

APPENDIX 1

COMPETENCIES	LEWISHAM PERFORMANCE	AGE	DISABILITY	FAITH	GENDER	LGBT	RACE	BENCHMARK	LEVEL	BENCHMARK	LEVEL
								EQUALITY FRAMEWORK		TACKLING RACE (TRI)	
The key used to score the assessment is ranked from lowest to highest as PRE-DEVELOPING (P) DEVELOPING (D) ACHIEVING (A) EXCELLENT(E). This ranking system seeks to categorise and measure progress, allowing LC to identify areas of improvement											
LEADERSHIP	The EFLG assessment of LC's LEADERSHIP practices is DEVELOPING. The TRI Score is DEVELOPING/ACHIEVING										
Senior leaders have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community	Laid out in the SSCSC Equality Review with a commitment to regular updates			y			Y	Commitment is shown in policy statements but EDI values and expectations are not clearly articulated to staff	D	CEO membership of TRI sends strong message of commitment to challenging race inequality	A
Leaders have publicly committed to improving equality in their area of influence. There is some evidence of action, not just 'talking about it'.	Council Corporate Equalities Board is a cross-council meeting with representation from all directorates, providing strategic direction for equalities across the council. The board updates and advises local decision makers. It does not "police" the directorates. Its role is advice, challenge and a "critical friend". The board also receives and analyses equalities data and escalates concerns to DMTs and EMT as required.							CEB agenda does not appear synchronised with council corporate objectives. Evidence of departmental leadership is not apparent	D	Evidence of action on race equality by managers not apparent	D
There is evidence that equality considerations inform leaders' decision-making.	CEB but not linked to business planning process							Link between EDI and decision making unclear. EAA's are not rigorous and systemic	P	Link between Race equality and decision making unclear. EAA's are not rigorous and systemic	P
Leaders and management appraisals include specific equality objectives.	No evidence							No evidence/ needs further investigations	P	No evidence/ needs further investigations	P

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GOVERNANCE	The EFLG assessment of LC's GOVERNANCE practices is DEVELOPING. The TRI score is DEVELOPING										
The political and executive leadership have publicly committed to reducing inequality, fostering good community relations and challenging discrimination.	SSCSC working with community through initiatives							The political and executive leadership have publicly committed to reducing inequality, fostering good community relations and challenging discrimination.	D	CEO membership of TRI sends strong message of commitment to challenging race inequality other leaders need to be bold	D
There exists a corporate governance structure for decision making which has the authority to determine the vision and direction of EDI for the council	CEB but not linked to business planning process							Unless the CEB synergises with council objectives mainstreaming EDI is unlikely to be effective	D	BAME forum membership of CEB	D
Staff Forum representatives, Trades Unions and other stakeholders have a formal seat at the table and a voice within the corporate governance structure	Expressed in Equality review - The Head of HR reported that there is a formal structure for trade unions and senior staff to resolve disputes. There are quarterly directorate meetings and an organisational meeting chaired by Director of Resources. If there are disputes that could not be settled through this process they could be escalated to the works council, which is cabinet member-led.							Stakeholders have seat on CEB but Faith, Women and TU's appear not to have formal representations.	P	BAME forum membership of CEB	D
The organisation assesses its performance and outcomes against comparable organisations.	The BLACHIR process allowed us to explore the evidence using a unique compilation of rich local data and intelligence as well as co-exploration with communities to better understand the challenges of persistent inequalities affecting Black African and Black Caribbean people in Birmingham and Lewisham. Also Glasgow and Sutton							Work underway to benchmark against several standards and other councils	D	Succession of Lewisham's membership of TRI after CEO departs needs to be secured	D

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POLICIES, PROCEDURES & MONITORING	The EFLG assessment of LC's POLICIES PROCEDURE & MONITORING is ACHIEVING. The TRI score is DEVELOPING										
The organisation has established and publicised a strong business case for its equality work.	Single Equality Framework							The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political overview and scrutiny process.	A	There need to be a more robust case made for race equality. This is being picked up by membership of TRI	D
The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.	Equal Opportunities Policy Statement							The organisation's workforce strategies and policies include equality considerations and objectives.	D	Policy statements specially refer to race. More needed on positive action commitments	D
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.	Dignity at work policy							The organisation's workforce strategies and policies include equality considerations and objectives.	D	Policy in place. Black people feel least confident in being taken seriously when complaining	D
Diversity monitoring information is separated from recruitment decisions and held securely. GDPR processes are in place and regulations are being met.	Staff survey separately stored GDPR Processes are met, no evidence of data security measures							Needs specific review of recruitment practices to determine the situation	TBD	Needs specific review of recruitment practices to determine the situation	TBD
The progress of protected groups through the organisational hierarchy is monitored and reported on.	Regular staff surveys				y	y	y	Information and data is analysed to support the assessment of status quo	A	Information and data is analysed to support the assessment of status quo. Specific reporting on race	A
There is evidence that workforce data is analysed and reported to senior leaders regularly.	Regular staff surveys				y	y	y	Information is collected and reported. There may be a need for managers to have regular access to EDI information to shape decision-making	A	Information needs to be linked to targets for reducing inequality	D
There are standard equality clauses in suppliers' contracts.	Unknown - Will recommend if none								TBD		TBD
The organisation sets stretching targets for social value in equality from its contracts and these are being achieved.	Unknown - Will recommend if none								TBD		TBD

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DIVERSE & ENGAGED WORKFORCE	The EFLG assessment of LC's commitment to a DIVERSE & ENGAGED WORKFORCE is DEVELOPING. The TRI score is DEVELOPING										
The organisation has sufficient information about staff to inform robust equality analysis and decision-making	Staff Demographic Surveys plus report presented to cabinet	y	y		y	y	y	The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.	A	Progress is being made but the pace is slow	D
There is evidence that equality issues are mainstreamed into all staff training and development programmes and rooted in clear organisational values and behaviours.	Realising potential training course, more work required				Y	Y	y	The council carries out regular assessments of the training, learning and development needs of members and officers in order that they understand their equality duties and take action to deliver equality outcomes. Consideration is given to the progression of under-represented groups. Need to see more evidence of EDI links	D	Not much evidence of Positive Action being taken	D
There is clear communication with staff about their objectives and the expectations management have of them including how EDI values are lived.	After reviewing staff feedback, we've found that certain groups feel more informed about team happenings than others. These groups include Asian staff, males, those aged 40-49, and gay/lesbian staff. However, only 77% of all staff feel well-informed, which means there is room for improvement.							Staff feel informed about business objectives the evidence is not clear the same is true of EDI expectations	D	BAME reporting roughly same satisfaction as others but evidence is unclear about how the feel race is progressed.	D
In the post-pandemic world, homeworking and working more flexibly is now the default in some roles. Staff from protected groups reporting there is a safe working environment which supports their wellbeing and resilience where they are impacted by racism and other discrimination while remote working.	No evidence							Considerations about EDI and the challenges of remote working not evident	P	Considerations about Race and the challenges of remote working not evident	P
Where there is evidence of disproportionality, barriers have been identified and action taken to reverse the trends.	Deep dive into workforce practices - recommendations have been made							The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation	A	Not enough evidence of positive action to support Achieving score in this competence	D
There are Staff Forums providing a safe space for raising issues and influencing EDI policy at departmental and corporate levels	Corporate equalities board report							Appropriate structures are in place to ensure delivery and review of equality objectives.	D	More clarity needed on CEB race objectives	D
The organisation recognises and acknowledges that staff from protected groups may experience issues such as harassment, micro-aggression from colleagues or service users.	Equal opportunities policy recognises this							Structures are in place to ensure delivery and review of equality objectives.	D	Defined race targets and processes for achievement needed	P

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There are appropriate examples of positive action to improve diversity.	In the recruitment process the heads of service are required to be aware of and perform in accordance with the current EDI framework							The organisation understands its local labour market and has mechanisms in place to monitor its workforce against protected characteristics.	D	Insufficient evidence	P
There are career development and retention strategies for under-represented groups into management roles.	Initiatives like Realising Potential are not yet part of Talent Development & Succession Planning							Needs addressing	P	Needs addressing	P

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SERVICE DELIVERY & DESIGN	The EFLG assessment of LC's SERVICE DELIVERY & DESIGN is DEVELOPING . The TRI score is PRE-DEVELOPING										
The council has adopted some of the key policies of the socio-economic duty when taking decisions.	SEF recognise that social mobility is one of the most effective ways to tackle inequality and pledge Increased provision of affordable housing, Increased access to employment for those (e.g.: lone parents and older people) Reduction in the attainment gap between the best performing pupils'							Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty. More to be done on linking with the bough business case	D	No case made for race equality linked to economic impact of council services on diverse communities	P
The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	Single Equality Framework sets out very clear guidelines and processes to champion inclusion for the community							Services need to be reviewed to identify the socio-economic benefits to diverse communities. EAAs can be a useful tool here if undertaken whole heartedly	D	No case made for race equality linked to economic impact of council services on diverse communities	P
Diverse groups of service users are consulted effectively before services are developed.	Weak evidence that EAA are done systemically and is responsive to views of service users							More evidence needed here	P	More evidence needed here	TBD
There is evidence that equality issues are mainstreamed into all customer facing training (e.g. training on customer care) and rooted in clear organisational values and behaviours.	Staff Survey say 65% of staff agree they have the necessary training to do the job. However, no hard evidence training is imbued with EDI concerns.	y		y	y	y	y	A third of staff not reporting they have adequate training requires action to address	D	No evidence here of race impact being assessed and training modified	TBD

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PROMOTING EDI BOROUGH-WIDE	The EFLG assessment of LC's commitment to PROMOTING EDI BOROUGH-WIDE IS PRE-DEVELOPING. The TRI Score is PRE-DEVELOPING										
Key stakeholders across the borough have been involved in developing the shared vision of equality for the borough.	Equalities review - Safer Stronger Community select committee							The political and executive leadership have publicly committed to reducing inequality, fostering good community relations and challenging discrimination.	D	The relationship with BAME communities needs investigating	TBD
Equality objectives are reflected in local strategic planning.	CYP Service Plan & Directorate and Single Equality Framework							There is some evidence that strategic plans reflect EDI aspirations. More evidence of action needed	D	There is some evidence that strategic plans reflect council Race aspirations. More evidence of action needed	D
The council looks beyond traditional partners and includes the voices of smaller organisations in shaping its plans.	Voices of Lewisham, BLACHIR, LIF, YA							Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed.	D	No real evidence of race planning that promotes race equality to external partners and communities	P
There is evidence that cross-organisational learning is taking place.	SSCSC working with organisations like LIF to address inclusion of LGBT community Inc. various events							Structures are in place within the council and across partnerships to understand community relationships and map community tensions.	D	No substantive evidence of co-production and shared learning with local black communities	P
The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	Achilles street regeneration is one example referenced in the Equalities review							Currently lacking evidence	TBD	Currently lacking evidence	TBD

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Documents used in scoring the assessment
Equality Framework for Local Government (EFLG)
London Local Government Tackling Racial Inequality Programme (TRI)
CYP Directorate Plan
Deep Dive into workforce practices
Head of Service. Strategy & Improvement
SSCSC How Lewisham Council embeds Equalities across its service provision (Equalities review) September 2020
Single Equality Framework 2020-2024
Voices of Lewisham Final Report
Equal Opportunities policy statement
Corporate Equalities Board Updated Terms of Reference
Staff surveys - Age/Ethnicity/Gender/Sexual Orientation/Disability
Lewisham people delivery plan
Race Equality Pledge
HR Report Q3 2022
Diversity and Inclusion Strategy (updated draft Nov'22)
Birmingham and Lewisham African Caribbean Health Inequalities Review
TBD = To Be Determined