changes in what is done operationally to deliver the savings. This will be done through extracting efficiencies in the way the service works and reviewing unit costs of placements and in some cases stopping activities such as providing Partnership Placements for other registered providers across Lewisham.</p> <p>The change we aim to effect is fundamentally cultural and does not require significant alterations to operational roles. The only significant operational change resulting from this programme pertains to the implementation of the Housing Acquisition Programme. This initiative will require a dedicated operational team to implement the project, ensuring that the existing team can continue their business-as-usual activities without disruption. Funding for the team has been received to support the Phase 1 of the programme.</p> <p>The table below provides detailed list of workstreams being implemented and how we propose to deliver savings: -</p> <table border="1" data-bbox="496 1442 1366 2016"> <thead> <tr> <th data-bbox="496 1442 932 1509">Workstream</th> <th data-bbox="932 1442 1366 1509">Summary of saving to be achieved</th> </tr> </thead> <tbody> <tr> <td data-bbox="496 1509 932 1749">Nightly Paid Utilities</td> <td data-bbox="932 1509 1366 1749">Removing utility costs from nightly paid rental expenses will reduce the overall rent subsidy charged to LBL, leading to significant savings for our service</td> </tr> <tr> <td data-bbox="496 1749 932 2016">Storage</td> <td data-bbox="932 1749 1366 2016">The first year of the project, focused on closing accounts for those no longer in temporary accommodation (TA). We are currently developing a new storage policy, which, once approved, is anticipated to significantly reduce the spend on</td> </tr> </tbody> </table>	Workstream	Summary of saving to be achieved	Nightly Paid Utilities	Removing utility costs from nightly paid rental expenses will reduce the overall rent subsidy charged to LBL, leading to significant savings for our service	Storage	The first year of the project, focused on closing accounts for those no longer in temporary accommodation (TA). We are currently developing a new storage policy, which, once approved, is anticipated to significantly reduce the spend on
Workstream	Summary of saving to be achieved						
Nightly Paid Utilities	Removing utility costs from nightly paid rental expenses will reduce the overall rent subsidy charged to LBL, leading to significant savings for our service						
Storage	The first year of the project, focused on closing accounts for those no longer in temporary accommodation (TA). We are currently developing a new storage policy, which, once approved, is anticipated to significantly reduce the spend on						

		this service. This reduction will alleviate the considerable burden on the Housing Revenue Account (HRA).
	Housing Acquisition Programme (HAP)	The Housing Acquisition Programme (HAP) aims to purchase up to 300 properties on the open market over three years where rental rates align more closely with Local Housing Allowance (LHA) rates, thereby avoiding limitation recharge costs. The focus is on targeting high-cost placements and relocating residents of these placements into acquired properties to reduce the financial burden on the budget.
	Move-on and prevention workstreams	Aim of both workstreams is to address the difficulties in moving individuals from temporary to settled accommodation. This will reduce the number of people in temporary placements and create vacancies for new prospective homelessness cases, as well as reduce the cost spent on the limitation recharge.
	Partnership placements	The workstream focuses on closing all legacy partnership placement cases. By closing these existing cases, we aim to reduce the overspend in our projected forecast.
	Highest Arrears	High arrears cases significantly impact the General Fund. Without intervention, the forecasted overspend will increase. Actively managing these cases leads to positive outcomes, such as facilitating move-on, reducing placement costs, and limiting recharges. This approach also lessens the burden on other services, such as the income team.
	Longest stayers	The workstream aims to generate saving by reducing the

		limitation recharge proposed on our service by focusing on moving households from nightly paid into the voids created by moving on our longest stayers, who are in PSL/acquisition properties.
	Accommodation Procurement Strategy	This workstream will support the implementation of the Councils Accommodation Procurement Strategy.
	Nightly paid Negotiations	The team will be working on reducing nightly paid rates through negotiations with providers. Forecast savings are based on the average reductions achieved during a pilot project, which will be applied to two-thirds of the anticipated S188 TA entries for the remainder of the year.
	Housing benefit for Hotels	A pilot has been initiated to test run any savings that can be generated by claiming HB for households placed in hotels. In this case specifically in Pavilion.
An invest-to-save business case will be submitted setting out the additional resources that the service needs to realise the in-year savings.		

2 Cost Savings Information			
Service Area budget Gross £k		Target saving imposed to Directorate £k	£11.2 across three years with £10m in 2024/25
Net Saving Proposed – by year (insert the net amount to be saved (after any implementation costs) in the relevant year and to note that on-going savings are cumulative and recur each year) (add to guidance note)			
2024/25 Net £k	£5,612,716	2025/26 Net £k	£2,404,161
2026/27 Net £k	£2,786,652	2027/28 Net £k	
Do the proposed savings impact on any of the below:			
General Fund	Y	HRA	Y
DSG	N	Health	N
Other	N/A		

If yes, please describe the impact against each	General Fund – the proposal impacts the General Fund in all the above activities except for the work on Storage which is funded through the HRA.
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3 Risk and Impact

Risk	Mitigation
<p><i>Shortage of supply</i> There has been a shortage of supply of good quality affordable housing in the private rented sector and this is a risk as we need to have access to accommodation in order to move households out of expensive TA.</p>	<p>Our Procurement Team is continually building links with landlords across Lewisham and across the region in order to access supply. We are also members of Capital Letters who are a sub-regional organisation who are also working to access supply of properties for their members.</p>
<p><i>Increase in rents</i> The service heavily relies on the private rented sector for temporary accommodation, the increase in rents is leading to an increase in costs for the service. So, this will have an impact on the amount of rent that we are able to recoup.</p>	<p>We are mitigating this by reviewing our portfolio of temporary accommodation properties including our leasing schemes, buying properties through the Housing Acquisition Programme that we can then rent out to families and working to acquire properties in affordable areas.</p>

What is the likely impact of the proposed Saving on:

Service Users	<p>The implementation of two workstreams may impact on some service users, specifically the Nightly Paid Utilities and the New Storage Policy workstreams. To mitigate potential risks and lessen the impact, the following steps and actions have been taken or considered:</p> <ol style="list-style-type: none"> 1) New Storage Policy: An Equality Impact Assessment has been completed to ensure that the needs of all affected groups are considered and addressed. 2) Nightly Paid Utilities Project: Residents have been notified in advance of the upcoming changes to the service. Additionally, information and guidance leaflets have been distributed, and advice lines have been established to provide support and mitigate any risks associated with the changes. <p>However, overall the likely impact of this proposal on most service users will be positive as the most effective way of reducing the cost of temporary accommodation is to reduce the amount of time households spend in temporary accommodation. This proposal is about the work we will be doing to move families out of expensive nightly paid into other forms of accommodation including settled accommodation.</p>
Staff	<p>An invest to save business case will be submitted to request funding for one year to bring forward the savings proposed for 24/25 otherwise the savings will be achieved over a longer period with the existing staff.</p> <p>Overall, the likely impact of this proposal on staff will be positive as a result of having more efficient processes.</p>

Other Council Services	<p>The implementation of the Utilities project is expected to result in more enquiries from clients to teams such as Council Tax and Housing Benefit services. We are working closely with the Benefits service to ensure that they are aware of our timetable for rolling out the Utilities Project.</p> <p>Overall, whilst there is a risk that the proposal may lead to re-categorisation of costs within the Council, the overall impact on other council services will be positive as the activities that will be undertaken to reduce the cost of temporary accommodation will have a positive impact on the other services that interface with Housing. This is especially for colleagues in Adult Social Care, colleagues at the hospital for delayed discharge patients and colleagues in children's social care and schools. The work to reduce the time households with children and other vulnerable adults spend in temporary accommodation will be welcomed by other council services.</p>
Partners	<p>The likely impact for partners is positive as an improvement in the time households spend in temporary accommodation will be welcomed by partners especially advocacy organisations supporting our clients.</p>

Sections 4 – 7 to be fully complete by 11 September 2024

4 Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation Planning Implementation	<p>This proposal builds on existing activity and so there is no formal initiation milestone and planning milestones. However, the implementation of this programme of work will be overseen by a new governance framework under the Housing Transformation Board and progress monitored by EMT Budget Challenge Board.</p>	Fen Beckman	Ongoing to 2026/27
Review	<p>Every two months at Housing Transformation Board.</p>	Gillian Douglas	Ongoing to 2026/27

5 Decision Route		
Key Decision Y/N	Public Consultation Y/N	Staff Consultation Y/N
Yes	No	No
Officer Decision	N/A	N/A

6 Implications

Legal	This proposal has no specific legal implications as it is essentially scaling up of our business-as-usual activity which are set out within Housing and Homelessness legislation.	
Equalities	<p>This proposal builds on the existing work of the Housing Needs service and therefore the activities are in essence aimed to address inequalities that exist in society by eliminating disadvantages and supporting the most vulnerable residents with a housing need to access safe and secure accommodation.</p> <p>In addition, the strategies and policies that frame our practice have all had equalities impact assessments undertaken as part of the development of the policies and strategies. Below are the links to the equalities assessments for the key policy/strategies that will support the implementation of this savings proposal.</p> <p>Lewisham Council - Decision - Location Priority Policy Lewisham Council - Decision - Homelessness & Rough Sleeping Strategy Lewisham Council - Decision - Accommodation Procurement Strategy Lewisham Council - Decision - Approval of a new Housing Allocations Scheme</p> <p>The EAA for the “Protection of Goods Policy (TA) “ has been drafted and will be considered with the new policy at Mayor and Cabinet in October 2024.</p>	
	Age	Positive
	Disability	Positive
	Ethnicity	Neutral
	Gender	Neutral
	Gender reassignment	Neutral
	Marriage and civil partnerships	Neutral
	Pregnancy and maternity	Neutral
	Religion and belief	Neutral
	Sexual orientation	Neutral
Socio-economic inequality	Neutral	
Is a full EAA required? Y/N		Yes

7 Corporate Strategy

Open Lewisham	This proposal supports the Open Lewisham priority as we work closely with voluntary and community sector organisations and seek new areas where we can partner together such as having the access point at the 999 Club and exploring opportunities to work more closely with Lewisham Citizens Advice and Lewisham Citizens and with all advice agencies through the Homelessness Forum.
Tackling the Housing crisis	This proposal includes activities aimed at increasing the supply of accommodation available for the service to use as alternative cheaper TA as well as for PRS and reducing the use of expensive nightly paid accommodation.

Giving children and young people the best start in life	Reducing the amount of time children spend in hotels and temporary accommodation will have a positive impact on their education attainment levels. The service is also involved in the Pathfinder Programme working closely with Children's Services and this work will help to reduce the number of children coming into care through earlier targeted support for families in crisis.
Building an inclusive local economy	This proposal will have a positive impact on building a strong local economy as the Tenancy Management and Resettlement Officers will be working with clients in temporary accommodation to link them to employment and skills support so that our clients can start accessing work and avoid the benefits cap.
Delivering and defending: health, social care & support	Housing is one of the key determinants of health and wellbeing. This proposal will have a positive impact on this priority as it sets out how we will work to support residents who are in housing need move to more settled accommodation in either a social home or in the private rented sector.
Making Lewisham greener	The impact of this proposal is by and large neutral on this priority however the work we will be doing with TA Providers on Utilities, the work we are doing to improve the quality and conditions of our TA properties will all contribute to efforts to tackle the climate crisis. In addition, all TA properties that are procured from private landlords need to meet EPC C.
Building safer communities	This proposal will positively impact on this priority specifically the work that is being done with partners around the Violence Against Women and Girls strategy and supporting the victims of Domestic Abuse as these households are priorities for the work we do to keep residents safe in their homes.
Good governance and operational effectiveness	The workstreams that have been identified to deliver the activities set out in this proposal will promote good governance and operational effectiveness as the new ways of working, eg more efficient closure of rent accounts, more closer working with benefits service etc, will be embedded into the service business as usual processes.



Author	Jacob Foreman	Directorate	Housing Services
Date	30th October 2024	Service	Housing Needs & Refugee Services

1. The project or decision that this assessment is being undertaken for:

The overall TA cost reduction programme was established in 2022/23 when financial pressure began to emerge, with an original target of reducing TA related costs by £1.2m over 3 years. In September 2024, the programme was expanded to comprise the new £5.6m in-year savings proposal put forward as part of the council's corporate savings programme, which this equalities impact assessment is being undertaken for.

This proposal builds on the existing work of the Housing Needs service and therefore the activities are in essence aimed to address inequalities that exist in society by eliminating disadvantages and supporting the most vulnerable residents with a housing need to access safe and secure accommodation. The savings proposal also builds on existing work to reduce the overspends in the temporary accommodation budget by:

- Reducing the number of households becoming homeless
- Reducing the number of households in nightly paid temporary accommodation
- Reducing the cost of temporary accommodation placements
- Increasing the number of households moving out of temporary accommodation.

Overall, as this the service is largely statutory there will be no major changes to what the service does but there will be changes in what is done operationally to deliver the savings. This will be done through extracting efficiencies in the way the service works and reviewing unit costs of placements and in some cases stopping activities.

2. The protected characteristics or other equalities factors potentially impacted by this decision

<input checked="" type="checkbox"/> Age	<input checked="" type="checkbox"/> Ethnicity/ Race	<input type="checkbox"/> Religion or belief	<input checked="" type="checkbox"/> Language spoken	<input type="checkbox"/> Other, please define:
<input checked="" type="checkbox"/> Gender/Sex	<input type="checkbox"/> Gender identity	<input checked="" type="checkbox"/> Disability	<input checked="" type="checkbox"/> Household type	
<input checked="" type="checkbox"/> Income	<input type="checkbox"/> Carer status	<input type="checkbox"/> Sexual orientation	<input checked="" type="checkbox"/> Socio Economic status	
<input type="checkbox"/> Marriage and Civil Partnership	<input checked="" type="checkbox"/> Pregnancy and Maternity	<input type="checkbox"/> Refugee/ Migrant/ Asylum seeker	<input checked="" type="checkbox"/> Health & Social Care	
<input type="checkbox"/> Nationality	<input checked="" type="checkbox"/> Employment	<input type="checkbox"/> Armed forces		

The evidence to support the analysis

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The key data used for this assessment is the service-user profile – i.e. those applying for housing support and currently accommodated in temporary accommodation. Much of this information is provided as part of a housing application and has been sourced from the in-house system.

Applicants, however, are not required to enter data on protected characteristics in their service-user profile. Therefore, the council has limited data on the protected characteristics of applicants, so in some cases we are unable to provide a detailed assessment of the impact, or forecast the impact with a significant degree of confidence.

Age

Between 18 and 24	5%
Between 25 and 40	44%
Between 41 and 65	48%
Over 65	3%

- The most represented age bracket in homelessness applications is 41-65.
- A clear trend when reviewing change over time is the increase in the number of applicants for people with support needs related to young people and care leavers.

Gender

Gender	Percentage
Women	79%
Men	21%

- Almost 80% of lead homelessness applicants are women. This is most likely because there are more women with dependent children accepted onto the register (as dependent children is indicative of a priority need). Applicants who are women also have a different profile of reasons for application, in particular domestic abuse.
- However, when viewed across all household members the gender split is much more balanced than with lead applicant with 42% of all household members being men and 58% being women.

Religion

Religion	count
Christian	369
Muslim	166
No religion	159
Hindu	26
Other religion	14
Client Declined	5

- This data field was highly incomplete for homelessness applications, so meaningful analysis is not possible. However, of the 739 applicants that have disclosed a religion, 50% have identified as Christian.

Sexual orientation

Sexual orientation	Count
Heterosexual / Straight	94%
Applicant Prefers not to say	4%
Bisexual	0.6%
Other sexual orientation	0.4%
Gay / Lesbian	0.5%

- Of those who have disclosed their sexual orientation, 94% have identified as straight / heterosexual.

Ethnicity

Ethnicity	Percentage
Black or Black British African	34.5%
Black or Black British Caribbean	17.0%
White - English/Welsh/Scottish/Northern Irish/British	14.0%
Other ethnic group - Other	8.4%
White Other	6.8%
Refused / Unspecified	5.5%
Asian or Asian British Other	3.8%
White and Black Caribbean	2.0%
Mixed/Multiple Ethnic - Other	1.8%
Black or Black British Other	1.7%
Other ethnic group - Arab	1.1%
Mixed/Multiple Ethnic - White and Black Caribbean	0.8%
Asian or Asian British Indian	0.7%
Asian or Asian British Chinese	0.6%
Asian or Asian British Pakistani	0.5%
Asian or Asian British Bangladeshi	0.4%
Mixed/Multiple Ethnic - White and Black African	0.2%
Mixed/Multiple Ethnic - White and Asian	0.2%

- We hold high quality data about the ethnicity of residents who make an application of homelessness, as this is collected by officers from the applicants.
- This shows that people from BAME backgrounds are more likely to approach our homelessness service for help, with over half of homeless households having been from Black, Asian and Minority Ethnic households.

Disability

- This data field was highly incomplete for homelessness applications, so meaningful analysis is not possible. However, for those applications where data was provided:
 - 33.4% of those where data was provided did have a learning disability
 - 63% of those where data is provided did have a physical disability

- 9% of the housing register population identifies as disabled but only 9% of applicants had this recorded.

Gender reassignment

- Data for gender reassignment was recorded in 39% of applications on the housing register. Of this, 1% of the population identified as transgender.

Pregnancy

- The proportion of households for whom we hold monitoring data about pregnancy is low and meaningful analysis for homelessness applicants is not possible.
- 2% of the housing register population is recorded as pregnant

3. Impact summary

A full impact is provided in the impact summary table, below.

4. Mitigation

A full impact is provided in the impact summary table, below.

5. Service user journey that this decision or project impacts

This policy is limited in scope to those affected by the homelessness legislation and meeting the criteria of being owed a part VII Housing Act duty. This will apply to applicants entering temporary accommodation, transferring between existing temporary accommodation and exiting temporary accommodation.

Signature of Director

Fenella Beckman



H12

1 Proposal Overview	
Directorate	Housing
Director	Gillian Douglas
GF/ HRA	HRA
Service area	Quality and Investment – Repairs Service
Cabinet Portfolio	Better Homes, Neighbourhoods and Homelessness
Ward/s affected	All wards

Savings Title	Transforming the Repairs Service (improved efficiency and productivity)	
Description of the saving	<p>Joint work between Housing and Finance to offset the repairs overspend and a Transformation Programme to improve efficiency and reduce total spend.</p> <p>Works in progress in the repairs service have been reduced by 50% since December.</p> <p>The transformation of the Repairs Service has the following workstreams that are being delivered to improve the service and reduce costs:</p> <ol style="list-style-type: none"> 1) Response repairs – reducing contractor overspend by managing jobs assigned, validation of costs and type of job passed to contractors. Increasing DLO productivity. Reducing out of hours jobs. 2) Disrepair – reducing external legal costs. Improving early resolution through the pre-action protocol. Closing cases more quickly. 3) Voids – transformation has not started but void costs are being reduced. Progress to date is £7.5k to £6k but this will be reduced further. 4) Contact Centre – call waiting times have reduced to 16 minutes and email backlog reduced. Contact centre able to outreach to customers on complaints and older jobs and to improve repairs diagnostics. 	
Year Saving starts and type	One off Y/N	On-going Y
2024/25		<p>£2.42m = reductions in forecast bad debt impairment charge @ £1.25m and the retaining of the Milford Towers lease income @ £1.17m.</p> <p>The Repairs and Maintenance budget in the HRA began the 24-25 year with a projected overspend of £10m.</p>

		<p>At the 31st August (P5), this overspend forecast has reduced to £8.9m – a reduction of £1.1m.</p> <p>This reduction is driven by a number of factors, but includes:</p> <ul style="list-style-type: none"> • Lower average cost of Voids from £7.5k to £6k, equating to contractor cost savings of £1m • Lower forecast spend on Disrepair tenants' legal costs & compensation of £200k • Reduction in payroll costs of £500k as vacant positions haven't been filled as early as expected • Higher capitalisation and recharges to General-Fund activities of £4.7m <p>Offsetting these operational improvements are higher contractor costs because of a higher-than-expected reliance to contractors in Q1 to clear WIP backlog and also a strategic decision to use contractors to complete all Disrepair and Damp & Mould jobs in the year.</p>
2025/26	<i>If Y, state year it occurs</i>	<i>As above, permanent spend reduction.</i>
2026/27	<i>If Y, state year it occurs</i>	<i>If Y, state year it takes effect</i>
All Service areas affected	<i>Repairs Service which includes Response Repairs, Damp and Mould, Disrepair and Contact Centre.</i>	
Legal or Statutory considerations	<i>We have a statutory responsibility to our tenants to deliver repairs to their home and to leaseholders and tenants for communal areas.</i>	
Change requirements	<i>PMO resource which is in place.</i>	

2 Cost Savings Information

Service Area budget Gross £k	19,238	Target saving imposed to Directorate £k	£10m HRA
Net Saving Proposed – by year <i>(insert the net amount to be saved (after any implementation costs) in the relevant year and to note that on-going savings are cumulative and recur each year)</i>			

2024/25 Net £k	<i>None – overspend reduction projected to be £1.1m</i>	2025/26 Net £k	<i>Recurring and additional costs reduction plans will be identified where possible.</i>
2026/27 Net £k		2027/28 Net £k	
Do the proposed savings impact on any of the below:			
General Fund	N	HRA	Y
DSG	N	Health	N
Other	N/a		
If yes, please describe the impact against each	<i>Service is HRA funded with some recharges to the GF for TA properties. But net budget is 100% HRA.</i>		

3 Risk and Impact	
Risk	Mitigation
<i>Any constraint on repairs carried out and resolved or failure to improve performance impacts on our residents and will prolong the regulatory notice period and our ability to demonstrate compliance.</i>	<i>Governance and oversight through the Repairs Transformation Programme. Dealing with staff not performing adequately, through the Capability Procedure.</i>
<i>Any reduction in repairs successfully completed will result in more complaints and determinations by the Housing Ombudsman.</i>	<i>Strategies to improve first time fix, mix of jobs allocated to DLO and contractors and early resolution of complaints.</i>
<i>HRA overspend is a risk to the council's ability to set a balanced budget.</i>	<i>Discussions with MHCLG being started to flag our HRA shortfall and there is potential for Govt intervention to be required. Launch of 'Future of Council Housing' report on 3/9/24 amplifies this.</i>
What is the likely impact of the proposed Saving on:	
Service Users	<i>Tenants and leaseholders are seeing improved response times and delivery of works. This needs to be maintained but demand for damp and mould works will go up from autumn onwards and there are limitations on the works we can do within budget. More severe spend controls might have to be put in place which will negatively impact on customers.</i>
Staff	<i>There have been some re-alignments made within the service to ensure clear accountabilities and support to staff.</i>
Other Council Services	<i>The Repairs Service undertakes repairs on 31 in-house hostels for temporary accommodation and a number of PSLs (private sector leases used for temporary accommodation) and garages. All of these requirements add to demand and pressure on the repairs system. Corporate Complaints have to deal with a high and increasing volume of Housing Ombudsman Service complaints. Finance team do extensive work on Repairs budget and spend using a trading account model.</i>
Partners	N/a

Sections 4 – 7 to be fully complete by 11 September 2024

4 Delivery Plan			
Milestones	Key Steps	Lead Officer	Timescales
Initiation	Repairs Transformation	Dean Cooper	Started January 2024

	programme is underway		
Planning	Repairs Improvement Plan to be in place by 31/10/24	Gillian Douglas/Chris Brown/Dean Cooper	Oct 2024
Implementation	Has started.	Dean Cooper	To Oct 2026
Review	Every 2 mths via Housing Transformation Board.	Gillian Douglas	

5 Decision Route		
Key Decision Y/N	Public Consultation Y/N	Staff Consultation Y/N
N	N	N but Y at point of future restructuring of the service

6 Implications	
Legal	<i>Where there are any specific legal implications, this section to be completed with Legal team input</i>
Equalities	<i>Implications for service users against each protected characteristic High, Medium, Low, Neutral. Please provide a response even where the response is Neutral.</i>
Age	<i>Low (positive) Linked to vulnerability of some residents – need to ensure we prioritise repairs on basis of vulnerability, especially damp and mould</i>
Disability	<i>Low (positive) Linked to vulnerability of some residents – need to ensure we prioritise repairs on basis of vulnerability, especially damp and mould</i>
Ethnicity	Neutral.
Gender	Neutral.
Gender reassignment	Neutral.
Marriage and civil partnerships	Neutral.
Pregnancy and maternity	<i>low (positive) - Linked to vulnerability of some residents – need to ensure we prioritise repairs on basis of vulnerability, especially damp and mould.</i>
Religion and belief	Neutral.
Sexual orientation	Neutral.
Socio-economic inequality	<i>Low (positive) Linked to vulnerability of some residents – need to ensure we prioritise repairs on basis of vulnerability, especially damp and mould.</i>
Is a full EAA required? Y/N	<i>No, potential impacts identified are neutral or low-positive.</i>

7 Corporate Strategy	
	<i>How does the proposal align with the Council's Corporate Strategy? Please provide a response even where the response is Neutral.</i>
Open Lewisham	Neutral
Tackling the Housing crisis	This initiative supports the improvement of the quality of our residents' housing
Giving children and young people the best start in life	Neutral
Building an inclusive local economy	Neutral
Delivering and defending: health, social care & support	Housing is acknowledged as one of the wider determinants of health, this project will help to improve the quality of our residents' housing.
Making Lewisham greener	Neutral
Building safer communities	Neutral
Good governance and operational effectiveness	Neutral