

Safer Stronger Communities Select Committee Agenda

Wednesday, 4 March 2020
7.00 pm, Committee Room 4
Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Katie Wood - 0208 3149446

This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

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Safer Stronger Communities Select Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 4 March 2020.

Kim Wright, Chief Executive
Tuesday, 25 February 2020

Councillor Juliet Campbell (Chair)	
Councillor James Rathbone (Vice-Chair)	
Councillor Liam Curran	
Councillor Sophie Davis	
Councillor Carl Handley	
Councillor Jim Mallory	
Councillor Lionel Openshaw	
Councillor Stephen Penfold	
Councillor Eva Stamirowski	
Councillor James-J Walsh	
Councillor Bill Brown (ex-Officio)	
Councillor Sakina Sheikh (ex-Officio)	

MINUTES OF THE SAFER STRONGER COMMUNITIES SELECT COMMITTEE

Thursday, 16 January 2020 at 7.00 pm

PRESENT: Councillors James Rathbone (Vice-Chair), Sophie Davis, Carl Handley, Jim Mallory, Lionel Openshaw and James-J Walsh and Bill Brown

APOLOGIES: Councillors Juliet Campbell, Stephen Penfold and Eva Stamirowski

ALSO PRESENT: Councillor Kevin Bonavia (Cabinet Member for Democracy, Refugees & Accountability), Councillor Brenda Dacres (Cabinet Member for Safer Communities), Adam Bowles (Head of OD & HR), Simon Dobinson (Chief Superintendent) (Metropolitan Police Service), Keith Cohen (Head of Lewisham YOS), Gary Connors (Head of Crime, Enforcement and Regulation), Petra Der Man (Principal Lawyer), Nathan Hobson (Station Commander, Lewisham Fire Station) (London Fire Brigade), Madeleine Jeffery (Director of Housing), John Newing (London Fire Brigade), Natasha Valladares (Projects and New Supply Strategy Manager) and Katie Wood (Scrutiny Manager)

1. Minutes of the meeting held on 26 November 2019

1.1 RESOLVED:

That the attendance of the meeting on the 26 November 2019 be amended to show that Cllr Dacres, Cabinet Member for Safer Communities was present at the meeting.

2. Declarations of interest

2.1 Cllr Davis declared an interest in item 4 as she worked for the Behavioural Insight Team; the Metropolitan Police were clients of the organisation.

3. Response to Referrals from this Committee

3.1 RESOLVED:

There were no responses to referrals to be considered at the meeting.

4. Update from local Police and Fire Services

4.1 Chief Superintendent Simon Dobinson, Borough Commander, SE BCU gave a presentation to the Committee, a copy of which will be included in the Committee papers and on the Council's website. During the discussion that followed, the following key points were highlighted:

- A member of the Committee asked about whether the capacity to provide crime prevention advice around burglary had been impacted by reduced numbers of officers. The Borough Commander responded that there was a focus on targeting neighbours and

neighbourhoods where there had been burglaries and providing advice and smart water kits etc. This was through the dedicated ward officers and PCSOs.

- Information on fraud prevention occurred through targeted Police campaigns. The Council's Crime Reduction Team had also been working on an operation called "Operation Neptune" focussing on scams and fraud. Work was done through trading standards and in partnership with other organisations. There was also a rapid response vehicle.
- The Pensioners Forum and other groups had been working with partners on practical examples of helping people be aware of scams and rogue traders.
- A member of the Committee highlighted that there was a lack of attendance by Police Officers at some of the Council's Local Assemblies. Written reports had been helpful but attendance would be more useful for the public that attended. This had been experienced in Lee Green/Blackheath. Members felt that some PCSOs would be able to substitute for officers at assembly meetings on occasions if that was appropriate.
- A member of the Committee highlighted that the Safer Neighbourhood ward panels had been challenging to work with recently due to high turnover of staff. The generic e-mail address was no longer being responded to. **It would be useful to have a clear procedure for contacting the teams.**
- A member of the Committee commented on the emergency response time for incidents following a personal experience where an emergency response took over 25 minutes and where he was informed that the resource was not available to investigate. **The Borough Commander would look into this specific incident to understand the details and provide more information.**
- A member of the Committee commented that the 101 number was ineffective as the wait was so long for calls to be picked up that people give up. This was a national system and at a local level there was no control over the speed of answering the call. Online reporting was being encouraged.
- The figures for crime in Lewisham showed that between May 2018 and April 2019 crimes across London had risen by 8% compared to a 5% rise in Lewisham. Robbery had fallen by 1% across London compared to a 7% increase in Lewisham. Knife crime with injury had decreased by 11% in Lewisham and Gun crime had decreased by 7% in Lewisham compared to an 18% increase across London.
- Regarding the neighbourhood ward teams, members of the Committee felt it would be useful to find a way to better engage. **The Borough Commander would look into the issue of e-mail contact addresses and get back to the Committee.**
- A member of the Committee commented that the Police recorded figures on their own were not always that helpful due to under-reporting and asked as a borough, for our own statistics, whether Lewisham would be able to triangulate with other data sources such as the Crime Survey for England and Wales or Hospital data to get a

more accurate picture. The Committee were informed that the Police local intelligence teams did use a range of data for crime patterns and analysis.

- **Ward data was used in analysis and targeting resources. The Director of Lewisham Youth Offending Service would provide additional information on this to the Committee.**
- A member of the Committee raised an issue with reporting to Safer Neighbourhood Teams (SNT) in terms of data being passed on. Local residents had complained that they were reporting moped related incidents to the SNT in Ladywell as they occurred in Ladywell Fields. When Councillors tried to follow up on this they were informed by the Ladywell Team that it was related to Rushey Green so they had no details and the Rushey Green Team said they had not received the reports. It was important to ensure that there were processes to ensure that SNTs appropriately shared information. **The Borough Commander reported that he would look into this and respond to the Committee.**
- Quality of some CCTV was variable and not always able to be used. The Council managed CCTV was focussed in the town centres. Officers worked 24/7 so cameras could be targeted. There were 185 cameras in total plus with partners such as Lewisham Homes. **Additional information on where the cameras were placed would be provided to the Committee.**
- Members of the Committee were invited to visit the Council CCTV operation room. Members of the Committee were also invited to attend a ride along or walk around or to attend the Police operations room.

4.2 John Newing, Borough Commander for Lewisham, London Fire Brigade presented his report to the Committee. Nathan Hobson, Station Commander for Lewisham Fire Brigade was also in attendance. During the discussion that followed, the following key points were made:

- **Members of the Committee were invited to receive awareness training on corrosive substance attacks.**
- A member of the Committee asked whether pay levels were a challenge for recruitment. There were support mechanisms in place through the Firefighters charity and financial advice etc. was available. The Borough Commander was not aware of issues around officers in Lewisham needing to use food banks but would be happy to look into this if more details were available.
- The Fire Brigade would only charge for flooding call outs if they were related to commercial premises. Many of the call outs were from vulnerable people often on a low income.
- A member of the Committee asked whether the comparative London borough figures were based on overall incidents per borough or whether they took into account the number of residents to give a per head figure. **The Borough Commander would look into this and update the Committee.**
- A member of the Committee asked whether there was appropriate access to training across all levels of staff and how the service was

doing in terms of equal opportunities including the number of female staff and whether the workforce reflected the diversity of the community. **The Borough Commander would provide more information on training to the Committee.**

- There were 342 female fire fighters in London. Work was on-going with Bromley Fire Brigade to support female applicants. Lewisham Fire service was more diverse than many but still not representative enough compared to the population of the borough and work was on-going on this.
- Regarding hoarding, a member of the Committee asked for additional information on the process for supporting people that Councillors identified as at risk. One method could be to phone and connect to the nearest fire station to speak to them regarding fire risks, then the fire service could support the individual case. The Fire Service also worked with partners to identify vulnerable people and provide some support. **There was a Council Hoarding and Self-Neglect Protocol which would be circulated to Committee members.** Members of the Committee felt that a related information sheet for Councillors would be useful. The London Fire Brigade may also be able to provide phone numbers for Councillors.

4.5 **RESOLVED:**

That Simon Dobinson, John Newing and Nathan Hobson be thanked for attending the meeting and for their reports and presentation to the Committee; and that the requested information as listed above be provided to the Committee.

5. **HR Information Update**

5.1 Adam Bowles, Director of Occupational Development and HR presented his report to the Committee. During the discussion that followed, the following key points were raised:

- Apologies were received from the representative from Unite who was unable to attend but thanked the Committee for the opportunity to speak.
- Comments from the Chair, Cllr Campbell, were tabled and a copy would be included in the agenda documentation.
- The report was a public document and the report had been cleared by the Council's legal department.
- There were low numbers of non-voluntary leavers that were dismissal and this figure was lower than most London Councils.
- It was not possible from the report to know how many of those who had requested flexible retirement were still working for the Council. The Committee were informed that a number had left including the Chief Executive and two Directors.
- A member of the Committee asked whether a review process was built into a request for flexible retirement and whether the policy was robust to ensure it was not open-ended and how Lewisham compared to other local authorities and to best practice models. The Committee was informed that the normal process was for the applicant to be sponsored by a line

manager and for the application to then go to an panel chaired by the Head of Occupational Development and HR. In the case of the Chief Executive, this was the appointments committee and the agreement included a review date. At Lewisham, the policy was to a reduce to a maximum of three working days. Other authorities had different arrangements. The Council policy had not been reviewed since age discrimination legislation came into place and therefore should be reviewed as soon as possible.

- A member of the Committee raised a concern that requests for flexible retirement did not seem to be considered at the same time as a conscious decision to reduce posts to part-time positions.
- A review of flexible retirement arrangements in Lewisham would be undertaken in the next municipal year.

5.2 **RESOLVED:**

That the report be noted.

That it be noted that the Committee strongly supported a review of the Council's Flexible Retirement Policy.

6. Sanctuary Borough Commitment and Strategy

6.1 Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees and Accountability, introduced the report to the Committee. Natasha Valladares, Projects and New Supply Strategy Manager and Madeleine Jefferies, Assistant Director of Housing Services were also in attendance. Members of the Committee were invited to comment prior to the strategy going to Mayor and Cabinet. Following their presentation the following key points were raised:

- It was highlighted that the lack of data around the characteristics of being a refugee, asylum seeker or migrant was reflected in the report's Equalities Analysis Assessments. There was a hope that going forward individual services would be more aware of these service users and find out more about the communities.
- Working in partnership with partners such as the Police and local Health Trusts was important.
- **More information on the LGBTi sanctuary provision would be provided to members of the Committee.**
- A member of the Committee asked how the Council was planning to constructively work with partners such as landlords. The Cabinet Member responded that action plans for all services were being created including guidance and information on communication methods. It would be positive to reach out to community partners to offer them this training as well.
- A member of the Committee asked how the Council would work to ensure communities in Lewisham continued to integrate and be welcoming. In response, the Executive Member stated that they were working with community groups and using opportunities to foster positive relations such as Refugees Week.
- **Standing orders were suspended at 9.15pm**

- A member of the Committee asked about how the role of churches fitted in with the strategy as in the past they had provided a sanctuary role. The Strategy was the Council's corporate strategy governing officers' work so did not include some of the wider work around sanctuary. There was, however, a lot of on-going work with faith groups and this could be explored further.
- A member of the committee requested additional information on the Sanctuary Borough wider ambitions and vision as a possible follow up report in the next municipal year.
- A member of the Committee commented that it was important to be mindful of intersectionalities within migrant communities as heavy dependence on faith groups could alienate and marginalise further some people such as those from LGBT+ groups.

6.3 **RESOLVED:**

- 1) That the report be noted.
- 2) That a report on Lewisham as a Sanctuary Borough be put forward as a suggestion for the work programme for the next municipal year.

7. **Equalities Review - submitted evidence since last meeting**

7.1 Katie Wood, Scrutiny Manager introduced the report to the Committee. During the update and in the discussion that followed, the following key points were raised:

- The handout from the Committee's workshop on the indices of deprivation was tabled at the meeting, a copy of which will be included in the agenda documentation.
- It was noted that following the committee's request at the last meeting for information on the exact thresholds for officers to produce an Equalities Analysis Assessment (EAA), new guidance had been drafted for officers which had been shared with the Committee.
- A member of the Committee highlighted the evidence provided in Appendix D from the Interfaith Forum and that a possible recommendation from the Committee's review could be around more work and engagement and dialogue around some of those issues. In particular there could be tensions between different equalities strands and it was important to engage with people on this.
- A member of the Committee also commented on the evidence from young people about a possible recommendation around improving dialogue and discussion.
- **It was requested that the list of faiths represented by the Interfaith Forum be included in the evidence in the final review the Committee produced.**

7.2 **RESOLVED:**

That the report and possible recommendations be noted.

8. Select Committee work programme

8.1 Katie Wood, Scrutiny Manager, introduced the report to the Committee. Members of the Committee agreed that there were too many items on the agenda for the next meeting to be able to have productive discussions, and made suggestions for which items could be deferred until a later date.

8.2 RESOLVED:

That the following items be deferred from the Committee's 2019/20 work programme to the next municipal year:

- 1) Stop and Search and Prevent Review - 6-month update
- 2) YOS monitoring and progress against action plan.

9. Items to be referred to Mayor and Cabinet

9.1 RESOLVED:

There were no referrals to Mayor and Cabinet.

The meeting ended at 10.05 pm

Chair:

Date:

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Safer Stronger Communities Select Committee

Declarations of Interest

Date: 4 March 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law)

Outline and recommendations

Members are asked to declare any personal interest they have in any item on the agenda.

1. Summary

1.1. Members must declare any personal interest they have in any item on the agenda. There are three types of personal interest referred to in the Council's Member Code of Conduct:

- (1) Disclosable pecuniary interests
- (2) Other registerable interests
- (3) Non-registerable interests.

1.2. Further information on these is provided in the body of this report.

2. Recommendation

2.1. Members are asked to declare any personal interest they have in any item on the agenda.

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member’s knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:
 - (a) that body to the member’s knowledge has a place of business or land in the borough; and
 - (b) either:
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

4. Other registerable interests

4.1 The Lewisham Member Code of Conduct requires members also to register the following interests:

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25.

5. Non registerable interests

- 5.1. Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

6. Declaration and impact of interest on members' participation

- 6.1. Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take not part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 6.2. Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph 6.3 below applies.
- 6.3. Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- 6.4. If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- 6.5. Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

7. Sensitive information

- 7.1. There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

8. Exempt categories

- 8.1. There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-
- (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
 - (b) School meals, school transport and travelling expenses; if you are a parent or

guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor

- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception).

9. Report author and contact

9.1. Kath Nicholson, Director of Law, Kath.Nicholson@lewisham.gov.uk, 020 83147648



Safer Stronger Communities Select Committee

Report title: Lewisham Disabled People's Commission

Date: 4 March 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

1. Summary

- 1.1. Lewisham Council have established an independent Disabled People's Commission to examine the issues and barriers faced in the borough by disabled people and how best to address them.
- 1.2. The Chair of the Commission, Jamie Hale, will attend the meeting to discuss its work and how the two bodies can work together effectively.

2. Recommendations

- 2.1. That the Committee discuss the work of the Commission and agree how the work programmes of the two bodies can be coordinated to ensure maximum impact for Disabled People.

3. Background

- 3.1. Lewisham Council's Corporate Strategy 2018-2022 commits to the establishment of a Disabled People's Commission. The Commission is to be led by disabled people and is intended to identify barriers faced by disabled people in Lewisham and make recommendations to address them. The Commission is also intended to have a coordinating role to ensure that disabled people meaningfully influence the design and delivery of services provided by the Council for disabled people.

The Commission will work to the social, rather than medical model of disability and examine the experiences of people in relation to the following barriers:

- Physical
- Attitudinal
- Socio-economic

Given the consultative structures already in place for disabled children the Commission will focus on Adults. The Commission will also consider the needs of those aged 16-18

and help inform the work of the new Transition and Preparing for Adulthood service within the Council.

4. The Commission

- 4.1. All commissioners are self-identified as disabled, reflect a wide age range and are currently resident in Lewisham. Other people may be co-opted to the Commission during the course of its work where additional knowledge is required. All Commissioners were appointed following a public recruitment exercise.
- 4.2. The Commission is to be chaired by Jamie Hale.
- 4.3. The other Commissioners are:
 - Lorraine Ogundiran
 - Nigel Bowness
 - Carys Kennedy
 - Rev. Tim Goode
 - Nana Marfo
 - Tony Pilkington
 - Ifeoma Orjiekwe
 - Richard Amm
 - Merryn Bishop
 - Barbara Britton
 - Peter Cronin
 - Tihani Yusuf
- 4.4. The Commission will take a Social Model of Disability approach to its work with a commitment to inclusivity & accessibility. The Commission will be guided in its work by the UN Convention on the Rights of Persons with Disabilities. It will seek to make recommendations that will lead to Lewisham becoming the most accessible and inclusive borough in London.
- 4.5. The Commission's work will be broken down into four stages:
 - Review studies on the experience of disabled people in London and elsewhere in the UK, particularly with regard to possible models of co-production;
 - Talk to disabled residents and users of local services about the issues affecting them in Lewisham;
 - Invite disabled people to share their experiences and discuss possible solutions to problems at a series of public events;
 - Produce a report of findings and recommendations for action by Lewisham Council and partners as well as central government, the Greater London Authority, businesses and other organisations.
- 4.6. Stage 1: A review of relevant information

The Commission will examine what currently exists in the way of co-produced services to find out what works elsewhere. It will consider reports on the experience of disabled people in London and elsewhere and analyses of changes that have been introduced to deliver greater accessibility and inclusivity. This stage will also review the current services on offer for disabled people.
- 4.7. Stage 2: Speaking to local people

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Lewisham residents will be invited to share their experiences of living in the borough. The Commission will also seek specific evidence of resident and service user engagement in consultation exercises, decision-making processes and service redesign.

4.8. Stage 3: Wider inclusion and hearings

Both formal meeting of the Commission and public events will give disabled people and other residents and service providers the opportunity to discuss the Commission's initial findings and inform its recommendations for action.

4.9. Stage 4: A final report

The Commission will publish its findings and recommendations for action in a final report to be submitted to the Cabinet Member for the Community Sector and the Cabinet Member for Adult Social Care and to Safer Stronger Communities Select Committee and/or Mayor and Cabinet/Full Council as required.

5. Background papers

5.1. Attached as background are:

- Advert for the Chair of the Commission
- Advert for Commissioners
- Draft Terms of reference

6. Report author and contact

6.1. James Lee, Director of Culture and Community Development, james.lee@lewisham.gov.uk

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RECRUITMENT TO LEWISHAM DISABLED PEOPLE'S COMMISSION

EXPRESSIONS OF INTEREST FOR COMMISSION MEMBERS

Background and welcome from the Chair, Jamie Hale

Lewisham Council recently published its new Corporate Strategy (a plan of action for all Council services). In this strategy, we promised to set up a Disabled People's Commission. This Commission will be led by disabled people, who will work together to identify barriers faced by disabled people in Lewisham and make recommendations for change.

The Commission will look at disability as created by:

- Physical barriers, this means things that stop people from getting around
- Organisational barriers, these can be barriers that stop people from being able to take part, such as not having accessible information and communication
- Attitudinal barriers, these can be negative ways of thinking about disabled people and how disabled people are treated

The Commission will focus on the experiences and needs of disabled people aged 16 and over.

Jamie Hale has recently been appointed as Chair of the Disabled People's Commission and he says:

Lewisham Disabled People's Commission is being set up by Lewisham Council but will operate independently. Our role is to look at the barriers D/deaf and disabled people face in Lewisham, and the steps the Council and others should take to overcome those barriers.

As part of this work, we are forming a commission of D/deaf and disabled Lewisham residents to guide the process of researching those barriers and exploring how to dismantle them. At the end of this, we will write a report to be presented to Lewisham Council. The commission is currently recruiting D/deaf and disabled people living in Lewisham, who wish to be part of its work. We welcome D/deaf and disabled people from all backgrounds, and explicitly include in that people with mental health problems, neurodivergent people, and people with invisible impairments.

We will be applying a 'social model' approach to our work, meaning we will explore the barriers placed 'on top' of our impairments by society. This enables us to focus on changes to society that would affect our daily lives.

We welcome applicants with all levels of experience and look forward to hearing from you.

Commissioners

The work of the Commission will be led by Jamie and up to 11 members of the Commission (known as Commissioners) who will review of important research and information and hear from local disabled residents and users of local services before producing a final report with recommendations for change.

Commissioners must be Lewisham residents who identify as disabled people and have a commitment to promoting the rights of disabled people as a whole. They should also have:

- Commitment to the aims of the Commission
- Commitment to equality and diversity

- Good, independent judgement
- An ability to work effectively as a member of a team.

Time Commitment

The Commission will meet between 5 and 7 times during 2020, with each meeting lasting around 2 hours. There may also be opportunities for Commissioners to attend other events if they wish. The majority of these commitments will be at evening meetings.

NB: These positions are not paid but all reasonable expenses will be met.

Application process

If you are interested in being part of the Lewisham Disabled People's Commission, please send a short statement (either in text or video format) about who you are and what you would bring to the Commission to Pauline Richards pauline.richards@lewisham.gov.uk by the end of Monday 6 January.

If you would like to have an informal conversation regarding the role please call Pauline on 020 8314 8637 who will arrange a time for this.

Chair of Lewisham Disabled People's Commission

Expressions of Interest

Background

Lewisham Council's Corporate Strategy 2018-2022 commits to the establishment of an Disabled People's Commission. The Commission is to be led by disabled people and is intended to identify barriers faced by disabled people in Lewisham and make recommendations to address them. The Commission is also intended to have a coordinating role to ensure that disabled people meaningfully influence the design and delivery of services provided by the Council for disabled people.

The Commission will work to the social, rather than medical model of disability¹ and examine the experiences of people in relation to the following barriers:

- Physical
- Attitudinal
- Socio-economic

Given the consultative structures already in place for disabled children the Commission will focus on Adults. The Commission will also consider the needs of those aged 16-18 and help inform the work of the new Transition and Preparing for Adulthood service within the Council.

The Commission will be formally launched on International Day of Disabled People on 3 December 2019. A Chair for the Commission is being sought for appointment in advance of this date.

The Role

The Chair will have a key role in developing and directing the scope of the Commission. The role will lead the delivery of activities and oversee the implementation of recommendations made by the Commission. The role will involve working with Lewisham councillors and officers to develop the Commission's strategic direction

The responsibilities of the Chair include:

- Chairing and facilitating the meetings of the Commission
- Ensuring that meetings are inclusive and accessible and all commissioners have their access requirements met
- Working to the social model of disability
- Liaising with the Council and partner agencies
- Representing the Commission at appropriate events, meetings or functions
- Acting as the principal spokesperson for the Commission

¹ The Social Model of Disability was developed during the 1960s and 1970s and is summed up by Barbara Lisicki in 2013 as recognising "disability as something that is socially constructed. Disability is created by physical, organisational and attitudinal barriers and these can be changed and eliminated. This gives us a dynamic and positive model that tells us what the problem is and how to fix it. It takes us away from the position of "blaming" the individual for their shortcoming. It states that impairment is, and always will be, present in every known society, and therefore the only logical position to take, is to plan and organise society in a way that includes, rather than excludes, Disabled people." For more information see: <https://www.inclusionlondon.org.uk/disability-in-london/social-model/the-social-model-of-disability-and-the-cultural-model-of-deafness/>

- Working with Lewisham Council and partners to agreeing research and reports required by the Commission
- Attending relevant Council and partner meetings as a representative of the Commission where appropriate

The Person

The Council is seeking a Lewisham resident who identifies as a Disabled person with a track record of promoting the rights of Disabled people.

Desirable personal qualities include:

- Commitment to the aims of the Commission
- Commitment to taking a rights focused, Social Model of Disability approach
- Commitment to equality and diversity
- Experience of working collaboratively and inclusively
- Strong interpersonal and relationship-building abilities
- Integrity, strategic and good/independent judgement
- A willingness and availability to devote the necessary time and effort to the duties of Chair
- Ability to take appropriate decisions consistent with the aims of the Commission
- Good, independent judgement
- Good communication skills
- Tact and diplomacy
- Willingness to speak one's mind and listen to the views of others
- An ability to work effectively as a member of a team.

Desirable experience

- Prior experience of committee/trustee work
- A wider involvement with the voluntary sector
- Leadership and campaigning roles

Time Commitment

The average time commitment is expected to equate to approximately two days per month for approximately 12 months or a maximum of 24 days in total. This will include both daytime and evening commitments.

NB: This position can be remunerated up to £250 per day depending on circumstances

Application process

If you are interested in becoming the Chair of the Commission please submit a short (less than 2 sides of A4) supporting statement as to why you think you would be suitable for the role by 5pm on Monday 7th October.

Please submit your statement to Pauline.richards@lewisham.gov.uk. If you would like to have an informal conversation regarding the role please call Pauline on 020 8314 8637 who will arrange a time for this.

Lewisham Disabled People's Commission

Draft Terms of Reference

Vision

On International Day of Disabled People in December 2019, representatives of the London Borough Lewisham stated a commitment to working in partnership with Disabled residents to create new and innovative ways of engaging with Disabled people by co-producing policy design and decision-making, as well as service commissioning and delivery.

The Vision is that Lewisham sets in place a new way of doing things that sees Disabled residents, Councillors and officers and other organisations in the borough working together to build a culture that values and respects the rights of Disabled people living in Lewisham where "Nothing About Us Without Us" is at the heart of this unique and diverse borough.

Terms of reference

The Commission will take a Social Model of Disability approach to its work with a commitment to inclusivity & accessibility. The Commission will be guided in its work by the UN Convention on the Rights of Persons with Disabilities. It will seek to make recommendations that will lead to Lewisham becoming the most accessible and inclusive borough in London.

The Commission's work will be broken down into four stages:

1. Review studies on the experience of disabled people in London and elsewhere in the UK, particularly with regard to possible models of co-production;
2. Talk to disabled residents and users of local services about the issues affecting them in Lewisham;
3. Invite disabled people to share their experiences and discuss possible solutions to problems at a series of public events;
4. Produce a report of findings and recommendations for action by Lewisham Council and partners as well as central government, the Greater London Authority, businesses and other organisations.

Stage 1: A review of relevant information

The Commission will examine what currently exists in the way of co-produced services to find out what works elsewhere. It will consider reports on the experience of disabled people in London and elsewhere and analyses of changes that have been introduced to deliver greater accessibility and inclusivity. This stage will also review the current services on offer for disabled people.

Stage 2: Speaking to local people

Lewisham residents will be invited to share their experiences of living in the borough. The Commission will also seek specific evidence of resident and service user engagement in consultation exercises, decision-making processes and service redesign.

Stage 3: Wider inclusion and hearings

Both formal meeting of the Commission and public events will give disabled people and other residents and service providers the opportunity to discuss the Commission's initial findings and inform its recommendations for action.

Stage 4: A final report

The Commission will publish its findings and recommendations for action in a final report to be submitted to the Cabinet Member for the Community Sector and the Cabinet Member for Adult Social Care and to Safer Stronger Communities Select Committee and/or Mayor and Cabinet/Full Council as required.

Appointment of Commissioners

All commissioners will be self-identified as disabled, reflect a wide age range and be currently resident in Lewisham. Other people may be co-opted to the Commission during the course of its work where additional knowledge is required. All Commissioners were appointed following a public recruitment exercise.

The Commission is to be chaired by Jamie Hale.

The other Commissioners are:

Lorraine Ogundiran

Nigel Bowness

Carys Kennedy

Rev. Tim Goode

Nana Marfo

Tony Pilkington

Ifeoma Orjiekwe

Richard Amm

Merryn Bishop

Barbara Britton

Peter Cronin

Tihani Yusuf

Timescale

The Commission's work is expected to take some 10-12 months to complete. It is expected that the Commission's recommendations might require a six month period of implementation and the Commission might be kept in place in order to oversee this process during the course of spring and summer in 2021.

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Safer Stronger Communities Select Committee

Local Assemblies Review 2019-20

Date: 4 March 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Cultural and Community Development

Outline and recommendations

This report provides an update on the work of the 18 Local Assemblies in Lewisham, with particular emphasis on work undertaken by Local Assemblies following the introduction of the Neighbourhood Community Infrastructure Levy (NCIL).

It is recommended that the Safer Stronger Communities Select Committee notes the following:

- Work undertaken by individual Local Assemblies which has wider implications for others in the borough;
- The role of Local Assemblies in the administration and distribution of NCIL; and
- The achievements of the last year which will inform the future development of the Local Assemblies programme.

Timeline of engagement and decision-making

This report relates to a number of priorities from the Council's Corporate Strategy for 2018-22. Local Assemblies continue to contribute to the Corporate Strategy, having been operational for 12 years, following a recommendation for their establishment in the Mayor's Commission report on "Empowering Communities and Neighbourhoods" published in 2007.

In the NCIL Strategy agreed by Mayor and Cabinet on 5 June 2019, Local Assemblies were allocated a key role in agreeing the use of NCIL funding.

1. Summary

- 1.1. This report provides an update on the work of the 18 Local Assemblies in Lewisham, with particular emphasis on work undertaken by Local Assemblies following the introduction of the Neighbourhood Community Infrastructure Levy (NCIL).

2. Recommendations

- 2.1. It is recommended that the Safer Stronger Communities Select Committee notes the following:
 - Work undertaken by individual Local Assemblies which has wider implications for others in the borough;
 - The role of Local Assemblies in the administration and distribution of NCIL; and
 - The achievements of the last year which will inform the future development of the Local Assemblies programme.
 - The proposed review of Local Assemblies

3. Policy Context

- 3.1. The contents of this report are consistent with the Council's policy framework. They support the priorities set out in the Corporate Strategy 2018-22, specifically:
 - Open Lewisham
 - Making Lewisham Greener
 - Building Safer Communities

4. Background

- 4.1. Section 138 of the Local Government and Public Involvement in Health Act came into effect on 1 April 2009. It places a duty on a local authority to involve local representatives when carrying out 'any of its functions' by providing information, consulting or 'involving in another way'. The Local Assemblies programme is a key aid to the London Borough of Lewisham in fulfilling this duty.
- 4.2. Prior to the Act, in May 2007, the Mayor's Commission on Empowering Communities

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and Neighbourhoods recommended that the London Borough of Lewisham introduce local ward assemblies for each of the borough's 18 wards. The Commission's objective was that these localised bodies, defined by the active involvement of ward councillors, would enable the people living and working in each ward to have a stronger and more direct influence in shaping their local community, supporting an ongoing process for identifying and resolving local concerns and implementing local solutions. The Local Assemblies programme was established in March 2008.

- 4.3. The Local Assemblies programme particularly helps to deliver the Lewisham Sustainable Community Strategy priority outcome 'empowered and responsible – where people can be actively involved in their local area and contribute to supportive communities'. The programme is also helping to deliver the corporate priority 'community leadership and empowerment – developing opportunities for the active participation and engagement of people in the life of the community'. Individual projects funded by the assemblies also help to deliver other corporate priorities.
- 4.4. The Community Infrastructure Levy (CIL) Regulations 2010 enable local authorities to charge on new developments which meet certain criteria. Lewisham Council has collected the Levy in appropriate cases since April 2015.
- 4.5. Neighbourhood CIL (NCIL) is a proportion of this fund which can be allocated locally. The Mayor and Cabinet's NCIL Strategy agreed in June 2019 identified the Local Assembly neighbourhoods structure as the appropriate structure for the purposes for NCIL. This aligns with the government's guidance to use existing community consultation and engagement processes, and enables the Council to build on existing competencies, local capacities, the Local Assemblies process and the political representation that exists through elected members.

5. Activities of Ward Assemblies during 2019-20

- 5.1. During 2019-20, Local Assemblies have continued to develop their wide-ranging engagement with local communities, with 41 meetings taking place, engaging over 6000 people. 2019-20 was the first year in which Local Assemblies operated without the assistance of the Local Assembly Fund, with the exception of the Councillors' Discretionary Fund. In previous years, the Assembly Fund provided a key focus for Assemblies' engagement work, enabling Assemblies to provide funding to local organisations to address identified priorities. It is encouraging that, even without this fund, Assemblies have continued to play a central role in engaging local communities. Examples of initiatives supported by Local Assemblies include the following:
 - 5.2. **Sydenham:** Sydenham Fun Palaces 5 and 6 October 2019
Sydenham Fun Palaces were enthusiastically taken up by the Sydenham community for the second year. Attracting over 850 people in all, the Fun Palaces ethos brought together members of the community to take an asset-based, inclusive approach to enjoying arts and sciences. Participative events included Old Time Music Hall, digital photography, genealogy, creating a community garden, wall climbing, jewellery and crafts making.

In its first year of operation, the Fun Palaces concept led to the establishment of a community-based initiative (the SAFE Project) bringing a local youth group together with a community theatre company to develop a "lived experience" theatrical piece about knife crime and gangs on local estates. This was presented at the TNG Youth Centre in May 2019, and seen by a very diverse, enthusiastic and engaged audience of around 150, who also participated in an interactive session after the performance. The partnership is now seeking funding to take this performance piece to wider audiences across the borough.
 - 5.3. **Lewisham Central:** Lewisham Park Playground Project

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- 5.4. Lewisham Park Tenants and Residents Association has been supported by the Lewisham, Central Local Assembly in activity to raise funds to improve the local playground. The Association has conducted consultations with faith organisations, other residents and schools in the immediate area of Lewisham Park, where the playground is in dire need of upgrading to meet safety and accessibility requirements, and has submitted funding applications to Pocket Parks and the L&Q Placemaking Fund.
- 5.5. **Lewisham Central:** Hither Green Improvement Project
- Following a successful S106 bid in October 2018 by the local community and Lewisham Central Assembly, the Hither Green Improvement Project has achieved:
- The planting of 15 trees in partnership with Street Trees for Living, with a further ten to be planted in 2020/21;
 - Development of a new kitchen and toilet block, with improved disabled access for the community space; and
 - Ongoing development of a Traders Association in Hither Green to take forward shop improvements.
- 5.6. **Crofton Park:** In July 2019, Crofton Park Local Assembly featured an introduction to Fostering In Lewisham. Crofton Park remains the only ward assembly to have undertaken this activity, which was met with a great deal of interest and resulted in several people requesting further information, including previous fosterers considering fostering again.
- 5.7. **Grove Park:** In partnership with L&Q the Grove Park summer of 2019 Assembly took place at the WG Grace Community Centre. A whole day of activities catering for people of all ages was arranged and a barbecue took place outside of the centre.
- L&Q were consulting on improvements to the centre and running a community day in conjunction with the Assembly helped maximise interest and encourage new people to come along to the meeting.
- 5.8. **Brockley:** The local community was activated on 27 January 2020 to highlight concerns about air quality after the borough was subject to an air quality alert by Air monitoring company CERC several days earlier. An alert of this type means that people with asthma or other lung conditions are advised to stay indoors. The group is planning weekly 10 minute demonstrations at 9.00am at the same location and held the first follow up event on Friday 6 February.
- 5.9. **Whitefoot:** Local Assemblies have been working in local communities to take forward regeneration projects, including use of s.106 funding. For example, the Whitefoot Assembly provided a vehicle for consulting and action planning with the local community on expenditure of £41k of s106 funding generated by the Excalibur Estate regeneration project. Following the consultation, the funding was allocated to improving facilities at Forster memorial park, in partnership with the Park Friends group, including improvements to existing play provision and the installation of an outdoor gym, which is used by a wide cross-section of the local community.

6. NCIL

- 6.1. The NCIL Strategy agreed by Mayor and Cabinet in June 2019 recognised the key role that Local Assemblies play in identifying local priorities and distributing funds as part of the NCIL initiative.
- 6.2. The amount of Neighbourhood CIL collected since the implementation of the CIL regime in Lewisham from 2015/16 to 2017/18 is £1,393,099.
- 6.3. The NCIL Strategy agreed a formula for distributing funds on a ward basis. The key

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features of this are:

- 50% collected in ward retained by the ward
- 25% allocated by reference to ranking of wards by the Indices of Multiple Deprivation
- 25% allocated to a borough wide fund

6.4. The Strategy outlined a six stage process for agreeing NCIL initiatives:

- Stage 1: Ward based priority setting
- Stage 2: Open call for projects
- Stage 3: Evaluation of projects
- Stage 4: Develop project bank (bi-annual or annual process – Local Assembly to decide)
- Stage 5: Allocating delivery
- Stage 6: Monitoring, evaluation and annual reporting

6.5. Stage 1 was deemed to be critical in raising local awareness of NCIL and engaging with local communities. To aid this process, an online platform, Common Place, previously used by Team Catford and other Council departments, was implemented. The platform enabled residents in local wards to identify the priorities they deemed to be the most important in addressing the needs of their areas. It was supplemented by work undertaken with individuals in community organisations to offer alternative consultation tools to the online platform, ensuring that a fully inclusive approach was taken.

6.6. To date, over 18,000 individuals have accessed the platform, providing a range of comments and identifying priorities. The five most popular priorities in each ward are discussed by the ward's Assembly for confirmation and endorsement, with the Assembly adding an optional sixth priority of its own.

6.7. Eleven of the 18 wards have so far discussed the priorities identified on Common Place and through other local engagement activities, particularly aimed at groups that have been identified as being less likely to engage with an online platform. Amongst the priorities identified have been:

- Transport and streets
- Open green spaces
- Community facilities
- Air quality
- Community safety
- Children's services and youth activities
- Work with vulnerable people

6.8. The operation of Common Place has enabled a wider selection of individuals to contribute to the prioritisation than would have been the case if discussion had only taken place at an Assembly meeting. However, there have been some lessons to learn from the way in which the online platform has operated. These include a number of technical problems, including a lack of initial access to individuals' feedback on other contributors' comments. It has also been the case that individual comments do not always fit into the broad categories available, and many contributions cross over into a number of different categories.

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A further difficulty with the platform has been that individuals have made comments on areas such as highways, which are not necessarily eligible for funding under NCIL, resulting in the risk of raising expectations which cannot be met through NCIL.

- 6.9. Following the conclusion of all Stage 1 ward activities in late March 2020, there will be an open call for applications for funding based on the agreed ward priorities. Local organisations will be supported in the development of their projects by the Community Development Team to ensure that projects are effective. Following the submission and assessment of applications, local residents will have a further opportunity to comment on proposed projects and to agree these at ward Assemblies in the autumn.

7. Review of Assemblies

- 7.1. The Local Democracy Review undertaken in 2018-19 identified the need to review and improve the Local Assemblies, to ensure better representation of the ward population and more participatory engagement with communities.

- 7.2. The Local Assembly process provides the critical infrastructure for distribution of NCIL funds and will therefore operate within its current structure till proposals for funding are ratified. This period offers an opportunity to review the Assemblies. Working with colleagues in policy, a plan for review will be drawn up, to include:

- Reviewing the purpose and role of local assemblies in the context of other engagement work undertaken by the Council
- Better understanding of each ward, its demographics and infrastructure, to address the issues of representation and take a more bespoke approach to the local assembly
- Identifying community development needs with specific under-represented communities in each ward and programming the work of the team to undertake outreach and development
- Identifying different ways to engage communities including the use of social media
- Improving communication about assembly meetings
- Reviewing the content and format of discussions to ensure they are relevant and interesting to all communities and offer more opportunities for participation and co-production

- 7.3 Targeted engagement with specific communities is being supported by the team through initiatives such as the BAME network being developed to support the Health and Wellbeing Board priorities and the Insight work currently being commissioned by Public Health into Obesity and the experience of BAME communities. The review will consider how these wider programmes of work might link to more local ward-based support for communities and whether the local assemblies can play a part in connecting local residents to these initiatives and enabling communities to shape the offer and support available.

8. Next Steps

- 8.1. Review lessons learned from NCIL process for future community engagement activities.
- 8.2. Review lessons learnt from use of online platform as key part of consultative process.
- 8.3. Seek and analyse feedback from Local Assemblies and residents' comments on Common Place.

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- 8.4. Take forward the recommendations from the Democracy Review, particularly relating to Seldom Heard Voices, in the context of Assemblies.

9. Financial implications

- 9.1. There are no additional financial implications, other than those already committed to the delivery of the Assembly programme and NCIL.

10. Legal implications

- 10.1. There are no specific legal implications.

11. Equalities implications

- 11.1. An Equalities analysis was undertaken as part of the preparation of the Council's CIL Charging Schedule. In accordance with the Equalities Act 2010, the analysis considered the potential impact of the Charging Schedule on those groups identified in the Act as having protected characteristics. The Strategy identified that the CIL mechanism is intended to raise money to fund infrastructure that will contribute to sustainable development in the borough. In this sense the Neighbourhood CIL Strategy should have an overall positive impact on the various equalities groups.

12. Climate change and environmental implications

- 12.1. A number of priorities identified by wards relate to environmental improvements.

13. Crime and disorder implications

- 13.1. There are no specific crime and disorder implications to this report. It is anticipated that a number of projects will foster good relations and promote community cohesion.

14. Health and wellbeing implications

- 14.1. There are no specific health and wellbeing implications to this report.

15. Background papers

- 15.1. Community Infrastructure Levy: Neighbourhood CIL Strategy. Mayor and Cabinet, 5 June 2019 - <http://councilmeetings.lewisham.gov.uk/ieListDocuments.aspx?CIId=139&MIId=5479&Ver=4>
- 15.2. NCIL Grove Park Workshop CF Presentation

16. Glossary

Term	Definition
Ward/Local Assembly	Ward based mechanism through which local residents are able to meet and comment on local issues and the work of Lewisham Council

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Term	Definition
NCIL	Neighbourhood Community Infrastructure Levy established under the Community Infrastructure Levy (CIL) Regulations 2010 and subsequent amendments, enabling the Council to make a charge against new developments in local areas

17. Report author and contact

- 17.1. James Lee, Director of Cultural and Community Development,
james.lee@lewisham.gov.uk, 020 8314 6548

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Safer, Stronger Communities Select Committee

Single Equality Framework 2020-24

Date: 04 March 2020

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Interim Chief Finance Officer

Outline and recommendations

The purpose of this report is to present the Council's draft equality objectives and assurance process, which are set within the Single Equality Framework 2020-24. In particular the report:

- Presents the draft equality objectives for the next four years (a requirement of the Equality Act 2010 [Specific Duties] 2011); and
- Presents the draft assurance framework within which the draft equality objectives sit.

The Safer, Stronger Communities Select Committee is invited to:

- Note the draft equality objectives set out in paragraph 14 and in the attached Appendix; and
- Note and consider the draft assurance framework, which is attached to this report as a supplementary Appendix.

Timeline of engagement and decision-making

November 2019 – presentations and facilitation of ‘pressures and issues’ discussion at Executive Management Team.

November 2019 – January 2020 – engagement activity with voluntary and community stakeholders.

January 2020 – presentation to the Corporate Equalities Board and Executive Management Committee

January 2020 – presentation of draft Single Equality Framework at Mayor and Cabinet Briefing.

March 2020 – presentation of draft Single Equality Framework at Safer Stronger Communities Select Committee.

Summary

1. This report presents the draft equality objectives and assurance process underpinning the the Single Equality Framework 2020-24. The Single Equality Framework replaces the Comprehensive Equalities Scheme 2016-20, which comes to the end of its life in March 2020.

Recommendations

2. Safer, Stronger Communities Select Committee is recommended to:
 - i) Note the draft equality objectives set out in paragraph 14 and in the attached Appendix; and
 - ii) Note and consider the draft assurance framework, which is attached to this report as a supplementary Appendix.

Policy context

3. Promoting equality, by tackling inequality, sits at the heart of the Council’s public welfare role. The performance of this role is framed within the Council’s Corporate Strategy 2018-22 and given specific expression through the seven Corporate Strategy priorities as follows:
 - Open Lewisham – Lewisham is a welcoming place of safety for all where we celebrate the diversity that strengthens us.

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- Tackling the housing crisis - everyone has a decent home that is secure and affordable.
 - Giving children and young people the best start in life - every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
 - Building an inclusive local economy - everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
 - Delivering and defending: health, social care and support - ensuring everyone receives the health, mental health, social care and support services they need.
 - Making Lewisham greener - everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
 - Building safer communities- every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.
4. The Single Equality Framework 2020-24 contributes to the Corporate Strategy by helping the Council to better understand the equality implications of the various decisions that it makes in delivering on corporate priorities and meeting Corporate Strategy commitments.

Background

5. The Equality Act (Specific Duties) 2011 requires public bodies to set and publish one or more equality objectives on a four yearly cycle. In addition, the Specific Duties require public bodies to ensure that the objectives can be measured.
6. The above requirements are set within the broader context of the Act and in particular the Public Sector Equality Duty which sets out that when public authorities carry out their functions, they must have due regard or think about the need to:
- Eliminate unlawful discrimination
 - Advance equality of opportunity between people who share a protected characteristic and those who do not share that characteristic
 - Foster or encourage good relations between people who share a protected characteristic and those who do not share that characteristic
7. Within the context of the Equality Act 2010, the protected characteristics are defined as follows:
- Age
 - Disability
 - Gender-reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race
 - Religion or belief

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- Sex
 - Sexual orientation
8. The Single Equality Framework builds on and replaces the Comprehensive Equalities Scheme, which was previously used as the vehicle for the Council's equality objectives from 2012 to 2020.

Single Equality Framework 2020-24

9. The Single Equality Framework is a statement of equality objectives reflecting the the Council's public welfare role in promoting the social, economic and environmental well-being of the borough. In addition, the Single Equality Framework describes the assurance mechanism within which those equality objectives sit. The application of the Framework is intended to help the Council to better understand the equality implications of the decisions that it makes, the functions that it performs and the services that it provides.
10. The Framework is informed by the the socio-economic context of inequality in Lewisham, builds upon existing strategic priorities and reflects the likely longer term impact of current events such as Brexit and the climate crisis.
11. The Single Equality Framework is not a strategy or a plan; rather, it is a lens through which to test and assess the process through which the Council does things and a way for it to better understand whether it is doing them in the right way. However, arrangements are being made to design an assurance framework of proxy indicators based on the broader aims of this framework. This will help to ensure that evidence of the effective application of the Framework can be tested.

a. equality objectives

12. The Single Equality Framework objectives are set at an intentionally high-level and are intended to ensure that every resident regardless of their background, can recognise themselves or the experience of others in them.
13. The setting of the objectives in this way is the part of the underlying aim of equality, which is implicit in the Corporate Strategy and predicated on the idea that the most effective tool for tackling inequality is mutual understanding of the diverse life experiences and life stories that make Lewisham such a unique place as well as a willingness to treat eachother with dignity and respect.
14. The draft equality objectives for the Council's Single Equality Framework are as follows:
- Promote access to opportunities for the seldom heard
 - Tackle socio-economic inequality affecting the most disadvantaged and vulnerable in the borough
 - Improve the quality of life of residents by tackling preventable illnesses and diseases
 - Promote Lewisham as a borough of inclusion for all
 - Promote active citizenship and social responsibility
15. The intention is that at the end of each financial year, the Safer Stronger Communities Select Committee will receive information setting out progress made to meet objectives.

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The range of information that will be presented to Committee will include some or all of the following (depending on what is available):

- Progress updates against relevant equality performance indicators
- Evaluation of equality analysis assessments that have been undertaken during the course of the year
- Case studies reflecting the successful application of the Single Equality Framework or from lessons learnt

b. equality prisms

16. The equality prisms are a series of questions that are intended to help the Council to better understand the specific dimension of inequality that it is trying to tackle. Set out below is the list of equality prisms that have been developed to support this Framework:

- Has consideration been given to the 'due regard' duty?
- Is disproportionality a factor?
- Is intersectionality a factor?
- Is unconscious bias a factor?
- Is unfairness a factor?
- Is marginalisation a factor?

17. The equality prisms are not an exhaustive list of questions, but rather a guide to the dimensions of inequality that could be of material significance in the policy formulation, strategic development, service re-design, financial planning, service commissioning and other areas of the Council's business system.

c. data digest

18. The Single Equality Framework will be supplemented by a data digest that will be updated annually. The data digest will provide a basic equality profile of the borough's residents - viewed through the prism of Equality Act protected characteristics and other dimensions such as socio-economics.

19. The intention is that the data digest will be used as a starting point to help those who are utilising the Framework to better understand different dimensions of inequality. It is not intended to be a comprehensive compendium of equalities data, as it is acknowledged that a much broader suite of data is collected by and available to Council services and partner agencies on an ongoing basis.

Roll out and engagement

20. It is recognised that the successful application of the Single Equality Framework will rely on effective engagement with the organisation. As part of this, the following activities will be initiated over the next 12 months:

- Briefings for Members
- Workshops for staff
- Targeted one to ones with service leads

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- Regular briefings for service and directorate management teams
- Publicity and promotion

Review of the corporate equality policy and member-led review

21. The Single Equality Framework is part of wider review of the Council's approach to equality which includes the Safer, Stronger Communities Select Committee's in-depth review of equality and an ongoing corporate review of the Council's corporate equality policy.
22. As part of this, the corporate equality policy review, which commenced in January 2020 is being intentionally 'slow-walked' to ensure that it aligns with the publication of the Committee's in-depth review recommendations.

Financial implications

23. There are no direct financial implications from noting the contents of this report.

Legal implications

24. The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
25. In summary, the council must, in the exercise of its function, have due regard to the need to:
 - a) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - b) advance equality of opportunity between people who share a protected characteristic and those who do not;
 - c) Foster good relations between people who share a protected characteristic and persons who do not share it.
26. The duty continues to be a "have regard duty", and the weight to be attached to it is a matter for the decision maker, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.
27. 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:

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Equalities implications

28. The Single Equality Framework 2020-24 sets out the Council's equality objectives for the next four years and through the assurance framework, within which the objectives sit, describes how the Council will further assure its business system. In particular the Single Equality Framework will help the Council to:

- More clearly demonstrate the equality implications and impact of Council decisions
- Increase the assurance of democratic decision-making and management action
- Better understand and mitigate the risks that might arise from decisions made and actions that can be taken to mitigate those risks
- Better evidence the contribution that the Council is making to tackling inequality and promoting equality and fairness

Climate change and environmental implications

29. This report proposes: 'promote active citizenship and social responsibility' as one of the Council's draft equality objectives for the next four years. As part of the development of the above-mentioned objective it is recognised that active citizenship and social responsibility make a significant contribution towards tackling climate change and by so doing, will help to mitigate the impact of actions taken by individuals and entities that could have a negative effect on the life chances and quality of life of current and future generations.

Crime and disorder implications

30. This report proposes: 'promote Lewisham as borough of inclusion for all' as one of the Council's draft equality objectives for the next four years. As part of the development of the above-mentioned objective it is recognised that tackling crime and particularly hate crime make a significant contribution to perceptions of public safety.

Health and wellbeing implications

31. This report proposes: 'improve the quality of life of residents by tackling preventable illnesses and diseases' as one of the Council's draft equality objectives for the next four years. As part of the development of the above-mentioned objective it is recognised that tackling preventable illnesses will improve the health of the population and contribute to both increased life expectancy and improved life experience. This in turn will have practical benefits for Lewisham residents including greater sense of wellbeing, increased independence, choice and access.

Background papers

32. The following background documents have shaped and informed the development of this report:

- Lewisham's Corporate Strategy 2018-22
- Draft Single Equality Framework 2020-24
- Local Democracy Review

Glossary

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Term	Definition
Due regard	The Public Sector Equality Duty of the Equality Act 2010, sets out that in the discharge of their duties, public bodies must have due regard to the need to eliminate unlawful discrimination, foster good relations and promote opportunities for advancement for and between protected characteristics.
Disproportionality	The ratio between the percentages of persons in a particular racial or ethnic group experiencing an event (eg: imprisonment, school exclusions) compared to the percentage of the same racial or ethnic group in the overall population.
Intersectionality	The interconnected nature of social categorisations such as race, class, and gender as they apply to a given individual or group and the extent to which these connections result in an overlapping and interdependent systems of discrimination or disadvantage.
Marginalisation	A form of social exclusion whereby people or communities are relegated to the fringe of the communities within which they live.
Unconscious bias	Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness.

Report author and contact

33. If there are any queries about this report then please contact Paul Aladenika (Service Group Manager, Policy Development) on x47148 or email paul.aladenika@lewisham.gov.uk

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Appendix



Single Equality Framework

2020-24

Contents

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What is the Single Equality Framework?

The Single Equality Framework is a strategic tool used to assess how the Council promotes equality and fairness through the performance of its functions and the provision of services. The Framework is comprised of five objectives, six prisms and a data digest. The objectives and prisms are a mechanism through which we can assess the rationale and impact of our decisions before making them and ensure effective monitoring and outcome measurement thereafter. By applying this framework, the Council will also be able to determine what reasonable steps it might take to mitigate any negative impacts that might arise from the performance of its functions.

Equality objectives

In total there are five equality objectives, which set out the aims and aspirations of the Council over the lifetime of this Framework. The expectation is that the objectives are reflected in the way in which the Council conducts its business, makes decisions and provides services.

Equality prisms

The objectives are complemented by six equality prisms. The prisms are questions that should be considered when making judgements about equality implications. The questions are intended to help the Council to better understand the type and severity of equality risk, before making decisions.

Data digest

A data digest will be published alongside this Framework. The data digest brings together available information that has been captured across each of the nine characteristics protected under the Equality Act 2010. The digest will be reviewed and updated annually with new information, as and when this becomes available.

“The Single Equality Framework is a strategic tool used to assess how the Council promotes equality and fairness through the performance of its functions and provision of services.”

What is the context?

Why does equality matter?

Why should we care?

As a public body, the Council's primary role is to promote the social, economic and environmental well-being of the borough. In doing so, the Council recognises that we serve a diverse population, where not everyone has access to the same opportunity and where many face significant disadvantage. As such it is essential that the Council stewards public resources and performs its functions in a way that is demonstrably fair, equitable and responsive to need. Fundamentally, therefore, equality matters because it is the right thing to do.

What does this mean in practical terms?

In practical terms tackling inequality and promoting equality means that we have to understand how the Council's policies, strategies and decisions affect the borough's diverse communities. In some instances, based on information that we have available, we may need to do things differently; if by doing so we can help those facing the greatest disadvantage. However, at all times it means that we must remain sensitive to the changing needs of our residents and vigilant to any emerging risks.

What are we trying to achieve?

We want to assure ourselves that the Council's decisions and actions continue to make a meaningful contribution towards improving life chances for our residents, particularly those facing the most challenging circumstances. We also want to ensure that every resident, irrespective of their background or life experience, is able to recognise themselves in the goal of equality for all. This is because you do not always need first hand experience of inequality to understand its negative impact on society. As such, we believe that tackling inequality is not just the responsibility of the Council– it is the responsibility of every single resident. We all have an important part to play.

“...our ambition is for every resident irrespective of their background or life experience to recognise themselves in the goal of equality for all.”

It is the law: Equality Act 2010

What is the Public Sector Equality Duty?

The Public Sector Equality Duty (PSED) is a provision in the Equality Act 2010. The PSED sets out that, when public authorities carry out their functions, the Equality Act says they must have **due regard** or think about the need to:

- eliminate **unlawful discrimination**
- **advance equality of opportunity** between people who share a protected characteristic and those who do not share that characteristic
- foster or **encourage good relations** between people who share a protected characteristic and those who do not share that characteristic

Having due regard means public authorities must consciously consider or think about the need to do the three things set out in the public sector equality duty. As appropriate it is for the courts to decide if a public authority has done enough to comply with the duty.

What are the protected characteristics?

The term 'protected characteristic' is used to describe the various groups that are afforded protection under the provisions of the Equality Act 2010. These groups are set out below:



It is integral to Lewisham's Corporate Strategy

The Single Equality Framework is a delivery vehicle for Lewisham's Corporate Strategy priorities and commitments. In particular it helps the Council to ensure that all of the various activities that are geared towards the delivery of the Corporate Strategy [eg: policy, strategy, planning, service design and resourcing decisions] are equality proofed. It also helps to ensure that, where there are gaps in the Council's knowledge, careful and thoughtful analysis can be undertaken, ahead of time, to identify risks and any mitigating action that needs to be taken.



Earn below the London Living Wage

23%

Gender Breakdown

Male

49%

Female

51%

Percentage of all children in low income households

22.7%

Ethnicity

White

54%

BAME

46%

Residents that are EU nationals

8%

Workless households

11%

Lone parent households with dependent children

4.3%

Population of Lewisham

303,500

Religion or belief

64%

Residents with no qualifications

5%

Identify as LGB

4%

Working age (16-64)

70%

Age breakdown

0-19

25%

65 plus

10%

Marriage/ Civil Partnership

33%

Living with disability

15%

Prevalence of obesity at Year 6

24%

Average life expectancy (years)

Male	Female
79.0	83.7

Total employee jobs

Full time	Part time
62%	38%

Gross weekly pay (place of residence)

Male	Female
£707	£598

Residents of other nationalities living in Lewisham

70+

Children Looked After

470

Estimated diabetes diagnosis rate

64%

Households with children in temporary accommodation

1,838

Schools population of BME heritage

77%

Languages spoken in the borough

170

Physically active adults

72%

Proportion of fuel poor households

11%

Children claiming Free School Meals

7,062

Emergency food parcels supplied (April to September 2019)

Adults	Children
2,773	1,539

English is not their main language

20%

The English indices of multiple deprivation

Income deprivation

Lewisham ranks 50th out of 326 local authorities nationally

ranked 36th in 2015 [1 equals high deprivation]

Employment adults

Lewisham ranks 99th out of 326 local authorities nationally

ranked 80th in 2015 [1 equals high deprivation]

Education, skills and training

Lewisham ranks 239th out of 326 local authorities nationally

ranked 229th in 2015 [1 equals high deprivation]

Health and disability

Lewisham ranks 120th out of 326 local authorities nationally

ranked 103rd in 2015 [1 equals high deprivation]

Overall Lewisham ranks **63rd out of 326**

local authority areas for relative deprivation nationally

ranked 48th in 2015 [1 equals high deprivation]

Crime and disorder deprivation

Lewisham ranks 57th out of 326 local authorities nationally

ranked 14th in 2015 [1 equals high deprivation]

Barriers to housing and services

Lewisham ranks 13th out of 326 local authorities nationally

ranked 125th in 2015 [1 equals high deprivation]

Living environment

Lewisham ranks 20th out of 326 local authorities nationally

ranked 27th in 2015 [1 equals high deprivation]

Income deprivation affecting children

Lewisham ranks 37th out of 326 local authorities nationally

ranked 19th in 2015 [1 equals high deprivation]

What are Lewisham's equality objectives?

Five equality objectives

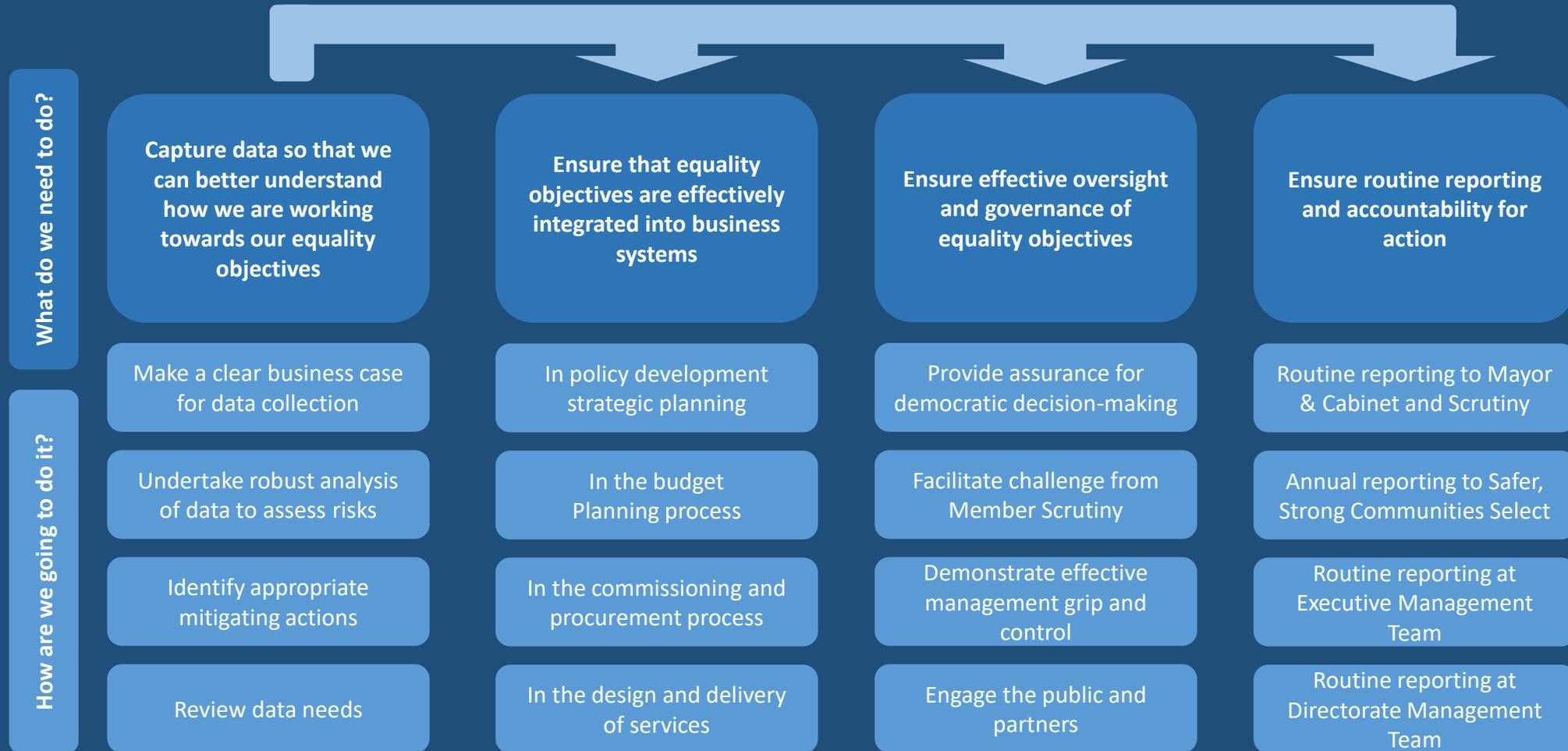
The Single Equality Framework is the vehicle used to promote the Council's equality objectives. The objectives themselves reflect the aspiration we have for a borough where all those who live, work and use services within it, are treated with dignity and respect. We believe that it is important that every resident, regardless of their background, is able to recognise themselves and others, in the objectives that we have set.

The Council's five equality objectives are set out below:

- **Promote access to opportunities for seldom heard communities**
- **Tackle socio-economic inequality affecting the most disadvantaged and vulnerable in the borough**
- **Improve the quality of life of residents by tackling preventable illnesses and diseases**
- **Promote Lewisham as a borough of inclusion for all**
- **Promote active citizenship and social responsibility**

“Our aim is to ensure that every resident, regardless of their background, should be able to recognise themselves and others in the objectives that we have set.”

How will we progress our equality objectives?



What are the six equality prisms?

The six equality prisms

The equality prisms are a series of additional questions that are intended to help the Council to better assess equality impacts and determine whether there is a specific dimension of inequality that it needs to focus on. The six equality prisms are set out below.

Has consideration been given to the ‘due regard’ duty?

The Public Sector Equality Duty of the Equality Act 2010, sets out that in the discharge of their duties, public bodies must have due regard to the need to eliminate unlawful discrimination, foster good relations and promote opportunities for advancement for and between protected characteristics.

Is disproportionality a factor?

Consideration should be given to whether particular groups or communities may be over-represented or under-represented compared to others as well as compared to their cohorts in the wider population as a whole.

Is intersectionality a factor?

Consideration should be given to the extent to which the combination of characteristics represented by an individual increases their vulnerability or exposure to risk and whether or not this is reflected in the way in which assessments are made and decisions are reached.

Is unconscious bias a factor?

Consideration should be given to whether assessments made and decisions reached are based largely on assumptions about particular groups or communities of interest.

Is the risk of unfairness a factor?

Consideration should be given to whether assessments made or decisions reached are not sufficiently informed by an understanding of all those in need – in particular those whose circumstances make them most vulnerable.

Is marginalisation a factor?

Consideration should be given to whether the needs, wants and aspirations of particular individuals or groups may have been treated as insignificant or peripheral. This could be due to a lack of awareness or a failure to actively engage.

Equality Prisms

Can you demonstrate how you have shown 'due regard'?

Have you considered intersectionality?

Have you considered the impact on marginalised groups?

Are you able to identify those facing the greatest disadvantage?

Should the needs of those who are over or under-represented need to be given special consideration?

Are any of the judgements being made based on assumptions?

Product

Impact assessment

Options appraisal

Needs analysis

Budget decision/ allocation

Survey design

Strategy development

Service design

Service planning

Commissioning decision

Committee report

Business case /proposals paper

Assurance

Demonstrate 'due regard' by tackling discrimination, fostering good relations and advancing opportunity

Tackle unconscious bias

Reach the seldom heard

Ensure equity in performance of functions and delivery of services

When should this framework be applied?

When to apply the single equality framework

Lewisham's Single Equality Framework should be applied across all aspects of the Council's business system. The intention is to ensure that it is embedded and integrated in the performance of functions and provision of services. Some examples of when the Framework should be applied and how it can be beneficial are set out below:

Policy and strategic planning

Application of this Framework will help inform the development of policy and strategic objectives and help you to better understand the likely outcomes that changes to your strategy or policy will have for particular groups and communities. As part of this, through the application of this framework you will also be better able to plan and target your consultation in a way that helps you to hear from all relevant local stakeholders.

Equality analysis assessment

Application of this Framework will help you to demonstrate the robustness of evidence being relied upon to support your proposal or recommendation for Member scrutiny of Mayor & Cabinet decisions. This kind of equality proofing is essential as it demonstrates a commitment to due diligence.

Budget planning decisions

Application of this Framework will help you to better understand the likely impact of budget planning decisions on protected characteristics particularly where such an impact suggests evidence of intersectionality or disproportionality. This type of information is essential as it helps the Council to decide whether its decisions are reasonable and fair.

Report and bid writing

Application of this Framework will help you to more clearly demonstrate, for Member scrutiny and Mayor & Cabinet decision, the likely equality implications of recommendations and proposals that are contained within your reports. Application of this Framework will also enable you to demonstrate how funding bids will contribute to delivering equality outcomes for local residents such as tackling disproportionality or closing the gap in outcomes between different groups.

Service design and commissioning

Application of this Framework will help you to nuance your commissioning objectives and more clearly define the equality impacts of and outcomes from externally commissioned services. It will also help you to demonstrate to providers what is expected of them and set a clear context within which performance can be measured.

How should this framework be applied?

How you should apply the single equality framework?

Lewisham's Single Equality Framework is designed to give assurance to management action and democratic decision making, by evidencing how equality issues have been considered. The five key steps in applying this framework are set out below:

1. Consider what evidence is available

Data is the evidence that will help to establish your baseline, measure outcomes and support your conclusions. Examples of available data sources that you may want to consider include: service monitoring statistics, responses to consultation, public data, complaints, case work from voluntary and community organisations. In some cases however, data may also be anecdotal.

2. Consider which of the five equality objectives apply

Once you have analysed your data, you should know which of Council's five equality objectives apply to the piece of work that you are undertaking? If you choose to discount some objectives, be sure that you know why they do not or should not apply.

3. Consider which of the nine protected characteristics will be impacted

Once you have decided which objectives apply, you need to consider which protected characteristics that they apply to. For example, if you are developing a strategy to tackle hate crime, your data would likely point to the protected characteristics of disability, race, religion or belief, sexual orientation and gender reassignment as those most likely to be impacted by the strategy that you are developing.

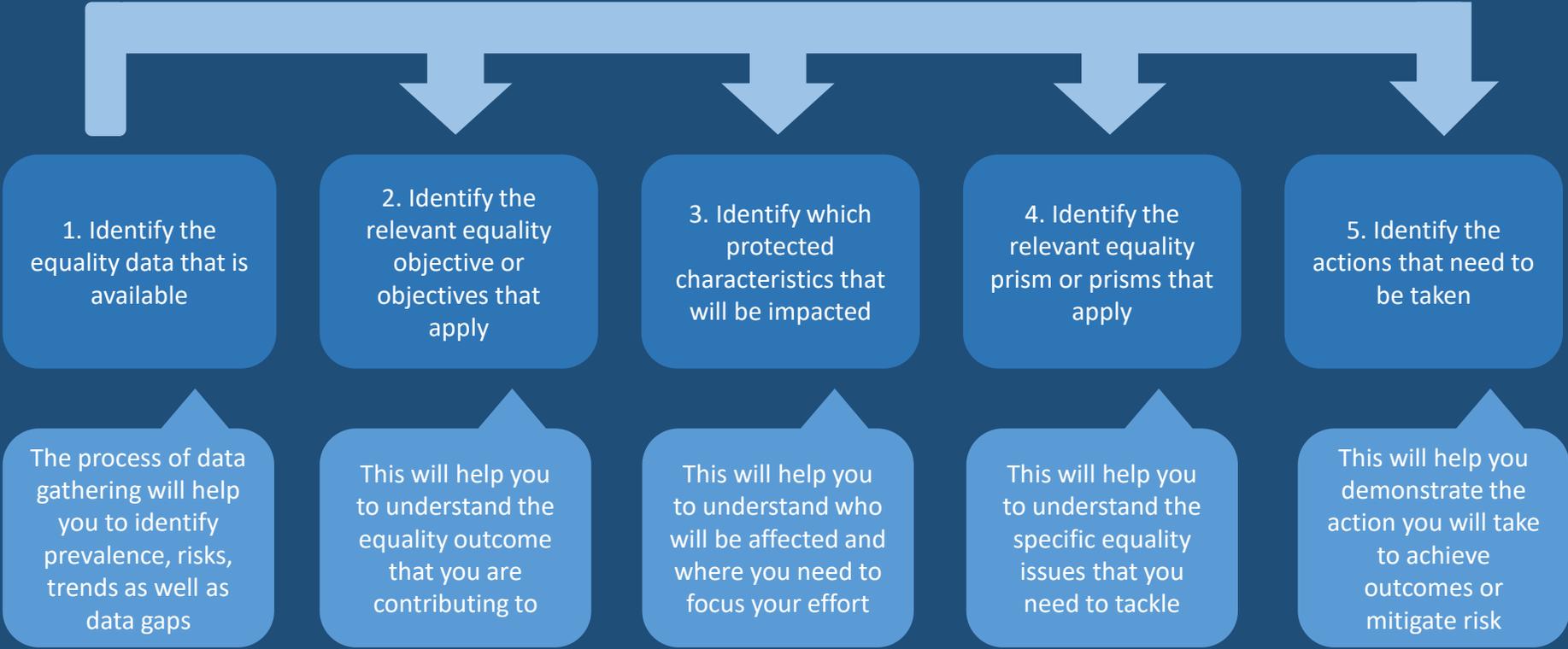
4. Consider which of the six equality prisms apply

Use the six equality prisms to demonstrate the kinds of equality issues that you are trying to address (this should be evident from the data that you have considered). For example, is there an issue of disproportionality? Is there a significant gap in life outcomes between groups? Application of the six equality prisms will also help you to challenge any assumptions that you have made and satisfy yourself that any such assumptions are not based on an unconscious bias.

5. Consider the action that is needed to address the issue

Having understood the dimensions of the equality issue that you are looking to address, you should be able to identify the actions and mitigation needed to address the issue. These actions and measures should be reflected in the piece of work that you are undertaking.

Applying the framework



What difference are we trying to make?

What do we mean by equality in Lewisham?

Meeting the needs of seldom heard communities

Supporting all residents, but particularly those in greatest need

Tackling health inequalities to improve quality of life

Being a place of sanctuary for refugees, asylum seekers and migrants

Helping older residents to live independently in their own homes

Creating a culture of aspiration for our school population

Reducing the gap in life outcomes between the most affluent and most deprived

Mitigating the harm caused by climate change, on future generations

Increasing ways in which residents can participate and be involved in decision making

Creating a pathway to the labour market for parents with dependent children

Promoting inclusion through the design and delivery of services

Creating communities where people from diverse backgrounds respect each other

Celebrating the diversity of our population

Promote access to opportunities for the seldom heard

We recognise that equality is about enabling and empowering residents from all sections of our community to express their views - especially those who do not normally engage with us because of language barriers, lack of knowledge, a previous negative experience or other reasons. The aim is to make it easier for everyone to be able to engage, not just those who have access and opportunity. Set out below are some of the areas where we expect this equality objective to make a difference:

- Increased public trust
- Increased opportunities for participation and engagement for seldom heard communities
- Greater confidence that decisions affecting Lewisham residents are fair and reasonable, particularly for those who circumstances make them vulnerable
- Increased access and choice for groups such as refugees and migrants, who face a significant risk of exploitation
- Better local engagement with groups in regular contact with seldom heard communities

Promote socio-economic equality for the most disadvantaged and vulnerable in the borough

We recognise that social mobility is one of the most effective ways to tackle inequality. However, whilst socio-economic status is not a characteristic protected under the Equality Act 2010, it is none-the-less part of the lived experience of many communities and groups irrespective of their characteristic. Set out below are some of the areas where we expect this equality objective to make a difference:

- Increased provision of affordable housing
- Reduction in child poverty in absolute and relative terms
- Reduction in rogue landlord activity
- Reduction in fuel poverty and the excess winter deaths that arise from it
- Reduction in the attainment gap between the best performing pupils and those who perform least well
- A higher number of businesses in Lewisham paying the London Living Wage to their employees
- Increased access to employment for those (eg: lone parents and older people) who are often furthest from the labour market

Improve the quality of life of residents by tackling preventable illnesses and diseases

We recognise that one of the most effective contributions that can be made to equality isn't just to increase the life expectancy of Lewisham residents, but more importantly, the quality of life that our residents are able to enjoy. We will therefore continue to take active steps to promote healthier lifestyles for our residents so that they can experience both improved life chances and better life outcomes. Set out below are some of the areas where we expect this equality objective to make a difference:

- Improved mental health and well being
- Reduction in preventable illnesses such as obesity and diabetes
- Reduction in incidence of sexually transmitted infections
- Reduced alcohol and substance dependency

Promote Lewisham as a borough of inclusion for all communities

We recognise that part of the experience of equality is how our residents feel about living in the borough and whether they choose to stay. Therefore we want to ensure that their experience is a positive one that speaks to Lewisham as a place that is welcoming of all people, irrespective of their background. Set out below are some of the areas where we expect this equality objective to make a difference:

- Increased social cohesion and sense of belonging
- Greater feeling of safety in the borough
- Openness to new communities including those fleeing war and persecution
- Celebration of the borough's rich cultural diversity as a strength
- A Council workforce that is representative of the borough's diverse population

Promote active citizenship and social responsibility

We recognise that one of the most effective ways to promote equality is through active citizenship and social responsibility. Residents and service users have a key role to play in creating a borough, where there is mutual respect for the rights of others including those of future generations. This means that everyone has to do their fair share. Set out below are some of the areas where we expect this equality objective to make a difference:

- Sustainable use of resources for the benefit of current and future generations
- Reduced carbon emissions
- Increased social capital and community engagement
- Increased civic participation

How will the Single Equality Framework be overseen?

Governance and oversight

We understand that the most effective way to ensure the effective application of the Single Equality Framework is to ensure that it is part and parcel of the way the Council conducts business. Set out below are examples of how arrangements for the governance and oversight of the Single Equality Framework will be managed.

Mayor and Cabinet

Mayor and Cabinet approves the Single Equality Framework on a four yearly cycle. However, on an ongoing basis, Mayor and Cabinet will hold officers to account to ensure that equality issues and implications are reflected in the suite of information needed to inform democratic-decision making.

Member Scrutiny Committees

Each of the Council's Select Committees will oversee the application of the Framework through their ongoing scrutiny role. As part of this, Select Committee Members will be able to challenge officers to demonstrate how the objectives of the Framework have been applied in the presentation of information to their respective Committees. In addition, each year the Safer, Stronger Communities Select Committee will receive an annual review of the Single Equality Framework.

Executive Management Team

The Council's Executive Management Team will ensure application of the Framework through its broader oversight role for policy development, strategic and financial planning, service design, management action and decision-making. Through this role, the Executive Management Team, will be able to provide assurance that management grip and control is effective.

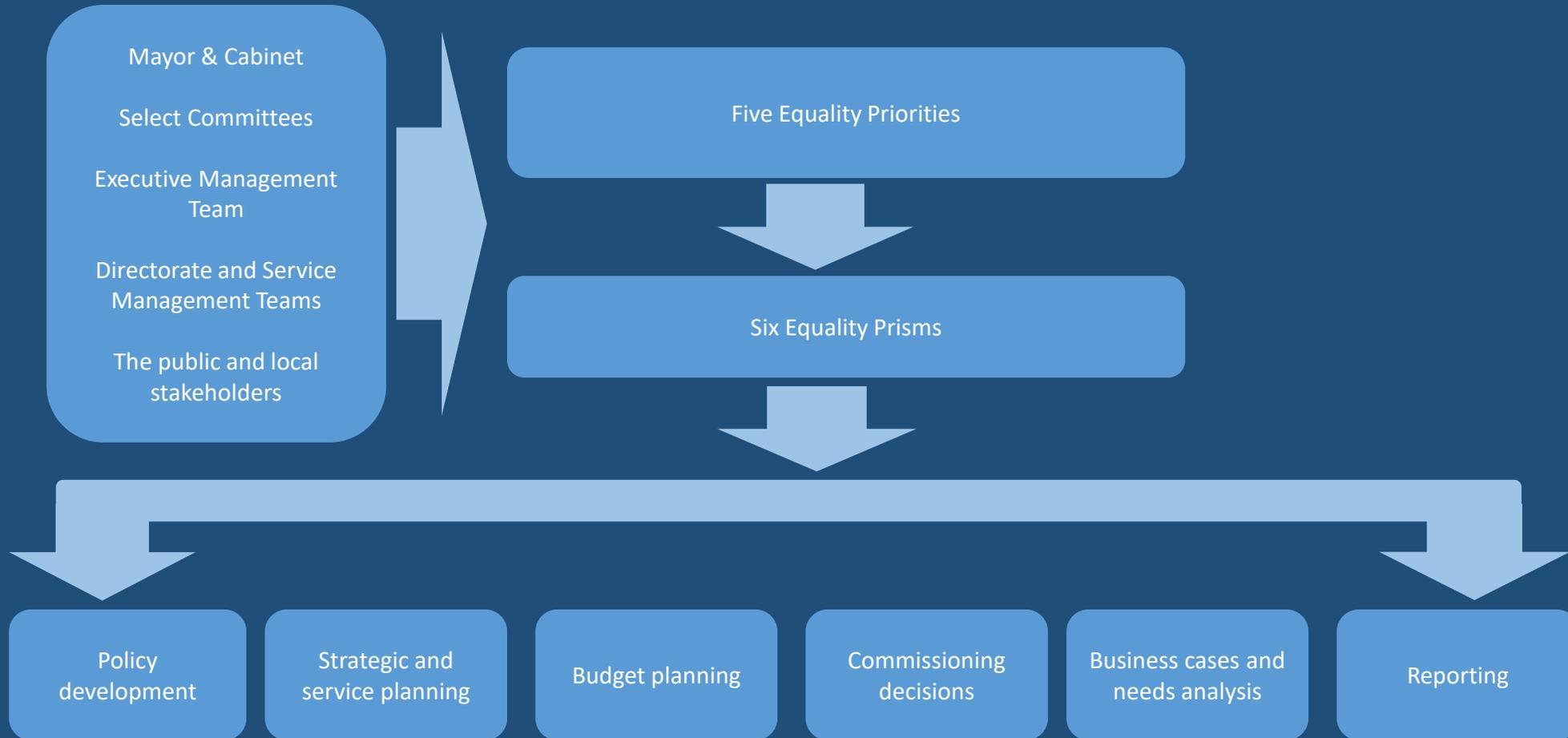
Directorate and Service Management Teams

Directorate and Service Management Teams will oversee the application of this Framework across the functions performed and services delivered within their areas of responsibility. In addition, Directorate and Service Management Teams will provide assurance to the Executive Management Team, that equality issues and risks are being considered and effectively managed.

The public and local stakeholders

The Council will actively seek feedback and learning opportunities from local stakeholders in an effort to better understand how this framework is being applied locally. This information will be used to shape the ongoing development of the Framework.

How the governance structure fits together



Data sources

- Earnings below the London Living Wage (Annual Survey of House and Earnings, Office for National Statistics, November 2018)
- Gross weekly earnings [place of residence] (Annual Survey of House and Earnings, Office for national Statistics, November 2018)
- Children in low income households (Her Majesty's Revenue and Customs, January 2019)
- Lewisham's population/ gender breakdown/ working age population/ age breakdown (Mid-year Population Estimates 2018, Office for National Statistics)
- Estimate of Lewisham's Lesbian Gay and Bisexual population (Lewisham Residents Survey, 2015)
- Adults classified as overweight or obese/ Year 6 prevalence of obesity/ diabetes detection/ physically active adults (Public Health England, 2019)
- All data on religion or belief/ marriage/ race/ lone parent households with dependent children/ living with disability/ English is not their main language (2011 Census)
- English Indices of Multiple Deprivation (Ministry of Housing Communities and Local Government, September 2019)
- Residents that are European Union Nationals in Lewisham and residents of other nationalities living in Lewisham (Lewisham Electoral Roll, January 2020)
- Workless households (Annual Population Survey, Office for National Statistics)
- Fuel poor households (Department of Business, Industrial Strategy, June 2019)
- Children Looked After (London Borough of Lewisham, 2020)
- Emergency food parcels supplied (The Trussell Trust)
- Average life expectancy male and female (Office for National Statistics, December 2018)
- Schools population of BAME heritage and languages spoken in the borough (Spring School Census 2019, Department for Education)
- Households with children in temporary accommodation April 2018-March 2019 (Ministry of Housing and Local Government, September 2019)
- Pupils entitled to Free School Meals (Autumn Schools Census 2019, Department for Education)



Safer Stronger Communities Select Committee

Report title: How Lewisham Council embeds Equalities across its service delivery

Date: 4 March 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Katie Wood, Scrutiny Manager

Outline and recommendations

The Committee is carrying out an in-depth review and this reports highlights evidence received from community groups and visits since the last meeting.

- To note the evidence received as highlighted in appendices A - C.

1. Summary

- 1.1. This reports highlights evidence received from visits and evidence gathering since the Committee's last meeting as part of the Committee's review in "How the Council embeds Equalities across its service delivery."

2. Recommendations

- 2.1. To note the evidence received as highlighted in appendices A - C.

3. Policy Context

- 3.1. The Council's Corporate Strategy of "Open Lewisham" promotes Lewisham as a welcoming place of safety for all which celebrates the diversity that strengthens us. It includes emphasis on Lewisham being a place where diversity and cultural heritage are recognised as a strength and celebrated and where hate crime will not be tolerated.
- 3.2. The strategy includes specific references to striving to make the Council's workforce more representative of the borough's diverse population at all levels and to challenging all forms of discrimination and tackling unconscious bias. There is also reference to understanding and mitigating the impact of Brexit for the borough.

4. Background

- 4.1. The Committee is carrying out an in-depth review and this reports highlights evidence received from community groups and visits since the last meeting.

5. Appendices

- *Appendix A – summary from Procurement Exercise*
- *Appendix B – Summary from visit to Glasgow City Council*
- *Appendix C – Summary from Equalities Analysis Assessment Exercise*

6. Financial implications

- 6.1. There are no direct financial implications arising from the implementation of the recommendations in this report.

7. Legal implications

- 7.1. There are no direct legal implications arising from the implementation of the recommendations in this report.

8. Equalities implications

- 8.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.2. 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.
- 8.3. There may be equalities implications arising from recommendations from the Committee's review and the Select Committee will need to give due consideration to this.

9. Climate change and environmental implications

- 9.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report.

10. Crime and disorder implications

- 10.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report.

11. Health and wellbeing implications

- 11.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report.

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Please give us feedback so we can improve.

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12. Background papers

- Scope Report into “How the Council embeds Equalities across its service delivery” – SSCSC – 16.7.19
- Council’s Employee Profile and Staff Survey Results - SSCSC – 16.7.19
- Evidence Report into “How the Council embeds Equalities across its service delivery” – SSCSC – 9.10.19
- Evidence Report into “How the Council embeds Equalities across its service delivery” – SSCSC – 26.11.19
- Evidence Report into “How the Council embeds Equalities across its service delivery” – SSCSC – 16.01.20

13. Report author and contact

- 13.1. *Katie Wood, Scrutiny Manager, katie.wood@lewisham.gov.uk 020 8314 9446*

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Appendix A

Equalities in Commissioning and Procurement for Safer Stronger Members (Appendix A)

Cllr Juliet Campbell, Cllr James Rathbone, James Lee, Iain McDiarmid, Katharine Nidd, Katie Wood.

Members of the Committee were invited to a workshop on 30th January 2020. The attached presentation was circulated and the following key points raised:

- The commissioning process was distinct from the procurement process.
- Equalities monitoring took place from the end of contract process and was used in combination with statistical analysis and insight for future commissioning.
- The initial process was individual based on the specific area. Some services needed a deep dive data analysis, others could use the contract monitoring from previous exercises as the basis.
- At the point a decision goes to the decision making body, whether a committee or under delegated authority, it needed to have been properly thought through.
- With the UK leaving the EU, the government had agreed a “Lift and shift” of EU procurement policy for 2 years therefore OJEU thresholds would remain the same during this time.
- The commissioning process was a cyclical constantly evolving process not finite.
- The specification and method statement within the tender process addressed equalities aspects and specific equality and diversity questions were built-in.
- The Commissioning of the Stop Smoking Service was provided as an example. Targets were included for key groups including pregnant women, parents of asthmatic children, and people with long-term conditions. A socio-economic target was also built in and the proxy measures of: unemployed; retired; long-term sick and routine and manual workers were used. These were based on NICE guidance on socio-economic status.
- Over the course of the contract, there was constant monitoring to consider if some groups became under-represented or groups were missed etc.
- Sometimes there is a weighting exercise due to limited resources, with for example, groups such as pregnant women being prioritised. Lower numbers of more significant outcomes were prioritised.
- Following a question regarding whether weighting of equalities versus likelihood of successful outcomes took place, Iain stated that they prioritised usually where there was most need or had biggest impact over where there was the highest quit rate for example.
- Sometimes tenders could be quite broad and seek the professional judgement of those tendering to compare and evaluate different approaches, focuses or targets etc.
- The re-commissioning of Sexual Health Promotion was provided as an example.
- The process was widely researched with extensive engagement, targeting key groups, and focus group. The Local Action Plan was key.

Appendix A

- The commissioning process took place following the [Lambeth, Southwark and Lewisham, Sexual and Reproductive Health Strategy 2019-24](#). This strategy was considered by the Healthier Communities Select Committee at their meeting in January 2019.
- Key areas in Lewisham included late HIV diagnosis and a focus on Black Caribbean men because there was a particular area of inequality relating to late diagnosis.
- Work was on-going to try to get a greater understanding of all those within communities including looking at intersectional issues to understand more.
- The reviewing process was really important and constant consultation and feedback took place to review and to hear from community voices/partners etc.
- Councillors asked a number of questions about the three areas presented:

“How do we (the Council) ensure individual service managers have a good enough understanding of all protected characteristics and the relevant data to be able to model possible implications?”

“Currently socio-economic considerations are not a legal requirement – how do we know we are making sensible judgements when an underlying factor for an inequality could be socio-economic and not related to a protected characteristic?”

“What are the datasets routinely used by service managers?”

“How do we (the Council) communicate our equalities considerations to the public?”

- The procurement and commissioning process had built in checks and guarantees including sign-off processes by Departmental Management Teams and then Executive Management Teams ensuring there were checks and balances. Data such as JSNAs, and information from engagement exercises and focus groups was used in the process.
- It was important that there was clear communication to decision-making bodies and they had confidence in the process.



Safer Stronger Select Committee:

Session on equalities in the design of commissioned and procured goods, works or services

0 January 2020

Catharine Nidd – Strategic Procurement & Commercial Services Manager

Alan McDiarmid - Service Group Manager – Prevention, Inclusion and Public Health Commissioning

James Lee - Director of Strategy, Partnerships & Improvement, Director of Culture and Community Development

Briefing overview



The commissioning lifecycle

The governance framework within which the Council procures

Tender preparation and equalities considerations.

‘Deep dive’ examples:

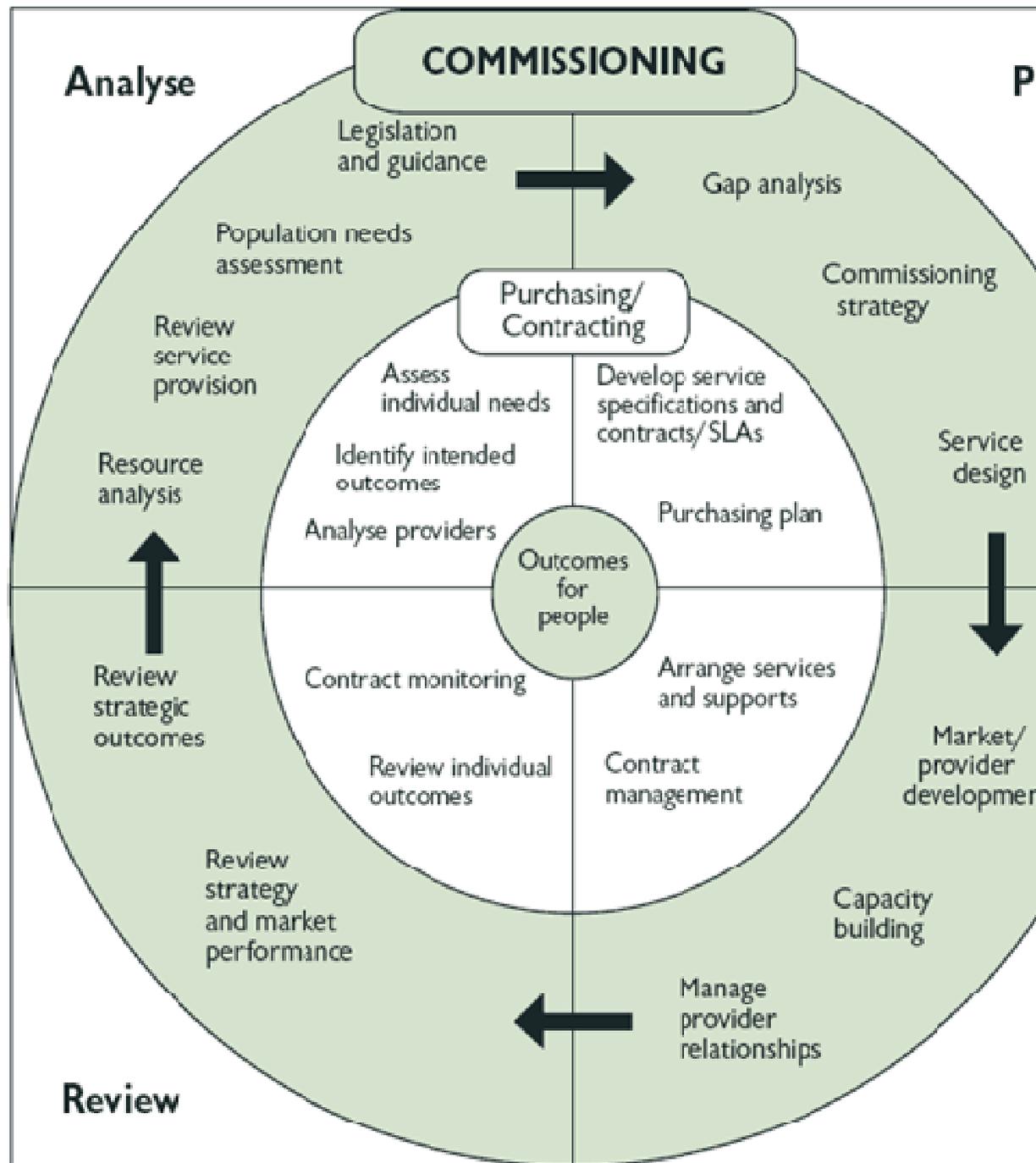
- stop smoking services;
- sexual health promotion; and
- obesity services (linked to the physical activity strategy).

Q&A.

Commissioning cycle

Commissioning is a multi-faceted process consisting of a range of activities that run both in sequence and concurrently to ensure that all services are delivering the highest quality provision at the most cost effective price.

This is usually represented as a 'commissioning cycle' which demonstrates that the work in understanding need/demand as well as monitoring performance and redesigning services are continuous and linked during the contractual period.



Internal Governance



The processes that officers must follow are clearly set out in the following documents:

- Lewisham Procurement Handbook
- Contract Procurement Rules 2015 and LBL Constitution
- Scheme of Delegation
- Officers Code of Conduct

The Corporate Procurement Team are responsible for:

- Procurement Policy
- Gateway Processes
- Advice and compliance
- Portal and contracts register
- Training
- Link into the commissioning teams (Integrated Joint Commissioning Group)

Internal Governance



In addition to the EU regulations which must be followed, the Council has 3 main categories of procurement based on total contract value:

Category C	Category B	Category A
<p>A quotes process can be used:</p> <p>< £10k 2 quotes</p> <p>£10k - £25k 3 quotes</p> <p>£25k - £50k 4 quotes</p>	<p>Contracts value > £50k < £500k for services and < £1m for works.</p> <p>Approval to procure and contract award made by Executive Directors.</p> <p>Tender process must be used, and if over OJEU, then this must follow the EU regs.</p>	<p>Contracts value > £500k for services and >£1m for works.</p> <p>Approval to procure and contract award made by Mayor and Cabinet.</p> <p>Tender process must be used, and this will most likely be above the OJEU threshold, and therefore follow the EU regs.</p>

Procurement Lifecycle

For all procurements in excess of £200k* the following procurement lifecycle MUST be followed:

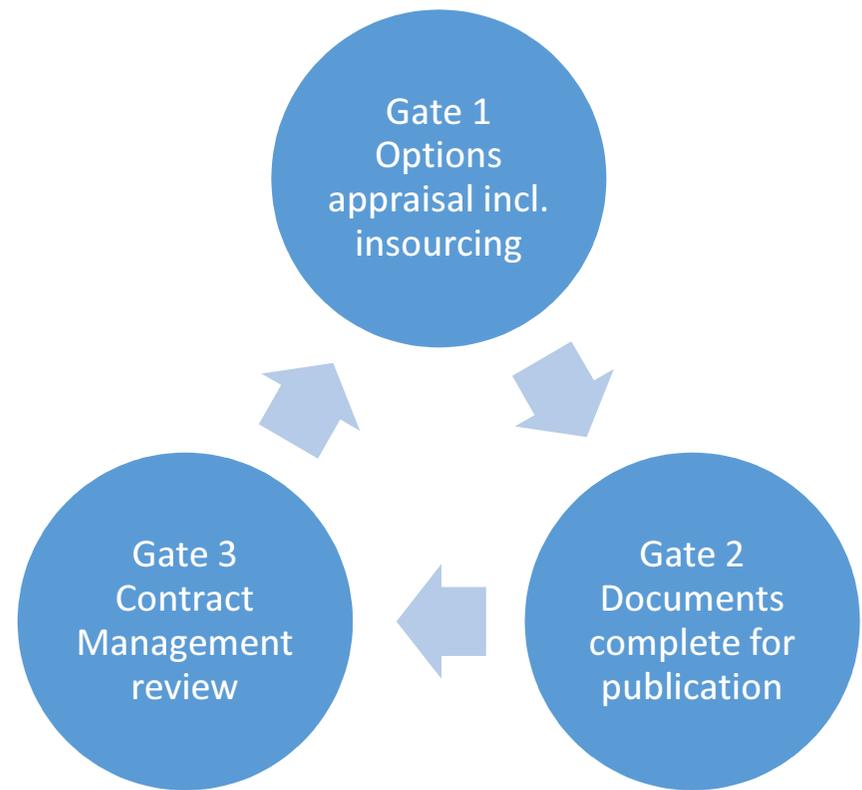
*NOTE: these are then offered to post scrutiny

Gate 1: Corporate priorities addressed:

- Equalities;
- modern slavery;
- Social value
- Insourcing (bus case developed and options appraisal)
- Service priorities (criteria and route to market)

Gate 2: decision compliance confirmation

Gate 3: monitoring (scrutiny)





Tender preparation & evaluation

Key documents

Invitation To Tender

Specification*

Form of Tender

Method Statement Questions*

Pricing schedule

Terms & Conditions*

Social Value Monitoring Tool*

TUPE template (where applicable)

Bond of Guarantee/ Parent Guarantee/ Pensions

Must be cleared by Procurement & Legal **(Gate 2)**

Equality and Diversity must be clearly considered and reflected here

Method statement questions



- These Method Statement's Questions below are what we use as a base template;
 - Experience & Capability
 - Service Delivery
 - Project Management / Mobilisation
 - Communication
 - Continuous Improvement
 - **Equalities, Diversity and Inclusion**
 - Health & Safety
 - Social Value

Stop smoking service



- ❑ Co-design with provider (Lewisham and Greenwich Trust) and Lewisham Public Health experts as part of funding reductions of c. 25% between 2015 and 2017
- ❑ Equalities analysis as part of Public Health grants cuts for April 2017
- ❑ Recommissioned building on the above in 2018
- ❑ Today service fundamentally targeted on inequalities- 50% of KPIs on targeting inequalities

Targeting & Equality KPIs	No. of successful pregnant women 4 week quits	50 (5% of total number of quits)
	No. of successful mental health 4 week quits	150 (15% of total number of quits)
	No of successful 4 week quits with a long term condition	500 (50% of total number of quits)
	No. of successful 4 week quits from parents of asthmatic children	20 (2% of overall quits, inclusive of all groups of smokers)
	No. of successful 4 week quits from lowest SES which includes smokers coded as: <ul style="list-style-type: none"> • Unemployed • Retired • Long term sick • Routine & Manual Workers 	600 (60% of overall quits, inclusive of all groups of smokers)

Sexual health promotion



- Driven by the 2019 refresh of Lambeth, Southwark and Lewisham's joint sexual health strategy:
<https://lewisham.gov.uk/mayorandcouncil/aboutthecouncil/strategies/sexual-and-reproductive-health-strategy>
- Review of existing provision for sexual health promotion, and whether it delivered as well as possible against those inequalities identified in the strategy
- Service redesign and subsequent recommissioning into three specialist elements – Black African/Caribbean service (just awarded to Brook-led group including Naz and Stephen Lawrence trust) and for MSM the recommissioning of the London HIV Prevention Programme and separately a specialist 'chemsex' service to focus on developing mainstream provision (antidote)

Obesity services (linked to Physical Activity Strategy)



- ❑ The Council was due to recommission obesity services for 2020, broadly configured into weight management and community prevention services.
- ❑ Through consultation with stakeholders and the market warming, officers were challenged on whether this service configuration addressed health inequalities and the level of insight from affected communities.
- ❑ In response to these challenges and to opportunities presented, including emerging work under the Health and wellbeing board on BAME health inequalities, Mayor & Cabinet agreed to delay tender processes.
- ❑ Officers are currently conducting an 'expression of interest' process to fund community groups to undertake insight work, overseen by a working group including BME network. Please see attached the call for expressions of interest that has been launched.

Questions & Answers



Glasgow visit 4.2.20 (Appendix B)

Background

The city of Glasgow has a population of around 620,000 people with approximately 12% BAME. The City Council has 85 elected Councillors representing 23 wards across the city. The Leader of the Council is Cllr Susan Aitken (SNP). The political make-up is as follows: SNP 39; Scottish Labour 31; Scottish Conservative 8; Scottish Greens 7. The Council's executive committee has 23 multi-party members, divided proportionately - 11 SNP, 8 Labour, 2 Conservative, 2 Green.

Councillor Campbell (Chair), Councillor Rathbone (Vice-Chair) and Katie Wood, Scrutiny Manager, met Councillor [Layden](#), City Convenor for Equality and Human Rights, as well as Afton Hill, Policy Officer, Cormac Quinn, Principal Policy Officer, Thom Hughes, Senior Corporate HR Manager, Gerry Quinn, Poverty Leadership Panel Manager and Sandra McDermott, Head of Financial Inclusion. (Convenor is a similar role to Cabinet member at Lewisham).

The Council has a strong focus on consideration of socio-economic deprivation. Their policies aim to take a flexible approach, to adjust for intersectionality and be “able to reflect the life experience of all people”. The Council is committed to writing Equalities Impact Assessments for all policies and changes to service and to publishing these on the Council’s website.

The Council has 4 important equalities aims that underpin its equalities work:

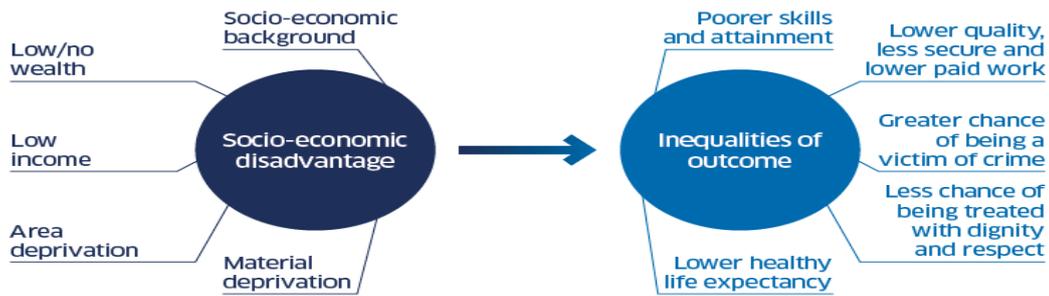
1. Improve economic outcomes for people with protected characteristics.
2. Increase people’s knowledge about equality and fairness
3. Increase access to the Council for those with protected characteristics
4. Promote and enforce respect and dignity in Glasgow.

Other areas include:

- Mainstreaming Equalities in all aspects of decision-making and showing leadership.
- Embedding Equality Impact Assessments (EIAs) into everything
- The importance of a robust evidence base
- Active engagement with communities to understand their perspective/concerns and priorities.

The Council has a Poverty Leadership Panel [People make Glasgow fairer](#)

Income inequality is distinct from social inequality hence “socio-economic inequality”



Poverty impact screening process:

The Council is working with the University of Glasgow and developing a tool to refine the poverty impact screening process and to align this with the EIA.

Other areas include collaborative workshops for employees and member consultation and a strong focus on improving the measurement of outcomes.

There is a very strong focus on outcomes and demonstrating impact rather than volume.

Notes from meetings:

Cllr Layden, City Convenor for Equality and Human Rights

A number of key issues were highlighted during the discussion:

- The implementation of [Community Empowerment Act in Scotland](#) had highlighted the importance of consultation and areas such as participatory budgeting. Equalities within this was a key consideration.
- Training for elected members was really important. Members were empowered to go through impact assessments.
- Equalities was built into everything. All Committees had an equalities remit rather than being for consideration by just one committee. This was listed in the terms of reference of every committee.
- Lewisham Councillors commented that it was useful that the Glasgow equalities objectives were collated into one document as opposed to Lewisham where it was suggested that they should be considered through the individual strategies. They liked that the 4 aims were broken down and included identifiable deliverable and quantifiable measures of success. They asked Glasgow how they got to that detailed stage.
- The response was that it was based on consultation. 9 months of engagement and a 3 month committee cycle. The [Mainstreaming report](#) covered some of the areas but the Equality outcomes were the main aims. Consultation had taken place with community groups and frontline facing staff (Glasgow has 24,000 staff). There were workshops for frontline facing staff on challenges they faced. National research was also used to pull together key issues that needed to be addressed. This all then went back out to elected members and community groups. Once they were happy with the aims – this then went back to the community groups to ask what actions should be taken through the Equalities working group to set measures of success.

- A review of what has been done will take place with feedback from the third sector. Some outcomes will likely be kept and some new ones will be started based on those dialogues.
- Priorities and measurement methods can be changed throughout the process in response to emerging issues/new data.
- Consultation takes place online on existing outcomes and emerging issues. Research is undertaken and third sector and members consulted. There are face to face workshops (half days) and 1 to 1 dialogue with key third sector contacts. The information is used to develop the draft.
- The Council had used Ipsos MORI for data gathering when there were gaps in the data held.
- Ipsos Mori had helped with getting information on some of the lesser heard groups. Using Ipsos Mori had given the intelligence to understand the data gaps since the 2011 census.
- Councillor Rathbone commented that Lewisham had outsourced some of our consultation to a number of groups ie. BME network and that we had stopped consulting the community and started consulting these groups which were “semi-institutionalised”.
- Glasgow tried to challenge themselves when they were repeatedly hearing the same voices. Consultees sometimes focused on personal issues rather than wider issues therefore missing out particular groups and voices was a problem. This was emphasised by a consultation on British Sign Language (BSL) that the Council was carrying out and where none of the disability groups who were usually consulted were related to that area. In addition to this, intersectional issues could be missed. The BSL consultation had been a big learning-curve. The community didn't necessarily see it as a disability but a cultural and language issue and therefore consultation methods had to be adapted.
- There was a Community Planning Partnership which included representatives from the community, planning, NHS, Police, university etc.
- The Council had an Equality Network, where anything related to equalities issues could be emailed out to all involved. This was run through an Equality organisation funded by the Council who delivered this service. All equalities consultation went through that list and it was a very valuable resource.
- Consultation and engagement was a theme of the Lewisham Council's Democracy Review.
- Consultation fatigue was a real issue so consultation needed to be balanced and be based on 2 way conversations. There needed to be honesty and results needed to be fed back.
- It was helpful for members to have an elected member with a specific equalities lead. This also helped to raise the equalities profile in the decision-making process.
- Council staff were a major part of the equalities mainstreaming report and aims.

Equality and Diversity Networks (staff) – Thom Hughes

In the discussion a number of points were considered:

- HR and employment were related to Equality and were part of how the Council considered equalities and embedded it within the Council's Mainstreaming and progress reports.
- In terms of staff networks, in the past there were smaller networks which tended to be based on discussing people's complaints and concerns. The approach did not appear to be useful for the majority of people and also could exclude certain groups within protected characteristic groups. The individual networks were abolished and the Council tried one big staff network which was not a successful approach. The Council then went to staff groups based on the protected characteristics.
- The women's network had focussed on issues such as equal pay and gender pay gaps. They used the Lean In model (Facebook) and peer to peer support for women. Other events included a Menopause café. The network also supported local charities for women.
- All networks were peer to peer support focussed. Groups included: Women's, BAME, disability, LGBT, and a carers support network.
- Formal structures including Terms of Reference and elected Chairs were removed. Individuals came forward if they were interested in leading. Officers were given support and time from their day job to run the network.
- Coordinators could often use the experience to progress in their career by the experience they got, so there was mutual benefit. There were 4 meetings a year.
- Each network has a principles document (rules and rough aims but not too formal).
- A yearly survey of network members was carried out asking for thoughts on what had been done well/what to do moving forward etc.
- The network groups were often used as a consultation/information source. For example the female workforce on their experience of maternity.
- There were 700 members of staff in staff networks. The Women and LGBT networks were particularly successful and included speaker-led events and conversation cafes.
- The Disability staff group had not been that well attended, therefore HR would be facilitating returning to a conversation cafe to get back to the individual issues being faced.
- The BAME network also looked at religion and culture because that's what the members had said were needed.
- Staff completing EIAs were encouraged to use staff networks for their experiences.
- Each network has a member sponsor.
- Many of networks had a strong focus on progressing in the organisation with the exception of the Carers' Network which was more focussed on support for individuals' challenges.
- There were links between Equalities and health and well-being. Each service had an employee action plan for their own network.
- Staff networks were open to everyone not just those with the protected characteristic themselves.
- Survey results showed membership had been beneficial for staff.

- The LGBT network had had an impact on museum collections. Through LGBT history in museum, the Kelvingrove museum had carried out tours of artefacts in the museum with an LGBT link.
- Glasgow City Council was a Carer Positive organisation.
- A young employees' network was being considered.
- The Council copied the successful models used in many of the big corporations such as RBS etc. and tried to replicate practice.
- There was zero budget initially for the staff groups but now the City Council had seen the benefit, they had been given a small budget. Training was now provided for staff members so they were given something back for the work they had put in. For example 5 places on the Glasgow Herald Diversity Conference had been provided. Looking after and motivating the coordinators was also a key factor.
- A lot of the events were about promoting opportunity for example International Women's Day.
- Intersectionality was always an important consideration and the network coordinators met formally with the support of HR.
- The Council had worked with partner organisations to create a BAME leadership programme. A member of staff can apply and select individuals to participate in a 6 month management programme. There was a strong mentoring element. The Council had had progress in BAME progression upwards in the Council but more needed to be done. Working with local partners and training programmes for people applying in the Council. Job adverts now included a line stating that the Council: "Particularly welcome applications from disabled and BAME applicants". This was justified because of the disproportionality between the workforce and the wider population.

Equality Impact Assessments

- It was important for elected members to understand what the staff do in terms of EIAs so all members have training. There is also an online training guide.
- The policy team put lots of effort into face to face discussions to reinforce the process.
- Socio-economic impacts affects all of the protected characteristics and Socio-economic is intrinsically related and looked at across characteristics.
- Human rights considerations were included. This included absolute rights and limited rights which were both important. Also, qualified rights - where the rights impinge on others or cause dangers and others need to be protected.
- All reports to committee should have and an EIA. (Template attached). Report authors can say if it's not applicable and state why.
- Officers start with the equalities screening process and professional judgement states how much is needed. It shouldn't become obfuscation from excessive and unnecessary information being include.
- HR equalities implications were considered under a separate process because of employment law. This was an HR EIA.
- Health impact assessments were usually only carried out if working with health authorities. If clinical dimension then carry out with health partners.

- It was really important to get the title and purpose correct for the EIA. Each one was logged by Corporate Services and support provided. This ensures a clear Council-wide reporting. It was the duty of individual officers to ensure all EIA were notified to corporate resources. Sometimes they went before committee before this has happened and as Members had had full training they were able to challenge individual officers as to whether this had happened. This provides an additional check mechanism.
- All EIAs were put on the Council's website and the public could view these.
- Glasgow's view was that EIAs were not finite and a 6-month review was built into them.
- It was an on-going challenge to ensure all staff fully understood the process.
- Gathering evidence was essential. In the guidance, key statistics were brought up about each of the areas in a matrix system (see slide 10). This was really useful for staff. The data was refreshed approximately every 2 years. It was not everything but a really good level of information on each of the areas. All Council staff had access. This was a comfort for people starting with EIAs to get an overall background level of info. The matrix design meant it was easier to share good data/work.
- There had been very few occasions where the EIA had stopped the policy. Although this had sometimes occurred with budget reductions.
- Impact assessments had to be shared and were the collective responsibility of all project partners. A process of on-going review was built in.
- Really clear forms and procedures were important and the screening form was a useful tool for officers. Services need to remain flexible - usually expect "yes" or "not at this stage" on the considerations and rarely would it be "no".
- Council PIDs include a reference to EQIAs and there was proactive work with procurement.

Equality Impact Assessment (EQIA)

March 2019

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Council

9 Protected Characteristics

When we talk about Protected Characteristics we refer to:

1. age,
2. disability,
3. sex,
4. gender reassignment,
5. sexual orientation,
6. race,
7. religion or belief (including lack of belief),
8. marriage and civil partnership,
9. pregnancy and maternity

Consideration should also be given to: **Socio economic circumstances/
Poverty and Income**

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The Equality Act 2010: Public Sector Duty

The duty on public authorities that is set out by the Equality Act 2010 is known as the General Duty and requires public authorities to pay due regard to all three of the following needs when carrying out their functions:

1. The need to eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
2. The need to advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
3. The need to foster good relations between people who share a protected characteristic and those who do not.

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The Equality Act 2010: Human Rights

We also need to consider, where applicable, to what (if any) extent policies, projects, Service Reforms, or Budget Options impact on three key strands of Human Rights, and whether these impacts are legal, necessary, proportionate, non discriminatory:

Absolute rights:

- the right to life,
- the right to freedom from inhuman and degrading treatment

Limited rights: (liberty, a fair trial)

Qualified rights: (respect for private and family life, home and correspondence, freedom of thought, conscience and religion, freedom of assembly and association and protection of property)

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When should I carry out an EQIA?

In order to fulfil our general duty it is critical that the all services conduct an **EQIA** in the following circumstances:

- **All** significant policies, strategies and projects should have as a minimum an EQIA screening inbuilt as part of the risk assessment process.
- **All** budget options for the each financial year will require to be EQIA screened. (It is possible to group individual options if they relate to one particular service area)
- **All** Reports to Committee now require Equalities Impacts to be reported either as an EQIA (screening or full report) or as a status report on Equalities considerations.
- Significant service reforms **may** require a Full Report to be completed, or as a minimum, a justification in a Screening Report as to why the Full Report was unnecessary.

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Two key types of EQIA

1. Equality Impact Assessment Screening

A screening can be undertaken as part of a scoping exercise prior to a full report, or it can stand alone as final summary if no significant Equalities Impacts are identified or arise subsequently in the policy or plan implementation

2. Equality Impact Assessment Full Report

A full report should be conducted for a significant service reform, or where a Screening indicates an area or areas that require more detailed consideration

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HR Equality Impact Assessment & HIA

Where further Impact Assessment is required:

Human Resources

Corporate HR have also developed a complimentary Equality Impact Assessment with particular reference to Employment legislation

- If the policy, strategy or budget option relates directly to staff, then the HR EQIA should be undertaken
- Or**
- If as part of standard EQIA a staff issue is prominent in the conclusions/ outcomes and requires further consideration

Health Impact Assessment (HIA)

This may also be required where particular and specific potential health impacts have been identified

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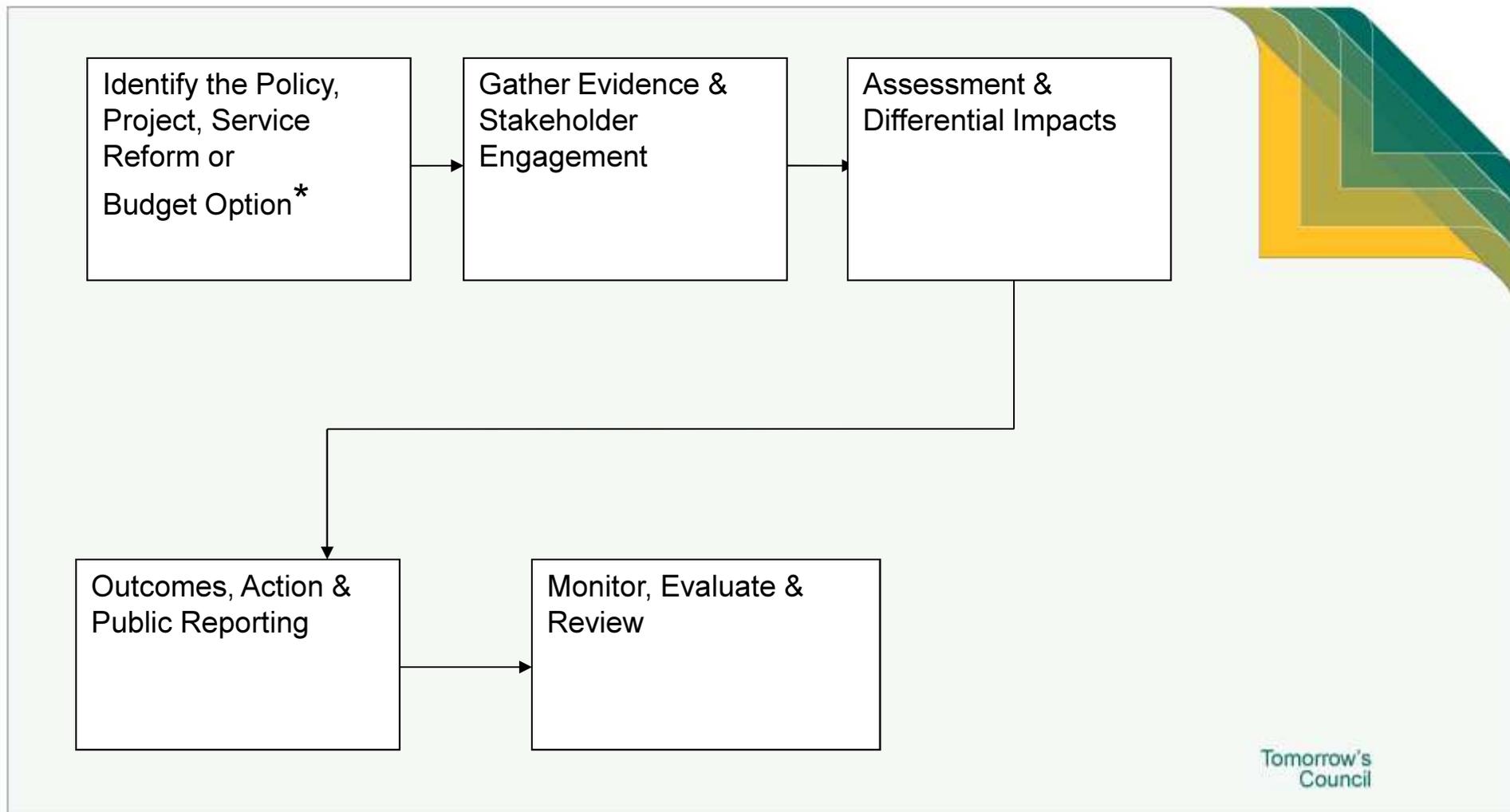
Initiating an EQIA

When you know the title and purpose of the EQIA – contact Corporate Services to log and initiate the process. This allows us to:

- Track the progress of EQIAs in the Council/ ALEOs
- Provide support where required
- Ensure there is clear council wide reporting of EQIAs

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Full Impact Assessment: 5 steps



* Refer to any previous EQIA Screening when Full EQIA being undertaken

Gathering Evidence: Supports and Tools

You are here: [Know Your Council](#) • [Policy, Planning and Strategy](#) • [Equalities Impact Assessment Evidence Matrix](#)

Equalities Impact Assessment Evidence Matrix

 [Equality Impact Assessment Guidance \[328kb\]](#) 

 [Equality Screening Form \[108kb\]](#) 

	Age	Disability	Ethnicity	Gender	Religion	Sexual Orientation	Pregnancy and Maternity	Marriage Civil Partnership
General Info								
Access to Services								
Poverty/Low Income								
Health								
Education								
Employment								
Discrimination								
Hate Crime/Safety								
Social Exclusion/Civic Engagement								
Economic Activity								

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EQIA: Outcomes

Outcomes

When the evidence has been considered in relation to the proposed Policy, Project, Service Reform or Budget Option, it will be apparent what the likely impacts are. The type, scale, duration, and specificity of the likely impacts will inform the direction of the outcome of the EQIA.

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EQIA: Outcomes

There are **four** potential outcomes as follows:

No major change required

The Policy, Project, Service Reform or Budget Option is robust and can continue unamended

Continue the Policy, Project, Service Reform or Budget Option

A justification is required for continuing despite the potential for adverse impact

Adjust or Amend the Policy, Project, Service Reform or Budget Option

Remove barriers, make changes to better advance equality or remove or mitigate negative impact

Stop, or Remove the Policy, Project, Service Reform or Budget Option

If adverse effects cannot be justified and cannot be mitigated.

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Reviewing and Updating

To ensure that EQIA is not separate from overall Risk Assessment it is important to:

- Link review and EQIA monitoring into existing strategic processes (recommend 6 months to 1 year for minimum review period)
- Any new evidence developed as part of an EQIA process, can be used as part of the Evidence Matrix refresh

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EQIA Screening Form (extract)

Protected Characteristic	Specific Characteristics	Positive Impact (it could benefit an equality group)	Negative Impact – (it could disadvantage an equality group)	Socio Economic / Human Rights Impacts
SEX/ GENDER	Women			
	Men			
	Transgender			
RACE* <i>Further information on the breakdown below each of these headings, as per census, is available here.</i> <i>For example Asian includes Chinese, Pakistani and Indian etc</i>	White			
	Mixed or Multiple Ethnic Groups			
	Asian			
	African			
	Caribbean or Black			
	Other Ethnic Group			
DISABILITY <i>A definition of disability under the Equality Act 2010 is available here.</i>	Physical disability			
	Sensory Impairment (sight, hearing,)			
	Mental Health			
	Learning Disability			

EQIA Screening Form (extract)

Screening Outcome	Yes /No Or / Not At This Stage
Was a significant level of negative impact arising from the project, policy or strategy identified?	
Does the project, policy or strategy require to be amended to have a positive impact?	
Does a Full Impact Assessment need to be undertaken?	

EQIA Screening Form (extract)

Actions: Next Steps

(i.e. is there a strategic group that can monitor any future actions)

Further Action Required/ Action To Be Undertaken	Lead Officer and/or Lead Strategic Group	Timescale for Resolution of Negative Impact (s) / Delivery of Positive Impact (s)
		<p style="text-align: right;">Tomorrow's Council</p>

Reviewing and Updating

Any Questions?

Practical Example:

What do we need to consider when completing this EQIA?

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EQUALITY IMPACT ASSESSMENT (EQIA): SCREENING FORM

Introduction to the EQIA screening process

A successful EQIA screening will look at 5 key areas:

1. **Identify the Policy, Project, Service Reform or Budget Option to be assessed**

A clear definition of what is being screened and its aims

2. **Gathering Evidence & Stakeholder Engagement**

Collect data to evidence the type of barriers people face to accessing services (research, consultations, complaints and/or consult with equality groups)

3. **Assessment & Differential Impacts**

Reaching an informed decision on whether or not there is a differential impact on equality groups, and at what level

4. **Outcomes, Action & Public Reporting**

Develop an action plan to make changes where a negative impact has been assessed. Ensure that both the assessment outcomes and the actions taken to address negative impacts are publically reported

5. **Monitoring, Evaluation & Review**

Stating how you will monitor and evaluate the **Policy, Project, Service Reform or Budget Option** to ensure that you are continuing to achieve the expected outcomes for all groups.

1. IDENTIFY THE POLICY, PROJECT, SERVICE REFORM OR BUDGET OPTION:

a) Name of the Policy, Project, Service Reform or Budget Option to be screened

b) Reason for Change in Policy or Policy Development

c) List main outcome focus and supporting activities of the Policy, Project, Service Reform or Budget Option

d) Name of officer completing assessment (signed and date)

e) Assessment Verified by (signed and date)

2. GATHERING EVIDENCE & STAKEHOLDER ENGAGEMENT

The best approach to find out if a policy, etc is likely to impact positively or negatively on equality groups is to look at existing research, previous consultation recommendations, studies or consult with representatives of those groups. You should list below any data, consultations (previous relevant or future planned), or any relevant research or analysis that supports the Policy, Project, Service Reform or Budget Option being undertaken.

Please name any research, data, consultation or studies referred to for this assessment:	Please state if this reference refers to one or more of the protected characteristics: <ul style="list-style-type: none"> ➤ age ➤ disability, ➤ race and/or ethnicity, ➤ religion or belief (including lack of belief), ➤ gender, ➤ gender reassignment, ➤ sexual orientation ➤ marriage and civil partnership, ➤ pregnancy and maternity, 	Do you intend to set up your own consultation? If so, please list the main issues that you wish to address if the consultation is planned; or if consultation has been completed, please note the outcome(s) of consultation.

3. ASSESSMENT & DIFFERENTIAL IMPACTS

Use the table below to provide some **narrative** where you think the **Policy, Project, Service Reform or Budget Option** has either a positive impact (contributes to promoting equality or improving relations within an equality group) or a negative impact (could disadvantage them) and note the reason for the change in policy or the reason for policy development, based on the evidence you have collated.

Protected Characteristic	Specific Characteristics	Positive Impact (it could benefit an equality group)	Negative Impact – (it could disadvantage an equality group)	Socio Economic / Human Rights Impacts
SEX/ GENDER	Women			
	Men			
	Transgender			
RACE*	White			
<i>Further information on the breakdown below each of these headings, as per census, is available here. For example Asian includes Chinese, Pakistani and Indian etc</i>	Mixed or Multiple Ethnic Groups			
	Asian			
	African			
	Caribbean or Black			
	Other Ethnic Group			
DISABILITY	Physical disability			
<i>A definition of disability under the Equality Act 2010 is available here.</i>	Sensory Impairment (sight, hearing,)			
	Mental Health			
	Learning Disability			

EQIA Screening Form

LGBT	Lesbians			
	Gay Men			
	Bisexual			
AGE				
	Older People (60 +)			
	Younger People (16-25)			
	Children (0-16)			
MARRIAGE & CIVIL PARTNERSHIP				
	Women			
	Men			
	Lesbians			
	Gay Men			
PREGNANCY & MATERNITY				
	Women			
RELIGION & BELIEF**				
	See note A list of religions used in the census is available here .			

* For reasons of brevity race is not an exhaustive list, and therefore please feel free to augment the list above where appropriate; to reflect the complexity of other racial identities.

** There are too many faith groups to provide a list, therefore, please input the faith group e.g. Muslims, Buddhists, Jews, Christians, Hindus, etc. Consider the different faith groups individually when considering positive or negative impacts. A list of religions used in the census is available [here](#).

Summary of Protected Characteristics Most Impacted

Summary of Socio Economic Impacts

Summary of Human Rights Impacts

4. OUTCOMES, ACTION & PUBLIC REPORTING

Screening Outcome	Yes /No Or / Not At This Stage
Was a significant level of negative impact arising from the project, policy or strategy identified?	
Does the project, policy or strategy require to be amended to have a positive impact?	
Does a Full Impact Assessment need to be undertaken?	

Actions: Next Steps

(i.e. is there a strategic group that can monitor any future actions)

Further Action Required/ Action To Be Undertaken	Lead Officer and/or Lead Strategic Group	Timescale for Resolution of Negative Impact (s) / Delivery of Positive Impact (s)

Public Reporting

All completed EQIA Screenings are required to be publically available on the [Council EQIA Webpage](#) once they have been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. (See [EQIA Guidance](#): Pgs. 11-12)

5. MONITORING OUTCOMES, EVALUATION & REVIEW

The Equalities Impact Assessment (EQIA) screening is not an end in itself but the start of a continuous monitoring and review process. The relevant Strategic, Policy, or Operational Group responsible for the delivery of the Policy, Project, Service Reform or Budget Option, is also responsible for monitoring and reviewing the EQIA Screening and any actions that may have been take to mitigate impacts.

Individual services are responsible for conducting the impact assessment for their area, staff from **Corporate Strategic Policy and Planning** will be available to provide support and guidance.

Legislation

Equality Act (2010) - the Equality Act 2010 (Specific Duties) Scotland Regulations 2012

The 2010 Act consolidated previous equalities legislation to protect people from discrimination on grounds of:

- race
- sex
- being a transsexual person (transsexuality is where someone has changed, is changing or has proposed changing their sex – called 'gender reassignment' in law)
- sexual orientation (whether being lesbian, gay, bisexual or heterosexual)
- disability (or because of something connected with their disability)
- religion or belief
- having just had a baby or being pregnant
- being married or in a civil partnership, and
- age.

Further information: [Equality Act Guidance](#)

As noted the Equality Act 2010 simplifies the current laws and puts them all together in one piece of legislation. In addition the **Specific Duties (Scotland Regulations 2012)** require local authorities to do the following to enable better performance of the general equality duty:

- report progress on mainstreaming the general equality duty
- publish equality outcomes and report progress in meeting those
- impact assess new or revised policies and practices as well as making arrangements to review existing policies and practices gather, use and publish employee information
- publish gender pay gap information and an equal pay statement
- consider adding equality award criteria and contract conditions in public procurement exercises.

Further information: [Understanding Scottish Specific Public Sector Equality Duties](#)

Fairer Scotland Duty

Authorities should also consider Socio-Economic Impacts where appropriate. Further information: [Fairer Scotland Duty Interim Guidance](#)

Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

Glasgow City Council

Equality Impact Assessment (EQIA) Guidance

July 2019

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Introduction

What is Equality Impact Assessment (EQIA)?

Most policies, projects, Service Reforms, or Budget Option have wider impacts beyond their intended outcomes, and may also impact differentially on different groups in the population.

The purpose of the EQIA is to ensure that decision makers are fully informed, at a formative stage in the decision-making process.

Identification of a potentially adverse impact does not mean that the option cannot be taken forward. However where there is a potentially adverse impact, measures should be identified that would minimise that impact should the option be approved. If an adverse impact could amount to unlawful discrimination, then adjustments should be made to avert this.

There is a statutory obligation to meet the Public Sector Equality Duty (PSED) in the Equality Act (2010) and the corresponding supplementary 'Specific Duties' contained within the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. (A summary of the Equality Legislation Requirements is provided as Appendix B) The legislation imposes duties on all Scottish Local Authorities with the express purpose of enabling the better performance of the PSED contained in s149 (1) of the Equality Act 2010. This requires Local Authorities to be proactive in promoting equality, eliminating unlawful conduct and fostering good relations.

The legislation requires that people are not discriminated against, harassed or victimised on the grounds of

- age,
- disability,
- gender reassignment,
- marriage and civil partnership,
- pregnancy and maternity,
- race,
- religion or belief (including lack of belief),
- sex,
- sexual orientation.

These are called '**protected characteristics**'. In exercising its functions a Local Authority must advance equality of opportunity between those who share a relevant protected characteristic and those who do not.

EQIA is one way to ensure public policies meet these legal requirements. Assessing the likely impact of our plans and services also makes good business sense for the Council, as it is important in developing any proposal to understand the needs of different population groups.

One of the main aims of the PSED is to improve transparency and accountability and this is also a priority for the Council when it comes to reporting on potential policy changes and other equality related issues.

Definition of policy

The general duty applies across everything an authority does. The legislation, together with this guidance, uses the term 'policy' for what is being assessed. Thus, 'policy' should be broadly understood to embrace a range of different types of functions including strategies, plans, services or proposals as well as provisions, criteria and practices. For example, setting budgets, developing high-level strategies, changing organisational practices such as internal restructuring or proposals for any of the above can be considered as 'policy'.

Other Key Areas to Consider:

Equality, socio-economic disadvantage and health

As well as equality considerations, Glasgow City Council (GCC) has committed to reducing health inequality and improving health outcomes. Importantly, we want to ensure that our policies and services meet the needs of population groups that are known to have poorer health and social outcomes.

The [Fairer Scotland Duty](#) places legal responsibility on particular public bodies in Scotland to pay due regard to (actively consider) how they can reduce inequalities of outcome, caused by socio-economic disadvantage, when making strategic decisions. [Interim Guidance on the Fairer Scotland Duty](#) has been published to give an idea of the areas of interest that can be explored when considering potential socio-economic impacts.

Among the key areas to consider are where these criteria might be more pronounced in in the area being considered:

- Socio economic background of individuals and communities
- Areas of low wealth (eg: prevalence of home ownership/ accumulation of savings etc)
- Material deprivation (how this links to low income)
- Area deprivation (how an area is reflected with SIMD and other indices of relative poverty. Also the relationships between how communities of interest (eg: disability prevalence/ ethnic composition etc) are impacted by poverty and communities of place (geographic factors – and how these can overlap)

Many of these areas, are of course, cross cutting; with regard to Health in particular. For example, access to employment opportunities, reliable transport, good quality housing and education and training will all have wider impacts on people's health and on health inequalities. GCC's revised approach to Equality Impact Assessment (EQIA) considers all of these issues and aims to identify monitor and report potential impacts on equality, diversity, health and health inequality.

Equality and Human Rights approach

A Human Rights approach should be an embedded consideration in all Equality Impact Assessment. In summary; we need to consider, where applicable, to what (if any) extent policies, projects, Service Reforms, or Budget Options impact on three key strands of Human Rights:

Absolute rights:

- the right to life,
- the right to freedom from inhuman and degrading treatment

Limited rights:

- the right to liberty,
- the right to a fair trial

Qualified rights

- the right to respect for private and family life, home and correspondence
- the right to freedom of thought, conscience and religion
- the right to freedom of assembly and association
- the right to protection of property

Any restriction of Qualified Rights must be:

- In accordance with the law: have a basis in domestic law, safeguards against arbitrary interference, foreseeable
- In pursuit of a legitimate aim: including "the economic wellbeing of the country"; "the protection of health", "protection of the rights and freedoms of others"
- Necessary
- Proportionate
- Not discriminatory

We would recommend the [FAIR](#) based approach when considering Human Rights in the Impact Assessment process:

As with all impact identification; it is important to note, that process of consideration is not limited to identifying those impacts we wish to improve or mitigate, but also where applicable, those **positive impacts** that may enhance the human rights of individual(s).

Please also see the [Scottish Human Rights Commission outline of human rights](#)

Who is responsible for doing an EQIA?

The group responsible for developing, reviewing or revising a policy, plan or service is also responsible for carrying out the EQIA. Support is available from GCC's Corporate Strategic Policy and Planning section; they are able to offer advice and support but will not do the assessment for you.

If there is already a project management or steering group developing the policy under considerations then this group (or a sub group) could serve as the steering group for the EQIA.

It is also essential to have a named responsible lead officer for the EQIA to deliver the assessment, recommendations and action planning if required.

Step 1. Identify the Policy, Project, Service Reform or Budget Option to be Impact Assessed

The first and most important part of the process is to describe and provide detail on the Project, Service Reform or Budget Option that is being assessed for equality impacts. It is important to describe its purpose, expected duration and outcome focus. This provides the context for what impacts are likely and what the intention of the policy is.

When should I carry out an EQIA?

In order to fulfil our general duty it is critical that the all services conduct an EQIA in the following circumstances:

- **All** significant policies, strategies and projects should have as a minimum an EQIA screening inbuilt as part of the risk assessment process.
- **All** budget options for the each financial year will require to be EQIA screened. (It is possible to group individual options if they relate to one particular service area)
- **All** Reports to Committee now require Equalities Impacts to be reported either as an EQIA (screening or full report) or as a status report on Equalities considerations.
- Significant service reforms **may** require a Full Report to be completed, or as a minimum, a justification in a Screening Report as to why the Full Report was unnecessary.

Once a decision is take to undertake an Impact there are two key types of EQIA.

- **Equality Impact Assessment Screening**

A screening can be undertaken as part of a scoping exercise prior to a full report, or it can stand alone as final summary if no significant Equalities Impacts are identified or arise subsequently in the policy or plan implementation

- **Equality Impact Assessment Full Report**

A full report should be conducted for a significant service reform, or where a Screening indicates an area or areas that require more detailed consideration.

For the purposes of the guidance the term **EQIA** refers to both Screening and Full Assessment unless otherwise stated.

Step 1- Project, Service Reform or Budget Option

It is crucial that the work involved should be documented on an ongoing basis so that the report is completed throughout the process rather than as an onerous task at the end. Well documented records will also be required in the event that a policy ever has to be objectively justified.

Project Initiation Document (PID)

All significant Projects will have their own **Project Initiation Document (PID)**. EQIA should be **embedded** as part of the overall **Risk Management Strategy**, and as such will necessarily be considered and documented at each decision point in the process.

Within every **Project Initiation Document (PID)** the information and stages below should be included.

Stage	Activities
Scoping	Step 1: Identify the Policy, Project, Service Reform or Budget Option (refer to EQIA Screening where appropriate)
Planning	Step 2: Gather Evidence Step 3. Assessment & Differential Impacts
Closing	Step 4 - Outcomes, Action & Public Reporting Step 5 - Monitor, Evaluate & Review

Should you require more information on project management you can complete the eLearning course on [GOLD](#)

Step 2. Gathering Evidence & Stakeholder Engagement

EQIA Evidence Matrix

EQIA recommendations need to be based on evidence of impact and relevance.

Policies will have already to some extent; be based on evidence. Before conducting an EQIA it is important to summarise the evidence that has informed the proposal to date. The new **EQIA Evidence Matrix** (below) provides a starting point for the consideration of the potential impacts by protected characteristic, cross referenced with some key areas where impacts might be discernable.

	<i>Age</i>	<i>Disability</i>	<i>Ethnicity</i>	<i>Gender</i>	<i>Religion</i>	<i>Sexual Orientation</i>	<i>Pregnancy & Maternity</i>	<i>Marriage & Civil Partnership</i>
General Info								
Access to services								
Poverty/low income								
Health								
Education								
Employment								
Discrimination								
Hate Crime/Safety								
Social Exclusion/Civic Engagement								
Economic Activity								

The link below connects directly to the live matrix:

[Equalities Impact Assessment Evidence Matrix](#)

Other Sources

The evidence matrix is intended **only to be a starting point** for consideration of any potential impacts on the equality groups defined within the key protected characteristics. The matrix above is not exhaustive and other sources should also be considered.

These might include further detail on the following:

- Data on populations in need
- Data on service uptake/ access
- Data on quality/ outcomes
- Research evidence/ literature review
- Findings from stakeholder consultation
- EQIAs on similar policies or EQIA's conducted by other authorities

Further guidance on Evidence Gathering

If you require further information on Evidence Gathering, Glasgow City Council has produced some guidance on potential tools for Evidence Gathering (based on the Equality and Human Rights approach). This is available at the link below.

[Further Guidance On Gathering Evidence](#)

It is not essential to follow the detail of all the approaches outlined in this additional guidance document, as some areas may be more relevant than others, however clearly some approaches will be very pertinent to evidence gathering.

This guidance also references the initiation of a **Scoping workshop**.

A **Scoping workshop/exercise** is merely a meeting or communication between relevant professionals to discuss the potential early stage impacts of a **Project, Service Reform or Budget Option**, and this can take any form of that is deemed appropriate

- A meeting
- Email and/or phone communication
- A focus group of professionals
- Any other communication between professionals intended to look at an early stage at potential impacts

Step 3. Assessment & Differential Impacts

There are two key stages in the Equalities Impact Assessment Process:

Stage 1: Screening

As noted above, a screening should ideally be carried out at the outset of a policy, service reform, or budget proposal in order to embed consideration of equalities at the earliest part of the project plan or process.

In order to complete an EQIA screening it is important to reflect on all the available strategic documents associated with the proposed policy, service reform, or budget change, and any early stage indications that the direction of any activity will have differential impacts on protected characteristics.

Where appropriate, it is also advisable to reflect evidence, in the form of reports, the result of consultations, external academic research, and in-house research to support the aims of the policy, service reform, or budget initiative.

This early stage work should highlight areas of interest covering the following:

- Positive and Negative impacts across all protected characteristics.
- An indication of the degree of potential impact, and whether this is judged to have a High, Medium or Low impact potential.
- It should also provide a guide to whether any impacts identified would could be mitigated by an amendment to the policy, budget or service reform proposal

After completing an EQIA screening exercise, it is important to conclude whether **more detailed work is required** to address any areas of significant concern. Or whether **no significant impact** has been identified

If **no significant impact** is identified by the screening report, a full impact assessment report does not need to be completed. However, it is important that a **review of the screening can be actioned at any time** through the appropriate strategic mechanisms associated with the policy, service reform, or budget change if unforeseen consequences arise or new information becomes available.

If significant negative impacts are identified, or areas of concern arise that require further investigation, the process moves to **Stage 2: Full Impact Assessment**

Stage 2: Full Impact Assessment

If there are any areas that arise as part of the screening process that require further investigation or highlight areas of concern with regard to likely impacts across any or all protected characteristics, then it is recommended that a full impact assessment report be conducted.

The primary structure of the Full Impact Assessment report should mirror precisely the key stages for conducting a screening report, and be structured under these key headings as follows.

- Identify the Policy, Project, Service Reform or Budget Option (refer to EQIA Screening where appropriate)
- Gathering Evidence & Stakeholder Engagement
- Assessment & Differential Impacts
- Outcomes, Action & Public Reporting
- Monitor, Evaluate & Review

Screening

It is expected that in most cases a Screening Report will have been conducted prior to a Full Assessment being required, and the findings of the report should inform the introduction to the report; and provide the context and background, to underpin the purpose and direction of the Full Impact Assessment.

Gathering Evidence & Stakeholder Engagement

Typically a Screening Report will refer to relevant consultations and established evidence where appropriate. As before, the evidence available via the Equalities Evidence matrix should be used as starting point to reflect on the potential impacts on the equality groups defined within the key protected characteristics.

Community engagement and consultation

A Full Impact assessment process may require a direct consultation and evidence gathering to be undertaken. This may in turn require engagement with Stakeholders and Service Users directly and/or those indirectly affected by the proposed policy, service reform, or budget change.

Proportionality

As explained earlier, the extent to which policies should be subject to impact assessment will depend on questions of relevance and proportionality as well as impact on equality of opportunity in respect of protected groups. Efforts should be

Step 3 – Assessment & Differential Impacts

concentrated on assessing to a greater extent the impact of functions which are most relevant to equality. A more detailed assessment may be needed if there is uncertainty, about which impacts are most significant and how, or if, the proposal should be adjusted.

Assessment and Differential Impacts

Using the Evidence Matrix, and all other appropriate and relevant sources, an assessment of likely impacts across the protected characteristics should emerge.

Key Questions to Address

The Assessment should highlight areas of interest covering the following:

- Positive and Negative impacts across all protected characteristics.
- Scale of the Impact: An indication of the degree of potential impact, and whether this is judged to have a High, Medium or Low impact potential.
- Anticipated duration of the impact if relevant
- Whether there is a specific differential impact to a particular protected characteristic or characteristics
- Or if the impact is more wide ranging and general in its effect.
- Whether any impacts identified would could be mitigated by an amendment to the policy, budget or service reform proposal

For Full Impact Assessment these areas should be considered in detail. Where other impact areas are identified that do not relate directly to the protected characteristics, these should also be recorded, as they may help to inform any wider Risk Assessment of the Policy, Project, Service Reform or Budget Option being considered.

Learning for future EQIAs

If as part of the Assessment and Evidence Gathering process additional evidence is gathered which is considered of potential use for future EQIA, this should be submitted to Corporate Policy: Strategic Policy Planning, so that it can be included as part of the Equality Evidence matrix if appropriate:

Equality@glasgow.gov.uk

This allows the Equalities Evidence matrix to remain responsive and relevant to Services.

Step 4. Outcomes, Action & Public Reporting

Outcomes

When the evidence has been considered in relation to the proposed Policy, Project, Service Reform or Budget Option, it will be apparent what the likely impacts are. The type, scale, duration, and specificity of the likely impacts will inform the direction of the outcome of the EQIA.

There are four potential outcomes as follows:

- 1. No major change required**
The Policy, Project, Service Reform or Budget Option is robust and can continue unamended
- 2. Continue the Policy, Project, Service Reform or Budget Option**
A justification is required for continuing despite the potential for adverse impact
- 3. Adjust or Amend the Policy, Project, Service Reform or Budget Option**
Remove barriers, make changes to better advance equality or remove or mitigate negative impact
- 4. Stop, or Remove the Policy, Project, Service Reform or Budget Option**
If adverse effects cannot be justified and cannot be mitigated.

Action Planning

In the case of the latter two outcomes noted above (3 & 4), an Action Plan should be developed to deliver specific outcomes that support the recommendations of the EQIA. Even in the case where the policy is to be continued (2), and mitigating action is being taken to address negative impact, an action plan will most likely require to be developed.

The Strategic or Planning Group overseeing the Policy, Project, Service Reform or Budget Option, has the responsibility for delivering the outcomes of the Action Plan. The Action Plan should be a standing item on the agenda of the Strategic or Planning Group until the Actions have been completed.

It also expected that a named individual(s) is assigned as lead(s) to complete the actions identified in the Action Plan. This allows for transparency and scrutiny when following up the outcomes of the EQIA.

Public Reporting

Public authorities are required by law to publish the results of any EQIA (Screenings and Full Assessments) in respect of an implemented policy within a reasonable

Step 4. Outcomes, Action & Public Reporting

period. Each Service Department is responsible for publishing any and all EQIAs undertaken by that Department on the Council public website and Intranet.

Corporate Policy will take responsibility for linking to these EQIA reports from its Public Performance Reporting section on the Glasgow City Council website.

Once the EQIA Screening or Full Assessment including the recommendations has been agreed by the appropriate Manager or the relevant Policy, Strategic or Operational Group, it should then be signed off by one or both before, prior to submission to Corporate Policy Strategic Policy and Planning, and publication on Council media.

The EQIA Final Full Assessment Report should be emailed to

Equality@glasgow.gov.uk

Presenting the evidence and making recommendations

For each of the impact areas prioritised summarise the impacts in terms of the protected characteristics affected and the likelihood and severity of the impact.

Recommendations should be based on evidence and aim to mitigate adverse impacts or enhance positive impacts.

If appropriate it may be possible to identify a preferred policy amendment option based on the evidence. The relevant Policy or Strategic Group should consider the EQIA and agree the recommendations to improve the policy. All decision making should be recorded.

Do I Need To Complete A Health Impact Assessment (HIA)?

GCC's approach to EQIA aims to identify any unintended equality or health impacts that may arise from a proposal. Health Impact Assessment (HIA) involves a more detailed assessment of equality, inequality of access to services, health and, in addition, human rights impacts.

For most proposals an EQIA should be all that is necessary to highlight the issues that will need to be addressed and no further assessment will be necessary.

In some cases, involving major strategies or plans, it may be decided that a full HIIA (including human rights impacts) will be required. Guidance and supporting documents for HIIA can be found here on Health Scotland's website at the following link:

[Health Impact Assessment Guidance](#)

Step 5. Monitor, Evaluate & Review

Reporting EQIA Findings and Recommendations

A brief summary of the findings of the EQIA, including recommendations and changes made, **must** be reported in any papers about the Policy, Project, Service Reform or Budget Option submitted to Glasgow City Council (GCC) formal committees or other decision making structures.

A copy of the EQIA Screening, or Full EQIA which has been undertaken should also be included in the papers for detailed scrutiny.

Monitoring, Evaluation and Review

There will almost certainly be a range of actions that arise from the impact assessment. It is recommended that EQIA recommendations and actions required are **reviewed** after six months if possible and **as a minimum after 12 months**. EQIA review dates should be built into the mainstream Project Management process and the person who owns the policy or strategy should enter the review date in his or her diary to ensure that actions are followed up.

As noted above, it is recommended as a minimum that the Strategic or Planning Group overseeing the Policy, Project, Service Reform or Budget Option, should retain the responsibility for driving the any **Action Planning** resulting from the Impact Assessment and for responding to any issues (unforeseen or otherwise) that arise as a result of policy implementation.

It is also advisable that there is named lead that can monitor, and evaluate and review the progress of any Equality Impacts identified in the Assessment. This person may be contacted by a member of the GCC Corporate Policy for quality control or monitoring purposes to see what the eventual outcomes of your actions were.

Changes required to policy and future monitoring and evaluation

The EQIA should be completed in time to inform policy development and implementation.

The impact assessment is likely to raise questions about how the policy will impact on different groups once implemented. This will require monitoring of policy outcomes for each protected characteristic. Monitoring of these equality impacts should be mainstreamed into evaluation of the policy, through the Action Planning process as noted above.

Recommendations for future monitoring of the policy should focus on issues raised by the impact assessment such as:

- Whether the recommendations of the impact assessment are implemented

Step 5. Monitor, Evaluate and Review

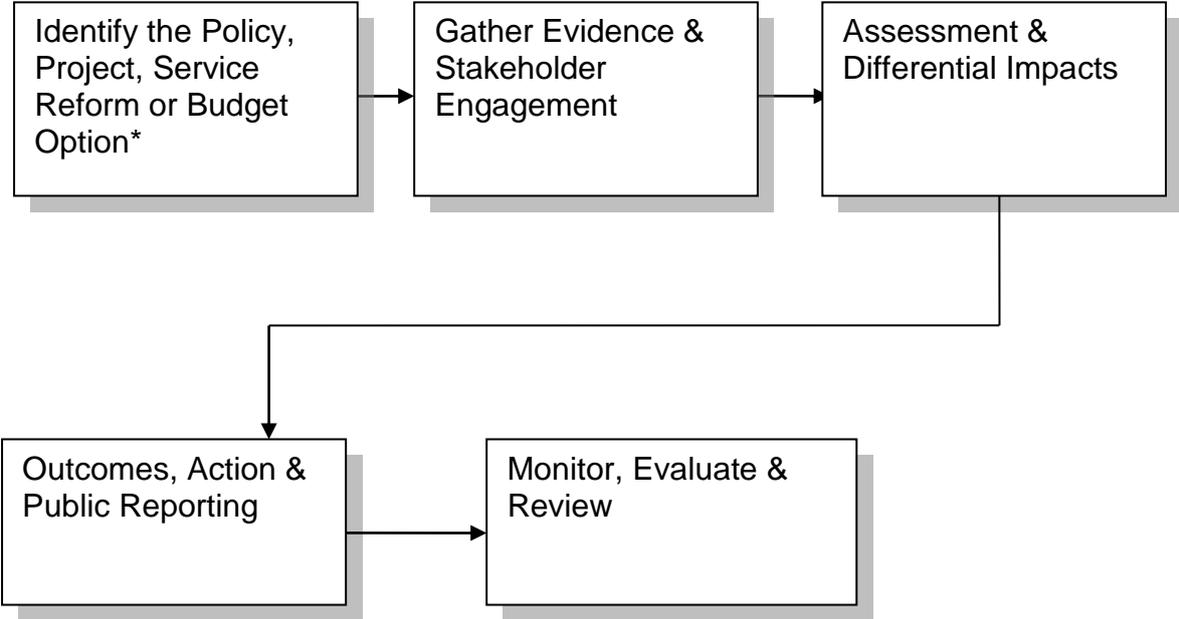
- Outcomes of policy on different protected characteristics using routinely collected equality data to do this
- If the impact assessment has identified gaps in evidence, you might want to recommend action to fill these gaps. This may involve new research or improvements to routine data systems to provide better data.

When monitoring the EQIA Full Assessment outcomes, please detail any recommendations and note (as in the previous section) where an Action Plan has been developed to progress any outcomes relating to the protected characteristics, and report on the delivery of any of the actions supporting the outcome of the EQIA.

Quality Assurance

Periodically, the Corporate Policy Strategic Policy and Planning Team will meet to assess the standard to which EQIAs have been completed. A sample of EQIAs will be reviewed against quality criteria, and against the Equality Impact Assessment guidance.

Equality Impact Assessment (EQIA) Process



* Refer to any previous EQIA Screening when Full EQIA being undertaken

EQUALITY IMPACT ASSESSMENT (EQIA): SCREENING FORM

Introduction to the EQIA screening process

A successful EQIA screening will look at 5 key areas:

- 1. Identify the Policy, Project, Service Reform or Budget Option to be assessed**
A clear definition of what is being screened and its aims
- 2. Gathering Evidence & Stakeholder Engagement**
Collect data to evidence the type of barriers people face to accessing services (research, consultations, complaints and/or consult with equality groups)
- 3. Assessment & Differential Impacts**
Reaching an informed decision on whether or not there is a differential impact on equality groups, and at what level
- 4. Outcomes, Action & Public Reporting**
Develop an action plan to make changes where a negative impact has been assessed. Ensure that both the assessment outcomes and the actions taken to address negative impacts are publically reported
- 5. Monitoring, Evaluation & Review**
Stating how you will monitor and evaluate the **Policy, Project, Service Reform or Budget Option** to ensure that you are continuing to achieve the expected outcomes for all groups.

1. IDENTIFY THE POLICY, PROJECT, SERVICE REFORM OR BUDGET OPTION:

a) Name of the Policy, Project, Service Reform or Budget Option to be screened

b) Reason for Change in Policy or Policy Development

c) List main outcome focus and supporting activities of the Policy, Project, Service Reform or Budget Option

d) Name of officer completing assessment (signed and date)

e) Assessment Verified by (signed and date)

2. GATHERING EVIDENCE & STAKEHOLDER ENGAGEMENT

The best approach to find out if a policy, etc is likely to impact positively or negatively on equality groups is to look at existing research, previous consultation recommendations, studies or consult with representatives of those groups. You should list below any data, consultations (previous relevant or future planned), or any relevant research or analysis that supports the Policy, Project, Service Reform or Budget Option being undertaken.

Please name any research, data, consultation or studies referred to for this assessment:	Please state if this reference refers to one or more of the protected characteristics: <ul style="list-style-type: none"> ➤ age ➤ disability, ➤ race and/or ethnicity, ➤ religion or belief (including lack of belief), ➤ gender, ➤ gender reassignment, ➤ sexual orientation ➤ marriage and civil partnership, ➤ pregnancy and maternity, 	Do you intend to set up your own consultation? If so, please list the main issues that you wish to address if the consultation is planned; or if consultation has been completed, please note the outcome(s) of consultation.

3. ASSESSMENT & DIFFERENTIAL IMPACTS

Use the table below to provide some **narrative** where you think the **Policy, Project, Service Reform or Budget Option** has either a positive impact (contributes to promoting equality or improving relations within an equality group) or a negative impact (could disadvantage them) and note the reason for the change in policy or the reason for policy development, based on the evidence you have collated.

Protected Characteristic	Specific Characteristics	Positive Impact (it could benefit an equality group)	Negative Impact – (it could disadvantage an equality group)	Socio Economic / Human Rights Impacts
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	Transgender			
RACE*	White			
<i>Further information on the breakdown below each of these headings, as per census, is available here. For example Asian includes Chinese, Pakistani and Indian etc</i>	Mixed or Multiple Ethnic Groups			
	Asian			
	African			
	Caribbean or Black			
	Other Ethnic Group			
DISABILITY	Physical disability			
<i>A definition of disability under the Equality Act 2010 is available here.</i>	Sensory Impairment (sight, hearing,)			
	Mental Health			
	Learning Disability			

EQIA Screening Form

LGBT	Lesbians			
	Gay Men			
	Bisexual			
AGE				
	Older People (60 +)			
	Younger People (16-25)			
	Children (0-16)			
MARRIAGE & CIVIL PARTNERSHIP				
	Women			
	Men			
	Lesbians			
	Gay Men			
PREGNANCY & MATERNITY				
	Women			
RELIGION & BELIEF**				
A list of religions used in the census is available here .	See note			

* For reasons of brevity race is not an exhaustive list, and therefore please feel free to augment the list above where appropriate; to reflect the complexity of other racial identities.

** There are too many faith groups to provide a list, therefore, please input the faith group e.g. Muslims, Buddhists, Jews, Christians, Hindus, etc. Consider the different faith groups individually when considering positive or negative impacts. A list of religions used in the census is available [here](#).

Summary of Protected Characteristics Most Impacted

Summary of Socio Economic Impacts

Summary of Human Rights Impacts

4. OUTCOMES, ACTION & PUBLIC REPORTING

Screening Outcome	Yes /No Or / Not At This Stage
Was a significant level of negative impact arising from the project, policy or strategy identified?	
Does the project, policy or strategy require to be amended to have a positive impact?	
Does a Full Impact Assessment need to be undertaken?	

Actions: Next Steps

(i.e. is there a strategic group that can monitor any future actions)

Further Action Required/ Action To Be Undertaken	Lead Officer and/or Lead Strategic Group	Timescale for Resolution of Negative Impact (s) / Delivery of Positive Impact (s)

Public Reporting

All completed EQIA Screenings are required to be publically available on the [Council EQIA Webpage](#) once they have been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. (See [EQIA Guidance](#): Pgs. 11-12). If there are any further queries please contact your named Equalities Officer or email Equality@glasgow.gov.uk

5. MONITORING OUTCOMES, EVALUATION & REVIEW

The Equalities Impact Assessment (EQIA) screening is not an end in itself but the start of a continuous monitoring and review process. The relevant Strategic, Policy, or Operational Group responsible for the delivery of the Policy, Project, Service Reform or Budget Option, is also responsible for monitoring and reviewing the EQIA Screening and any actions that may have been take to mitigate impacts.

Individual services are responsible for conducting the impact assessment for their area, staff from **Corporate Strategic Policy and Planning** will be available to provide support and guidance.

Legislation

Equality Act (2010) - the Equality Act 2010 (Specific Duties) Scotland Regulations 2012

The 2010 Act consolidated previous equalities legislation to protect people from discrimination on grounds of:

- race
- sex
- being a transsexual person (transsexuality is where someone has changed, is changing or has proposed changing their sex – called 'gender reassignment' in law)
- sexual orientation (whether being lesbian, gay, bisexual or heterosexual)
- disability (or because of something connected with their disability)
- religion or belief
- having just had a baby or being pregnant
- being married or in a civil partnership, and
- age.

Further information: [Equality Act Guidance](#)

As noted the Equality Act 2010 simplifies the current laws and puts them all together in one piece of legislation. In addition the **Specific Duties (Scotland Regulations 2012)** require local authorities to do the following to enable better performance of the general equality duty:

- report progress on mainstreaming the general equality duty
- publish equality outcomes and report progress in meeting those
- impact assess new or revised policies and practices as well as making arrangements to review existing policies and practices gather, use and publish employee information
- publish gender pay gap information and an equal pay statement
- consider adding equality award criteria and contract conditions in public procurement exercises.

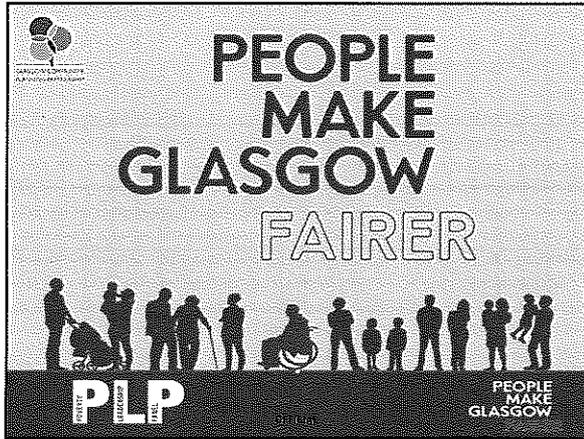
Further information: [Understanding Scottish Specific Public Sector Equality Duties](#)

Fairer Scotland Duty

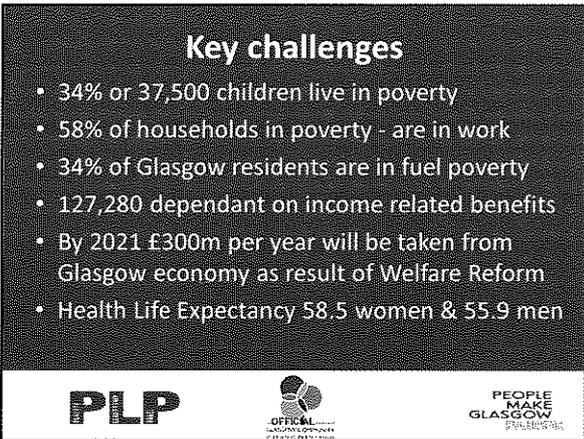
Authorities should also consider Socio-Economic Impacts where appropriate. Further information: [Fairer Scotland Duty Interim Guidance](#)

Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.







Key challenges

- Sharing data
- Understanding the depth of poverty
- Challenges that accompany austerity
- Deliver results that make a difference to people and communities
- Reframing the messages to gain public support

PLP  **PEOPLE MAKE GLASGOW**

UC and Welfare Reform

15,039 People Supported
£19.4 Million in Financial Gains

19 UC Hubs

Partnership Support for most vulnerable

Safeguarding Pilot DWP

UC Universal Credit

PLP  **PEOPLE MAKE GLASGOW**

Private Rented Sector Hub

 **PEOPLE MAKE GLASGOW PARTNER HUB**

- Partnership – DRS, HSCP, Financial Inclusion, NHS, DWP
- 377 Families supported
- Holistic approach – housing condition, financial, health, etc
- Cost prevention estimated at £5.8m
- Further work being done on Cost Benefit Analysis

PLP  **PEOPLE MAKE GLASGOW**

Housing & Homelessness



- RSL Homeless Partnership

PLP  **PEOPLE MAKE GLASGOW**

Post Liberation support



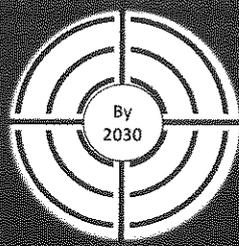
- Barlinnie Partnership working
- Housing and UC are two key issues

Developments - Housing Options and UC support

PLP  **PEOPLE MAKE GLASGOW**

Child Poverty Act 2017

Less than 10% of Children living in relative poverty



Less than 5% of Children living in combined low income and material deprivation

Less than 5% of Children living in persistent poverty

Less than 5% of Children living in absolute poverty

PLP  **PEOPLE MAKE GLASGOW**

Child Poverty Act 2017

3 main drivers of child poverty

- Income from employment**
 - Clyde Gateway Partnership in Nursery
 - City Region Parental Employability
 - Use data to target employability
- Cost of living**
 - School Holiday Activity Programme
 - Best Start Grant
 - Calton Child Poverty Group
 - Understanding Depth of Poverty
- Income from social security and benefits in kind**
 - FI Support Officer in Schools
 - Use data to target people under claiming benefits
 - Single Financial Assessment

PLP OFFICIAL PEOPLE MAKE GLASGOW

Citizen Basic Income

Glasgow is one of 4 local authorities in a feasibility group

- Report on Economic Modelling
- Engagement with DWP/HMRC
- Further exploration and agreement of funding and payment options
- Agree final CBI model option/s for business case
- Develop full evaluation plan
- Full feasibility report to Scottish Government 2020/21.

PLP OFFICIAL PEOPLE MAKE GLASGOW

Questions



PLP OFFICIAL PEOPLE MAKE GLASGOW

Equalities Impact Assessments – workshop for the Safer Stronger Communities Select Committee (Appendix C)

Cllr Juliet Campbell, Paul Aladenika, Catherine Logan, James Masini, James Ringwood, Natasha Valladares and Katie Wood.

The two attached PowerPoint presentations were shared as part of the workshop.

The following points were raised during the presentations and discussion:

- Lewisham Council uses the term Equality Analysis Assessment (EAA) and the Council's [Corporate Equalities Policy](#) sets out the requirements for EAAs.
- EAAs are required for major policy service change or major strategies. The EAAs should demonstrate the likely impact. This is different from Equalities Implications in reports which should include relevant considerations that could potentially impact a decision. *N.b. the Committee requested seeing the guidance on when EAAs should be produced and a procedure was drafted by legal in response to this request (attached).*
- EAAs should always be referenced in committee reports and be appended to reports so all can see and cross-reference. If it's not there then that is not consistent with policy. Internally there is a reasonable expectation that officers undertaking the work would ensure they know the policy and undertake an EAA. Department Management Team and Service Management should also be aware and signing off therefore should know to check for EAAs. Corporately there was a committee agenda planning process where this could be checked.
- Members questioned whether there could be a checking process built in (i.e. in Glasgow members have training and can send back reports that do not include EIAs when they are needed).
- The Council's Corporate Equalities Policy includes guidance for producing EAAs including data collection guidance. The policy was last reviewed in 2017 and was now under review and the recommendations from the Safer Stronger Equalities Review could feed into the process. There would be workshops on this throughout the organisation and targeted work with individual services.

Sanctuary Strategy:

- Currently, the standard data collection the Council used was usually based on the protected characteristic as defined under the Equality Act provision. Areas could be added such as refugee status, nationality, and socio-economic status. Some organisations already have data that could be shared. As part of the Sanctuary strategy, the possibility of including additional data as areas are identified and where appropriate was being taken forward.
- There had been a Listening exercise with Lewisham Migration Forum as part of the sanctuary borough work. This had produced anecdotal evidence but not empirical data.
- The analysis undertaken for the Sanctuary Strategy EAA showed there was a lack of data.

- Sometimes a fear of showing incomplete data to committee could be an issue. Providing confidence interval levels on available data would be useful to help members understand the confidence of the impact listed.
- It was important to have as much data as possible but lack of data should not be a barrier to submission of an EAA. Decision-makers need to see where there are gaps.
- It remained an on-going challenge to get personal information from service users even for statutory services as monitoring information is optional.
- Cllr Campbell stated that the Council needed to think more about what could be done to ensure people want to and feel safe sharing their information with the Council.
- Better data sharing across the organisation and with partner organisations such as Lewisham Homes was really important. Officers need the confidence to know what they can share and to proactively support colleagues. Processes to share data openly between officers should be built in.
- The Democracy Review includes a recommendation on open data.
- The Council needs assurance that the data is safe and secure before sharing data. Also the agreement individuals made when giving the data needs to be suitable for any data sharing to take place.
- Corporate Training on GDPR was important and an understanding of when and how to anonymise data.
- The language of the Equalities Act was quite specific and not always up to date. Thinking more about how people identify themselves and adapting language might be helpful to better engage people.
- Building bespoke IT solutions to effective data-sharing could be important.
- The Lewisham observatory webpages provided demographic statistics <https://www.observatory.lewisham.gov.uk/>

Achilles Street:

- The Achilles Street consultation had been an example of good practice in consultation and engagement carried out by the Council and the EAA reflected this.
- 89 homes were balloted. The Housing Service had good data on protected characteristics etc. of estate members to know who was affected. The housing database from Lewisham Homes also gave access to data on tenants.
- A comprehensive consultation was undertaken. The team met with individual households, held drop in sessions, and had lots of contact with residents. This helped them to pick up additional information such as on disabilities. The team found that the one to one meetings were giving lots of additional data. The team spoke to every council tenant and resident on the estate.
- Information such as bedroom size and medical issues meant that provision could be really tailored to the needs of residents. The consultation also led to Tenants and Residents Associations being re-established on the estate.
- Often seldom heard voices were being heard for the first time such as individuals who had previously been isolated. The Council worked with Studio Raw to do resident engagement exercises and provided food and refreshments. This encouraged a wider range of people to engage and have their voices heard as historically it could often be the people who complained most who were heard even if they were not always the most affected.

- Issues were picked up such as language challenges for some residents and as a result offers were translated into different languages. Other issues included housing management issues such as arrears difficulties.
- It was essential to understand the community to know how best to ballot to get a response. This led to the polling station method which was very successful in combination with more traditional methods such as online.
- It was time and resource intensive to carry out this level of consultations.

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Safer Stronger Communities Select Committee Review of equalities: Sanctuary Borough opportunities and challenges

- We want every resident to trust us and our services
- We want every officer to understand how their work is equalities work
- We want every decision to be grounded in insight from residents
- We want every pound spent to have the greatest impact possible
- We want every interaction with the Council to be empowering for residents

These equality aims also reflect the intention of all the work relating to sanctuary. Sanctuary is about safeguarding and promoting the welfare of asylum seekers, refugees and migrants much as the work of the council is safeguarding and promoting the welfare of all our residents.

This all links to our Public Sector Equality Duty to:

- eliminate unlawful discrimination;
- advance equality of opportunity between people who share a protected characteristic and those who don't; and
- foster or encourage good relations between people who share a protected characteristic and those who don't.

Equality, public service and sanctuary



The EAA approach has seven stages to take officers through the process of evaluating impacts, planning mitigation and contextualising the decision in the wider council landscape. For the Sanctuary Strategy the EAA process is summarised below and on the following slides:

1. Project or decision assessment is for

The sanctuary strategy, and the framework within it. The SSCSC and M&C input points were noted for clarity on decision making.

2. Protected characteristics or other equalities factors potentially impacted

All protected characteristics plus migration experience, language, household type, income and carer status were identified as relevant due to the intersectionality we know those seeking sanctuary have.

3. Evidence to support the analysis

The evidence section normally sees the data sources outlined and explanation of why particular data was chosen. For this EAA, this set out the lack of data available and as a proxy set out limited related information and qualitative or anecdotal findings.

4. Analysis

This section sees the analysis applied to the data sources identified in Step 3. Given the lack of data, the analysis here is tentative and related to the anecdotal evidence. It also uses the lack of evidence as evidence in itself.

5. Impact summary

The impact summary is limited in the same way as the analysis due to the absence of the thread which should run from Step 1 to Step 5 – it was positive, but with that caveat.

6. Mitigation

Mitigation here addresses the data failure rather than negative impacts of the proposed strategy – it notes the need to improve our evidence base. It also acknowledges the potential risk of unintended consequences related to perceived unfairness of a sanctuary agenda and proposes the equality focussed approach as mitigation.

7. Service user journey

This aims to contextualise any single analysis in the wider council's work. In this case, improvements for residents more widely are likely to be felt as a result of any sanctuary work and most if not all services will be impacted as this is a corporate priority.

- It is clear from the process that the data is key and it will often be difficult in a new work area, where there isn't a historic evidence base, to evidence against equality impacts. In this instance, the mitigation for this is to use what is available anecdotally, and to use the lack of data as evidence in itself.
- It is essential that where the data is lacking that this is acknowledged, and that it becomes part of the action arising from the EAA itself. It may be worth including a requirement to state clearly the confidence level of any impact conclusions, to contextualise those which are based on weaker data or supposition.
- Lack of data should not be a barrier to any consideration of equalities - where there isn't the best evidence available, it's still essential that the process is followed and that decision makers are made aware of any limitations.
- Sanctuary also presents additional challenges i.e. the particular implications of disclosing immigration status, mistrust of government from conflict contexts which may make obtaining data more difficult.

- It is clear that there is huge value in this approach for thematic issues, and the inclusion of additional types of marginalisation beyond the protected characteristics can add value and unlock new perspectives.
- Work on sanctuary raises the profile of parts of the community which had previously been less visible and encourages more active consideration of the needs of these individuals.
- Sanctuary is about equality and raises the profile of equalities work, offering new perspectives and improved understanding of intersectionality, while wider equalities work provides opportunities to improve the experiences of those seeking sanctuary along with other marginalised groups – to this end the approach has been equalities focussed and will be embedded through existing corporate and equalities mechanisms.
- An equality approach also grounds the sanctuary work in mitigation of marginalisation and celebration of diversity rather than promotion of one group of residents over any other.

Reflections on thematic analysis



- Services need to start collecting data that provides insights into refugees, asylum seekers and migrants where it is relevant to their work and decisions.
- As part of the framework in the strategy, all services will be developing action plans for their sanctuary commitment and will be supported by a central officer to build their understanding and hold them to account for delivery.
- Corporate mechanisms are being used to embed sanctuary across our work, with inclusion in service planning templates, monitoring sections in consultation, in equalities tools and templates and through reporting of the council's action plans into the Corporate Equalities Board and Executive Management Team.
- Any future decisions within services relating to those seeking sanctuary should have their own EAA (or equivalent evaluation of possible impacts dependent on scale) and the expectation will be that these will be based on more robust data, collected locally for the purposes of that service's delivery, which will improve the borough-wide picture.

Next steps



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Safer Stronger Communities Select Committee

Review of equalities: Achilles Street Estate Regeneration

**James Masini | Principal Development and Land Manager
James Ringwood | Senior Development and Land Manager**

**BUILDING
- for -
LEWISHAM**



Building for Lewisham

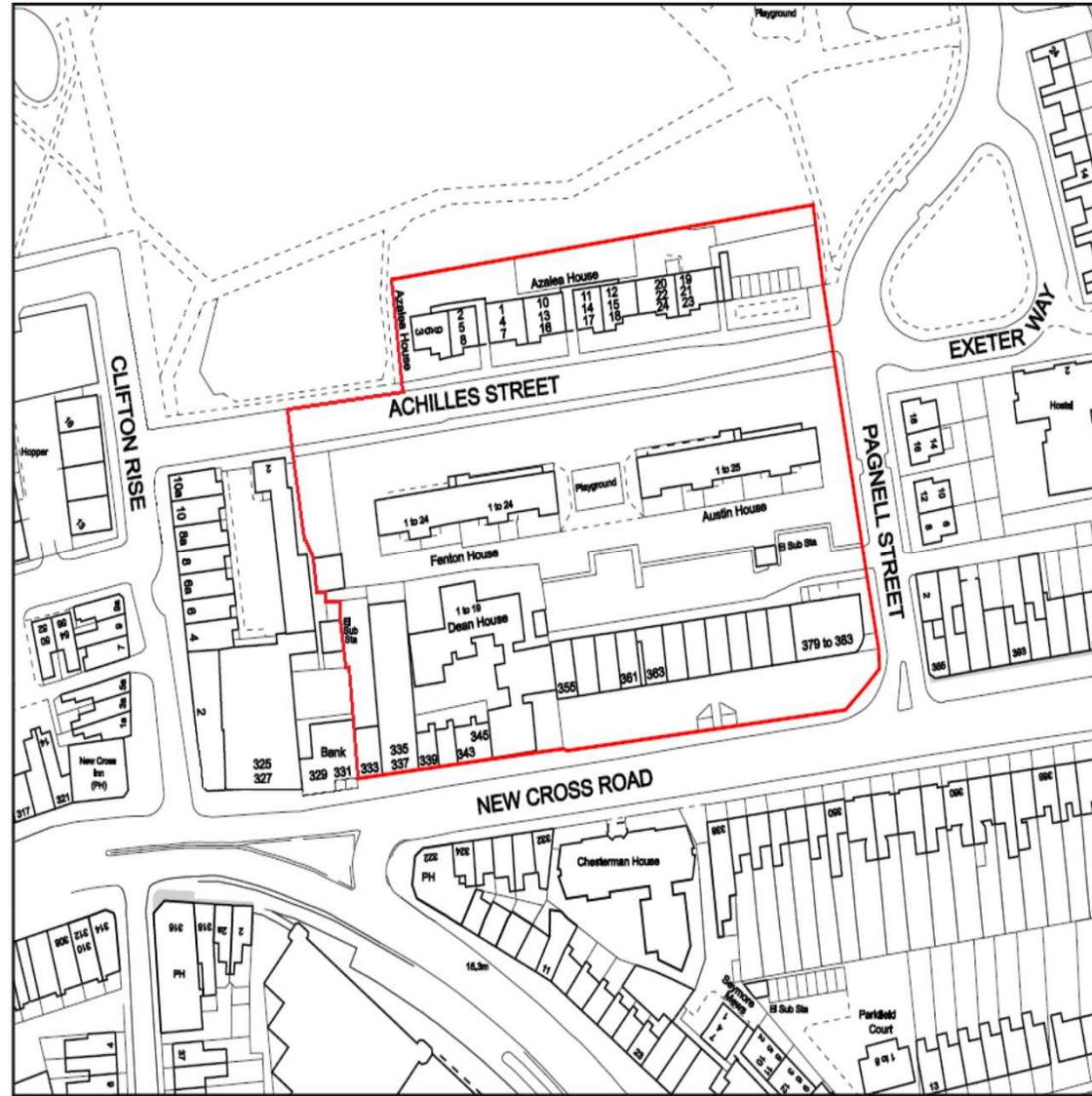
Lewisham Council are delivering 1000 new genuinely affordable rented homes

- Working with our development partners, the Council will deliver 1,000 new genuinely affordable homes
- Rents will be set at London Affordable Rent levels or lower
- The Council is working with our development agent, Lewisham Homes, to deliver the new Council-owned homes
- Delivery is through infill, acquisitions and estate regeneration
- Corporate and political commitments to both the delivery of new homes and ballots on all estates where demolition of existing homes is proposed

Achilles Street Estate Regeneration

Site

Tenants	54
Leaseholders	33
Total Homes	87

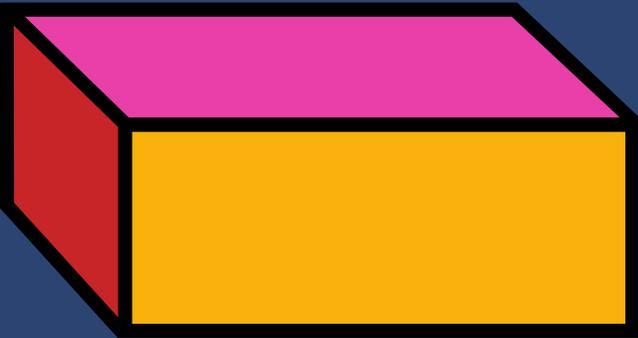


Achilles Street Estate Regeneration

Background

- Initial plans were developed in 2013 for infill on a garage site, providing around 20 units
- Consultation raised issues around the condition of the current blocks such as severe damp, poor security, infestations, parking and safety
- A review of the project led to estate regeneration being considered as the best option to significantly increase the amount of new homes whilst also improving conditions for current residents
- In 2015, KCA (Karakusevic Carson Architects) were appointed to work on a masterplan
- Snap General Election in 2017, planned local elections and emerging plans for resident ballots caused a pause in work
- June 2018, the Council announced the intention to hold a resident ballot on the estate

Resident engagement



Resident engagement during initial design development

- Residents have been consulted with consistently through the design development process:

Thursday 4 Feb 2016	1st Event, looking at likes and dislikes of current estate
Wednesday 17 Feb 2016	Follow up door knocking to see residents in their homes
Saturday 21 May 2016	2nd Event, early re-development proposals shared
Saturday 5 Nov 2016	3rd Event, proposals reshaped in response to feedback
Saturday 25 Feb 2017	4th Event, more developed proposals with potential views
Wednesday & Thursday 14-15 Mar 2017	Home visits to all residents to get detailed feedback

- The KCA designs were used to inform the Landlord Offer for the ballot
- However, we did not want the ballot to be about the designs. It was about the residents

Building trust with residents on a 1-to-1 basis

- We converted a vacant office into a community hub. This was used for weekly drop-ins but also available for the community to use on other days free of charge
- Officers spoke with every council tenant and resident leaseholder on the estate
- Light touch housing assessments gave us a greater insight into residents' needs
- Logging views in order to form the Landlord Offer and to gauge support for regeneration



Data collection



Historical data

- The Housing service have a good record of collecting and analysing data
 - Tenancy information and housing applications being the main sources
- The data collected through housing applications was used for the EAA table on Housing Register
- Housing Live (the main housing management database) was used for information on Achilles residents

Data collected on Achilles Residents

- Working closely 'on the ground' with residents allowed officers to collect and record more information to ensure that every resident was able to take part in the ballot
- Bespoke approach to continued engagement including information in different languages, home visits assisting with housing management issues (rent arrears, repairs, rehousing)
- During the ballot itself, we ensured that we had a range of voting methods

Landlord Offer and Equalities



Offer to current residents

- The Council wants to ensure that current residents are not negatively impacted by the development
- All current residents entitled to an offer of a new home
- Rent will remain the same (for same size property)
- Shared Equity offer to resident leaseholders

Offer to new residents

- New home at a social rent
- Offer of a home that meets their assessed need (size and accessibility)

Equalities issues

Provision of accessible homes

- Current buildings either no lift or lifts too small for a wheelchair/buggy
- New homes will meet accessibility standards and will include new wheelchair standard homes
- Lifetime homes that can be adapted to fit individuals changing needs

Affordability

- Current residents not having to pay more for a same size new build as a result of the move
- New tenants still pay a genuinely affordable social rent - set at LAR level - allows for more homes to be built with a net positive impact on the Housing Register
- New homes built to modern standards resulting in more efficient and therefore cheaper running costs

Overcrowding

- More genuinely affordable homes will have a positive impact on the residents on the Housing Register who are assessed as overcrowded
- Current residents will be offered a home that meets their needs

EAA approach – Seven stages

■ *The project or decision that assessment*

- Significant increase of new social rented homes on the Achilles Street Estate

■ *Protected characteristics or other factors potentially impacted by decision*

- All characteristics were considered – household type, income and disability main focus

■ *The evidence to support the analysis*

- Housing databases were interrogated for both current residents and potential future residents

■ *The analysis*

- Analysis of each equalities factors was carried out with a net positive or negative impact reported where data was available

■ *Impact summary*

- Short, easy to read assessment of the analysis was provided

■ *Mitigation*

- The delivery of this project will have a net positive impact on 5 of the equalities factors. Further work needed in the future on data collection for factors where little or no information held.

■ *Service user journey*

- The benefit to both current residents and prospective residents are outlined.

Questions?

james.masini@lewisham.gov.uk &
james.ringwood@lewisham.gov.uk

BUILDING
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LEWISHAM





Safer Stronger Communities Select Committee

Report title: Select Committee Work Programme Report

Date: 4 March 2020

Key decision: No.

Class: Part 1

Ward(s) affected: All

Contributors: Katie Wood, Scrutiny Manager

Outline and recommendations

This report gives Committee members an opportunity to review the Committee's work programme and make any modifications required.

- To note the Committee's terms of reference attached at Appendix A;
- To consider the completed work programme attached at Appendix B.
- To consider potential items for the Committee's work programme in the next municipal year and possible items for future task and finish groups for the next municipal year.
- To review the forward plan of key decisions to consider whether there are any items for further scrutiny.

Timeline of decision-making

Safer Stronger Communities Select Committee (SSCSC) Work Programme 2019/20 – draft agreed at SSCSC 30.4.19

SSCSC Select Committee Work Programme 2019/20 – agreed by Business Panel 7.5.19

SSCSC Select Committee Work Programme 2019/20 – reviewed at meetings of SSCSC 22.5.19, 16.7.19, 12.9.19, 9.10.19, 26.11.19, 16.01.20

1. Summary
 - 1.1. The committee drew up a draft work programme at the beginning of the municipal year for submission to the Business Panel for consideration.
 - 1.2. The Business Panel considered the proposed work programmes of each committee on 7 May 2019 and agreed the overview and scrutiny work programme.
 - 1.3. This is the last scheduled meeting of Safer Stronger for the 2019/20 municipal year. The Committee's completed work programme is attached at Appendix B. The Committee is asked to put forward suggestions for the 2020/21 work programme and for potential task and finish groups.
2. Recommendations
 - 2.1. The Committee is asked to:
 - Note the Committee's terms of reference attached at Appendix A;
 - consider the completed work programme attached at Appendix B,
 - consider potential items for the Committee's work programme in the next municipal year and possible items for future task and finish groups for the next municipal year.
 - review the forthcoming key decisions set out in Appendix C, and consider any items for further scrutiny
3. Safer Stronger Communities Select Committee 2019-20
 - 3.1. The committee had eight meetings in the 2019-20 municipal year. The completed work programme is attached at appendix B. The committee undertook an in-depth review into "How the Council embeds equalities across its service provision." As part of this review, the committee went on a number of visits including to Glasgow City Council where there is a strong focus on equalities including consideration of socio-economic factors, and to the London Borough of Sutton where there is a focus on working with community partners to embed equalities. The review also commissioned an evidence submission from the Local Government Association and sought discussion with existing Council partners and community groups. As part of the review three workshops were organised for committee members on: the English Indices of Deprivation; Equalities in the Commissioning and Procurement Process; and Equalities Analysis Assessments in Lewisham. The evidence for this review formed a large part of the Committee's workload over the last municipal year. The final report will be considered at the first meeting of Safer Stronger in the next municipal year.
 - 3.2. The committee has spent time looking at policing and crime in the Borough including having updates on the Public Health Approach to Violence Reduction and the Safe Lewisham Plan. In addition to this, the Police Borough Commander for the SE BCU and the Borough Commander for Lewisham Fire Brigade have both attended the committee to give updates and answer members concerns and queries. This has led to a number of positive actions such as concerns around contacting ward officers being addressed and all Councillors being offered training on dealing with acid attacks.
 - 3.3. The Committee has continued to have a strong focus on community groups and the third sector, often through the consideration of equalities. This has led to the committee hearing evidence around adult isolation and the challenges facing older residents with community and voluntary groups such as Age UK, Lewisham Positive Ageing Council and Lewisham Pensioners Forum being invited to speak to the committee. Concerns around disability provision in the borough have also been considered and the Chair of

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the Lewisham Disability Coalition is due to attend the March committee meeting.

- 3.4. Over the course of the last year, the committee made a number of referrals including on the Council budget cuts. This included highlighting the lack of equalities information and detail on budget cut proposal RES 20 related to nursery provision. This was supported by CYP Select Committee and led to this cut proposal being deferred by Mayor and Cabinet to investigate in more detail. The Committee also highlighted that all Council subsidised rents to commercial and voluntary sector organisations should be understood and a list should be available for review and for scrutiny and highlighted to Business Panel the importance of all committees considering equalities implications. A referral was also made to Mayor and Cabinet that Safer Stronger Select Committee endorsed the Council looking at developing a Food Poverty Action Plan and to considering how it could be supported.

4. Prioritisation and planning for 2020-21

- 4.1. Five meetings of Safer Stronger Communities Select Committee are provisionally scheduled for the next municipal year with the proposed dates as follows:

21st May 2020

9th September 2020

4th November 2020

14th January 2021

1st March 2021

- 4.2. A work programme report will be put forward at the first meeting of Safer Stronger Communities Select Committee for 2020-21 for members to discuss and agree. The report will take account of the Committee's previous work and may incorporate:

- The scrutiny prioritisation process and potential key themes and priorities for 2020/21
- issues arising as a result of previous scrutiny;
- issues that the Committee is required to consider by virtue of its terms of reference;
- items requiring follow up from Committee reviews and recommendations;
- issues suggested by members of the public;
- petitions;
- standard reviews of policy implementation or performance;
- suggestions from officers;
- relevant decisions due to be made by Mayor and Cabinet.

- 4.3 When deciding on items to include in the work programme, the Committee should have regard to:

- the criteria for selecting and prioritising topics;
- the Committee's terms of reference;
- the capacity for items in terms of the Committee's time and resources;
- the context for setting the work programme and advice from officers;

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Safer Stronger Communities Select Committee terms of reference

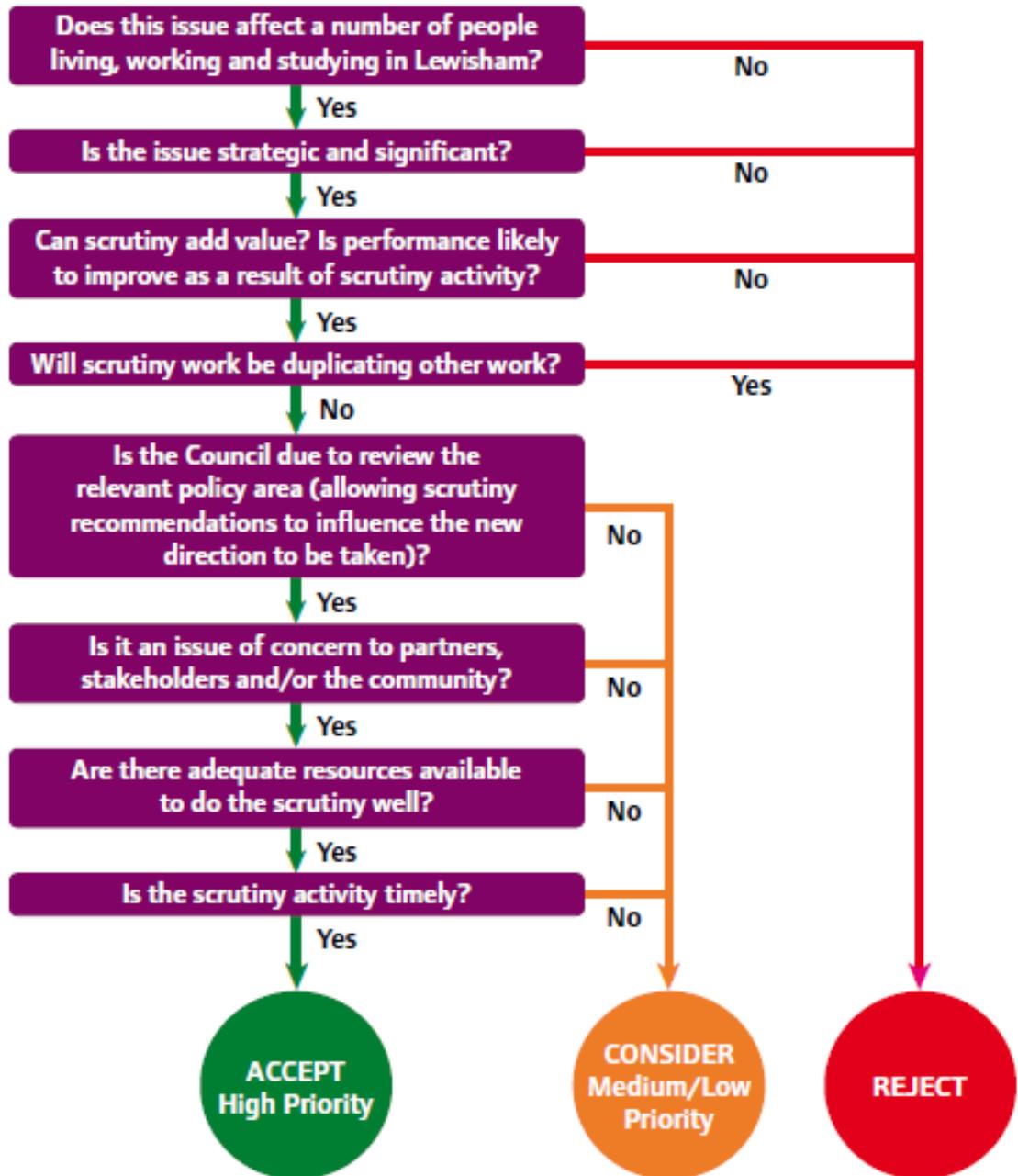
- 4.4 The Committee's terms of reference are included at **appendix A**.
- 4.5 The Committee's areas of responsibility, include, but are not limited to:
- Equalities
 - Community safety and anti-social behaviour
 - The community and voluntary sector
 - Local assemblies
 - Libraries
- 4.6 The Committee also has the responsibility for carrying out the statutory crime and disorder scrutiny function. The constitution sets out that this enables the committee to call before it members of the Safer Lewisham Partnership to explain decisions made or actions taken in the delivery of their crime and disorder functions.
- 4.7 The flowchart below, based on the model from the Centre for Public Scrutiny (CfPS) is designed to help Members decide which items should be added to the work programme. It is important to focus on areas where there is a clear recommendation and consideration by the Committee will influence decision-making.

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Scrutiny work programme – prioritisation process



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- 4.8 The remit of the Safer Stronger Communities Select Committee is broad and for the Committee to ensure its work programme is as tailored and focussed as possible delivering robust scrutiny, it is important to ensure items are prioritised and key outcomes identified. It is likely that due to the volume of work, the Committee will have to make difficult decisions considering where it can most add value and influence and which items are of most importance to the Council and Lewisham residents. Particular care needs to be taken regarding the potential for duplicating work by other committees and boards.
- 4.9 As well as using the prioritisation process above, the Committee may wish to highlight key themes which they believe to be of strategic importance for the Committee for 2019/20 and for possible task and finish groups. These can then be used by the Committee to help determine whether items should be added to the work programme.

Different types of scrutiny

- 4.10 It is important to agree how each work programme item will be scrutinised. It is recommended that items for information only do not come to Committee. Typically, the majority of items take the form of single meeting items, where members:
- (a) agree what information and analysis they wish to receive in order to achieve their desired outcomes;
 - (b) receive a report presenting that information and analysis;
 - (c) ask questions of the presenting officer or guest;
 - (d) agree, following discussion of the report, whether the Committee will make recommendations or receive further information or analysis before summarising its views.

The new structure should free up time to seek different voices when considering topics. This could include independent experts, partner organisations or community representatives.

- 4.11 For each item, the Committee should consider what type of scrutiny is required and whether the item is high or medium/low priority (using the prioritisation process). Allocating priority to work programme items will enable the Committee to decide which low and medium priority items it should remove from its work programme, when it decides to add high priority issues in the course of the year.
- 4.12 Items within the committee's work programme should be linked to the priorities of the Council's Corporate Strategy. The Council's Corporate Strategy for 2018-2022 was approved at full council in February 2019.

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4.13 The strategic priorities of the [Corporate Strategy for 2018-2022](#) are:

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

Tackling the housing crisis - Everyone has a decent home that is secure and affordable.

Giving children and young people the best start in life - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

Building an inclusive local economy - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

Delivering and defending: health, social care and support - Ensuring everyone receives the health, mental health, social care and support services they need.

Making Lewisham greener - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

Building safer communities - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

5. Task and Finish Groups

5.1. Subject to agreement at the Council AGM, it is proposed that in addition to 5 meetings per year of each Select Committee, there will be up to six thematic Task and Finish Groups in the course of a municipal year. Members will suggest topics through a proforma and the Overview and Scrutiny Committee will agree which topics should be taken forward. Each Task and Finish Group will then carry out in-depth work looking at a particular topic, gathering evidence and research, hearing from expert witnesses and going on visits where required. The Task and Finish Group will produce a final report with recommendations for the Mayor and Cabinet.

6. Referrals

6.1. Below is a tracker of the referrals the committee has made in this municipal year:

Referral title	Date of referral	Date considered by Mayor & Cabinet	Response due at Mayor & Cabinet	Response due at committee
Select Committee Work Programme	30.04.19	Considered at Business Panel on 7.5.19	N/A	N/A
Budget Cuts	12.09.19	1. CYP -17.9.19 2. PAC – 24.9.19 3. M&C -	11.12.19 for Referral 3	16/1/20 (delayed now)

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		10.10.19	Only. (slipped Further to March 20)	Next municipal year
Food Poverty	09.10.19	20 November 2019	Delayed to March 2020	Delayed to next Municipal year

7. Information Items

- 7.1. Some potential work programme items might be low priority and may only require a briefing report for information to be produced for members outside of a formal committee meeting.
- 7.2. Below is a summary of the information items received by the committee in 2019-20:

Item	Date received
Public Health Approach to Violence Reduction	9.7.19

8. Financial implications

- 8.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items.

9. Legal implications

- 9.1. In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

10. Equalities implications

- 10.1. Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 10.2. 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.
- 10.3. There may be equalities implications arising from items on the work programme and all

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activities undertaken by the Select Committee will need to give due consideration to this.

11. Climate change and environmental implications

11.1. There are no direct climate change or environmental implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have climate change implications and these will need to be considered as part of the reports on those items.

12. Crime and disorder implications

12.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

13. Health and wellbeing implications

13.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

14. Report author and contact

14.1. If you have any questions about this report please contact: Katie Wood, 020 8314 9446
katie.wood@lewisham.gov.uk

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Appendix A

Safer Stronger Communities Select Committee Terms of Reference

- (a) To fulfil all overview and scrutiny functions in relation to the discharge by responsible authorities of their crime and disorder function as set out in Sections 19 and 20 Police & Justice Act 2006, as amended from time to time, and all other relevant legislation. This shall include the power:
- (i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by responsible authorities of their crime and disorder function,
 - (ii) to make reports or recommendations to the local authority or the executive with respect to the discharge of those functions; and
 - (iii) to make reports and/or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority. A local crime and disorder matter in relation to a member means a 40 matter concerning crime and disorder (including, in particular, forms of crime and disorder involving antisocial behaviour or other behaviour adversely affecting the environment), or the misuse of drugs, alcohol and other substances, which affect all or part of the electoral area for which the member is elected or any person who lives or works there.
- (b) make proposals to the Executive to promote equality of opportunity within the borough, including issues of discrimination based on race, ethnic origin, gender, disability, sexuality, age and/or class;
- (c) to recommend to the Executive, the Council or an appropriate committee proposals for policy development in relation to equalities issues;
- (d) to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;
- (e) to advise the Executive or other committee on all matters relating to equality of opportunity both in terms of policy, service provision, employment and/or access to public services;
- (f) to enhance and develop existing and innovative consultative and/or advisory work for equality of opportunity and to consider issues of inequality and discrimination across the borough;
- (g) to consider and recommend to the Executive, ways in which participation by disadvantaged and under-represented sections of the community might be more effectively involved in the democratic processes of local government;
- (h) to pilot methods of consultation and involvement and to report back to the Executive or appropriate committee on their effectiveness with recommendation if appropriate;
- (i) to establish links with and liaise with external organisations in the borough which are concerned with the promotion of equality of opportunity.
- (j) Overview & Scrutiny functions (excluding call-in) in relation to library provision.

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Safer Stronger Communities Select Committee 2019/20

Work Item	Type of review	Strategic Priority	Delivery deadline	30-Apr	22-May	16-Jul	12-Sep	09-Oct	26-Nov	16-Jan	04-Mar
Budget Cuts Proposals	Standard Item						budget cuts				
Election of Chair and Vice-Chair	Constitutional requirement										
Select Committee Work Programme 2018/19	Constitutional requirement	CP1,CP4 and CP7	Apr-19								
Safe Lewisham Plan	Performance monitoring	CP7	Apr-19								
Adult isolation & services for the elderly	Performance monitoring	CP5	May-19								
Invitation to Age UK, Positive Ageing Council and Cabinet member	Performance monitoring	CP5	May-19								
Update from Local Police and Fire Service	Standard Item	CP7	May-19								
Vision for the third sector: compact and transformation	Standard Item	CP1 and CP4	Jul-19								
Violence Against Women and Girls	pre-decision	CP7	Jul-19								
Prevent and Stop and Search response and update	in-depth review	CP7	Jul-19			response					
Councils employment profile and staff survey results	performance monitoring/in-depth										
Equalities Inedpth Review	in-depth review	CP1	May-20								
Lewisham Libraries- Future and Transformation inc annual report	Performance monitoring	CP1	Sep-19								
Public Health Approach to Violence Reduction	Performance monitoring	CP7	Oct-19								
Disability Provision in Lewisham	Performance monitoring	CP1	Oct-19								
Food Poverty	Performance monitoring	CP7	Oct-19								
National Probation Service and Community Rehballitation Company	Performance monitoring	CP7	Jan-20								
Modern Day Slavery	Performance monitoring	CP1 + CP7	Jan-20								
sanctuary borough commitment and strategy	Performance monitoring	CP1	Jan-20								
Single Equalities Framework	Pre-decision	CP1	Mar-20								
Local Assemblies Annual Review inc. NCIL	Performance monitoring	CP1	Mar-20								
YOS - monitoring progress against Action Plan	Performance monitoring	CP7	Mar-20								

	Item completed
	Item on-going
	Item outstanding
	Proposed timeframe

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FORWARD PLAN OF KEY DECISIONS

Forward Plan March 2020 - June 2020

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty 0208 3149327, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A "key decision"* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2019	Renewal of Social Care software systems	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	Renewal of revenue and benefits software systems	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	NHS Commissioning Arrangements in Lewisham	12/02/20 Mayor and Cabinet	Aileen Buckton, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
October 2019	Budget Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2019	Highway Contract Tendering strategy for 2021 award	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Environment and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
October 2019	State of the Highways Infrastructure and Update on Asset Management Strategy	12/02/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
December 2019	Community Wealth Building and Inclusive Growth Strategy Update	12/02/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Joe Dromey, Cabinet Member for Culture, Jobs and Skills (job share)		
December 2019	Community Energy Fund grant awards	12/02/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Jonathan Slater, Cabinet Member for Community Sector		
January 2020	Lewisham's Admission Arrangements 2021/22	12/02/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
October 2019	Budget 2020-21	26/02/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
January 2020	Priorities for 2020	26/02/20 Council	Kim Wright, Chief Executive and Mayor Damien Egan, Mayor		
February 2020	Local Government Boundary Review 2nd Stage Submission	26/02/20 Council	Kath Nicholson, Director of Law and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
November 2019	Approach to Boroughwide pot of Neighbourhood Community Infrastructure Levy	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
December 2019	Future Provision of Home Care	11/03/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
June 2019	Call-in Disposal of former Wide Horizon Sites in Wales & Kent'	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Mayor Damien Egan,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Mayor		
October 2019	Precision Manufactured Housing (PMH) Procurement Process Outcome and Decision	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Preferred Tender for Travel and Transport Programme	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Brenda Dacres, Cabinet Member for Safer Communities		
October 2019	Old Town Hall works - permission to tender	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Lewisham Climate Emergency Action Plan	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
October 2019	Private Sector Housing Borough-wide Licensing	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Environment and Councillor Paul Bell, Cabinet Member for Housing		
January 2020	Oracle Cloud contract extension and hyper-care support	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2019	Renewal of Oracle Licensing arrangements	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
January 2020	Archive solution for HR and Payroll system	17/03/20 Overview and Scrutiny Business Panel	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
December 2019	Corporate Energy Contract Strategy	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
December 2019	Post consultation	11/03/20	Kevin Sheehan,		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	recommendation of additions of new buildings to Local List	Mayor and Cabinet	Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
December 2019	Approval of the draft Lewisham Local Plan for public consultation	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
May 2019	Performance Monitoring	11/03/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2020	Building for Lewisham Former St Philip Neri School Acquisition	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	Appropriation of the former Mayow Road Warehouse	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	Permission to Tender Broadway Theatre Works	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Housing, Regeneration & Environment and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
February 2020	GLA Small Sites Small Builders Grant	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	TenEmBee Sports Club lease	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
February 2020	Acquisition of Morton House	11/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	Making of Instrument of Government Aspire London Federation and Local Authority Governor Nomination	11/03/20 Mayor and Cabinet	Pauline Maddison, Interim Executive Director Children and Young People and Councillor Chris Barnham, Cabinet		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Member for School Performance and Children's Services		
February 2020	School Meals Contract Extension	11/03/20 Mayor and Cabinet	Pauline Maddison, Interim Executive Director Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
February 2020	Supported Housing Contract Extensions 2020	17/03/20 Executive Director for Community Services	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
February 2020	Contract Award Interpreting, Translation and Transcription Services	17/03/20 Overview and Scrutiny Business Panel	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
February 2020	Adoption of Deptford High Street Conservation Area Appraisal, boundary changes and introduction of an Article 4 Direction errata	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
January 2020	Settlement on outstanding litigation case regarding non-payment of an affordable	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration &		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	housing contribution at 99 Plough Way Parts 1 & 2		Environment and Mayor Damien Egan, Mayor		
February 2020	SELCHP Extension parts 1 & 2	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
October 2019	Contract Award for Stage 2 of Greenvale School Expansion Project	25/03/20 Mayor and Cabinet	Sara Williams, Executive Director, Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
January 2020	Parks and Open Spaces Strategy 2020-2025	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
February 2020	Public Health Neighbourhood Grants - Neighbourhood Community Development Partnerships	25/03/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
January 2020	Annual Lettings Plan	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	PLACE/Ladywell parts 1 & 2	25/03/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
February 2020	Contract extension of current day services for older adults	25/03/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
February 2020	Education Strategy	25/03/20 Mayor and Cabinet	Pauline Maddison, Interim Executive Director Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
February 2020	SEND Strategy 2020-2023	25/03/20 Mayor and Cabinet	Pauline Maddison, Interim Executive Director		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Children and Young People and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
February 2020	Smarter Technology Phase 2 Project Equipment Rollout	25/03/20 Mayor and Cabinet	Richard Hawkes and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2020	Renewal of Pension Administration IT System	25/03/20 Mayor and Cabinet	Ian Andrews, IT Procurement and Supplier Manager and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2020	Single Equality framework 2020-24	25/03/20 Mayor and Cabinet	Paul Aladenika, Service Group Manager, Policy Development and Analytical Insight and Councillor Jonathan Slater, Cabinet Member for Community Sector		
February 2020	Award of M&E Contract	25/03/20 Mayor and Cabinet	Chris Damri, SGM Asset Strategy and Technical Support and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
February 2020	Award of Building Fabric Contract	25/03/20 Mayor and Cabinet	Chris Damri, SGM Asset Strategy and Technical Support and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
February 2020	Award of London Borough of Culture Programme Delivery Partner	25/03/20 Mayor and Cabinet	Liz Dart, Head of Culture and Community Development and Councillor Andre Bourne, Cabinet member for Culture, Jobs and Skills (job share)		
February 2020	Rough Sleeping Initiative STA	25/03/20 Mayor and Cabinet	Sarah Miran, Commissioning Manager and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
February 2020	Future of Targeted Provision'	25/03/20 Mayor and Cabinet	David McCollum, Joint Commissioner – Early Intervention and Councillor Chris Barnham, Cabinet Member for School Performance and Children's Services		
December 2019	Friendship Agreement Pokhara	01/04/20 Council	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees &		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Accountability		
December 2019	Approval of the draft Lewisham Local Plan for public consultation	01/04/20 Council	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
February 2020	Annual Pay Statement	01/04/20 Council	David Austin, Acting Chief Finance Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
November 2019	Approval to appoint operator for concessions contract at the lake, Beckenham Place Park	29/04/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
November 2019	Corporate Equalities Scheme	29/04/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Jonathan Slater, Cabinet Member for Community Sector		
February 2020	Occupational Health Procurement	06/05/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
December 2019	Local Plan New Cross Gate SPD and Surrey Canal SPD	06/05/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	06/05/20 Mayor and Cabinet	Tom Brown, Executive Director for Community Services and Councillor Chris Best, Deputy Mayor and Cabinet Member for Health and Adult Social Care		
February 2020	Approval to proceed with Procurement - Digitisation of Records - Council Wide	06/05/20 Mayor and Cabinet	David Austin, Acting Chief Finance Officer and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
February 2020	Dry recycling award report	06/05/20 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport		
February 2020	SELCHP Extension parts 1 & 2	06/05/20 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Sophie McGeevor, Cabinet Member for Environment		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			and Transport		
December 2019	Achilles Street Estate Land Assembly Parts 1 & 2	03/06/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Councillor Paul Bell, Cabinet Member for Housing		
October 2019	Adoption of the Catford Regeneration Masterplan Framework	03/06/20 Mayor and Cabinet	Kevin Sheehan, Executive Director for Housing, Regeneration & Environment and Mayor Damien Egan, Mayor		
February 2020	Revised Statement of Licensing Policy	15/07/20 Council	Tom Brown, Executive Director for Community Services and Councillor Eva Stamirowski		

FORWARD PLAN – KEY DECISIONS

Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials

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