



Local Democracy Working Group

Improving Online Communications (Recommendations #6 & #8)

Date: 23rd September 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive, Director of Strategy & Communications (for work undertaken during 2019/20), Director of Digital and IT

Outline and recommendations

The purpose of this report is to provide the Local Democracy Working Group (LDWG) with an update on the delivery of improvements to the Council's online communications offer (recommendations #6 and #8).

This report was originally due to be presented at the final LDWG meeting in March 2020, but this meeting was cancelled as a result of the COVID-19 pandemic. However, during the summer, there was an agreement to extend the LDWG until January 2021 so that it could complete its outstanding work and also consider the impact of COVID-19 on the three key themes of the review (openness and transparency, public involvement in decisions and effective decision-making).

Accordingly, the report is now being presented to the September 2020 meeting primarily as a summary of the work undertaken to improve the Council's online communications offer up until March 2020. It is anticipated that the next steps outlined in sections 6, 7 and 8 will be delivered by officers, with oversight from the LDWG.

Timeline of engagement and decision-making

May 2018 – Mayor Damien Egan promises to launch a review that will make the Council *‘even more democratic, open and transparent’*

July 2018 – Full Council agrees to establish a Local Democracy Review Working Group consisting of eight councillors. They are tasked with making recommendations about how the Mayor and Council could enhance their openness and transparency, increase public involvement in Council decisions and promote effective decision-making

September 2018 to January 2019 – the Local Democracy Review Working Group gathers evidence from a wide range of residents, community groups and local councillors (including an online questionnaire completed by over 700 respondents, workshops at four secondary schools and attendance at over 40 events)

January to March 2019 – the Local Democracy Review Working Group collects their evidence into a final report, which identifies 57 recommendations for change

March to April 2019 – Mayor & Cabinet and Full Council agree the report and recommendations of the Local Democracy Review Working Group

May 2019 to March 2020 – the retained Local Democracy Working Group oversees delivery of the recommendations

September 2020 to January 2021 – the Local Democracy Working Group is extended so that it can complete its outstanding work and also consider the impact of COVID-19 on the three key themes of the review

Reason for lateness and urgency

The report has not been available for five clear working days before the meeting and the Chair is asked to accept it as an urgent item. The report was not available for dispatch on 15th September 2020 due to officer capacity and the wider pressures of the Council’s ongoing response to the COVID-19 pandemic. The report cannot wait until the next scheduled meeting in December 2020 because decisions are required to enable work to progress in the interim (so that all recommendations made by the Local Democracy Review are delivered by the end of the extension period in January 2021).

1. Summary

- 1.1. The purpose of this report is to provide the Local Democracy Working Group (LDWG) with an update on the delivery of improvements to the Council’s online communications offer (recommendations #6 and #8).
- 1.2. The report sets out the current position and proposed next steps for the three main channels:
 - Email marketing (section 6)
 - Social media (section 7)
 - Council website (section 8)

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2. Recommendations

2.1. The LDWG is recommended to:

- Note the contents of this report
- Note and comment on the proposed next steps for email marketing, social media and the Council website (as set out at the end of sections 6, 7 and 8)
- Agree that the next steps be taken forward by officers, with oversight from the LDWG

3. Policy Context

3.1. The recommendations of the Local Democracy Review are consistent with all the Council's corporate priorities (outlined in the Corporate Strategy 2018-22), particularly the priority of:

- *Open Lewisham* – Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us

3.2. In addition, effective online communication plays a key role in ensuring that residents can easily understand the responsibilities of and access information about the Council.

4. Background

4.1. Recommendations #6 and #8 of the Local Democracy Review are part of the 'Openness & Transparency' theme. They sit under the thematic area of 'Open Data & Online Communications', with Cllr Bonavia as LDWG Champion. The recommendations state that:

'An improved, comprehensive and more joined-up approach to our electronic communications should be developed' (#6)

'The capacity and accessibility of our website should continue to be developed and improved, informed by the views and requirements of citizens, councillors and officers' (#8)

4.2. This report was originally due to be presented at the final LDWG meeting in March 2020, but the meeting was cancelled as a result of the COVID-19 pandemic. However, during the summer, there was an agreement to extend the LDWG until January 2021 so that it could complete its outstanding work and also consider the impact of COVID-19 on the three key themes of the review (openness and transparency, public involvement in decisions and effective decision-making).

4.3. Accordingly, the report is now being presented to the September 2020 meeting primarily as a summary of the work undertaken to improve the Council's online communications offer up until March 2020. It is anticipated that the next steps outlined in sections 6, 7 and 8 will be delivered by officers, with oversight from the LDWG.

5. Overview of the Communications Team

5.1. The purpose of the Communications Team is to inform, engage and influence a range of external and internal audiences in support of the Council's vision, key priorities and policies, as set out in the Corporate Strategy.

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- 5.2. The team manages a number of the Council's key communication channels (including Lewisham Life), a range of email lists (both general and targeted) and social media accounts across Twitter, Facebook, LinkedIn and Instagram. The team also manages the council's reputation and provides a media relations service 365-days per year.
- 5.3. The team is also responsible for internal communications and is working closely with the Chief Executive, Organisational Development and a number of other corporate services to support internal change programmes.
- 5.4. In September 2019, the communications service adopted three interlinked objectives:
- Deliver a strategic & collaborative communication service that:
 - supports the delivery of the Corporate Strategy through an agreed campaign plan aligned to the corporate priorities,
 - improves the council's reputation,
 - makes more effective use of a range of social media and other digital channels
 - supports organisational transformation
 - Continuously improves the service – with disciplines and processes that deliver impactful strategic communications over a three year period
 - Promote the strategy – raise awareness of it internally and to be a respected, advisory service which empowers and enables services areas to communicate effectively

6. Email Marketing

- 6.1. Online communications are increasingly useful ways to inform, involve and empower residents in the decisions and activities of the Council. Our data shows that our most effective digital communication tool is direct email marketing, followed by social media channels and then, considerably behind this, pages on Council's website (with most traffic to news stories on the site being driven by either email marketing or social media posts).

Current Position

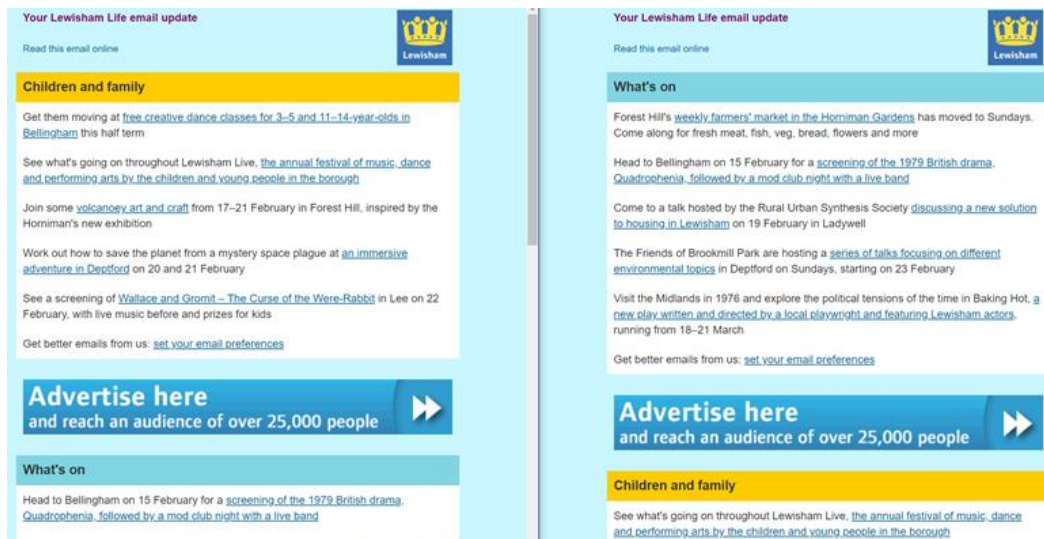
Lewisham Life e-newsletter

- 6.2. The Lewisham Life e-newsletter is our biggest email marketing channel. It currently has around 25,000 subscribers. We get our best response rates if we change the subject line to match information we have about the subscriber. This evolved into a suite of differently packaged emails based on subscribers' interests.
- 6.3. Now, our e-newsletter comes in these different 'versions':
- A large untargeted 'what's on' email that goes to people who aren't getting a more targeted email that week
 - A range of targeted versions containing similar content but repackaged to increase the chance of opening and clicking

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- 6.4. Our more targeted e-newsletters typically get much better engagement rates than the untargeted version. This makes sense, because we are using data to send information that's more closely matched to the user's interests. But we also rely on our bigger, untargeted group of readers. Targeted emails get better engagement rates, but they tend to reach much smaller numbers of people. So our untargeted emails give us much better reach.
- 6.5. People can set their preferences and receive targeted communications through a link included in every e-newsletter which takes them to our preference centre where they can tell us what they'd like to hear about:

Enewsletter preferences



Use this form to give us more information about you and your interests. This will help us send you emails that are relevant to you.

What would you like to hear about?

Things to do

☒ Yes

☐ No

Activities for children and families

☒ Yes

☐ No

Job vacancies and career help

☒ Yes

☐ No

- 6.6. We also improve the targeting of our emails by analysing their responses. If someone clicks on a link about a particular topic, we infer that they are interested in that topic and they become eligible for future targeted emails.

Targeted alerts

- 6.7. Alongside the Lewisham Life e-newsletter, we have a range of smaller address books for what we call targeted alerts. These vary widely in size but are all much smaller

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than the Lewisham Life list. We have had success with these smaller address books and encourage the use of targeted email marketing for many campaigns. Usually, our targeted alerts lists get higher engagement stats, but lower reach (because the lists are smaller).

- 6.8. Our strategy is to use our bigger list to grow the smaller ones, so you will often find items in the Lewisham Life e-newsletter encouraging people to join one of these smaller alerts lists:

– enter by 8 March

Sign up for [email updates about LGBTQ+ news and events](#) across Lewisham

[Book a wedding or civil ceremony at Lewisham Register Office](#) – prices start from £46

- 6.9. The engagement figures for our targeted alerts lists compare extremely favourably to other available channels such as social media. Even though they are smaller, our targeted lists perform very well and help us meet our campaign objectives. We have used them to:

- Fill cycle lesson spaces by sending one email
- Spread the news that the Beckenham Place Park lake has closed (then that it reopened)
- Announce a new set of apprenticeship vacancies
- Get businesses to attend a one-off event at short notice

One-off single issue emails

- 6.10. Since the agreement of the recommendations of the Local Democracy Review, we have sought to ensure that our use of email marketing is more joined up and closely aligned to the authority's Corporate Strategy priorities and to promote participation in key consultations. This has included greater use of one off single issue emails to promote strategically important consultations such as the private sector landlord licensing scheme, emission based parking charges, TfL's Bakerloo Line extension consultation and our Borough of Culture bid. We have also used it to encourage residents to vote in elections.
- 6.11. Most of our subscribers have opted in to 'emails from Lewisham Council' (or words to that effect) which gives us broad permission to send them emails on any subject. Though of course we must not abuse this permission, it does give us an opportunity occasionally to capitalise on the attention we have earned by sending far-reaching messages about topics that are important to the Council.
- 6.12. Untargeted emails tend to get low engagement rates but high reach, a one-off, single-issue email can be a very effective way of communicating high-profile messages for the Council.

Borough of Culture – back our bid:

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Back our bid to be Borough of Culture in 2021

If we win we'll get over £1m to invest in a borough-wide cultural programme.

We almost did it in 2018, and this year we're giving an extra push to get first place!

It takes less than a minute to add your support to our campaign.

[Back our bid now](#)

[Read our privacy notice](#)

[Unsubscribe](#)

- 6.13. We sent this first email to our entire untargeted list. Then we followed up with further emails to people who had engaged with the email but not yet pledged. We generated most of our c. 5,000 pledgers this way.

Bakerloo line consultation:



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Help bring the Bakerloo Line to Lewisham and beyond – complete the TfL online survey

The TfL consultation is now open and is asking for your views on extending the Bakerloo Line to Lewisham, with proposals for a further extension to Hayes via Catford.

The consultation runs until 22 December. To help get this built, you can give your views on the most detailed proposals to date, including:

- the alignment of the tunnel under the Old Kent Road to New Cross Gate and Lewisham
- a possible further extension to Hayes, providing up to 24 trains per hour to Ladywell, Catford and Lower Sydenham stations (Question 9)

Why you should support the Bakerloo Line extension all the way to Hayes

The Bakerloo Line extension will bring better transport connectivity to Lewisham, with more frequent trains running every 2–3 minutes into the heart of London. It would

- 6.14. The campaign to bring the Bakerloo Line to Lewisham is a high priority for the authority and Members. We wanted to spread this message far and wide and to encourage as many Lewisham residents as possible to participate in the TfL consultation. As such, it was a good candidate for a one-off email.

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General election 2019:



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General election 2019: please use your vote

A UK general election takes place tomorrow, Thursday 12 December 2019.
Polling stations will be open 7am–10pm.

Eligible residents in Lewisham will be electing a member of parliament (MP) for one of the following constituencies:

- Lewisham East
- Lewisham Deptford
- Lewisham West and Penge.

Find your polling station

You can only vote at your registered polling station. Find out which polling station you should vote at by entering your postcode in the [polling station finder](#) or by checking your poll card.

Postal vote

- 6.15. We generally look to limit the use of single issue emails to one per month – balancing our wish to reach residents on a vital topic, with the need to avoid spamming people's inboxes with untargeted messages and the risk of reducing the open rates of our emails.

Supporting democratic participation

- 6.16. Email marketing is also a vital tool in supporting Electoral Services at election time. Electoral Services holds an email list of 95,000 registered voters. Communications supports the service in sending emails to this list or subsets of the list (e.g. EU citizens or postal voters) to encourage turnout at elections, registration for postal votes and to provide information about polling stations.

Next Steps

- 6.17. Our aim is to continue to grow our reach and engagement levels by building the size of our lists and tailoring and targeting our content.
- 6.18. Analytics are the absolute key to improving engagement. We will identify and implement appropriate software that will provide us with stronger analytics to support us to identify patterns and trends of what is working and what isn't. This will support us to test and better understand what residents want – in terms of content, but also in relation to options such as design and timing of emails.
- 6.19. We will look to grow the audience for our email lists. We will look at better ways to promote the newsletters and to make it easy to sign up. We will also aim to improve the targeting of our emails – making it even easier for residents to set their communications preferences and receive targeted communications as set out in recommendation #12 of the Local Democracy Review. While a portal to set preferences already exists we will trial ways to promote this including more opportunities to sign up to targeted lists and automated sign up emails encouraging readers to set their preferences.

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7. Social Media

Current Position

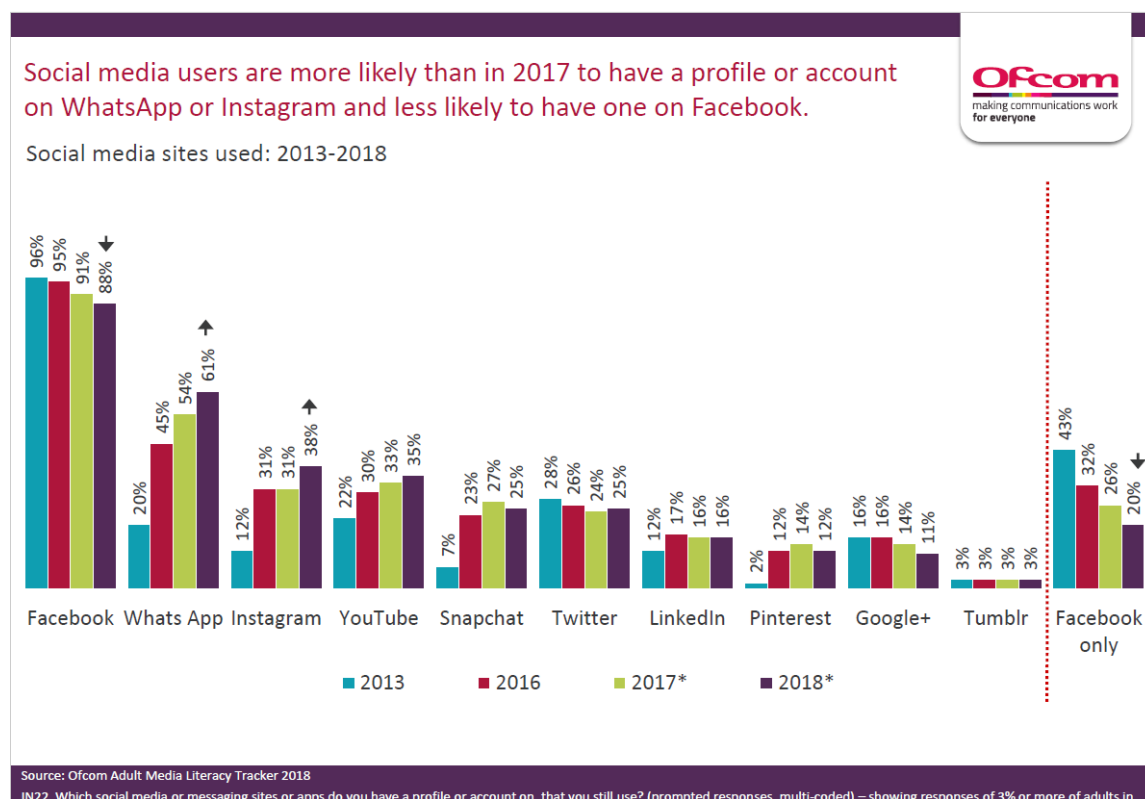
- 7.1. After email marketing, our next most successful form of electronic communication is social media. Looking at our social media and website news page statistics for 2020 so far, the announcement that we had been named Borough of Culture 2021 was by far our top post across Twitter, Facebook and LinkedIn. In contrast the top News story on the website has been “Recycle Your Real Christmas Tree” which received 3.5 times as many page views as the London Borough of Culture news story.

London Borough of Culture announcement – digital performance statistics:

Channel	Number Of Engagements	Performance
Twitter	1,986 engagements	3,718 unique video views
Facebook	9,000 people reached	474 engagements
LinkedIn	7,042 video watches	3.75% engagement rate
Website News Page	1,523 page views	4min 18 average time on page

- 7.2. Historically the council’s social media focus has been heavily skewed towards Twitter where we have a substantial following. However national data from Ofcom tells us that, whilst in decline, Facebook remains by far the dominant social media channel with other channels such as Instagram and YouTube on the rise.

Social media usage by platform – Ofcom Adult Media Use & Attitudes Survey (2018 data):



- 7.3. Improving the council’s social media profile and engagement levels has been a

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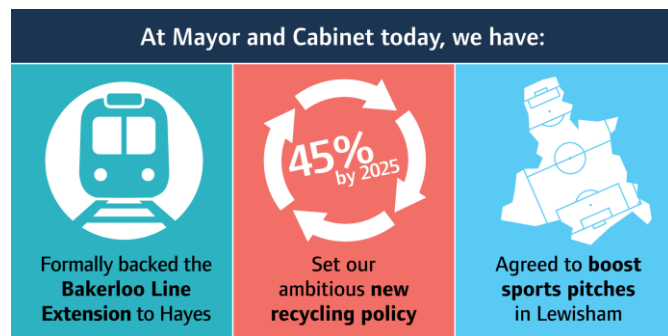
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particular priority this year. In line with the recommendations of the LDR we have ensured that we have a more joined up approach, posting not only on Twitter, but making greater use of Facebook. We have also started to post regularly on LinkedIn, which gives us a good reach into our own staff and people working in the sector. It is a valuable tool for enhancing our reputation as an employer.

- 7.4. We have recruited team members with videography skills and have made greater use of video and infographics to highlight key decisions and major consultations, although our capacity in this area still needs to grow.
- 7.5. We have also enhanced our use of social media to encourage participation in the democratic processes, making extensive use of social media channels (as well as email marketing) to encourage voter registration and turnout in elections.

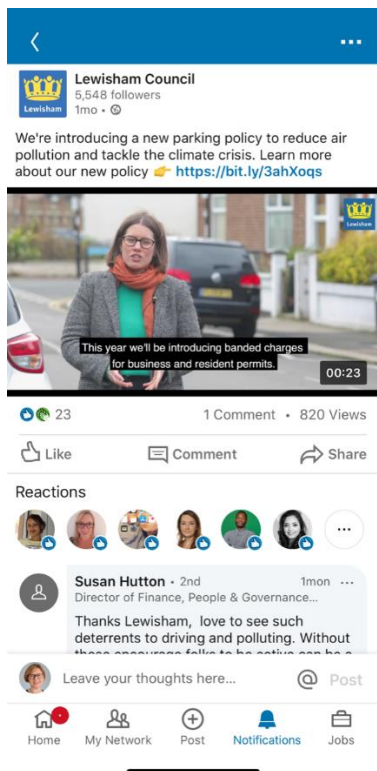
Using images, infographics and video to promote decisions and consultations on social media:



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Promoting democratic participation:



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- 7.6. This year we have also started to make use of social media advertising for high priority campaigns. We have started to use Facebook advertising (aka boosted posts) to broaden the reach of key consultations. For instance by used boosted Facebook posts to promote the TfL Bakerloo Line Consultation we reached over 31,000 users.
- 7.7. Another major success was the use of video to promote Small Business Saturday. The team made 4 videos with local businesses and promoted them across all our social media channels. The videos reached over 6,000 people on Facebook and had more than 5,000 views across other social media platforms.



- 7.8. The result of all these activities as been a substantial growth in our social media

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followings particularly on Facebook and LinkedIn. As we move into 2020-21 we aim to continue to grow these channels, improve engagement levels and consider the value and opportunity presented by other social media platforms such as Instagram where our following and engagement is currently limited.

Channel	Sept 2019	March 2020	Growth (%)
Twitter	22,700	23,800	4.8%
Facebook	4,500	5,000	11.1%
LinkedIn	4,800	5,500	14.6%

Lewisham Council account 'following' on primary social media channels

Next steps

- 7.9. As with email marketing, analytics are key to developing and improving the effectiveness of our social media strategy. We will use new analytics software to support us in testing out new approaches for instance on content and timing of postings on different platforms.
- 7.10. We will also encourage and support councillors, staff and key partners to use a range of social media platforms to repost and spread messages amongst their own networks. This is now recognised as the best way to increase reach and engagement.
- 7.11. We will act on the findings and recommendations of the consultation improving online communications with young people, as discussed in the 'Effective Engagement: Young People and Older People' report.

8. Council website

Current position

- 8.1. The Local Democracy Review called for the council's website to be 'accessible, information and useful for all our citizens'. The consultation with residents, community groups and local councillors conducted between October 2018 and January 2019 found that many found the website hard to use and the information they were looking for difficult to search for or locate.
- 8.2. Management of the council's website has now transferred from the Communications team to IT & Digital Services. This reflects the fact that the website has become a less prominent electronic communication tool while its significance for service delivery is continuing to grow rapidly. The two teams continue to work closely together, with the communications team advising on the look and feel of the website, posting news stories and, where necessary, assisting services in developing new content.
- 8.3. A major refresh of the council's website was completed in spring 2019. This improved the look and feel of the website and restructured some of the content to make navigation easier particularly on mobile devices. It also included an audit of the site which lead to some rationalisation of content.
- 8.4. Work has continued to improve the accessibility and ease of use of the site. This includes the development of the "Find my nearest services" citizen portal allowing residents to enter their address and find targeted information such as their bin collection days, local councillors, assembly and nearest libraries and schools.

<https://lewisham.gov.uk/inmyarea/find-my-nearest>

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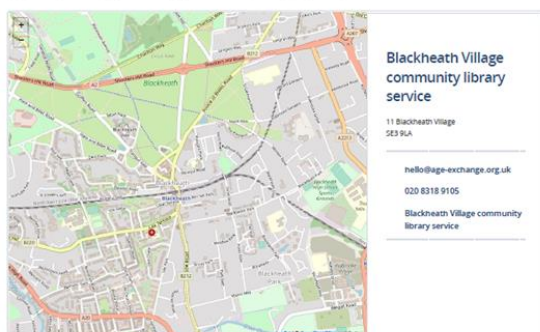
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Find my nearest services

Tick the boxes to see the nearest schools, libraries and parks on the map. Also check your local councillors and health services.

Change address

☐ Primary schools ☐ Libraries ☐ Parks and public gardens ☐ Secondary schools



When your bins are collected:

Food and garden waste is collected WEEKLY on Thursday.

Recycling is collected WEEKLY on Thursday.

Refuse is collected FORTNIGHTLY on Thursday. Your next collection date is 12/03/2020.

If you think the above is incorrect or is missing [please notify us](#)

Local democracy

Your councillors:

[Councillor Kevin Bonavia](#)

Labour Party

[Councillor Juliet Campbell](#)

Labour Party

[Councillor Amanda De Ryk](#)

Labour Party

Your ward is: Blackheath

Your local assembly:

[Blackheath Assembly](#)

Other services near this address:

[Find out more about Blackheath neighbourhood](#)

[View controlled parking zones \(choose 'Lewisham area' on the top menu\)](#)

[View flooding areas \(choose 'Lewisham area' on the top menu\)](#)

[Find nearby GPs](#)

[Find nearby Dentists](#)

[Find nearby Pharmacies](#)

- 8.5. Another highlight has been the increased use of mapping tools and loading of accessible information about the Building for Lewisham programme to deliver new council homes across Lewisham. The communications, digital and strategic development teams worked together to ensure residents can access clear and up to date information about both the overall programme and individual sites.

<https://lewisham.gov.uk/inmyarea/regeneration/building-affordable-homes/building-for-lewisham>

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Building for Lewisham

The Building for Lewisham programme will build new social homes across Lewisham. These new homes will mainly be delivered by the Council's housing company Lewisham Homes.

We're working hard to help residents by building genuinely affordable, high-quality council housing, while helping to create and support sustainable and diverse communities throughout Lewisham.

Why we're doing this

Lewisham is in the grip of a severe housing shortage. There is an increasing lack of council housing across Lewisham: there are currently around 2,300 Lewisham families in temporary accommodation, of which over 700 people are in nightly paid accommodation. We therefore acknowledge the severe challenges faced by our residents and are committed to delivering new homes for those in greatest need of housing.

Design and consultation Approved Under construction Completed



- 8.6. In addition to the recommendations of the Local Democracy Review, the service is also responding to new accessibility regulations for public sector websites, which came into effect on 23rd September 2019. All public sector websites, blogs, portals and microsites must have:
- An accessibility statement that shows how accessible the site is
 - A plan for fixing any accessibility issue
- 8.7. Making a website or mobile app accessible means making sure it can be used by as many people as possible. This includes those with:
- Impaired vision
 - Motor difficulties
 - Cognitive impairments or learning disabilities
 - Deafness or impaired hearing
- 8.8. Accessibility means more than putting things online. It means making our content and design clear and simple enough so that most people can use it without needing to adapt it, while supporting those who do need to adapt things. For example, someone with impaired vision might use a screen reader (software that lets a user navigate a website and 'read out' the content), braille display or screen magnifier. Or someone with motor difficulties might use a special mouse, speech recognition software or on-screen keyboard emulator. Common problems include websites that are not easy to use on a mobile or cannot be navigated using a keyboard, inaccessible PDF forms that cannot be read out on screen readers, and poor colour contrast that makes text difficult to read - especially for visually impaired people.
- 8.9. This is a major undertaking with more than 3000 pages and more than 6500 documents on the corporate website. In addition there are more than 15 service portals and over 25 commissioned microsites, with thousands of more pages and documents published across the web estate.

Next Steps

- 8.10. The main work currently underway on the website is a review of all content to ensure

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it meets accessibility standards by the legislative deadline of September 2020. Alongside this, we will review the resource allocated to managing the website.

- 8.11. The Council is also developing a new Digital Strategy for 2020-2022, aligned to our recovery from the COVID-19 pandemic.

9. Financial implications

- 9.1. Additional staffing expenditure of £200k was initially agreed as a one off as part of 2019-20 budget. Following scrutiny by the Public Account Committee, this increased level of expenditure was agreed by Full Council on 26th February 2020 as an ongoing budget increase. It is expected that the costs of implementing the recommendations can be contained within this budget.

10. Legal implications

- 10.1. The Code of Recommended Practice on Local Authority Publicity (2011) applies to Lewisham Council. As such, steps should be taken, as far as is reasonably practicable, to ensure that Council led publicity is lawful, cost-effective, objective, even-handed and appropriate, has regard to equality and diversity, and for periods of heightened sensitivity is particularly issued with care.
- 10.2. At all times, local authorities should ensure that publicity complies with all applicable statutory provisions, including the Code of Recommended Practice on Local Authority Publicity 2011. Paid-for advertising must comply with the Advertising Standards Authority's Advertising Codes.
- 10.3. In general, authorities should:
- Not issue any publicity which seeks to influence voters
 - Ensure that publicity relating to policies and proposals from central government is balanced and factually accurate
 - Comply with laws which prohibit political advertising on television or radio
- 10.4. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 10.5. In summary, the Council must, in the exercise of its functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - Advance equality of opportunity between people who share a protected characteristic and those who do not
 - Foster good relations between people who share a protected characteristic and those who do not
- 10.6. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation, or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.

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- 10.7. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made, bearing in mind the issues of relevance and proportionality. The Mayor and Council must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 10.8. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled 'Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice'. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11, which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-codes-practice>
<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-technical-guidance>

- 10.9. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:

- The essential guide to the public sector equality duty
- Meeting the equality duty in policy and decision-making
- Engagement and the equality duty: A guide for public authorities
- Objectives and the equality duty. A guide for public authorities
- Equality Information and the Equality Duty: A Guide for Public Authorities

- 10.10. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties, and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

<https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance#h1>

11. Equalities implications

- 11.1. There are no specific equalities implications arising from this report.

12. Climate change and environmental implications

- 12.1. There are no specific climate change and environmental implications arising from this report.

13. Crime and disorder implications

- 13.1. There are no specific crime and disorder implications arising from this report.

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14. Health and wellbeing implications

14.1. There are no specific health and wellbeing implications arising from this report.

15. Background papers

15.1. There are no additional background papers for this report.

16. Glossary

Term	Definition
Communication channel	A means of communicating with someone, for instance a magazine, leaflet, poster, face-to-face meetings, telephone calls, media, emails or social media.
Corporate Strategy	Lewisham's Corporate Strategy sets out the Council's overall vision and priorities for the next four years (2018-22)
Electronic communications, online communications, digital communications	Used pretty much interchangeably, these refer to communications via digital/online communication channels such as emails, social media platforms or websites.
E-newsletter	A newsletter distributed electronically, for instance by email, rather than printed.
Local Democracy Review	The Local Democracy Review was a councillor-led review of local democracy in Lewisham, which made recommendations about how the Mayor and Council could enhance their openness and transparency, increase public involvement in Council decisions and promote effective decision-making.
Local Democracy Working Group	The Local Democracy Working Group is a group of eight councillors who are responsible for implementing the recommendations of the Local Democracy Review during 2019/20. It has now been extended until January 2021.
Social media	Websites, computer programs and applications that allow people to communicate and share information on the internet using a computer or mobile phone. Examples include Facebook, Instagram, Twitter and LinkedIn.

17. Report author and contact

17.1. If there are any queries about this report, please contact Rosalind Jeffrey (Principal Officer – Policy, Service Design & Analysis) by email (rosalind.jeffrey@lewisham.gov.uk) or telephone (020 8314 7093).

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