

Local Democracy Working Group Agenda

Wednesday, 17 July 2019

7.30 pm,

Committee Room 1, Civic Suite

Lewisham Town Hall

London SE6 4RU

For more information contact: Rosalind Jeffrey (rosalind.jeffrey@lewisham.gov.uk / x47093)

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

Part 1

Item		Pages
1.	Minutes Of The Meetings Held On 26 March 2019 And 29 May 2019	1 - 4
2.	Declarations Of Interest	5 - 7
3.	Delivering The Recommendations Of The Local Democracy Review: Update Report	8 - 22

Local Democracy Working Group Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 17 July 2019.

Janet Senior, Acting Chief Executive
Tuesday, 9 July 2019

Councillor Chris Best	
Councillor Kevin Bonavia	
Councillor Juliet Campbell	
Councillor Patrick Codd	
Councillor Sophie Davis	
Councillor Colin Elliott	
Councillor Silvana Kelleher	
Councillor Sakina Sheikh	

MINUTES OF THE LOCAL DEMOCRACY REVIEW WORKING GROUP 26 March 2019

Present: Cllrs Bonavia, Best, Campbell, Codd, Elliott, Gallagher and Sheikh

In Attendance: Barrie Neal (Head of Corporate Policy & Governance), Kath Nicholson (Head of Law), Salena Mulhere (SGM Interagency, Service Development & Integration) and Rosalind Jeffrey (Principal Officer – Policy, Service Design & Analysis)

Apologies: Liz Dart (Head of Cultural & Community Development)

1. Minutes Of The Last Meeting

Prior to consideration of the minutes, Cllr Bonavia informed the Working Group that Cllr Feis-Bryce had stepped down as a Lewisham councillor.

RESOLVED: The minutes of the last meeting were agreed as a true record.

2. Declarations Of Interest

There were no declarations of interest.

3. Draft Report & Recommendations Of The Working Group

Salena Mulhere (SGM Interagency, Service Development & Integration) gave a presentation on the draft report and drew the Working Group's attention to the following areas:

- Terms of reference and review timeline
- Evidence-gathering process and key findings
- Development of the report and recommendations
- Implementation and further investigation

Members of the Working Group welcomed the report and recommendations. The following points were highlighted in the subsequent discussion:

- The review process had been a learning experience for the Working Group and demonstrated the need for a change of culture (including language and behaviour) within the Council in order to build further trust and confidence in local democratic processes
- Respondents to the online consultation did not necessarily reflect the demographics of the borough as a whole – members of the Working Group had made efforts to address this through their face-to-face engagement, but they recognised that further work was required (specifically in relation to reaching and empowering seldom-heard groups)
- The review had looked at opportunities to reform rather than replace existing democratic structures – its ultimate aim was to ensure that councillors, as the representative voice and champion of all their constituents, were at the heart of Council decision-making and communication processes
- The Working Group acknowledged that a small number of respondents had expressed cynicism about Council decision-making – they recognised the need to involve residents earlier in the decision-making process and provide better feedback

about how and why decisions were made (as well as being clear about the Council's statutory responsibilities and obligations)

- There was a need to increase the engagement and involvement of young people – mechanisms to achieve this (such as improving the Council's wider approach to communication on social media) should be co-designed with young people and their representatives (including the Young Mayor)

Members of the Positive Ageing Council made a request to address the meeting, which was agreed. They welcomed the references to older people in the report, but suggested that the recommendations should also reflect the importance of engaging with and involving different groups of older people (in addition to young people).

RESOLVED: The Working Group approved the draft report and recommendations.

RESOLVED: The Working Group agreed that the minor amendments discussed at the meeting which are required to facilitate publication of the report be delegated to the Head of Corporate Policy & Governance.

RESOLVED: The Working Group agreed to refer the report to Mayor & Cabinet for agreement and endorsement.

RESOLVED: The Working Group agreed to refer the report to Full Council for agreement and endorsement.

Cllr Bonavia thanked the Vice Chair and members of the Working Group, Council officers, local community groups and members of the public for their contribution to the Local Democracy Review. He stated that the ambition of the review was to improve Lewisham, both as a borough and as a Council.

The meeting ended at 8.25PM.

Chair: _____

Date: _____

MINUTES OF THE LOCAL DEMOCRACY WORKING GROUP

29 May 2019

Present: Cllrs Bonavia, Codd, Davis and Kelleher

In Attendance: Barrie Neal (Director of Corporate Policy & Governance), Salena Mulhere (SGM Interagency, Service Development & Integration) and Rosalind Jeffrey (Principal Officer – Policy, Service Design & Analysis)

Apologies: Cllr Best, Cllr Campbell, Cllr Elliott, Cllr Sheikh and Kath Nicholson (Director of Law)

1. Election Of Chair And Vice Chair

Salena Mulhere (SGM Interagency, Service Development & Integration) opened the meeting and invited nominations for Chair and Vice Chair. The Working Group unanimously agreed to appoint Councillor Bonavia as Chair and Councillor Sheikh as Vice Chair.

2. Declarations Of Interest

There were no declarations of interest.

3. Delivering The Recommendations Of The Local Democracy Review: Proposed Approach

Cllr Bonavia explained that the purpose of the meeting was for the Working Group to discuss and agree the process for delivering the recommendations of the Local Democracy Review.

Salena Mulhere introduced the report and outlined the delivery approach proposed by officers, which included:

- Managing the implementation of the review as a single programme of work, which translated the recommendations into a number of related projects and activities
- Clustering the recommendations into eight thematic areas, with a 'LDWG Champion' for each area
- Incorporating the recommendations made by the Barriers To Politics Working Group into the oversight responsibilities of the relevant 'LDWG Champion'

She also outlined the suggested resources required to facilitate this delivery approach and advised that the draft Work Programme presented at Appendix A would be further developed once the LDWG champions had had an opportunity to review their areas of responsibility and meet with the lead officers.

The Working Group welcomed the iterative approach to delivering the recommendations suggested in the draft programme plan (i.e. testing and refining ideas with a wide range of stakeholders).

It was proposed that an update on all short-term recommendations be presented at the next meeting of the Working Group (rescheduled to 17th July), with the aim of completing these before the meeting in September 2019. It was also proposed that a final recommendation on the future structure and approach for Overview & Scrutiny be presented at the Working Group meeting in January 2020 to enable consideration by Full Council in February 2020.

RESOLVED: The Working Group noted the work undertaken by officers during April and early May 2019.

RESOLVED: The Working Group agreed the proposed delivery approach.

RESOLVED: The Working Group agreed the following LDWG Champions and second members:

Thematic Area	LDWG Champion	Second Member
Open Data & Online Communications	Cllr Bonavia	Cllr Davis
Effective Engagement (Inc. Younger/Older People)	Cllr Codd	Cllr Elliott
Language & Reporting	Cllr Kelleher	Cllr Best
Planning	Cllr Davis	Cllr Bonavia
Seldom-Heard Voices	Cllr Campbell	Cllr Sheikh
Place-Based Engagement	Cllr Elliott	Cllr Codd
Overview & Scrutiny (Including Council Meetings)	Cllr Sheikh	Cllr Campbell
Councillor Roles, Responsibilities & Relationships	Cllr Best	Cllr Kelleher

RESOLVED: The Working Group noted the suggested resources required.

RESOLVED: The Working Group should set out their view on the resource implications of any proposal before it is referred to Mayor & Cabinet or Full Council for further decision.

The meeting ended at 8.13PM.

Chair: _____

Date: _____

LOCAL DEMOCRACY WORKING GROUP		
Report Title	Declaration Of Interests	
Key Decision		Item No. 2
Ward		
Contributors	Chief Executive	
Class	Part 1	Date: 17 th July 2019

Declaration Of Interests

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

1. Personal Interests

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

2. Disclosable Pecuniary Interests 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;
- (b) and 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.

3. Other Registerable Interests

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

4. Non-Registerable Interests

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).

5. Declaration & Impact Of Interest On Members' Participation

- (a) 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**

- (b) 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 (c) below applies.
- (c) 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.
- (d) 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.
- (e) 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.

6. Sensitive Information

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.

7. Exempt Categories

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)

Agenda Item 3

Local Democracy Working Group			
REPORT	Delivering The Recommendations Of The Local Democracy Review: Update Report		
KEY DECISION	No	Item No:	3
WARD	All		
CONTRIBUTORS	Executive Director For Resources & Regeneration		
CLASS	Part 1	Date:	17 th July 2019

1. Purpose

- 1.1. The purpose of this report is to provide an update on work undertaken to deliver the recommendations of the Local Democracy Review since the first meeting of the 2019/20 Local Democracy Working Group (LDWG) in May 2019. The report also outlines the proposed next steps for all thematic areas.

2. Recommendations

- 2.1. The LDWG is recommended to:

- Note the work undertaken to date and proposed next steps
- Note the updated Programme Plan and Work Programme (Appendices A and B)
- Provide guidance in relation to ongoing/planned activities, timescales and decisions required

3. Policy Context

- 3.1. The recommendations of the Local Democracy Review are consistent with all the Council's corporate priorities (contained within the new Corporate Strategy 2018-22) as effective decision-making underpins the delivery of every commitment within the strategy. However, the recommendations are particularly relevant under the priorities of:

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

- 4.1. All 57 recommendations made by the Local Democracy Review were agreed by Mayor & Cabinet and Full Council in spring 2019. Following this, officers worked to develop a proposed delivery approach, which was presented to the renewed LDWG at their first meeting on 29th May 2019.

- 4.2. Members agreed that the implementation of the Local Democracy Review should be managed as a single programme of work, with the recommendations clustered into eight thematic areas, each led by a LDWG Champion.
- 4.3. The table below lists the LDWG Champion and second member for each thematic area, as agreed by the LDWG:

Thematic Area	LDWG Champion	Second Member
Open Data & Online Communications	Cllr Bonavia	Cllr Davis
Effective Engagement (Inc. Younger/Older People)	Cllr Codd	Cllr Elliott
Language & Reporting	Cllr Kelleher	Cllr Best
Planning	Cllr Davis	Cllr Bonavia
Seldom-Heard Voices	Cllr Campbell	Cllr Sheikh
Place-Based Engagement	Cllr Elliott	Cllr Codd
Overview & Scrutiny (Including Council Meetings)	Cllr Sheikh	Cllr Campbell
Councillor Roles, Responsibilities & Relationships	Cllr Best	Cllr Kelleher

5. Work To Date & Proposed Next Steps

- 5.1. Named officers within Corporate Policy and Governance have been allocated to support individual LDWG Champions with the delivery of projects and activities across their thematic area. Officers from other key services, including Communications, Planning and Licensing, have also been identified to support specific recommendations (mainly within the thematic areas of Open Data & Online Communications and Planning).
- 5.2. The table below summarises work to date across each of the thematic areas and proposed next steps. More detail can be found in the updated Programme Plan attached at Appendix A.

Thematic Area	Work To Date (May-July)	Proposed Next Steps (July-Sept)
Open Data & Online Communications	<ul style="list-style-type: none"> ▪ Newly appointed Head of Communications engaged with the priorities of the review – work underway to align the development of a strategic Comms strategy and Comms resourcing plans, with the delivery of both the Corporate Strategy and the LDR recommendations ▪ Lead Comms officer allocated to support the review ▪ Initial meeting between Director of IT and officer supporting the Open Data recommendation – desktop research on different approaches/mechanisms underway 	<ul style="list-style-type: none"> ▪ Update LDR website (information on the delivery of recommendations) ▪ Support the delivery of other recommendations with comms elements ▪ Develop detailed delivery timeline for Online Communications recommendations (aligned with and, where appropriate, delivered via a strategic Comms strategy) alongside a timeline for revising Comms resourcing ▪ Visit Bristol City Council to explore their approach to Open Data (including challenges and resource implications)

<p>Effective Engagement (Including Younger/Older People)</p>	<ul style="list-style-type: none"> ▪ Initial meeting between LDWG Champion/second member and officers supporting the thematic areas of Effective Engagement and Place-Based Engagement – reviewed recommendations to ensure common understanding and identification of priorities ▪ Review of the functionality and processes within Citizen Space (the Council’s online engagement portal) to improve respondent feedback underway (#32) ▪ Desktop research on engagement with children and young people (e.g. examples of best practice, approaches for various age groups, different platforms) underway 	<ul style="list-style-type: none"> ▪ Review the following: <ul style="list-style-type: none"> ○ Existing public information on how the Council works and the roles and responsibilities of councillors and officers (#4) ○ Local communication channels used in the dissemination of information to the public (#16) ○ Corporate policy and processes re: consultation feedback to respondents (#32) ▪ Undertake desk-based research on best practice in other local authorities re: <ul style="list-style-type: none"> ○ Use of council surgeries, partnership surgeries and virtual surgeries (#17) ○ Provision of consultation feedback to respondents (#32) ▪ Design and implement stakeholder consultation with councillors, officers and citizens to assess: <ul style="list-style-type: none"> ○ Levels of understanding on the role and function of the council and identify gaps in knowledge (#4) ○ Improvements to citizen access to information, councillors and officers (#16) ○ Expansion of the councillor surgeries model (#17) ▪ Complete desktop research on engagement with children and young people & develop a proposal for testing new approaches during the Young Mayor election cycle
<p>Language & Reporting</p>	<ul style="list-style-type: none"> ▪ Initial meeting between LDWG Champion/second member and officer supporting this area took place in June – developed detailed delivery plan for recommendations which have been grouped into five projects 	<ul style="list-style-type: none"> ▪ ‘Report template’ project – complete draft template and develop tools to monitor compliance ▪ ‘Reporting guide’ project – produce draft reporting guide based on research and best

	<p>(report template, reporting guide, feedback mechanism, democratic standards and publishing decisions)</p> <ul style="list-style-type: none"> ▪ Meetings held with officers in Communications and Governance teams in early July to establish their involvement in Language & Reporting projects ▪ Background research into each of the five projects is underway ▪ ‘Publishing decisions’ project – guidance note produced for officers 	<p>practice, then test guide and template with a small number of officers</p> <ul style="list-style-type: none"> ▪ ‘Feedback mechanism’ project – develop and test options for feedback mechanism ▪ ‘Democratic standards’ project – draft standards and gather feedback from stakeholders ▪ ‘Publishing decisions’ project – implement new process and develop mechanisms to monitor compliance (providing training where necessary)
<p>Planning (Including Licensing)</p>	<ul style="list-style-type: none"> ▪ Initial meeting held between LDWG Champion/second member and senior officers within Planning and Licensing – high-level plans for delivering the recommendations have been developed ▪ Review of Planning documents and processes underway (to provide a baseline assessment of current ways of working/engagement mechanisms) ▪ Review of Licensing processes underway (to provide members with a briefing about how the service currently works) 	<ul style="list-style-type: none"> ▪ Arrange further meetings and focus groups with officers, councillors and stakeholders involved in the Planning process ▪ Organise site visit to look at other ways of working – LDWG Champion and officers also attending a conference on best practice re: public engagement in the Planning process (mid-July) ▪ Arrange meetings between the LDWG Champion and officers undertaking Licensing functions ▪ Undertake public consultation on the Licensing Policy review (July-September) ▪ Progress system update – improved web interface from which citizens can engage with the Licensing process (e.g. making applications and representations online)
<p>Seldom-Heard Voices</p>	<ul style="list-style-type: none"> ▪ Initial meeting between LDWG Champion and officer supporting this area took place in June – scope and delivery plan developed ▪ Review of Lewisham data re: seldom-heard groups and wider desktop research (e.g. specific challenges facing these groups, examples of good practice) underway 	<ul style="list-style-type: none"> ▪ Complete data review/desktop research ▪ Develop proposals for undertaking an appreciative enquiry (including focus, structure, participants etc)

Place-Based Engagement	<ul style="list-style-type: none"> ▪ Initial briefing note prepared for LDWG Champion/second member profiling People’s Panel (Citizen’s Panel) (#33) 	<ul style="list-style-type: none"> ▪ Undertake desk-based research on best practice in other local authorities re: People’s Panel models (#33)
Overview & Scrutiny (Including Council Meetings)	<ul style="list-style-type: none"> ▪ Initial meeting between LDWG Champion/second member and officer supporting Overview & Scrutiny (recommendations #34, #53, #54) took place in June – developed detailed project plan ▪ Notes being finalised on current approach to scrutiny; scrutiny guidance (what does it say, what things could we consider adopting); and how the community is currently involved in setting the focus of scrutiny investigations, what other councils do and options for enhancing our practice ▪ London Scrutiny Network members advised that LBL are carrying out a survey on scrutiny structures ▪ Desktop research on different structures and approaches to scrutiny underway ▪ Development of delivery plan for Council meetings (recommendations #36, #42, #43, #47, #48, #57) underway 	<ul style="list-style-type: none"> ▪ Complete desktop research on scrutiny structures ▪ Undertake visits/meetings/observations ▪ Hold a workshop with scrutiny members ▪ Undertake a viability assessment re: the introduction of a virtual Mayor’s Question Time (involving IT, Facilities Management and Property Services) ▪ Undertake a review of comparative arrangements for Council meetings (potentially via the Association of Democratic Services Officers) ▪ Draft report to Constitution Working Party (CWP) recommending the title of Chair of Council be changed to Speaker
Councillor Roles, Responsibilities & Relationships	<ul style="list-style-type: none"> ▪ Initial meeting between LDWG Champion/second member and officer supporting this area took place in June – developed detailed delivery plan for recommendations (grouped into five projects) ▪ ‘Barriers To Politics’ project (#46) – all Barriers To Politics recommendations mapped against LDR recommendations (with progress updates where appropriate) and incorporated into the oversight responsibilities of the relevant LDWG Champion. RECOMMENDATION COMPLETE 	<ul style="list-style-type: none"> ▪ ‘Councillor Appointments’ project (#52 and #55) – complete template with each organisation (and confirm information with relevant councillor) ▪ ‘Councillors & Officers - Bridging The Gap’ project (#35, #45 and #49) – complete review of the Works Council and develop recommendations for change; develop draft councillor role profiles ▪ ‘Delegation & Decision-Making’ project (#50 and #51) – initiate review of arrangements for diffusing power/delegating responsibility for decision-making

	<ul style="list-style-type: none"> ▪ 'Councillor Appointments' project (#52 and #55) – list of all councillor appointments to outside bodies/Mayoral appointments created and template developed to capture key responsibilities for each appointment 	
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5.3. As a result of this activity, the Work Programme (which is intended to align project/activity milestones with the meeting schedule and identify updates and reports required for each meeting) has been further developed (see Appendix B).

5.4. More broadly, officers responsible for coordinating and managing the whole programme of work have had initial discussions with the Director of Strategy & Communications and the Director of HR & Organisational Development regarding the work required to embed the necessary practical and cultural changes across the organisation. A separate report covering this area will be presented to the LDWG at their next meeting on 26th September 2019.

6. Legal Implications

6.1. Some of the recommendations (such as retaining the Local Democracy Review webpage) can be implemented without formal decision. Others are likely to need detailed consideration with full service, corporate, financial, equalities and constitutional implications set out in a formal report for consideration by the appropriate decision-maker. Where this is the case, officers will be required to provide a separate report at the appropriate time and legal advice will be given in that context.

7. Equalities Implications

7.1. As noted above, a full analysis of equalities implications will be undertaken for all recommendations requiring a further formal decision, taking into account the priorities set out in the Council's Comprehensive Equalities Scheme (CES).

7.2. The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.3. In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not

- Foster good relations between people who share a protected characteristic and those who do not
- 7.4. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation, or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed in the paragraph above.
- 7.5. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made, bearing in mind the issues of relevance and proportionality. The Mayor and Council must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 7.6. The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11, which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

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

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

- 7.7. The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty: A guide for public authorities
 - Objectives and the equality duty. A guide for public authorities
 - Equality Information and the Equality Duty: A Guide for Public Authorities
- 7.8. The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties, and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at:

8. Financial Implications

- 8.1. It is likely that additional financial resources will be required to deliver a number of the recommendations. Whilst these resource requirements will be outlined further in separate reports, it is worth noting that the implementation of the Local Democracy Review takes place in the context of ongoing Council budget savings (£10million in 2019/20), so delivery of recommendations within existing resources is therefore suggested as the preferred course of action wherever possible.

9. Crime & Disorder Implications

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

10. Environmental Implications

- 10.1. There are no specific environmental implications arising from this report.

If there are any queries about this report, please contact Salena Mulhere (SGM Inter-Agency, Service Development & Integration) on x43380.

Appendices

- Appendix A – Programme Plan
Appendix B – Work Programme

REF	RECOMMENDATION	TIMESCALE	LEAD MEMBER	LEAD OFFICER	KEY ACTIVITIES	RESOURCES	BARRIERS TO POLITICS RECOMMENDATIONS (ALIGNED)
1	A Local Democracy Working Group of eight councillors should be retained to oversee the delivery of the programme of work recommended within this report.	Short-Term	Cllr Bonavia	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Support the Working Group directly in the development and delivery of a large programme of work across the organisation/borough Support the Working Group members collectively and individually through the provision of policy, research and administrative support Support the Working Group to engage with members of the public, community groups and local councillors Represent the Working Group across the organisation, borough and beyond as required 	<ul style="list-style-type: none"> Corporate Policy support (SM/RJ) 	<ul style="list-style-type: none"> The Council should establish an ongoing working party which meets every six months to review the impact of the implementation of the recommendations of the Barriers to Politics Working Group.
2	The Local Democracy Working Group should provide the structure and support through which the recommendations are further developed and tested where appropriate. They will take account of relevant guidelines for effective local democratic processes.	Long-Term	Cllr Bonavia	Director Of Corporate Policy & Governance	See #1	<ul style="list-style-type: none"> Corporate Policy support (SM/RJ) 	
3	We need to work collectively to build further trust and confidence in our democratic processes. We need to change our language and behaviour to influence a culture change that embeds the idea of the citizen at the heart of all we do. • Links to recommendations #18 and #44	Long-Term	Mayor	Chief Executive/EMT	<ul style="list-style-type: none"> Confirm planned activities/timescales for development of the 'Lewisham Way' Present paper to LDWG/agenda item (opportunities to align LDR recommendations regarding the need for an overarching culture change with the development of the 'Lewisham Way') 	<ul style="list-style-type: none"> Corporate Policy support (SM/RJ) Strategic HR/Comms support (TBC) 	<ul style="list-style-type: none"> The Council's underlying commitment to equality in every aspect of the Council's work should be reinforced by positive messages in respect of all of the protected characteristics given out in Council material, newsletters, newspapers, radio, TV and social media
Theme 1 – Openness & Transparency							
<i>Creating a culture of openness, trust and partnership</i>							
4	Clearer and more engaging ways should be explored for explaining how the Council works and the roles and responsibilities of councillors and officers. • Links to recommendations #26 and #41	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Strategy & Communication	<ul style="list-style-type: none"> Review existing information on how the Council works and the roles and responsibilities of councillors and officers Design and implement stakeholder consultation plan to gauge current levels of understanding and identify preferred communication channels Develop and test options for explaining role and function of the Council 	<ul style="list-style-type: none"> Corporate Policy support (SWS) 	
5	An open data approach – sharing raw data the Council has so people can interrogate the data and draw their own conclusions – should be explored.	Long-Term	LDWG Champion - Open Data & Online Communications	Executive Director For Resources & Regeneration	<ul style="list-style-type: none"> Identify what data the Council holds and the type of information that citizens want (e.g. service-based, demographics, FOI responses) Explore how current systems (Council website/i/Casework) could enable an open data approach Review best practice in other authorities/sectors (including management of risk) Develop, test, sign-off and implement proposals for an open data approach 	<ul style="list-style-type: none"> Corporate Policy support (JB) 	
<i>Using appropriate communication channels</i>							
6	An improved, comprehensive and more joined-up approach to our electronic communications should be developed.	Medium-Term	LDWG Champion - Open Data & Online Communications	Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all current mechanisms for electronic communication (including Council website, email and service-based systems) Explore best practice in other authorities Develop and test ideas for improving/aligning electronic communication within the organisation Sign-off and implement proposals (as part of a strategic comms improvement plan) 	<ul style="list-style-type: none"> Operational Comms support (LH?) 	
7	Young people should be actively engaged in informing the Council's wider approach to communication on social media. • Links to recommendations #15 and #40	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all current social media channels (including Facebook, Twitter) Explore best practice in other authorities/sectors Develop and test ideas for improving the Council's approach to communication on social media with different groups of young people Sign-off and implement proposals (as part of a strategic comms improvement plan) 	<ul style="list-style-type: none"> Corporate Policy support (JB) 	
8	The capacity and accessibility of our website should continue to be developed and improved, informed by the views and requirements of citizens, councillors and officers. • Links to recommendations #9 and #12	Long-Term	LDWG Champion - Open Data & Online Communications	Director Of Strategy & Communication	<ul style="list-style-type: none"> Gather additional insights from citizens, councillors and officers about the Council website (with a particular focus on functionality, accessibility, 'look and feel' etc) Agree a strategic plan for the future development of the Council website Prioritise, develop and test ideas for improvement with a 'feedback panel' Sign-off and implement proposals (as part of the ongoing redesign of the Council website) 	<ul style="list-style-type: none"> Operational Comms support (LH?) 	<ul style="list-style-type: none"> The Council should explore better uses of technology to remove barriers to participation, such as online training and virtual meetings. The Council should explore ways of working which support councillors more efficiently, for example through the introduction of a single intranet page with a calendar including all meetings, events and training, key officer contact lists and guidance on responding to and categorising emails.
9	Improved ward pages and information should be developed as part of the improvement of our website. • Links to recommendations #8 and #12	Long-Term	LDWG Champion - Open Data & Online Communications	Director Of Culture & Community Development	<ul style="list-style-type: none"> Review the current ward pages and information Explore best practice in other authorities Develop and test ideas for improving the ward pages and information ('one stop shop') with a 'feedback panel' Sign-off and implement proposals (as part of the ongoing redesign of the Council website) 	<ul style="list-style-type: none"> Operational Comms support (LH?) 	
10	Expanding the range of channels that people can use to access timely information about decision-making meetings should be explored. A range of methods such as webcasting, pre and post meeting 'vox pops' and an increased use of Twitter and social media should be trialled.	Medium-Term	LDWG Champion - Open Data & Online Communications	Director Of Corporate Policy & Governance & Director Of Strategy & Communication	<ul style="list-style-type: none"> Review the range of channels available to access information about decision-making meetings Explore best practice in other authorities Develop, test and evaluate new approaches, such as webcasting, pre and post meeting 'vox pops' and increased use of social media (via the LDWG website) Sign-off and implement proposals (where success has been evidenced) 	<ul style="list-style-type: none"> Operational Comms support (LH?) 	
11	The Local Democracy Review website should be retained and used in part to test ideas and recommendations related to online communication in the first instance.	Short-Term	LDWG Champion - Open Data & Online Communications	Director Of Strategy & Communication	<ul style="list-style-type: none"> Develop the LDWG website as the online focus and hub of Working Group activities, ensuring alignment with the Council website and mod.gov Provide solutions to enable testing of various online methods of communication re decision-making and engagement 	<ul style="list-style-type: none"> Operational Comms support (LH?) 	
12	A 'citizens' portal' approach should be investigated, through which citizens can access relevant information and receive targeted communications. • Links to recommendations #8 and #9	Long-Term	LDWG Champion - Open Data & Online Communications	Executive Director For Resources & Regeneration	<ul style="list-style-type: none"> Gather insights/requirements from citizens regarding the functionality of a 'citizens' portal' Review current/potential systems and existing approaches (including links with the ward pages on the Council website/online LBL account) Explore best practice in other authorities Develop and test potential options Sign-off and implement 'citizens' portal' (as part of the ongoing redesign of the Council website) 	<ul style="list-style-type: none"> Operational Comms support (LH?) 	

13	Opportunities for councillors to record and report their activities and attendance at events other than formal Council meetings should be explored and introduced.	Medium-Term	LDWG Champion - Open Data & Online Communications	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Review the functionality of current/potential systems Explore best practice in other authorities Develop and test options Sign-off and implement proposal 	Operational Comms support (LH?)		
14	Infographics should be more consistently used to effectively convey relevant information about Council performance.	Medium-Term	LDWG Champion - Open Data & Online Communications	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Identify and review all current mechanisms for conveying information about Council performance Explore best practice in other authorities Develop a framework/guide for the use of infographics and test with services (pilot project) Evaluate, refine, sign-off and implement new approach across the organisation 	Operational Comms support (LH?)		
15	Better online communications with young people should be co-designed with the young mayor and young advisors and then with wider groups of young people across schools and the borough. • Links to recommendations #7 and #40	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Executive Director For CYP & Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all current mechanisms for online communication with young people Explore best practice in other authorities/sectors Develop and test ideas to improve online communication with young people (Young Mayor's Team) Further develop and test ideas with wider groups of young people Sign-off and implement proposals (as part of a strategic comms improvement plan) 	Corporate Policy support (JB)		
16	Councillors and officers should routinely and regularly be, and provide information in, places that constituents use and meet. This includes making better use of noticeboards across the borough.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Executive Director For Community Services	<ul style="list-style-type: none"> Identify what local communication channels exist for the dissemination of information Design and implement stakeholder consultation to gather insights and requirements from councillors, citizens and officers Develop and test options for improving citizen access to information, councillors and officers 	Corporate Policy support (SWS)		
17	The model of councillor surgeries should be expanded to trial the benefits of Council surgeries, Partnership surgeries and virtual surgeries.	Long-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Executive Director For Community Services	<ul style="list-style-type: none"> Explore best practice in the use of Council surgeries, partnership surgeries and virtual surgeries Design and implement stakeholder consultation to gather insights and requirements from councillors, citizens, officers and partner organisations 	Corporate Policy support (SWS)		
Democratic standards: language and reporting								
18	A clear set of practical democratic standards should be developed and introduced across the Council. The standards should provide clarity and consensus about the roles and responsibilities of councillors, officers and citizens in decision-making processes.	Medium-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Gather insights/requirements from local councillors, citizens, officers and partner organisations Explore best practice in other authorities Develop, test, sign-off and implement new approach 	Corporate Policy support (CP)		
19	An improved style guide and template for all officer reports should be developed and introduced to consistently improve the accessibility and standard of reports.	Medium-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Identify and review all current style guides/templates Explore best practice in other authorities Develop a new style guide/template and test with services (pilot project) Evaluate, refine and implement new approach across the organisation (following agreement by Head of Law) Monitor compliance via agenda planning and administration of reports sign-off process 	Corporate Policy support (CP)	• The Council should ensure that councillors with disabilities are adequately supported in their role, for example ensuring that there are options for Council documents to be displayed in an accessible format. This should involve feedback from those with disabilities.	
20	The report template and guidance should require a clear 'plain English' summary and a 'timeline of engagement and decision-making' to be present at the beginning of every report.	Short-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> See #19 	Corporate Policy support (CP)	• Council officers should produce executive summaries of longer reports.	
21	Underpinning the development of the improved style guide to improve the accessibility of reports, consideration should be given to utilising appropriate tools such as the Flesch Reading Ease Readability Formula, and also to seeking appropriate support and accreditations such as those offered by the Plain English Campaign and the British Dyslexia Association. This should be applied to all written and online communications.	Medium-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> See #19 (plus specific work to evaluate the appropriateness and cost of potential accreditations) 	Corporate Policy support (CP)		
22	All decisions should generally be published within two days of the decision being taken, in line with the constitutional requirements for Mayor and Cabinet decisions.	Short-Term	LDWG Champion - Language & Reporting	Director Of Corporate Policy & Governance & Director Of Planning	<ul style="list-style-type: none"> Develop and implement consistent working practice standards for all public meetings and decisions (including Planning and Licensing) Provide training and support where required (e.g. use of mod.gov) Monitor compliance (and take action as appropriate) 	Corporate Policy support (CP)		
23	An open channel/portal should be provided for people to provide direct feedback on the accessibility of reports and publications so there is ongoing learning and improvement based on direct feedback from citizens.	Short-Term	LDWG Champion - Language & Reporting	Director Of Strategy & Communication	<ul style="list-style-type: none"> Review the functionality of current/potential systems Explore best practice in other authorities Develop, test, sign-off and implement new approach (including an ongoing mechanism for disseminating and utilising feedback) 	Corporate Policy support (CP)		
24	A Glossary of Terms should be provided in reports where necessary to explain some of the key phrases used in local government. ('jargon' shouldn't be used and reports should be plain English).	Short-Term	LDWG Champion - Language & Reporting	Director Of Strategy & Communication	<ul style="list-style-type: none"> See #19 	Corporate Policy support (CP)	• Council officers and councillors should communicate clearly, avoid using jargon wherever possible and define acronyms and abbreviations. Where complex language is necessary, a glossary of terms should be provided.	
Democratic standards: planning processes								
25	Communications policies for licensing and planning need to be updated in line with the democratic standards being developed to include effective digital communication. More effective and timely use of electronic communications should be a key focus, including an improved presence on the website and the online publication of notices.	Medium-Term	LDWG Champion - Planning/LDWG Champion - Open Data & Online Communications	Director Of Planning & Director Of Strategy & Communication	<ul style="list-style-type: none"> Identify and review all current communications mechanisms for Planning and Licensing (face-to-face, paper-based and electronic) Explore best practice in other authorities Develop and test ideas for improving/updating communications mechanisms (with citizens, local councillors and officers) Sign-off and implement proposals (as part of a strategic comms improvement plan) 	Strategic and operational support from Planning/Licensing (TBC), plus support from Comms (LH?)		
26	Clearer information should be provided to councillors, citizens, applicants and objectors about the role and power of planning and licensing committee and local councillors. • Links to recommendations #4 and #41	Short-Term	LDWG Champion - Planning	Director Of Planning	<ul style="list-style-type: none"> Gather insights from different groups about their current levels of understanding/specific gaps in knowledge Develop and test different ways of providing information about roles and responsibilities in relation to Planning/Licensing (based on insights) Sign-off and implement proposals (potentially as part of a wider civic learning programme) 	Strategic and operational support from Planning/Licensing (TBC)		

27	The most appropriate way to provide professional support and guidance to councillors responsible for planning decisions should be further explored.	Short-Term	LDWG Champion - Planning	Director Of Planning & Director Of Law	<ul style="list-style-type: none"> Gather requirements from local councillors who are responsible for planning decisions Explore best practice in other authorities (including legal compliance/risk management) Develop and test ideas for improving the provision of professional support and guidance Refine, sign-off and implement proposals 	<ul style="list-style-type: none"> Strategic and operational support from Planning/Licensing (TBC) 	
28	A consistent, proportionate approach should be adopted to the provision of submissions and objections to planning and licensing committees. Full provision with suitable redaction should be the standard approach, with summaries also provided where appropriate.	Medium-Term	LDWG Champion - Planning	Director Of Planning & Director Of Law	<ul style="list-style-type: none"> Review the current approach for providing submissions and objections to planning and licensing committees Explore best practice in other authorities Develop a new approach (full provision with suitable redaction) and test with specific committees (pilot project) Evaluate, refine, sign-off and implement new approach across the organisation 	<ul style="list-style-type: none"> Strategic and operational support from Planning/Licensing (TBC) 	
29	Ward members should be notified of all relevant applications and decision-making processes in a timely and appropriate manner.	Medium-Term	LDWG Champion - Planning	Director Of Planning	<ul style="list-style-type: none"> Review the functionality of current/potential systems for notifying ward members about relevant applications and decision-making processes Explore best practice in other authorities Develop and test options Sign-off and implement proposal 	<ul style="list-style-type: none"> Strategic and operational support from Planning/Licensing (TBC) 	
30	If required, the Planning Statement of Community Involvement should be reviewed in line with the democratic standards once developed, and the other relevant recommendations made within this report.	Long-Term	LDWG Champion - Planning	Director Of Planning	<ul style="list-style-type: none"> Review the Planning Statement of Community Involvement (following the implementation of above recommendations) Consult with citizens, local councillors and officers regarding any changes Sign-off and implement changes (as part of a revised statement) 	<ul style="list-style-type: none"> Strategic and operational support from Planning/Licensing (TBC) 	

Theme 2 – Public Involvement in Decision-Making

Reaching and empowering seldom-heard groups

31	The Council needs to develop and improve how it attempts to actively engage with seldom-heard groups and individuals to inform decision-making that will impact on them. A further piece of work to consider how best to achieve this, and test out various mechanisms should be undertaken. In the first instance the third sector, faith groups and other public sector partners should be actively involved in shaping and informing this work.	Long-Term	LDWG Champion - Seldom-Heard Voices	Director Of Culture & Community Development	<ul style="list-style-type: none"> Further develop the recommendation in collaboration with a wide range of individuals, community organisations and public sector partners Define project scope and agree shared definitions/terminology Establish a small 'co-design group' to: <ul style="list-style-type: none"> Identify all current engagement mechanisms Gather specific insights/requirements Explore best practice in other authorities/sectors Develop and test ideas for improving engagement Refine, sign-off and implement proposals 	<ul style="list-style-type: none"> Corporate Policy support (LB) 	<ul style="list-style-type: none"> The local voluntary sector should play a greater role in encouraging people to participate in local politics and become councillors. The Council should support the local voluntary sector to do this.
32	The Council needs to better manage its consultation and engagement mechanisms, systems and processes to ensure that people directly and collectively receive appropriate feedback as to the outcome of the consultation exercise they have taken part in.	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Review feedback functionality on Citizen Space Review corporate policy and processes re: consultation feedback Explore best practice in other local authorities Develop and test options for improving the provision of feedback 	<ul style="list-style-type: none"> Corporate Policy support (SWS) 	
33	The introduction of a People's Panel should be explored reflecting the demographic of the borough.	Long-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)(LDWG Champion - Seldom-Heard Voices)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Explore opportunities and review similar models in other authorities/sectors Undertake a feasibility study (including potential benefits and costs) Develop a business case Present the business case to Mayor & Cabinet/Full Council for agreement Establish a People's Panel (pilot project) and evaluate its effectiveness Embed approach across the organisation (if successful) 	<ul style="list-style-type: none"> Corporate Policy support (SWS/LB) 	
34	A mechanism for the community to deliberate and set the focus of select committee investigations should be explored.	Medium-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> Review current mechanisms for community involvement in select committee investigations consider in relation to recommendation #54 for this current year, and recommendation #53 for next year and future years Explore best practice in other authorities Develop and test options with citizens and local councillors Refine, sign-off and implement proposals 	<ul style="list-style-type: none"> Governance support (CD) 	
35	The Works Council should be better utilised to facilitate direct engagement between unions and councillors. • Links to recommendation #45 and #49	Short-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Organisational Development & Human Resources	<ul style="list-style-type: none"> Review current operation of the Works Council Explore best practice in other authorities Present paper to LDWG (including any recommendations for change) 	<ul style="list-style-type: none"> Corporate Policy support (RJ) 	
36	Mayor's Question Time should take place routinely both around the borough and virtually. This should be enshrined within the constitution.	Short-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Strategy & Communication	<ul style="list-style-type: none"> Present paper to LDWG (including any recommendations for change) 	<ul style="list-style-type: none"> Corporate Policy & Governance support (SM/KF) 	

Developing a place-based approach to public engagement

37	The purpose and aims of the current Local Assembly model should be further reviewed to improve and expand the engagement and influence over Council policy developed through any ward-based mechanism. In the interim, Local Assemblies should be provided with step by step guidance as to how to utilise their powers to place items on the agenda of Mayor and Cabinet for discussion.	Medium-Term	LDWG Champion - Place-Based Engagement	Director Of Culture & Community Development	<ul style="list-style-type: none"> Circulate guidance to all Local Assemblies regarding their current powers Revisit improvement recommendations from Local Assemblies Review (2018) Explore best practice in other local authorities Design and implement stakeholder consultation to gather insights and requirements from councillors, officers and citizens Identify opportunities to expand role of Local Assemblies and other ward-based mechanisms within Council policy development 	<ul style="list-style-type: none"> Corporate Policy support (SWS) 	
38	Following on from our current model of local ward assemblies, opportunities for place-based involvement should be further explored and developed as a potential mechanism of further focusing and improving engagement with and empowerment of seldom-heard communities.	Long-Term	LDWG Champion - Place-Based Engagement	Director Of Culture & Community Development	<ul style="list-style-type: none"> Explore a wide range of place-based engagement mechanisms in other sectors and local authorities: <ul style="list-style-type: none"> Develop civic crowdfunding Trial Place Standard tool Consider use of Citizen Space or Common Place for the allocation of CIL funds Undertake a feasibility study for each mechanism, including cost/benefits Develop a business case for each approach (where required) and present to M&C for approval Pilot each approach and evaluate its effectiveness 	<ul style="list-style-type: none"> Corporate Policy support (SWS) 	

39	As part of further developing a place-based engagement and involvement approach: - Civic crowdfunding should be developed - The place standard tool should be trialled - A model of citizens assemblies should be considered, initially in relation to discussions around the allocation of Community Infrastructure Levy (CIL) funds.	Long-Term	LDWG Champion - Place-Based Engagement	Director Of Culture & Community Development	See #38	• Corporate Policy support (SWS)	
Young people and older people							
40	Effective mechanisms for engagement and involvement of younger people and older people should be co-designed with our local groups and representatives. • <i>Links to recommendations #7 and #15</i>	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Director Of Corporate Policy & Governance & Director Of Strategy & Communication	• Identify and review all relevant engagement mechanisms • Explore best practice in other authorities • Agree composition of 'co-design group' (involving a wide range of local organisations representing younger/older people) • Develop and test ideas to improve engagement and involvement • Sign-off and implement proposals	• Corporate Policy support (JB)	
41	Councillors, local schools and parent governors should work together to increase the understanding and engagement between young people and local decision-making that impacts on them. This should include the development of a structure of councillor question time panels being developed in schools. • <i>Links to recommendations #4 and #26</i>	Medium-Term	LDWG Champion - Effective Engagement (Including Younger/Older People)	Executive Director For CYP	• Gather insights/requirements from a wider group of young people, local councillors, schools staff and co-opted parent governors (CYP Select Committee) • Develop and test different ways of increasing young people's understanding of local decision-making • Support local councillors to engage with schools and identify specific opportunities for engagement (focused on decision-making) • Sign-off and implement proposals (potentially as part of a wider civic learning programme)	• Corporate Policy support (JB)	• Secondary schools should give young people a broader understanding of the political system and the role of elected representatives at a local, regional and national level. • The Young Mayor and Young Advisers should work with youth groups in the Borough to develop political literacy amongst young people. The Council should work with the Young Advisers Forum to ensure that young people in the London Borough of Lewisham are aware of the opportunities to engage with local politics.
Council meetings							
42	The role and format of Full Council meetings should be reviewed where possible and a more thematic and engaging approach developed, utilising the announcements section of the formal agenda and maximising the opportunities for contributions from the public.	Medium-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Law	• Review current role and format of Full Council meetings (including the impact of recent challenges) • Explore best practice in other authorities • Develop and test potential proposals with citizens and local councillors • <u>Refine, sign-off and implement proposals</u>	• Corporate Policy & Governance support (SM/KF)	
43	When reviewing the format of Full Council meetings, further consideration should be given to ways to: - Ensure maximum possible attendance in the meeting room - Enable collective observation from an alternative venue if necessary - Explore a pre-registration process for supplementary	Medium-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Law	See #42	• Corporate Policy & Governance support (SM/KF)	
Theme 3 – Effective Decision-Making							
Putting councillors at the heart of decision-making: roles							
44	The role of all councillors, as the representative voice and champion of all of their constituents, should be secured at the heart of all Council communications and decision-making processes and outlined clearly through the democratic standards. • <i>Links to recommendation #3 and #18</i>	Long-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Corporate Policy & Governance	See #3	• Corporate Policy support (RJ)	• The Council should conduct equalities monitoring of all councillors following local elections. • The Council should explore the way in which it can build on the work of existing networks in the Borough to increase awareness of the role of local councillors.
45	Clarity and consensus should be developed around the roles and responsibilities, and anticipated work load, for the various responsibilities a councillor may undertake. • <i>Links to recommendation #35 and #49</i>	Medium-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Corporate Policy & Governance	• Create a list of all councillor roles (e.g. committee chair, O&S member) • Explore best practice in other authorities/organisations (e.g. LBBD, LGA) • Develop a template role profile • Populate template for each role (in conjunction with Governance/Legal)	• Corporate Policy support (RJ)	• The Council should produce guidance to indicate the total number of hours per week councillors can expect to spend carrying out their role. The hours identified would not be mandatory but would give councillors and potential candidates an indication as to the expectations of the role. • The Local Government Association should conduct an investigation into the role of a councillor, including an examination of the hours worked, responsibilities of councillors, employment rights and pension rights. This should include an investigation into the variance of councillor allowances, including special responsibility allowances, to ascertain whether or not the current system is fair and equitable across the country. • The Council should provide more information to residents about being a councillor, for example how to become a candidate, the employment status of a councillor and a role description.
46	Building on the excellent work of the Barriers to Politics Working Group: ensuring the delivery of their recommendations should become part of the ongoing responsibilities of the Local Democracy Working Group.	Long-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Corporate Policy & Governance	• Collate progress to date for each Barriers To Politics recommendation and incorporate into the oversight responsibilities of the relevant LDWG Champion	• Corporate Policy support (RJ)	
47	All Mayors should be limited to a maximum of two terms only.	Long-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Law	• Present recommendation to the Constitution Working Party for discussion • Make required amendments to the Constitution • Communicate change to citizens, local councillors and officers	• Corporate Policy & Governance support (SM/KF)	
48	The title of Chair of Council should be changed to Speaker.	Short-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Law	• Present recommendation to the Constitution Working Party for discussion • Make required amendments to the Constitution • Communicate change to citizens, local councillors and officers	• Corporate Policy & Governance support (SM/KF)	
Putting councillors at the heart of decision-making: relationships							

49	<p>The collective understanding of the different roles and responsibilities of officers and councillors needs to be improved. Gaps in understanding and support need to be effectively bridged in a variety of ways to improve understanding, relationships and ultimately decision-making processes. Appropriate and proportionate support for all elements of a councillor's role should be provided.</p> <p>• <i>Links to recommendations #35 and #45</i></p>	Long-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> • Create a list of all relevant officer roles (e.g. Director, SGM) • Explore best practice in other authorities/organisations • Develop a template role profile • Populate template for each role (in conjunction with Governance/HR) • Undertake engagement with councillors and officers to explore current issues (focusing on gaps in understanding/support) and future opportunities • Present paper to LDWG (including signing-off councillor/officer role profiles and proposals for 'bridging the gap') 	Corporate Policy support (RJ)	<ul style="list-style-type: none"> • The Council should review the Member Code of Conduct, including the process for reporting concerns, to ensure it is robust and reflects the findings of the Barriers to Politics Working Group. • The Council should regularly remind councillors of how to deal with concerns. The Council should also provide information about escalation routes, such as those suggested in recommendation 17. • The Council should provide annual equalities training to all councillors to remind them of their responsibilities surrounding equalities. This training should be mandatory. • The member induction process should include mandatory training on the Member Code of Conduct and this training should be refreshed every two years. The induction process should be thorough and support councillors more broadly, for example by informing them of their right to thorough and support councillors more broadly, for example by informing them of their right to reasonable time off for public duties. The use of mentoring, and help and guidance with casework should also be explored to support newly elected councillors. • All newly appointed committee chairs should be required to undertake training before commencing the role. • The Council should offer more IT training (one-to-one where necessary) with follow-up support for elected members. • The Local Government Association should explore establishing a national ombudsman, or similar body, to which any elected representative can refer any complaint which they feel cannot be dealt with fairly at a local level. • The Council should offer an easily accessible and confidential counselling service to elected representatives. The availability of this should be communicated regularly to members. • The Council should produce a detailed Equalities Analysis Assessment for consideration by members when allowances are next reviewed; this should include information on the impact of the decision on those who are in receipt of benefits. • The Council should ensure that councillors are adequately supported, both financially and practically, to balance home life and their work as a councillor. This should involve feedback from those with caring and other support commitments. • The Council should review the impact of a councillor allowance on state benefits and consider what support is necessary to ensure that councillors on benefits are not adversely affected when the Council reviews remuneration arrangements.
Putting councillors at the heart of decision-making: responsibilities							
50	<p>The Working Group endorses the Mayor's current scheme of delegation and recommends a collegiate approach to decision-making within the Council, utilising the knowledge and talents of all 54 councillors and officers wherever possible.</p> <p>• <i>Links to recommendation #51</i></p>	Long-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Law & Director Of Strategy & Communication	<ul style="list-style-type: none"> • Review current arrangements for diffusing power/delegating responsibility for decision-making • Explore the approach taken by other authorities with directly elected Mayors • Present paper to LDWG (including recommendations for change) 	Corporate Policy support (RJ)	
51	<p>Opportunities for further diffusing power within the Mayoral model should be further explored through consideration of what further matters could be reserved to Full Council.</p> <p>• <i>Links to recommendation #50</i></p>	Medium-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Law	See #50	Corporate Policy support (RJ)	
52	<p>An audit of councillor appointments to outside bodies should be undertaken to ensure that they are appropriate, relevant and the responsibilities of the councillor for every appointment are clear and transparent.</p> <p>• <i>Links to recommendation #55</i></p>	Short-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Law	<ul style="list-style-type: none"> • Create a list of all councillor appointments to outside bodies/Mayoral appointments (c.45 organisations) • Develop template to capture key responsibilities for each appointment • Complete template with each organisation (and confirm information with relevant councillor) • Present paper to LDWG (including any recommendations for change) • Finalise templates and incorporate into role profiles 	Corporate Policy support (RJ)	
53	<p>A further review should be carried out to identify the best structure and approach for overview and scrutiny to increase its impact and effectiveness whilst reducing the current comprehensive time commitments for all non-executive councillors. This should be inclusive of a greater focus on policy development through 'task and finish' in-depth review work, and should give consideration to the separation of policy development from scrutiny of performance and decisions; not all non-executive councillors should be required to be on a scrutiny committee to allow a greater flexibility of approach and focus, and a fairer distribution of the workload across all councillors various roles and responsibilities. The revised structure should be ready for implementation at the Council AGM in 2020.</p>	Long-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> • Define the scope of the review as outlined in the recommendation (impact, effectiveness, reduced time commitment, policy development through task and finish, consider separation of policy development from scrutiny of performance and decisions) • Review current best practice, statutory guidance, structural options and resource requirements in other similar authorities • Develop proposals for a revised scrutiny structure that meets the scope of the review • Consult OSC & OSBP on suggested structure • Finalise structure, agree and refer to Constitution Working Party and Full Council • Sign-off and implement recommendations 	Governance support (CD)	
54	<p>Whilst the review of Overview and Scrutiny structure and approach is underway, Overview and Scrutiny should operate within its current constitutional arrangements but with a greater focus on early and pre-decision scrutiny and community engagement where possible.</p>	Short-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> • Develop practical proposals for ensuring a greater focus on early and pre-decision scrutiny/community engagement in the delivery of 2019/20 work programmes • Liaise with OSBP to implement proposals 	Governance support (CD)	
55	<p>Further utilisation of the role of councillor champions, or individual councillor led commissions should also be considered for all councillors, alongside the development of the task and finish approach to policy development to ensure a plethora of ways in which councillors can lead the focus of the Council.</p> <p>• <i>Links to recommendation #52</i></p>	Medium-Term	LDWG Champion - Councillor Roles, Responsibilities & Relationships	Director Of Law & Director Of Strategy & Communication	<ul style="list-style-type: none"> • Review current role of councillor champions and explore best practice in other authorities • Present paper to LDWG (including opportunities for further utilisation) 	Corporate Policy support (RJ)	Councillors should be encouraged and supported to establish equalities networks or become equalities champions.
56	<p>A wider range of topics that are not part of any party programme should be debated at Full Council with the absence of the whip.</p>	Medium-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	N/A	TBC		<ul style="list-style-type: none"> • Political parties should develop more innovative ways of attracting candidates from a wider range of backgrounds. • Political parties need to ensure that their procedures and systems are fair, just and transparent and based on clearly defined criteria. Political parties should support candidates who have applied for positions and are not successful, in order to help candidates understand how they may improve their chances should they wish to apply again. • Political parties should look at their practice and procedures at a ward level to enable all candidates to feel comfortable with the councillor role and not feel that it comes into conflict with other essential commitments. • Political parties and political advisers should offer advice to support councillors to negotiate with their employers for time off for public duties.
57	<p>Meetings should be better planned and managed so that they conclude their agenda effectively within two hours, being extended by half an hour only in exceptional circumstances.</p>	Short-Term	LDWG Champion - Overview & Scrutiny (Including Council Meetings)	Director Of Corporate Policy & Governance	<ul style="list-style-type: none"> • Develop and implement consistent standards for planning and managing all public meetings • Provide training and support where required (e.g. to committee chairs) • Monitor compliance (and consider changes to the Constitution as appropriate) 	Corporate Policy & Governance support (SM/KF)	

THEMATIC AREA	WORK PROGRAMME - AGENDA ITEMS								
	29-May		17-Jul		26-Sep		21-Nov		
	Decisions	Updates	Decisions	Updates	Decisions	Updates	Decisions	Updates	
Overall Programme	• Proposed approach for delivering the LDR recommendations			• Programme update (all thematic areas)		• Programme update (all thematic areas) • Culture change - update & next steps		• Programme update (all thematic areas)	
Open Data & Online Communications									
Effective Engagement (Including Younger/Older People)					• Sign-off stakeholder engagement plans (Effective Engagement & Place-Based Engagement)	• Improving provision of consultation feedback	• Evaluating the provision of a representative People's Panel	• Results of stakeholder engagement	
Language & Reporting					• Mechanism for providing feedback re: accessibility - final proposals	• Update on report template and publication of decisions	• Sign-off report template and style/reporting guide		
Planning									
Seldom-Heard Voices						• Update on appreciative enquiry with citizens/voluntary organisations			
Place-Based Engagement					• Evaluating the provision of a Citizen Assembly	• Assessment of engagement mechanisms for CIL funding allocation	• Proposal for piloting Place Standard Tool	• Results of stakeholder engagement • Update on Citizen Assembly	
Overview & Scrutiny (Including Council Meetings)						• Update on Overview & Scrutiny review (including initial ideas)	• Overview & Scrutiny review - final proposal and onward referral to CWP and Full Council		
Councillor Roles, Responsibilities & Relationships					• Works Council - review findings & recommendations for change	• Feedback from audit of councillor appointments		• Feedback from review of councillor champions • Update on opportunities to further diffuse power/delegate responsibility	

14-Jan		19-Mar	
Decisions	Updates	Decisions	Updates
• Programme update (all thematic areas)			• Programme update (all thematic areas)
	• Improving citizen access to information	• Expanding the model of councillor surgeries	
• Democratic standards - final proposal			
• Proposals for improving engagement with seldom-heard groups/individuals			
• Proposal for piloting Civic Crowdfunding	• Update on Citizen Assembly • Update on Place Standard Tool pilot	• Improving ward-based influence over Council policy	• Update on Citizen Assembly • Update on Civic Crowdfunding pilot
• Roles & responsibilities - signing-off councillor/officer role profiles and proposals for 'bridging the gap'			