

Overview and Scrutiny



Overview and Scrutiny Committee Agenda

Thursday, 14 July 2022
7.00 pm, Council Chamber - Civic Suite
Lewisham Town Hall
London SE6 4RU

For more information contact: Charlotte Dale (020 8314 8286)

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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Overview and Scrutiny Committee Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Thursday, 14 July 2022.

Kim Wright, Chief Executive
Wednesday, 6 July 2022

Members

Councillor Mark Ingleby (Chair)

Councillor Ese Erheriene (Vice-Chair)

Councillor Yemisi Anifowose

Councillor Tauseef Anwar

Councillor Peter Bernards

Councillor Chris Best

Councillor Bill Brown

Councillor Natasha Burgess

Councillor Suzannah Clarke

Councillor Will Cooper

Councillor Liam Curran

Councillor Laura Cunningham

Councillor Sian Eiles

Councillor Billy Harding

Councillor Stephen Hayes

Councillor Coral Howard

Councillor Edison Huynh

Members of the public are welcome to attend committee meetings. However, occasionally, committees may have to consider some business in private. Copies of agendas, minutes and reports are available on request in Braille, in large print, on audio tape, on computer disk or in other languages.

Councillor Mark Jackson
Councillor Liz Johnston-Franklin
Councillor Eva Kestner
Councillor Ayesha Lahai-Taylor
Councillor Jack Lavery
Councillor Aisha Malik-Smith
Councillor Joan Millbank
Councillor Hilary Moore
Councillor John Muldoon
Councillor Oana Olaru
Councillor Rachel Onikosi
Councillor Rosie Parry
Councillor Jacq Paschoud
Councillor John Paschoud
Councillor Stephen Penfold
Councillor James Rathbone
Councillor James Royston
Councillor Rudi Schmidt
Councillor Aliya Sheikh
Councillor Sakina Sheikh
Councillor Luke Sorba
Councillor Eva Stamirowski
Councillor Liam Shrivastava
Councillor Hau-Yu Tam

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Councillor Luke Warner	
Councillor Carol Webley-Brown	
Councillor Susan Wise	

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Tuesday, 8 March 2022 at 7.00 pm

IN ATTENDANCE: Councillors Paul Maslin (Chair), Peter Bernards, Bill Brown, Juliet Campbell, Colin Elliott, Mark Ingleby, Caroline Kalu, Louise Krupski, Jack Lavery, Joan Millbank, John Muldoon, Rachel Onikosi, Jacq Paschoud, John Paschoud, Stephen Penfold, Luke Sorba and James-J Walsh and

ALSO JOINING THE MEETING VIRTUALLY: Councillors Tauseef Anwar, Sophie Davis, Aisling Gallagher, Alan Hall, Coral Howard, Silvana Kelleher, Samantha Latouche, Jim Mallory and Eva Stamirowski

APOLOGIES: Councillors Liz Johnston-Franklin, Hilary Moore, James Rathbone, James Royston and Susan Wise

ALSO PRESENT: Charlotte Dale (Head of Overview and Scrutiny)

ALSO PRESENT VIRTUALLY: Councillor Kim Powell, John Bennett, Miatta Fahnbulleh, Atika Mohammed, Salena Mulhere and Patrick Dubeck

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972

1. Minutes of the meeting held on 30 November 2021

- 1.1 **RESOLVED:** That the minutes of the meeting held on 30 November 2021 be agreed as an accurate record of proceedings.

2. Declarations of Interest

- 2.1 None

3. Future Lewisham - an economically sound future

- 3.1 Councillor Lavery introduced the item and introduced the external speaker, Miatta Fahnbulleh, Chief Executive of the New Economics Foundation. Miatta spoke about the current cost of living crisis, the impact of the pandemic and options for recovery. Key points included:

- People were not feeling the benefits of a growing economy as living standards had not increased since 2008 and the cost of living was now increasing significantly.
- We must recognise the context, including the inequalities across society, the diminution of social protections, the huge cuts to local government and the cost of living (including energy) crisis.
- A green recovery is possible and desirable: there is some consensus.

- Recovery requires the use of local as well as national levers.

3.2 Miatta suggested that the following actions were key to local economic recovery:

- A focus on driving up living standards (not just targeting growth) with the creation of good and secure jobs.
- Giving local people a bigger stake: developing a shared vision with communities as to what “good” should look like, which might include wellbeing as well as financial stability; and thinking about co-operatives.
- Investing in green infrastructure and decarbonising the local economy in ways which create good jobs.
- Building a local supply chain involving education and the NHS. Mapping the local investment potential and the funding that flows through a geographical place across organisational boundaries to pool resources.
- Creating a partnership with local businesses which involves social responsibility.
- Wresting power from Whitehall and pushing devolution.

3.3 In response to questions from the committee, the following was noted:

- The capacity and viability of local community organisations was critical and local authorities should consider the support they could provide in terms of access to council premises; encouraging the community acquisition of assets; and through procurement and commissioning policies.
- Business Improvement Districts (BIDs) could be very useful in terms of local businesses supporting each other and in galvanising support for collective local action. However, in the current economic circumstances, persuading businesses to vote in favour of creating a BID was often difficult due to the mandatory levy.
- Business charters can help in getting businesses to engage; and licensing and procurement can be useful local levers.
- Although GDP had grown, the increase in low pay, low skill jobs had resulted in a productivity challenge.
- The circular economy was a huge opportunity which might enable a degree of self-sufficiency to be delivered in some areas.
- Examples of good practice in the local authority sector included (a) Liverpool Council’s work on energy efficiency and retrofitting, with its living standards perspective and its focus on a local supply chain with skills offer; (b) Manchester’s ‘living wage city’ scheme using procurement as a significant lever; and (c) Hackney’s energy co-operative with profits going to community schemes.
- Creating employment spaces and hubs and using empty shops creatively was one way to make new hybrid working arrangements benefit local areas.
- It was important to link skills training with need in a particular area and create targeted skills academies.

3.4 John Bennett, Head of Economy, Jobs and Partnerships, introduced the officer report and it was noted that:

- Unemployment had increased with young people particularly affected. There were around 8,000 unemployed in Lewisham in January 2020, which rose to 20,000 at the height of the pandemic in 2021, and was now at 14,000.
- There were inequalities in the local labour market, particularly affecting Black and disabled residents.
- Highly qualified residents often worked outside the borough.
- There were approximately 68,000 jobs in the borough but 210,000 working age residents. (In terms of the number of jobs Lewisham came 32 out of 33 boroughs).
- There were between 10,000 and 11,000 businesses in the borough, with 98% employing fewer than 9 people.
- A recent high street survey had revealed that 70% of the business on Lewisham's high streets were independent and two thirds of the independent businesses were owned by Black, Asian and Minority Ethnic entrepreneurs.
- The council's response to the pandemic included the *We are Lewisham* Borough of Culture Grants and Advisory Service; Business Resilience Grants and Support; ready to supply support for local suppliers; free membership of the Federation of Small Business and the South East London Chamber of Commerce; engagement and business advice for Black-owned businesses; and Creative Enterprise Zone projects.
- The council had also been working with partners on local procurement, apprenticeships and climate change.
- Officers had produced a framework to guide the work of the Economy, Jobs and Partnership service over the coming months and provide shape to achieving the ambition for An Economically Sound Future. There were four draft objectives: more local jobs; increased local spending; strong partnerships and infrastructure; and tackling unemployment and inequalities.

3.5 In response to questions from the committee, it was noted that:

- The Lewisham Local card was a fantastic way of supporting local businesses.
- Lewisham Works would work with local employers to make methods of recruitment more flexible and less intimidating; and help employers to help prospective applicants overcome barriers to work. There would be no upper age limit to the people helped into work.
- Independent small businesses felt a connection to the borough and often had an inclination to 'give something back' that larger, less local, employers did not always have. But it was recognised that the council should encourage smaller businesses to grow through proactive engagement.
- Hybrid working and the reduction in commuting was an opportunity for Lewisham and could lead to more money being spent on the high street and a demand for local workspaces.
- There were a number of local 'anchor' organisations for skills, including Goldsmiths, the GLA hub on the southbank, King's College London who

had campuses in the borough; and London Southbank University, which was also important. The team needed to think about and map routes into careers and ensure the options were there for residents to acquire relevant skills.

- Although the funding had ended for the Lewisham Construction hub, officers were continuing to work with developers and construction companies.
- CIDS – Community Improvement Districts - were a possibility, perhaps in Lewisham town centre, given that many local businesses felt they could not afford the levy that comes with a Business Improvement District.
- It was proposed to run the high street survey annually so that the results could provide a good evidence base for projects and interventions. It would also serve as a useful point of engagement with independent local small businesses.

3.6 Councillor Powell, Cabinet member for Business and Community Wealth Building, commended the work of the Economy, Jobs and Partnerships Service and all that they had achieved over a short period of time, during the pandemic.

3.7 Councillor Lavery summarised the discussion and thanked the presenters and it was:

RESOLVED: That a referral be made to Mayor and Cabinet stating that the Committee:

- Endorsed the proposed introduction of a new employment service, Lewisham Works, to support local unemployed residents in to work.
- Welcomed the commitment to an annual headcount and survey of independent and Black, Asian and Minority Ethnic owned businesses, and a focus on improving engagement and trust between these businesses and the Council.

The Committee also agreed to ask Mayor and Cabinet to set out a strategy for future economic development in the borough, and agree that delivering this as part of the next Corporate Strategy should be a priority for the Council.

4. Update on the Resident Experience Programme

4.1 Councillor Walsh introduced the item and spoke in particular about the member casework element of the programme, which many Members had been actively involved in. Atika Mohammed introduced the update and explained that the programme was:

- Centred around the needs of all residents
- Challenging assumptions
- Using evidence to make decisions
- Understanding current experience in order to improve it via a discovery

phase.

4.2 In terms of casework, prototype solutions were being developed to address the needs of users and the problems identified. A collaborative approach was being taken, with people from a number of different teams involved.

4.3 In response to questions from Members, the following was noted:

- Some casework would need to be dealt with by exception, but finding an improved solution to deal with the majority of cases was important.
- 9 members had been involved in the discovery work undertaken so far.
- The new model would aim to capture the different elements of a resident's interaction with the council - and identify repeat cases and also connect cases.
- It was recognised that Members needed to know who was dealing with their case and have a named contact.

4.4 **RESOLVED:** That the report be noted, specifically the work undertaken to date and the planned next steps for the Resident Experience programme; and the specific outputs of the member casework design sprints and the next steps for that review.

5. Update on "A Greener Future"

5.1 It was noted that at the last meeting of the Overview and Scrutiny Committee, Members had agreed that:

- Each select committee should appoint a climate change champion
- Planning Members should receive training on the interaction between the climate emergency and the planning process
- There should be an annual all-member briefing on the climate emergency.

5.2 It was reported that:

- Five Climate Change Champions had been appointed by the Select Committees
- Planning Members would receive training on the interaction between the climate emergency and the planning process (provided by the Centre for Sustainable Energy)
- There would be an annual all member briefing on the climate emergency in January of each year.

5.3 **RESOLVED:** That the contents of the update report be noted.

The Committee expressed its thanks to both the current Chair of Overview and Scrutiny and his predecessor this administration, for their work in support of effective scrutiny. The Chair noted that he had attempted to enable scrutiny to set

its own agenda and work in co-operation with the Executive to add value and to benefit local residents. He thanked those present for their support in his endeavour.

The meeting ended at 9.00 pm

Chair:

Date:

MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 25 May 2022 at 7.50 pm

IN ATTENDANCE: Councillors Yemisi Anifowose, Tauseef Anwar, Peter Bernards, Chris Best, Bill Brown, Natasha Burgess, Suzannah Clarke, Will Cooper, Laura Cunningham, Liam Curran, Eiles, Erheriene, Billy Harding, Stephen Hayes, Coral Howard, Edison Huynh, Mark Ingleby, Mark Jackson, Liz Johnston-Franklin, Eva Kestner, Ayesha Lahai-Taylor, Jack Lavery, Aisha Malik-Smith, Hilary Moore, John Muldoon, Oana Olaru, Rosie Parry, Jacq Paschoud, John Paschoud, Stephen Penfold, James Rathbone, James Royston, Schmidt, Sheikh, Sakina Sheikh, Liam Shrivastava, Luke Sorba, Eva Stamirowski, Hau-Yu Tam, Luke Warner, Carol Webley-Brown and Susan Wise and

APOLOGIES: Councillors Joan Millbank and Rachel Onikosi

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972

1. OSC Election of Chair

RESOLVED: That Councillor Cllr Mark Ingleby be appointed as Chair and Cllr Ese Erheriene as Vice Chair of the Committee.

2. OSC Composition

It was noted that there were currently six permanent select committees and the six Chair and Vice-Chair positions were all allocated to the majority party.

RESOLVED: that the proportional allocation of Chairs and Vice-Chairs of Select Committees be noted.

3. OSC Select Committees

RESOLVED: That the memberships of the six select committees be agreed and that the Chair and Vice-Chair of the Overview & Scrutiny Committee serve as ex-officio members of each Select Committee.

The meeting ended at 8pm

Chair:

Date:

Agenda Item 2



Overview and Scrutiny Committee

Declarations of Interest

Date: 14 July 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Law and Governance & Elections

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. Jeremy Chambers, Director of Law, Governance and Elections, 020 83147648, Jeremy.Chambers@lewisham.gov.uk,

Agenda Item 3

MINUTES OF THE DIGITAL INCLUSION IN EDUCATION TASK AND FINISH GROUP

Tuesday, 8 March 2022 at 6.30 pm

PRESENT: Councillors Colin Elliott (Chair), Caroline Kalu and Paul Maslin

APOLOGIES: Councillors Obajimi Adefiranye, Liz Johnston-Franklin and Clive Caseley (Parent Governor Representative)

ALSO PRESENT: John Bardens (Scrutiny Manager)

1. Minutes of the last meeting

RESOLVED: that the minutes of the last meeting be agreed as a true record.

2. Declarations of interest

There were none.

3. Draft final report

Cllr Colin Elliott introduced the item and invited the Task and Finish Group to comment on and agree the draft final report and recommendations to Mayor & Cabinet:

RESOLVED: that the Task and Finish Group's report be agreed with the inclusion of the following recommendations and be submitted to Mayor and Cabinet:

The Digital Inclusion in Education Task and Finish Group:

- 1) Encourages the council's education department and schools to continue to make the most of London Grid for Learning (LGfL) offers on more affordable devices, and in particular the special data and device offers being developed through the work of the Mayor of London, and to make sure that all schools are aware of the offers available.
- 2) Recommends that the council's education department and schools produce information and guidance for parents and pupils on where and how to access affordable data (e.g. social tariffs) and devices (e.g. refurbished), as well as where and how they can access local digital support (i.e. libraries, housing providers) and skills (adult education). This should also include guidance on the specifications of devices/hardware that pupils will need and guidance on making the best use of the software and platforms commonly used by schools.
- 3) Recommends that the council's education department states to schools that it is best practice to include guidance on digital platforms in the induction process for new parents, and to consider issues relating to digital inclusion as part of end-of-term evaluations for each subject.

- 4) Recommends that the council's education department engages with other local authorities, through the Mayor of London's digital inclusion programme and the LGA's digital inclusion forum (and other similar national forums) about best practice and benchmarking in relation to digital inclusion in education.
- 5) Recommends that the council's education department and schools produce information and guidance on the best digital platforms, tools and websites for learning, particularly in relation to children with special educational needs and disabilities (SEND).
- 6) Recommends that any information and guidance for parents is available in different languages and signposted to those most likely to experience barriers to digital inclusion – such as families with children with SEND, families with English as an additional language (EAL), and families living in temporary accommodation.
- 7) Recommends that the council routinely takes digital inclusion into account in Education, Health and Care Plan (EHCP) assessments, including the digital skills of parents/carers, and consider the adoption of a definition (see Chair's introduction) of digital inclusion to better identify pupils who need support.
- 8) Recommends that the council's education, housing and IT departments explore the feasibility of providing Wi-Fi in council-managed temporary accommodation and hostel accommodation.
- 9) Recommends that the council's education and IT departments and schools explore the feasibility of at-scale and ongoing technical support (such as a dedicated IT helpline) for teachers, pupils and parents in relation to devices and platforms used by the school.
- 10) Encourages the council's education department to continue to provide CPD for teachers in relation to developing and upskilling relevant digital skills.
- 11) Encourages schools to appoint link-governors for digital inclusion and support for parents.
- 12) Recommends that the council's education department works with schools, libraries, community centres and Youth First to audit and explore opportunities for in-person digital support hubs for pupils. Particular consideration should be given to those areas likely to be the most digitally excluded.
- 13) Recommends that young people are asked for their feedback on any in-person support like that mentioned in the previous recommendation (including the development of the new Catford Library, for example) at an early stage and throughout.
- 14) Recommends that the council explores the feasibility of working with the Young Mayor Team to establish a network of digital champions to continue to consider issues relating to digital inclusion in education.
- 15) Recommends that the council's education department's briefing session for headteachers discusses and comments on the recommendations of this task & finish group when it meets in the summer.

The meeting ended at 6.40 pm

Chair:

Date:

MINUTES OF THE DIGITAL INCLUSION FOR ADULTS WITH LEARNING DISABILITIES TASK AND FINISH GROUP

Thursday, 3 February 2022 at 7.00 pm

IN ATTENDANCE: Councillors Jacq Paschoud (Chair), Joan Millbank, John Paschoud and James-J Walsh

ALSO JOINING THE MEETING VIRTUALLY: Councillor Samantha Latouche

ALSO PRESENT: John Bardens (Scrutiny Manager) Will Davis, Chair, Lewisham Speaking Up, Katie Wood (Scrutiny Manager)

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972

1. Minutes of the last meeting held on 8 July 2021

1.1 RESOLVED:

That the minutes of the last meeting be agreed as a true record of proceedings.

2. Declarations of Interest

2.1 RESOLVED: That the following interests be noted:

Cllr Jacq Paschoud and Cllr John Paschoud both declared a personal interest in item 3 as they had a close family member in receipt of a package of social care.

3. Task and Finish Group - Draft Final Report

3.1 Cllr Jacq Paschoud introduced the report to the Task and Finish Group and welcomed Will Davis, Director of Lewisham Speaking Up to the meeting.

3.2 Cllr Jacq Paschoud tabled draft recommendations for the Task and Finish Group. In the discussion that followed, the following key points were raised:

- Members of the Group felt happy that the tabled recommendations represented the task and finish group's key findings and would help support adults with learning disabilities with digital inclusion.
- The Task and Finish Group thanked Will Davis for the work of Lewisham Speaking Up which had contributed to the review.
- A colour key should be included on the digital map included in the report.
- Members of the Group thanked the Chair for her work on the review.

3.3 RESOLVED:

That the Task and Finish Group's report be agreed with the inclusion of the following recommendations and be submitted to Mayor and Cabinet:

- 1) During social need care assessments and at other key assessment stages such as during transition assessments from children's to adult's social services, or for Carer Assessments; digital needs should be considered. This could include consideration of access to suitable devices and data and to any on-going skills or support needed. Questions on assistive technology should routinely and consistently be completed as part of the assessment process.
- 2) Any work carried out by the Council on digital inclusion should be monitored for Equalities purposes to help build up a better picture of where there is greatest need and to understand intersectional needs to a greater extent. The importance of the socio-economic context should be considered, as data poverty, access to devices and stability of housing are all key determiners of digital exclusion.
- 3) Resources such as the Digital Exclusion Risk Index tool and the Indices of Multiple deprivation as well as other local data and insight should be used routinely by the Council and partners to help target those most in need when considering locations of in-person support. Data should be collected routinely to build up an increasingly accurate picture of where the greatest needs are.
- 4) The Council should work with partner organisations to increase understanding of those adults with a learning disability who are most at danger of digital exclusion and who would most benefit from additional support. For example those that live with family members as oppose to those who live in supported living. Support should be targeted to individuals and groups focussing on specific interests as this has been proven to be a successful approach in ensuring motivation.
- 5) All of the Council's day service provision should have access to wi-fi for their service users. In particular, the Council should urgently work with Ladywell Day Care Centre to ensure wi-fi is installed as soon as possible to benefit their service users.
- 6) The Task and Finish Group recognise the need for support to be provided to family carers, helping address concerns such as safety which can be a barrier to digital inclusion. This could be through training or through additional software/safety controls etc.
- 7) The Council should ensure it maintains a permanent role in providing continuity of digital support to those in need. This could be through a dedicated resource or programme that is consistent and accessible to all partner organisations.
- 8) The Council should work with partner organisations and commissioned services that work with people with learning disabilities to better understand where there are gaps in the provision and pro-actively assess where they can support.
- 9) When services are being commissioned for people with learning disabilities, weight should be given to organisations that commit to on-going IT training to

ensure staff have the relevant skills to support people who use their service with digital inclusion. As part of securing social value in our procurement processes going forward – the Council should ensure contractors meet standards around accessibility of digital services.

- 10) Council online services must be accessible. The Resident Experience Programme should include consideration of people with Learning Disabilities. Specific areas of the Council’s website such as pages relating to the Local Offer should be worked on and tested with key user groups such as those with learning disabilities and should be targeted to reach higher standards of accessibility than the general website. There should be more emphasis corporately to ensure that throughout the Council, all those who design and input information on the website have a strong focus on ensuring information is as accessible as possible
- 11) As a local authority we hold a vast amount of historical and current information in PDF format. The adoption of a framework and standards for accessible PDF production should be developed and adopted by the organisation for this information going forward.
- 12) The council should work with partners to develop a directory of proven digital activities and tools for partners to share. This could include information on access to affordable devices and internet connection such as social tariffs. This could also include an FAQ of key issues that can be shared with family carers. This should be kept up to date, readily available to providers, and signposted to any new providers. Sharing knowledge on online risks for example safeguarding and scamming is particularly important and helps build confidence in individuals and carers on what the risks are and how they can protect themselves and those they care for.

The meeting ended at 7.22 pm

Chair:

Date:

Minutes of the Housing Retrofit Task and Finish Group

Friday, 25 February 2022 at 11.00 am

IN ATTENDANCE: Councillors Louise Krupski (Chair), Tauseef Anwar and Stephen Penfold

ALSO JOINING THE MEETING VIRTUALLY: Councillor Aisling Gallagher

ALSO PRESENT: Timothy Andrew (Scrutiny Manager) and Beate Hellawell (Scrutiny Manager)

NB: Those Councillors listed as joining virtually were not in attendance for the purposes of the meeting being quorate, any decisions taken or to satisfy the requirements of s85 Local Government Act 1972

1. Minutes of the last meeting

Resolved: That the minutes of the meeting held on 16 July 2021 be agreed as an accurate record.

2. Declarations of interests

There were none.

3. Draft final report

3.1 Councillor Krupski introduced the report - inviting members to make comments on the evidence gathering and the report's contents. In the discussion the following key point was noted:

- Further to a late submission by a member of the public – additional reference would be made in the report to the role of retrofit in preventing overheating.

3.2 Committee members discussed the recommendations – the following key points were noted:

- Members would welcome further detail in the report about when the recommendations would be implemented.
- It would be the responsibility of the overview and scrutiny committee to follow up on the implementation of the recommendations.
- Members would welcome dedicated officers within the planning department specialising on the issue of housing retrofit.
- The Council should monitor the availability of funding for housing retrofit work on behalf of housing providers in the borough – in order to ensure that partners were in a position to bid for funding when it became available.
- Members would welcome further strengthening of the recommendation about works on void properties in Lewisham Homes.

- Scrutiny committees should be asked to consider how best they might collaborate and coordinate their approach to scrutiny of retrofit issues. A suggestion could also be made to hold all member briefing on retrofit.
- Consideration should be given to providing an update and/or training for new members of the Housing Select Committee on housing retrofit.
- Recommendations relating to partner organisations should specify the expectation that they should coordinate their retrofit activities.
- A further recommendation should be included relating to the cooling benefits of retrofit – and the benefits of coordinating retrofit work with tree planting.
- Members highlighted the importance of retrofitting non-housing stock.
- Councillor Krupksi thanked officers, members and all of those who had been involved in the process of evidence gathering for the review.

3.3 **Resolved:** That the report be agreed with recommendations (subject to the amendments agreed at the meeting) for submission to Mayor and Cabinet, as follows:

Leading the transformation

- The Task and Finish Group believes that it is time for a comprehensive retrofit strategy – which brings together all of the initiatives relating to housing retrofit across housing types and tenures. This should utilise the broad range of the Council's powers, its influence and its partnerships. The strategy should set out clear measurable short, medium and long-term targets describing a path to carbon neutrality by 2030.
- Progress on the development of the strategy (and the Group's other recommendations) should be reported to the relevant scrutiny committees by the end of the 2022-23 municipal year.

Mayor and Cabinet should:

- Consider how best to lead the step change needed to reach the Council's ambition for net zero by 2030. The Task and Finish Group believes that the cabinet portfolios relating to the climate emergency, housing and planning are connected. It is recommended that discussions take place on how the cabinet portfolios might be formally linked.
- Hold discussions with leaders in neighbouring boroughs about their ambitions for net zero – and the potential to join resources, projects and ways of thinking together to meet some of the common challenges facing local authorities.
- Give careful consideration to the mechanisms available to have discussions with amenity societies, stakeholders and local groups about the values and principles guiding conservation and carbon reduction measures. It is important to find a common ground that recognises and emphasises the value of both.
- The Housing Select Committee should consider making retrofit a standing item on its agenda. This should include updates from social housing partners on their formal plans for net zero. In particular – the group recommends that the Committee invites Regenter to outline how it will work with the Council to improve the energy efficiency in the homes managed as part of the Brockley private finance initiative. We believe that there should be an expectation that all Council contracts with housing providers support Lewisham's climate emergency declaration.

- Further opportunities should be considered for all councillors to attend training and briefings on the impact of the climate crisis (with a specific focus on the importance of retrofit). The Committee suggest that this take place as part of the induction programme of new and existing Councillors at the start of the next administration, 2022.
- The Task and Finish Group welcomes the work being carried out by the economy, jobs and partnerships team (as below) – and it recommends that a further update on this work should be provided to the Sustainable Development Select Committee.

Communicating with purpose

- The Council should adopt a ‘one stop shop’ approach for residents to learn about the measures they can take to respond to the climate emergency. Work on this should commence immediately and, if possible, an on-line site be completed by the end of the calendar year 2022. The Council’s ‘one stop shop’ of climate action advice, guidance and trusted links to reputable sources should draw on the best initiatives happening locally. The scale and purpose of this project should increase over time. It may start online with the intent to grow in ambition and reach, for example including exemplar retrofitted homes when available, and pop-up stalls/displays for assemblies and key Council events.
- The Council’s communications team should work up a programme of Housing Retrofit advice items using all the usual channels and help residents link to the ‘one stop shop’. Residents should be kept up-to-date with any key Council developments, funding news and innovations in this fast-changing area.
- Every effort should be made to work with our housing providers to ensure that tenants moving into retrofitted homes, fully understand the technology they are living with and how it differs from conventionally heated homes, to ensure the complete success of this step-change. This will become even more important when retrofitted homes change hands down the line.

Developing future fit advice on planning

The Planning Department should:

- Seek to grow officers’ knowledge and confidence in dealing with retrofit measures. This should include, if considered appropriate, employing a specialist climate change planning officer or as a minimum altering the functions of key roles to take on responsibility for developing specialist knowledge in this area (as is the case with conservation). Officers should utilise these skills to develop robust and evidence based Council policy to support sustainable, high quality retrofit – in line with the Council’s ambitions for net zero.
- Review the advice it provides to households on retrofit. There should be up to date information on the Council’s website for applicants considering retrofit measures including: internal and external solid wall insulation, heat pumps and energy efficient windows and doors.
- Consider how best (and when) the Council might proactively provide information and advice on retrofit measures during the planning application process.
- Review the existing extensions and alterations supplementary planning document – to include practical information and guidance on retrofit measures. It is recognised that this recommendation has resourcing implications (in terms of cost and officer time) and that this will require expert consideration and

consultation. Accordingly, Members would welcome an assessment of the potential options and opportunities to deliver this work. The Group recognises the quality of the recent small sites SPD as an example of good practice and it recommends that the revised alterations and extension should be up to the same standard.

Working with limited resources

- The Council should explore the feasibility of recruiting an in-house retrofit coordination specialist. Likely based in the housing team – this role would support the Council's leadership in bringing together partners and stakeholders to work on this issue. The holder of this post could also develop the proposed retrofit strategy. Furthermore, the Task and Finish Group believes that there is the potential for this role to act commercially by providing paid for retrofit coordination, project management and quality assurance support to housing providers, landlords and homeowners. This could be initiated on a trial basis in coordination with Lewisham's partner organisations and grown according to demand.
- The Group notes the Public Accounts Select Committee's work on commercialisation – and it believes that this proposal would align with the goal set by the select committee for the Council to trial new commercial ventures. With the growth of this market and the obvious need for 'trusted providers' there may also be an opportunity in the future for a small in house team to provide homeowners with a (gradually increasing level of complexity) menu of retrofit measures which could grow organically, much as the commercially successful Waltham Forest Council Service Store model.
- The Council should continue to bid for pots of government funding to enable energy efficiency. The Executive Management Team should provide proactive and timely project management support in order to ensure that the council and our partners (where appropriate) are ready to bid and spend any funding in the limited timescales that it is most often available.
- The Council's economy jobs and partnerships team should continue its proactive work in engaging with the local labour market of installers and builders to link up their needs with local education and skills providers. This should include efforts to engage with contractors and suppliers in Lewisham's 'anchor organisations' and make the most of the partnership working encouraged by the signatories to Lewisham Deal. Consideration should also be given to updating the curriculums of skills providers as soon as possible.
- Further work should take place between the Council's housing and enforcement teams to consider how best to robustly enforce the minimum energy efficiency standards.
- Every opportunity should be taken to dovetail retrofit work with our social housing providers, namely Lewisham Homes, Regenter, Phoenix, and any successors, with work already planned, or when new opportunities arise, so that improvements to homes will not have to be re-done a few years after completion, with great cost to the Council. Whenever a void appears in the register, the home should be raised to as high a level of EPC rating as possible including total retrofit and energy production such as the installation of photovoltaic panels or tiles.
- The housing revenue account maintenance plan should be used to ensure that any work tied to fire safety, which is currently the key priority, be seen as an opportunity to raise the EPC rating of the buildings being maintained, as has been done at the award winning Hatfield Close and Gerrard House

project, now that United Living (the contractor on this project) have a 10 year partnership with Lewisham Homes. Members believe that the boroughs other housing providers should be encouraged to take a similar approach.

- Members recognise the importance of green infrastructure in mitigating the effects of the climate crisis, particularly in terms of urban cooling, and they recommend that the Sustainable Development Select Committee should further explore the potential for targeted urban greening to enhance the effectiveness of retrofit measures.

The meeting ended at 11.30 am

Chair:

Date:



Overview and Scrutiny Committee

Response to Overview and Scrutiny Committee

Date: 14 July 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Assistant Chief Executive

Outline and recommendations

This report provides the response agreed at Mayor and Cabinet on 15 June 2022 to the final report and recommendations of the Digital Inclusion in Education Scrutiny Task & Finish Group.

1. Summary

- 1.1. This report provides the response agreed at Mayor and Cabinet on 15 June 2022 to the final report and recommendations of the Digital Inclusion in Education Scrutiny Task & Finish Group.
- 1.2. In February 2022, the Digital Inclusion in Education Scrutiny Task & Finish Group published its report and recommendations to tackle digital exclusion in education in the borough. This report provides responses to those recommendations by Lewisham's education service.

2. Recommendation

- 2.1. The Committee is recommended to receive and note the Mayor & Cabinet response to the Digital Inclusion in Education Scrutiny Task & Finish Group final report and recommendations.

3. Response

- 3.1. The Mayor and Cabinet considered the attached report at the Mayor & Cabinet meeting held on 15 June 2022. The Mayor and Cabinet unanimously resolved that the response be approved and forwarded to the Committee.

4. Financial implications

4.1. There are no direct financial implications arising from this report.

5. Legal implications

5.1. There are no direct legal implications arising from this report.

6. Equalities implications

6.1. There are no direct equalities implications arising from this report.

7. Climate change and environmental implications

7.1. There are no direct climate change or environmental implications arising from this report.

8. Crime and disorder implications

8.1. There are no direct crime and disorder implications arising from this report.

9. Health and wellbeing implications

9.1. There are no direct health and wellbeing implications arising from this report.

10. Glossary

Term	Definition
Overview & Scrutiny	Overview and scrutiny is the way in which Mayor and Cabinet (the 'Executive'), officers and external organisations are held to account for the decisions that they make. It is led by councillors who are not members of the Executive. They also influence policy development and investigate issues of local concern, making recommendations for improvement.
Overview and Scrutiny Committee	A committee made up of all non-executive councillors which carries out scrutiny focussing on strategic and cross cutting issues.

Mayor and Cabinet	Mayor & Cabinet (otherwise known as the 'Executive') consists of the Mayor and between two and nine Cabinet Members, who are appointed by the Mayor.
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11. Background Papers

Mayor & Cabinet Minutes of 15 June 2022

12. Report author and contact

- 12.1. Charlotte Dale, Head of Overview and Scrutiny, 0208 31 48286,
charlotte.dale@lewisham.gov.uk



Mayor and Cabinet

Education Service response to recommendations of the Digital Inclusion Task and Finish Group

Date: 15/06/22

Key decision: Yes

Class: Part 1

Ward(s) affected: All

Contributors: Director of Education

Outline and recommendations

In February 2022, the Digital Inclusion in Education Scrutiny Task & Finish Group published its report and recommendations to tackle digital exclusion in education in the borough. This report provides responses to those recommendations by Lewisham's education service. Mayor and Cabinet are asked to note and consider these responses.

1. Summary

The pandemic, with its disruption to normal schooling, brought into sharp focus the issue of digital access and connectivity, along with educational outcomes, for pupils most in need. In that context, the work done launched by the Task and Finish Group during the last lockdown in early 2021 has been extremely valuable.

During the pandemic, an immense amount was done to improve digital access. In the face of an unprecedented challenge, schools rapidly adopted digital teaching methods during the peak of pandemic, going from mainly paper-based work-packs during the first lockdown (in March 2020) to nearly every pupil having a device by the time of the second lockdown (in November 2020). Lewisham Learning, our school improvement partnership, provided borough-wide training and peer-to-peer support for teachers and headteachers. The Department for Education provided 5,000 devices in Lewisham, but that this still fell short of the need and schools in Lewisham had to buy devices for another 5,000 pupils themselves, while some schools crowdfunded additional devices and worked with local business to acquire unused and refurbished office devices. Lewisham Learning also encouraged schools to take up offers through the London Grid

for Learning (LGfL).

Nevertheless, the Task and Finish Group identified continuing issues relating to devices and connectivity; support for parents; and space for pupils to study. In February 2022, the Digital Inclusion in Education Scrutiny Task & Finish Group published its report and recommendations to tackle digital exclusion in education in the borough. The Group's report provides a very welcome account of the key issues, and the recommendations set out a valuable agenda, which has helped inform the education service's work to build on the progress made during the pandemic to increase levels of digital inclusion in education, responding to the challenge of ensuring all pupils have the necessary access and support they need for their education. Not least those identified as under-achieving prior to the pandemic, and who may need to catch-up via on line learning outside of the school environment – mainly at home.

This report is the response to those recommendations from Lewisham education service.

2. Response to recommendations (from the Digital Inclusion in Education Scrutiny Task & Finish Group)

2.1. Recommendation 1

Encourages the council's education department and schools to continue to make the most of London Grid for Learning (LGfL) offers on more affordable devices, and in particular the special data and device offers being developed through the work of the Mayor of London, and to make sure that all schools are aware of the offers available.

2.1.1. Response 1

The education department will continue to encourage schools to maximise knowledge of good practice, software and resource development and up-to-date offers and access to digital technology through:

- London Grid for Learning (LGfL)
- Mayor of London's digital inclusion programme
- Local Government Association's (LGA) digital inclusion forum
- Strategic Education Leads London (SELL)
- South East London Teaching School

Schools will continue to receive up to date information through LGfL and the education service will disseminate other information through the weekly bulletin and headteacher forums. The Council will publicise and encourage schools to seek to maximise any fundraising or charitable opportunities which became available.

2.2. Recommendation 2

Recommends that the council's education department and schools produce information and guidance for parents and pupils on where and how to access affordable data (e.g. social tariffs) and devices (e.g. refurbished), as well as where and how they can access local digital support (i.e. libraries, housing providers) and skills (adult education). This should also include guidance on the specifications of devices/hardware that pupils will need and guidance on making the best use of the software and platforms commonly used by schools.

2.2.1. Response 2

Schools are encouraged to share this information with their pupils and parents directly based on the context of their digital strategy, curriculum, use of devices and software.

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The education service will continue to publicise and encourage schools to take up any LGfL or other offers of affordable devices, data etc. and to share relevant offers with families.

Through the Council website and our weekly schools bulletin, we will share information about local digital support libraries etc. as the council's Digital Strategy is developed and any new resources become available.

Regarding guidance on devices and platforms the school uses, please see recommendation 3 below.

2.3. Recommendation 3

Recommends that the council's education department states to schools that it is best practice to include guidance on digital platforms in the induction process for new parents, and to consider issues relating to digital inclusion as part of end-of-term evaluations for each subject.

2.3.1. Response 3

The education department will use existing forums to encourage schools to share good practice in including digital advice through their mechanisms for working in partnership with parents/carers and particularly in year 6-7 transition programmes as part of induction processes, including:

- Sharing information with children and families at Y6 visits
- Induction pack/meetings for new year 7s
- Additional meetings for families of children in resource bases & those with an Education Health & Care plan (EHCP)
- Include information on e-safety & digital literacy
- Holding regular parents evenings (primary & secondary) to support digital literacy and e-safety

Lewisham learning will support schools to self-evaluate and set priorities for their digital curriculum and the demands of e-learning. Ofsted will in addition continue to judge how well schools are meeting digital needs and the quality of their digital curriculum.

2.4. Recommendation 4

That the council's education department engages with other local authorities, through the Mayor of London's Digital Inclusion Programme and the LGA's Digital Inclusion Forum (and other similar national forums) about best practice and benchmarking in relation to digital inclusion in education.

2.4.1. Response 4

The education department will continue to engage with other LAs through a number of forums and organisations who share best practice and digital education developments:

- Mayor of London's Digital Inclusion Programme
- LGA's Digital Inclusion Forum
- SELL (Strategic Education Leads London)
- South East London Teaching School

2.5. Recommendation 5

That the council's education department and schools produce information and

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guidance on the best digital platforms, tools and websites for learning, particularly in relation to children with special educational needs and disabilities (SEND).

2.5.1. Response 5

The education service will disseminate and signpost schools to the comprehensive information and guidance on the best digital platforms, tools and websites for learning that is available on a number of specialist, high quality platforms. The education service will continue to promote high quality national and London resources to schools and settings:

- London Grid For Learning maintains comprehensive and up to date information and guidance on the best digital platforms, tools and websites for learning, <https://www.lgfl.net/>
- Oak National Academy also collates and distributes adaptable resources for teachers <https://www.thenational.academy/>
- LGfL has an excellent guidance on the best digital platforms, in relation to children with special educational needs and disabilities (SEND). <https://www.lgfl.net/Inclusion/>

2.6. Recommendation 6

That any information and guidance for parents is available in different languages and signposted to those most likely to experience barriers to digital inclusion – such as families with children with SEND, families with English as an additional language (EAL), and families living in temporary accommodation.

2.6.1. Response 6

The education department will encourage schools to explore cost-effective digital translation services where appropriate and promote these amongst their networks.

2.7. Recommendation 7

That the council routinely takes digital inclusion into account in Education, Health and Care Plan (EHCP) assessments, including the digital skills of parents/carers, and consider the adoption of a definition (see Chair's introduction) of digital inclusion to better identify pupils who need support.

2.7.1. Response 7

As the local definition and policy for digital inclusion develop, the SEND team will share this across the SEND local partnership so that contributing professionals are able to consider it in specifying provision for children and young people, where appropriate. We will encourage schools to support parents of children with SEND with digital literacy, as in response 4 above. The SEND Green Paper is currently under consultation and may influence the digital landscape within SEND. The provision contained in EHC plans has to be recommended and specified by a professional and must by law refer to the needs of the children, rather than the parents.

2.8. Recommendation 8

That the council's education, housing and IT departments explore the feasibility of providing Wi-Fi in council-managed temporary accommodation and hostel accommodation.

2.8.1. Response 8

The education service will share this recommendation with Housing colleagues and encourage schools to continue to identify and prioritise children in temporary accommodation for any available devices, dongles and other resources which facilitate digital inclusion. This would provide continuity when families move on from temporary accommodation.

2.9. Recommendation 9

That the council's education and IT departments and schools explore the feasibility of at-scale and ongoing technical support (such as a dedicated IT helpline) for teachers, pupils and parents in relation to devices and platforms used by the school.

2.9.1. Response 9

Ongoing support to teachers is available through platforms that schools buy into - LGfL's free IT helpline, for example.

In terms of support for pupils and parents, as in response 2 above, given the individual digital contexts in schools, we will encourage them to continue to share good practice in offering IT advice to pupils and parents, where possible (e.g. secondary schools sharing contact details for their IT departments).

2.10. Recommendation 10

Encourages the council's education department to continue to provide CPD for teachers in relation to developing and upskilling relevant digital skills.

2.10.1. Response 10

Schools access CPD in relation to developing and upskilling relevant digital skills through the providers they buy into. Teachers and staff can, for example access LGfL's comprehensive CPD and support at no extra cost to them. LGfL offers in-school and virtual support, training, webinars and conference events. Schools can access whole school curriculum development through the LGfL Energise curriculum service, again provided at no extra charge for schools. As Lewisham Learning develops and strengthens peer-to-peer support for teaching and learning we will encourage schools to maximise and share expertise around digital inclusion in itself and across the curriculum.

2.11. Recommendation 11

Encourages schools to appoint link-governors for digital inclusion and support for parents.

2.11.1. Response 11

The role of governors in supporting schools to promote digital inclusion will be discussed at The Director's Briefing for Chairs in September 2022. This could include nominating a specific governor or ensuring that digital inclusion is included in the brief for key link governors, Inclusion, SEND, Pupil Premium and safeguarding.

2.12. Recommendation 12

That the council's education department works with schools, libraries, community centres and Youth First to audit and explore opportunities for in-person digital support hubs for pupils. Particular consideration should be given to those areas likely to be the most digitally excluded.

2.12.1. Response 12

The education service will offer advice to colleagues in the council in developing the 2022 digital strategy to maximise opportunities for increasing digital inclusion with regards to education and learning issues. They will share best practice from other London boroughs who are developing/have developed such hubs, including developing them in schools.

The 2022 Digital Strategy is currently being formed, to address how the council will deliver key digital services and infrastructure to residents to thrive and live happy, healthy lives. The overarching ambitions of the strategy are the development of a modern, sustainable borough that harnesses the latest in digital technologies and infrastructure.

2.13. Recommendation 13

That young people are asked for their feedback on any in-person support like that mentioned in the previous recommendation (including the development of the new Catford Library, for example) at an early stage and throughout.

2.13.1. Response 13

The CYP Directorate will facilitate consultation between relevant officers and the Young Mayor's Team and schools to identify how the voices of young people can contribute to plans in this area.

2.14. Recommendation 14

That the council explores the feasibility of working with the Young Mayor's Team to establish a network of digital champions to continue to consider issues relating to digital inclusion in education.

2.14.1. Response 14

In July 2022, Education and CYP Directorate managers will meet with the Young Mayor's Team to explore the feasibility of working with them to establish a network of digital champions to continue to consider issues relating to digital inclusion in education.

2.15. Recommendation 15

That the council's education department's briefing session for headteachers discusses and comments on the recommendations of this task & finish group when it meets in the Summer.

2.15.1. Response 15

The education service will disseminate the recommendations of this task & finish group and seek comments at the headteacher forum in September 2022.

3. Policy Context

3.1. The Council's Corporate Strategy (2018-2022) outlines the Council's vision to deliver for residents over the next four years. Delivering this strategy includes the following priority outcomes that relate to digital inclusion for people with learning disabilities:

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

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

4. Background

- 4.1. In July 2021, Cllr Colin Elliott led an Overview and Scrutiny Task and Finish Group to consider: how can we identify lack of [digital] access and improve connectivity, along with educational outcomes, for those pupils most in need?

In February 2022, the Digital Inclusion in Education Scrutiny Task & Finish Group published its report and recommendations to tackle digital exclusion in education in the borough. This report is the response to those recommendations from Lewisham education service.

Lewisham published its first creative and digital industries in 2017 outlining how the council and its partners plan associated industries within the borough. The 2022 Digital Strategy, currently being formed, addresses how the council will deliver key digital services and infrastructure to residents to thrive and live happy, healthy lives. The overarching ambitions of the strategy are the development of a modern, sustainable borough that harnesses the latest in digital technologies and infrastructure. The council is in the process of developing the 2022 Digital Strategy with this anticipated to be released in mid-2022.

5. Financial implications

- 5.1. In responding to the recommendations of the Digital Inclusion in Education Scrutiny Task & Finish Group, the council will seek to maximise and not duplicate existing national, regional and local resources.

All schools receive funding as part of their delegated budget share and supporting grants. Individual schools will determine their digital strategy, taking into account the needs of their pupils, curriculum plans and financial situation. They will be able to draw on local, regional and national good practice. For initiatives in school, there should be no additional call on central Dedicated Schools Grant funding or the Council's General Fund.

With regards to the wider proposals for developing digital inclusion (e.g. through hubs etc.) these will need to be considered by relevant directors as part of their transformation strategies, along with the financial implications.

6. Legal implications

- 6.1 The Council's Constitution provides at paragraph 6.11, Article 6 that the Overview and Scrutiny Committee may from time to time appoint sub-committees, to be known as task and finish groups which will exist for a period of no less than 3 months, nor more than 12 months from the date of their creation. It further adds that "Any task and finish group shall consist of 5 members and be established for the purpose of examining a particular issue in depth. The terms of reference of any task and finish group shall be agreed by the Overview and Scrutiny Committee which shall also appoint members to it."
- 6.2 The Constitution also provides at paragraph 24 of the Overview and Scrutiny Procedure Rules that when a task and finish group completes an investigation it shall produce a report which it shall refer to Mayor & Cabinet and / or an appropriate Council decision making body for consideration who shall then refer their response back to the full Overview & Scrutiny Committee.

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- 6.3 The Council has the legal power to undertake the activities recommended in this report.
- 6.4 The report does not indicate that expenditure will be required to undertake the activities recommended in this report and explains the resources and existing framework that can be accessed and are available.
- 6.3 In the event that Council expenditure is envisaged to occur, the relevant approvals should be sought before proceeding from the relevant officer according to the value as set out in the constitution and where applicable, in accordance with the Council's Contract Procedural Rules.
- 6.4 Schools are subject to their own financial rules and policies and Governing Bodies have the appropriate powers to implement or embed / embody the activities mentioned in this report.
- 6.5 This is not a key decision, though as mentioned above at paragraph 6.2, any responses from Mayor and Cabinet shall be referred back to the full Overview & Scrutiny Committee.

7. Equalities implications

- 7.1. The 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.
- 7.2. 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.
- 7.3. Schools are responsible for considering equalities implications of their digital learning and inclusion strategies. The responses to the recommendations from the Digital Inclusion in Education Scrutiny Task & Finish Group outlined in this report, seek to support schools in their role of tackling digital inequalities; the gap between different demographics that have access to technology (computers and other devices and the internet) and those that do not. They seek to improve equity in physical access to technology, parent engagement and digital skills, and the home learning environment.

8. Climate change and environmental implications

- 8.1. There are no direct climate change and environmental implications arising from the responses to the recommendations from the Digital Inclusion in Education Scrutiny Task & Finish Group, outlined in this report. Should any plans developed as a result of them have climate change and environmental implications, these will need to be given due consideration at the time.

9. Crime and disorder implications

- 9.1. There are no direct crime and disorder implications arising from the responses to the recommendations from the Digital Inclusion in Education Scrutiny Task & Finish group,

outlined in this report. Should any plans developed as a result of them have crime and disorder implications, these will need to be given due consideration at the time.

10. Health and wellbeing implications

- 10.1. There are no direct health and wellbeing implications arising from the responses to the recommendations from the Digital Inclusion in Education Scrutiny Task & Finish Group, outlined in this report. Should any plans developed as a result of them have health and wellbeing implications, these will need to be given due consideration at the time.

11. Background papers

None.

12. Glossary

[Link to Oxford English Dictionary here.](#)

Term	Definition
Digital exclusion	The gap between people who have access to technology and people who do not.
Digital literacy	The skills you need to live, learn, and work, communicate and access information.
London Grid for Learning (LGfL)	Organization providing a filtered broadband connection, network services, a common learning platform, online content and support communities for all schools across London.
Lewisham Learning	Schools/Local Authority partnership delivering Lewisham's school improvement programme.

13. Report author(s) and contact

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14. Appendices

None.

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Overview & Scrutiny

Resident Experience Programme – Progress Update & Next Steps

Date: 14 July 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Planning (Deputy SRO for the Resident Experience Programme), Head of Insight, Transformation & OD

Outline and recommendations

This report provides an update on the Resident Experience Programme. Overview and Scrutiny is recommended to note, and comment on, the contents of this update.

Timeline of engagement and decision-making

- **May 2021** – initial engagement with the Senior Leadership Team (SLT)
- **June 2021** – agreement from the Executive Management Team (EMT) to begin scoping the discovery phase of the programme
- **July 2021** – first Cabinet Briefing on the Resident Experience programme
- **September 2021** – first Overview & Scrutiny discussion on resident experience, following a call for evidence
- **October/November 2021** – four member-led workshops to inform the scope of the programme
- **November 2021** – second Overview & Scrutiny discussion on resident experience
- **December 2021** – meeting with core senior stakeholders to finalise the delivery approach for the discovery and design phases of the programme, with subsequent agreement to procure an external partner to support this work
- **January 2022** – second Cabinet Briefing on the Resident Experience programme
- **January to March 2022** – two design sprints ('discovery' and 'prototyping') undertaken as part of the member casework review
- **January to March 2022:** Procurement of an external partner undertaken through the Digital Outcomes & Specialists framework ('mini-competition')
- **February 2022** – third Cabinet Briefing on the Resident Experience programme
- **March 2022** – third Overview & Scrutiny discussion on resident experience

1. Summary

- 1.1. The purpose of this report is to provide the Overview & Scrutiny Committee with an update on the progress of the Resident Experience Programme (including the member casework review) since their last meeting in March 2022.

2. Recommendations

- 2.1. The Overview & Scrutiny Committee is recommended to:
- Note the work undertaken to date and planned next steps for the Resident Experience Programme (section 4)
 - Note the work undertaken to date and planned next steps for the member casework review (section 5)

3. Policy context

- 3.1. The Resident Experience Programme will support the delivery of all the Corporate Strategy priorities, particularly Open Lewisham, as well as the organisational priority of improving resident experience. Its work is shaped by the Council's four key values:
- We put service to the public first
 - We respect all people and all communities
 - We invest in employees
 - We are open, honest and fair in all we do

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4. Resident experience programme

Programme development

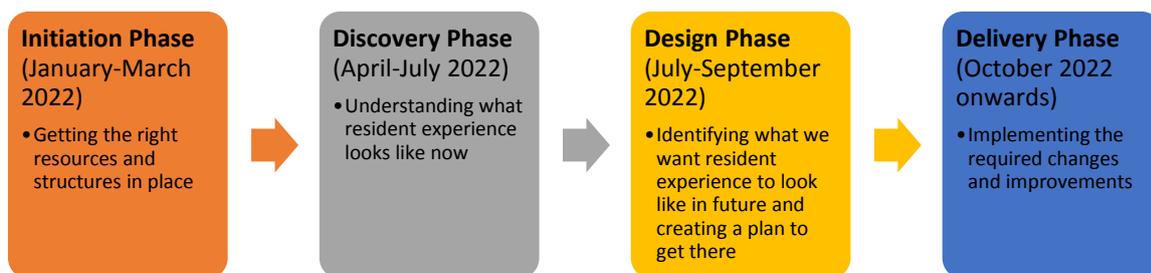
- 4.1. The Chief Executive's report to Full Council in February 2020 established the need to improve resident experience as an organisational priority:

“There is a need to improve the experiences of our residents, ensuring consistency and quality. We must focus on understanding residents’ perspectives, shaping our services around their needs. We need to make better use of technology to improve our online self-serve options so people can access and use our services at times and places that suit them. We need to make the digital experience so good that residents make a choice to interact with us that way. Yet we must also manage expectations about what is realistic, affordable and deliverable within our existing systems. We know that some of our most vulnerable residents and customers may not be able to make use of digital options, irrespective of quality so we must ensure that our residents can still use other channels to communicate with us, including on the phone and face-to-face.”

- 4.2. The Resident Experience programme is an organisation-wide initiative for driving forward transformation and culture change, user-focused service design and digital innovation. It is underpinned by the Council's emerging Digital Strategy, Organisational Development Strategy and Customer Service Strategy.
- 4.3. The ultimate aim of the programme is to improve outcomes and advance equality for all Lewisham residents by understanding their needs, listening to and learning from their experiences (both directly and through insights from our members and frontline staff) and focusing on what matters most to them.
- 4.4. Officers began to progress the development of the Resident Experience Programme in May 2021, drawing on learning from the Council's response to the COVID-19 pandemic. Work was led jointly by key service areas (IT & Digital, Insight, Transformation & Organisational Development, Corporate Customer Relations and the Programme Management Office).
- 4.5. A number of engagement activities were undertaken with Overview & Scrutiny Committee members between May and November 2021, including a call for evidence and subsequent discussion, an interactive session with Lou Downe (the author of 'Good Services') and four member-led, themed workshops.
- 4.6. The four Member-led workshops were on Digital inclusion, The opportunity of Local, Organisational culture and a multi-channel approach. Details of the discussions in these workshops are in Appendix A. These activities (plus engagement with Mayor & Cabinet, EMT and the Senior Leadership Team) generated a significant amount of feedback, which was critical in shaping the programme.

Programme overview and work to date

- 4.7. The Resident Experience Programme is divided into four phases:



- 4.8. During the initiation phase, an external partner (TPXimpact) was procured to support the discovery and design phases, working collaboratively with officers in the Insight, Transformation & OD service as part of a core programme team. Internal resources from across the Council have been identified to deliver and steer the work at an operational level. Officers are also in the process of procuring an external partner to provide additional capacity and specialist skills, who will work with these internal resources as part of a multi-disciplinary programme delivery team.
- 4.9. The programme is currently in the Discovery phase. The key objectives for the discovery and design phases are:
- To understand our current position in relation to resident experience and identify opportunities for improvement (including optimising access channels, end-to-end resident journeys and delivery models)
 - To develop the organisational capacity, capability and tools for change
 - To define our future vision for resident experience and set out what we need to do collectively to achieve it
- 4.10. A design process methodology was adopted for the discovery phase, using an agile delivery approach (e.g. fortnightly sprints, stand-ups, retrospectives and planning sessions) to ensure that work was broken down into manageable activities and flexibility was maintained.
- 4.11. Across six sprints, the core team have:
- Worked with staff and managers from key service areas to capture internal assumptions about resident experience as a starting point for research
 - Defined the service areas in scope for this phase (28 universal, transactional functions covering c.160 separate user journeys)
 - Gathered a range of quantitative data (including contact volumes for different channels) and undertaken desktop research
 - Analysed the evidence from previous resident engagement including the Resident Survey, Democracy Review and Voices of Lewisham
 - Conducted stakeholder interviews to understand the broader strategic context and related work underway across the Council
 - Refined the initial assumptions into a set of hypotheses to test with staff and residents
 - Started the first tranche of user engagement, including resident interviews across four pop-up events, focused discussions with VCS organisations and interviews with staff from in-scope services
 - Used the analysis to develop a set of insights about Lewisham's current position in relation to resident experience
- 4.12. The final part of the discovery phase will focus on carrying our further resident

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engagement, formulating and prioritising opportunities and determining the next set of activities. This work began with a programme board discussion on 1st July and will involve further engagement with EMT and Members.

- 4.13. The programme will then move into the two-month design phase, which will take forward the designing of solutions and interventions to tackle some of the key insights, for example the language we use when communicating with residents, the number of different telephone numbers residents are advised to contact causing confusion and inconsistency, the use of our online platforms and improvements to the website.

5. Member casework review

- 5.1. Members and senior officers repeatedly raised concerns about the effectiveness of the current member casework process during programme engagement activity. At their September 2021 meeting, the Overview & Scrutiny Committee requested that officers review the process, with a particular focus on (a) the pathways and gateways for members to raise cases and (b) the digital systems used to manage casework.
- 5.2. Following initial work by officers in Corporate Customer Relations, a user-led approach was adopted in order to quickly identify improvements in a user-focused, agile and collaborative way. Between January and March 2022, officers from the Insight, Transformation & OD service facilitated two design sprints ('discovery' and 'prototyping') with a core team of officers, including service owners, technical leads and subject matter experts from different services. The findings and recommendations from this have been taken forward for implementation by the Corporate Customer Relations team supported by wider colleagues.
- 5.3. The discovery and design sprint identified the majority of problems fell into four areas – the process, roles and responsibilities, training and communication and reporting. As a result, a number of deliverables were taken forward to address the key issues, including:
- A new Member Casework portal
 - A revised end to end process for single service and multi-service enquiries
 - Clarified roles and responsibilities
 - A response template/guide
 - A Member Officer charter
 - A new website service status page
 - A Community of Practice for staff dealing with Member casework
- 5.4. The Members Casework Portal is due to go live on 26th July and is currently in User Acceptance Testing (UAT), where the functionality of the portal is tested. Four Members who expressed an interest in being involved in the UAT will be participating in this.
- 5.5. Training materials for members and officers are currently in development, with interactive virtual training for members scheduled to take place in w/c 18th July and on 25th July. Some later training sessions have been added to accommodate those who could not attend prior to 6.30pm.
- 5.6. Members Training will be hands-on and will be conducted over Teams using a UAT environment which is an exact replica of the live system where Members will use their own devices to log example casework. Currently 28 Members have signed up to the training. 60 sessions are available and Members who have not yet done so are asked to sign up using the EventBrite link in the email from Mark Ferris dated 13th June.
- 5.7. There will be a functional mailbox in place which will be monitored by the Support &

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Development Team for Members who are having any issues logging on or if they need support post go live. A full list of support contacts will be provided as part of the training material.

6. Financial implications

- 6.1. The discovery and design phases of the Resident Experience Programme are funded from corporate transformation reserves, with a budget of £120,000 agreed. A proportion of this budget has been utilised to procure an external partner (TPXimpact) to support the work. The delivery phase of the programme will require additional funding, which will be identified and justified in the business case produced at the end of the design phase.

7. Legal implications

- 7.1. As opportunities for improvement are further defined and proof of concept pilots are undertaken, there may be specific legal considerations (e.g. in relation to consultation or statutory provision of services). These considerations will be assessed on a case-by-case basis, with input sought from appropriate officers. More widely, there is an opportunity across the programme as a whole to progress the objectives of the Equality Act and Public Sector Equality Duty (see section 10).

8. Equalities implications

- 8.1. Improving resident experience is about raising standards for all residents and ensuring that their interactions with the Council are positive, supportive and empowering. We have a diverse borough and need to take into account and design for the differing experiences and characteristics of our residents, mitigating barriers they may experience and reducing marginalisation.

9. Climate change and environmental implications

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

10. Crime and disorder implications

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

11. Health and wellbeing implications

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

12. Background papers

- 12.1. [Improving the resident experience](#) (report to Overview & Scrutiny Committee in September 2021)
- 12.2. [Update on improving the resident experience](#) (report to Overview & Scrutiny Committee in November 2021)
- 12.3. [Update on the resident experience programme](#) (report to Overview & Scrutiny Committee in March 2022)

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13. Glossary

TERM	DEFINITION
Design sprint	A design sprint is a time-constrained process (usually 1-2 weeks) where a dedicated team explore a specific challenge or issue, design potential solutions and test them with real users.
Interaction	Interactions are the way in which residents engage with the services we provide, from access to outcome. It also includes the actions we take as a Council when things go wrong, such as complaints and member advocacy.
Residents	Residents are people we serve as a Council, whether they live, work, learn in or visit the borough.
Resident experience	Resident experience is the sum of all the different interactions that a resident has with the Council and, most importantly, their perception of those interactions.
Service	A service is a set of processes and activities that the Council undertakes in order to deliver an outcome

14. Report author(s) and contact

- 14.1. If there are any queries about this report, please contact Atika Mohammed (Head of Insight, Transformation & OD) by email (atika.mohammed@lewisham.gov.uk) or telephone (020 8314 3133).

15. Appendices

- 15.1. Appendix A – Member led workshop outputs

Workshop	DIGITAL INCLUSION / INNOVATION (led by Cllr Latouche)	THE OPPORTUNITY OF LOCAL (led by Cllr Walsh)	ORGANISATIONAL CULTURE (led by Cllr Davis)	MULTI-CHANNEL APPROACH (led by Cllr Walsh)
Vision	Residents are able to easily access our services through the most suitable channel with all our channels accessible for all and our website and online services easy to use and centred on our residents.	We will do the right thing, at the right time, for the right person, for the right reasons and in the right place. We will provide services that deliver social value for the communities we serve. We will prioritise complementing our existing statutory and community infrastructure where it exists, but also be open to developing new initiatives where necessary. We will design, deliver and evaluate all of our services against our residents' needs and feedback, and we will develop and enhance what we do through a continuous reflection and improvement cycle. We will deliver local services in partnership, but be respectful as to the limits of voluntary organisations and volunteers.	We are Team Lewisham and we do things the Lewisham way. We are there for our residents' life journey – the everyday issues as well as life's key moments. We work together creatively and collaboratively. Staff and members alike know what good services look like and focus on shared outcomes. Initiative and new ideas are encouraged and rewarded. We treat residents as partners and see them as whole people, not individual issues. Our focus is on providing the best experience for our residents.	We will effectively respond to your needs via a broad range of channels that are flexible and equitable. We understand that for some of our residents/customers we will need to provide an enhanced level of support to make sure you can access our services equitably. Lewisham will listen in a way that suits you to deliver your services.
What will success look like?	<ul style="list-style-type: none"> ▪ The website should be easily navigable with residents able to find and access the pages they need quickly and efficiently 	The session considered what 'Opportunity of Local' meant to them in the context of good service design. Key themes that emerged included:	<ul style="list-style-type: none"> ▪ A good organisational culture should be of benefit to employees of the Council and the results of a positive culture should be tangible 	The session considered what 'multi-channel approach' meant to them in the context of good service design. Key themes that emerged included:

	<ul style="list-style-type: none"> ▪ The website needs to be reliable and work well ▪ There should be an alternative method to contact people if the website route fails which should be sign-posted at the appropriate points on the website ▪ The telephone system needs to work. If it uses voice recognition it must recognise the words being spoken ▪ User-testing on the website should be carried out and should include consideration of a range of people such as young people and those with protected characteristics ▪ The website should work well on different devices. Many people access the site via their phone and some of the areas don't work well in this way currently. When user testing takes place different devices should also be trialled 	<ul style="list-style-type: none"> ▪ Circular economies: communities using their local business providers / keeping spend in Lewisham / being conscious of where we spend our money as a council ▪ Co-design – building good services with the community and end-users ▪ Using existing local infrastructure ▪ Services that work for the local area – not one size fits all ▪ Getting good intelligence from the community, tapping into local networks ▪ 'Tapping into the energy and enthusiasm born from the Mutual Aid movement to enhance (not replace) staffing roles in services. ▪ Revitalising our high streets: using community facilities, embracing 'shoputainment' and access to civic and other services ▪ Development of a 15 min civic city: establishment 	<ul style="list-style-type: none"> ▪ We can define success as a borough whose culture is well defined and articulated for both internal and external audiences – where everyone understand the mission and values ▪ Fewer calls – because people know where to access digital services ▪ More cross team collaboration and open and creative collaboration between staff, residents and members ▪ Staff living/wanting to live in the borough and residents advocating for it as a great place to live/work ▪ Fewer complaints ▪ Continuing the successes that the response to the pandemic brought. ▪ Resident satisfaction and staff morale/retention increasing ▪ The engagement carried out in Catford (for the development of the masterplan) was an example of good practice 	<ul style="list-style-type: none"> ▪ The importance of providing services/listening to residents in a way that suits them (rather than the Council) ▪ Focus on the view/experience of residents/customers rather than on differences between services ▪ Open and transparent communication with residents ▪ Transparency forming part of the quality assurance process ▪ Lots of requests are received for members by telephone – which isn't always practical. The Council should respond to queries on social media (but there should be ways to 'filter out noise') ▪ Too many platforms for members (and the Council?) to review and on which to respond ▪ Anonymity online and on social media – some members will not engage
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		<p>of hubs for simple services</p> <ul style="list-style-type: none">▪ Rebuilding our communities post Covid: community hubs reminding people to come out of the house; promoting our local shops▪ Services that are agile and constantly improving based on feedback	<ul style="list-style-type: none">▪ The 'brand' of the borough is important – and this is emphasised by the profile of the 'borough of culture'	<p>with anonymous accounts</p> <ul style="list-style-type: none">▪ There should be systems and processes for joining up contacts from residents – which allow officers across the organisation to view a single file of resident information and interactions – and 'no wrong door' (meaning any officer should be able to facilitate/direct residents to the right services)▪ The importance of the democratic process in setting the direction of the Council – and expressing the views of the majority party▪ The need for services to be flexible enough to meet the needs of different (and diverse groups of) residents▪ The Council should be clear about the channels it uses and the service standards to which it would work▪ All technology used by the Council should enable clear
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				communication – and be intuitive for residents
<p>What are the barriers, challenges and opportunities?</p>	<p>Challenges/Barriers:</p> <ul style="list-style-type: none"> ▪ The website design needs to be joined up with service providers. (If things are easy to report but then actions not followed up that would make a poor user experience of the website) ▪ The digitally excluded need to be considered. It should be clear to residents how and why to use digital but that alternatives will be available for those that need them ▪ Managing public expectations needs to be part of it as the Council is under severe financial pressure. Quick wins could be better than something that is highly aspirational <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Communicating clearly with residents about the best way to access services so they know how to do things 	<p>Challenges/Barriers:</p> <ul style="list-style-type: none"> ▪ 15 min civic city – it hasn't worked in some other local authority areas perhaps because of economies of scale. Might it create enclaves or even ghettos? ▪ Officer inertia and resistance: we need to recruit the right people who are buying into the vision and are enthusiastic about it ▪ Lack of funding from central government: we need to use P/political levers to push forward. Officers need to talk about the practical challenges too ▪ Transitional period – we can't do everything all at once: need to be open to residents that it will be bumpy at first ▪ Tap into 'local' mind set and the continued push from residents to care about their own neighbourhood <p>Opportunities:</p>	<p>Challenges/Barriers:</p> <ul style="list-style-type: none"> ▪ Home working – officers can't communicate effectively and managers can't influence culture ▪ Resources/WFH/Legal framework/risk ▪ Inability of politicians to tolerate failure on the journey to success. ▪ Do people know what other teams are doing? ▪ Is their organisational buy in to culture change or is there change fatigue/memories of past failed change programmes? Is there management buy in? ▪ Officers feeling demotivated due to cuts and redundancies ▪ Reward structure not incentivising staff to take initiative and be creative <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Officers and members working together rather than officers managing members and members holding officers to account 	<p>Challenges/Barriers:</p> <ul style="list-style-type: none"> ▪ The pros and cons of enabling contact through different channels (and whether the Council should commit to responding on a range of channels or just a defined set) ▪ The distinction between 'needs' and 'services' as well as that which is within the gift of the Council (and/or its partners) to provide ▪ The Council was not always forward thinking in terms of the funding decisions it made <p>Opportunities:</p> <ul style="list-style-type: none"> ▪ Being aspirational and acting confidently and efficiently rather than just 'trying to do our best' ▪ Lack of funding was a question of prioritisation – the Council still spends a lot of money – even if it has less than it used to ▪ There should be open and honest communication with

	<ul style="list-style-type: none"> ▪ The range of services included under digital inclusion is broad – breaking down to smaller deliverables helps to monitor output ▪ Increasing digital access to services is important for efficiencies to protect other services. Residents should be encouraged to access services digitally by these being excellent rather than by the alternative methods (such as phone) being poor. • Focus on point of view of resident ▪ Thinking about how the website tracks individuals could be useful. i.e if it recognises users automatically ▪ Apps could play an important role. The same user-testing would be needed to make sure they were appropriate and user-friendly. (Others felt a properly working website was key rather than requiring residents to download additional apps) 	<ul style="list-style-type: none"> ▪ Tap into our experienced residents/officers/councillors’ wisdom before spending £££s on outside consultants ▪ Communicating what is available where, use our existing comms channels, develop new ones ▪ Have a usable directory of services and where/how they can access them ▪ Could i-casework be used directly by residents? We need to update our social contract with residents – what are we going to provide and what are we going to step back from? Clarity and transparency, including the reason why, i.e. central government ▪ Increased partnership working: explore creative ways to do crowd funding, use digital platforms, support seed funding, develop match funding ▪ Penetration of technology: 96% of the population now have 	<ul style="list-style-type: none"> ▪ Building on the successful new ways of working developed during the pandemic response ▪ Develop a shared understanding of what a good service is (ref: Lou Downe) ▪ Develop a participatory brand – position the borough as an open, connected, collaborative and productive place to base a creative, starter or SME Businesses; with access to talent, ideas and great space ▪ The Council should have a clearly articulated vision ▪ Home working might cause problems in terms of communication – and with developing a shared culture ▪ The risks of innovation (and failure) in the delivery of Council services was a challenge – because of the vital nature of services ▪ The relationship between officers and members should be collaborative 	<p>residents about why decisions were being made</p> <ul style="list-style-type: none"> ▪ The potential to use ‘meta data’ to target services .towards users in a way that is best for them ▪ Recognising the diversity of barriers to access – and being able to tailor contact channels to enable access. Members had mixed views on the emergence of new platforms and channels for communication – some members believing that this presented a barrier – and some that it was an opportunity to engage more broadly (particularly with young people)
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	<ul style="list-style-type: none">Working with residents on the journey to improvement is important	smart phones. The expectation is that you can now do everything on an app. People seem to have the platform, we need to have the skill to develop and utilise it. Just one app to rule them all, though!	<ul style="list-style-type: none">The ideas generated from the session should be analysed and prioritised so that the suggestions with the most impact are implemented first	
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