

REF	RECOMMENDATION	THEME	STATUS (RAG+B RATING)	BARRIERS TO POLITICS RECOMMENDATIONS (ALIGNED)
1	A Local Democracy Working Group of eight councillors should be retained to oversee the delivery of the programme of work recommended within this report.	N/A	Complete	The Council should establish an ongoing working party which meets every six months to review the impact of the implementation of the recommendations of the Barriers to Politics Working Group.
2	The Local Democracy Working Group should provide the structure and support through which the recommendations are further developed and tested where appropriate. They will take account of relevant guidelines for effective local democratic processes.	N/A	On track	
3	We need to work collectively to build further trust and confidence in our democratic processes. We need to change our language and behaviour to influence a culture change that embeds the idea of the citizen at the heart of all we do.  • <i>Links to recommendations #18 and #44</i>	N/A	On track	The Council's underlying commitment to equality in every aspect of the Council's work should be reinforced by positive messages in respect of all of the protected characteristics given out in Council material, newsletters, newspapers, radio, TV and social media
4	Clearer and more engaging ways should be explored for explaining how the Council works and the roles and responsibilities of councillors and officers.  • <i>Links to recommendations #26 and #41</i>	<i>Public Involvement In Decisions</i> • Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Behind schedule (less than 4 weeks)	
5	An open data approach – sharing raw data the Council has so people can interrogate the data and draw their own conclusions – should be explored.	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	On track	
6	An improved, comprehensive and more joined-up approach to our electronic communications should be developed.	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Behind schedule (less than 4 weeks)	
7	Young people should be actively engaged in informing the Council's wider approach to communication on social media.  • <i>Links to recommendations #15 and #40</i>	<i>Public Involvement In Decisions</i> • Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Behind schedule (less than 4 weeks)	
8	The capacity and accessibility of our website should continue to be developed and improved, informed by the views and requirements of citizens, councillors and officers.  • <i>Links to recommendations #9 and #12</i>	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	On track	The Council should explore better uses of technology to remove barriers to participation, such as online training and virtual meetings.  The Council should explore ways of working which support councillors more efficiently, for example through the introduction of a single intranet page with a calendar including all meetings, events and training, key officer contact lists and guidance on responding to and categorising emails.
9	Improved ward pages and information should be developed as part of the improvement of our website.  • <i>Links to recommendations #8 and #12</i>	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Behind schedule (more than 4 weeks)	
10	Expanding the range of channels that people can use to access timely information about decision-making meetings should be explored. A range of methods such as webcasting, pre and post meeting 'vox pops' and an increased use of Twitter and social media should be trialled.	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Behind schedule (less than 4 weeks)	
11	The Local Democracy Review website should be retained and used in part to test ideas and recommendations related to online communication in the first instance.	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Complete	
12	A 'citizens' portal' approach should be investigated, through which citizens can access relevant information and receive targeted communications.  • <i>Links to recommendations #8 and #9</i>	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Behind schedule (more than 4 weeks)	
13	Opportunities for councillors to record and report their activities and attendance at events other than formal Council meetings should be explored and introduced.	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Behind schedule (less than 4 weeks)	
14	Infographics should be more consistently used to effectively convey relevant information about Council performance.	<i>Openness &amp; Transparency</i> • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	Behind schedule (less than 4 weeks)	

15	Better online communications with young people should be co-designed with the young mayor and young advisors and then with wider groups of young people across schools and the borough.  • <i>Links to recommendations #7 and #40</i>	<i>Public Involvement In Decisions</i> • Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	Behind schedule (less than 4 weeks)	
16	Councillors and officers should routinely and regularly be, and provide information in, places that constituents use and meet. This includes making better use of noticeboards across the borough.	<i>Public Involvement In Decisions</i> • Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	On track	
17	The model of councillor surgeries should be expanded to trial the benefits of Council surgeries, Partnership surgeries and virtual surgeries.	<i>Public Involvement In Decisions</i> • Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)	On track	
18	A clear set of practical democratic standards should be developed and introduced across the Council. The standards should provide clarity and consensus about the roles and responsibilities of councillors, officers and citizens in decision-making processes.	<i>Openness &amp; Transparency</i> • Language & Reporting (Cllr Kelleher/Cllr Best)	Behind schedule (less than 4 weeks)	
19	An improved style guide and template for all officer reports should be developed and introduced to consistently improve the accessibility and standard of reports.	<i>Openness &amp; Transparency</i> • Language & Reporting (Cllr Kelleher/Cllr Best)	Complete	The Council should ensure that councillors with disabilities are adequately supported in their role, for example ensuring that there are options for Council documents to be displayed in an accessible format. This should involve feedback from those with disabilities.
20	The report template and guidance should require a clear 'plain English' summary and a 'timeline of engagement and decision-making' to be present at the beginning of every report.	<i>Openness &amp; Transparency</i> • Language & Reporting (Cllr Kelleher/Cllr Best)	Complete	Council officers should produce executive summaries of longer reports.
21	Underpinning the development of the improved style guide to improve the accessibility of reports, consideration should be given to utilising appropriate tools such as the Flesch Reading Ease Readability Formula, and also to seeking appropriate support and accreditations such as those offered by the Plain English Campaign and the British Dyslexia Association. This should be applied to all written and online communications.	<i>Openness &amp; Transparency</i> • Language & Reporting (Cllr Kelleher/Cllr Best)	Complete	
22	All decisions should generally be published within two days of the decision being taken, in line with the constitutional requirements for Mayor and Cabinet decisions.	<i>Openness &amp; Transparency</i> • Language & Reporting (Cllr Kelleher/Cllr Best)	Complete	
23	An open channel/portal should be provided for people to provide direct feedback on the accessibility of reports and publications so there is ongoing learning and improvement based on direct feedback from citizens.	<i>Openness &amp; Transparency</i> • Language & Reporting (Cllr Kelleher/Cllr Best)	Complete	
24	A Glossary of Terms should be provided in reports where necessary to explain some of the key phrases used in local government ('jargon' shouldn't be used and reports should be plain English).	<i>Openness &amp; Transparency</i> • Language & Reporting (Cllr Kelleher/Cllr Best)	Complete	Council officers and councillors should communicate clearly, avoid using jargon wherever possible and define acronyms and abbreviations. Where complex language is necessary, a glossary of terms should be provided.
25	Communications policies for licensing and planning need to be updated in line with the democratic standards being developed to include effective digital communication. More effective and timely use of electronic communications should be a key focus, including an improved presence on the website and the online publication of notices.	<i>Effective Decision-Making</i> • Planning & Licensing (Cllr Davis/Cllr Bonavia) • Open Data & Online Communications (Cllr Bonavia/Cllr Davis)	On track	
26	Clearer information should be provided to councillors, citizens, applicants and objectors about the role and power of planning and licencing committee and local councillors.  • <i>Links to recommendations #4 and #41</i>	<i>Effective Decision-Making</i> • Planning & Licensing (Cllr Davis/Cllr Bonavia)	On track	
27	The most appropriate way to provide professional support and guidance to councillors responsible for planning decisions should be further explored.	<i>Effective Decision-Making</i> • Planning & Licensing (Cllr Davis/Cllr Bonavia)	On track	

28	A consistent, proportionate approach should be adopted to the provision of submissions and objections to planning and licensing committees. Full provision with suitable redaction should be the standard approach, with summaries also provided where appropriate.	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Planning &amp; Licensing (Cllr Davis/Cllr Bonavia)</li> </ul>	On track	
29	Ward members should be notified of all relevant applications and decision-making processes in a timely and appropriate manner.	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Planning &amp; Licensing (Cllr Davis/Cllr Bonavia)</li> </ul>	On track	
30	If required, the Planning Statement of Community Involvement should be reviewed in line with the democratic standards once developed, and the other relevant recommendations made within this report.	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Planning &amp; Licensing (Cllr Davis/Cllr Bonavia)</li> </ul>	On track	
31	The Council needs to develop and improve how it attempts to actively engage with seldom-heard groups and individuals to inform decision-making that will impact on them. A further piece of work to consider how best to achieve this, and test out various mechanisms should be undertaken. In the first instance the third sector, faith groups and other public sector partners should be actively involved in shaping and informing this work.	<p><i>Public Involvement In Decisions</i></p> <ul style="list-style-type: none"> <li>• Seldom-Heard Voices (Cllr Campbell/Cllr Sheikh)</li> </ul>	Complete	The local voluntary sector should play a greater role in encouraging people to participate in local politics and become councillors. The Council should support the local voluntary sector to do this.
32	The Council needs to better manage its consultation and engagement mechanisms, systems and processes to ensure that people directly and collectively receive appropriate feedback as to the outcome of the consultation exercise they have taken part in.	<p><i>Public Involvement In Decisions</i></p> <ul style="list-style-type: none"> <li>• Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)</li> </ul>	Complete	
33	The introduction of a People's Panel should be explored reflecting the demographic of the borough.	<p><i>Public Involvement In Decisions</i></p> <ul style="list-style-type: none"> <li>• Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)</li> <li>• Seldom-Heard Voices (Cllr Campbell/Cllr Sheikh)</li> </ul>	Complete	
34	A mechanism for the community to deliberate and set the focus of select committee investigations should be explored.	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</li> </ul>	On track	
35	The Works Council should be better utilised to facilitate direct engagement between unions and councillors.  • <i>Links to recommendation #45 and #49</i>	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</li> </ul>	Behind schedule (less than 4 weeks)	
36	Mayor's Question Time should take place routinely both around the borough and virtually. This should be enshrined within the constitution.	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</li> </ul>	Behind schedule (less than 4 weeks)	
37	The purpose and aims of the current Local Assembly model should be further reviewed to improve and expand the engagement and influence over Council policy developed through any ward-based mechanism. In the interim, Local Assemblies should be provided with step by step guidance as to how to utilise their powers to place items on the agenda of Mayor and Cabinet for discussion.	<p><i>Public Involvement In Decisions</i></p> <ul style="list-style-type: none"> <li>• Place-Based Engagement (Cllr Elliott/Cllr Codd)</li> </ul>	Behind schedule (more than 4 weeks)	
38	Following on from our current model of local ward assemblies, opportunities for place-based involvement should be further explored and developed as a potential mechanism of further focusing and improving engagement with and empowerment of seldom-heard communities.	<p><i>Public Involvement In Decisions</i></p> <ul style="list-style-type: none"> <li>• Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)</li> <li>• Seldom-Heard Voices (Cllr Campbell/Cllr Sheikh)</li> </ul>	On track	
39	As part of further developing a place-based engagement and involvement approach: - Civic crowdfunding should be developed - The place standard tool should be trialled - A model of citizens assemblies should be considered, initially in relation to discussions around the allocation of Community Infrastructure Levy (CIL) funds	<p><i>Public Involvement In Decisions</i></p> <ul style="list-style-type: none"> <li>• Place-Based Engagement (Cllr Elliott/Cllr Codd)</li> </ul>	On track	
40	Effective mechanisms for engagement and involvement of younger people and older people should be co-designed with our local groups and representatives.  • <i>Links to recommendations #7 and #15</i>	<p><i>Public Involvement In Decisions</i></p> <ul style="list-style-type: none"> <li>• Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)</li> </ul>	On track	

41	<p>Councillors, local schools and parent governors should work together to increase the understanding and engagement between young people and local decision-making that impacts on them. This should include the development of a structure of councillor question time panels being developed in schools.</p> <p>• <i>Links to recommendations #4 and #26</i></p>	<p><i>Public Involvement In Decisions</i></p> <p>• Effective Engagement, Including Younger/Older People (Cllr Codd/Cllr Elliott)</p>	On track	<p>Secondary schools should give young people a broader understanding of the political system and the role of elected representatives at a local, regional and national level.</p> <p>The Young Mayor and Young Advisers should work with youth groups in the Borough to develop political literacy amongst young people. The Council should work with the Young Advisers Forum to ensure that young people in the London Borough of Lewisham are aware of the opportunities to engage with local politics.</p>
42	<p>The role and format of Full Council meetings should be reviewed where possible and a more thematic and engaging approach developed, utilising the announcements section of the formal agenda and maximising the opportunities for contributions from the public.</p>	<p><i>Effective Decision-Making</i></p> <p>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</p>	Behind schedule (more than 4 weeks)	
43	<p>When reviewing the format of Full Council meetings, further consideration should be given to ways to:</p> <ul style="list-style-type: none"> <li>- Ensure maximum possible attendance in the meeting room</li> <li>- Enable collective observation from an alternative venue if necessary</li> <li>- Explore a pre-registration process for supplementary questions to ensure more questioners have the opportunity to speak within the allotted timeframe</li> </ul>	<p><i>Effective Decision-Making</i></p> <p>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</p>	Behind schedule (more than 4 weeks)	
44	<p>The role of all councillors, as the representative voice and champion of all of their constituents, should be secured at the heart of all Council communications and decision-making processes and outlined clearly through the democratic standards.</p> <p>• <i>Links to recommendation #3 and #18</i></p>	<p><i>Effective Decision-Making</i></p> <p>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</p>	On track	<p>The Council should conduct equalities monitoring of all councillors following local elections.</p> <p>The Council should explore the way in which it can build on the work of existing networks in the borough to increase awareness of the role of local councillors.</p>
45	<p>Clarity and consensus should be developed around the roles and responsibilities, and anticipated work load, for the various responsibilities a councillor may undertake.</p> <p>• <i>Links to recommendation #35 and #49</i></p>	<p><i>Effective Decision-Making</i></p> <p>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</p>	On track	<p>The Council should produce guidance to indicate the total number of hours per week councillors can expect to spend carrying out their role. The hours identified would not be mandatory but would give councillors and potential candidates an indication as to the expectations of the role.</p> <p>The Local Government Association should conduct an investigation into the role of a councillor, including an examination of the hours worked, responsibilities of councillors, employment rights and pension rights. This should include an investigation into the variance of councillor allowances, including special responsibility allowances, to ascertain whether or not the current system is fair and equitable across the country.</p> <p>The Council should provide more information to residents about being a councillor, for example how to become a candidate, the employment status of a councillor and a role description.</p>
46	<p>Building on the excellent work of the Barriers to Politics Working Group: ensuring the delivery of their recommendations should become part of the ongoing responsibilities of the Local Democracy Working Group.</p>	<p><i>Effective Decision-Making</i></p> <p>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</p>	Complete	
47	<p>All Mayors should be limited to a maximum of two terms only.</p>	<p><i>Effective Decision-Making</i></p> <p>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</p>	Complete	
48	<p>The title of Chair of Council should be changed to Speaker.</p>	<p><i>Effective Decision-Making</i></p> <p>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</p>	Complete	

49	<p>The collective understanding of the different roles and responsibilities of officers and councillors needs to be improved. Gaps in understanding and support need to be effectively bridged in a variety of ways to improve understanding, relationships and ultimately decision-making processes. Appropriate and proportionate support for all elements of a councillor's role should be provided.</p> <p>• <i>Links to recommendations #35 and #45</i></p>	<p><i>Effective Decision-Making</i></p> <p>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</p>	On track	<p>The Council should review the Member Code of Conduct, including the process for reporting concerns, to ensure it is robust and reflects the findings of the Barriers to Politics Working Group.</p> <p>The Council should regularly remind councillors of how to deal with concerns. The Council should also provide information about escalation routes, such as those suggested in recommendation 17.</p> <p>The Council should provide annual equalities training to all councillors to remind them of their responsibilities surrounding equalities. This training should be mandatory.</p> <p>The member induction process should include mandatory training on the Member Code of Conduct and this training should be refreshed every two years. The induction process should be thorough and support councillors more broadly, for example by informing them of their right to thorough and support councillors more broadly, for example by informing them of their right to reasonable time off for public duties. The use of mentoring, and help and guidance with casework should also be explored to support newly elected councillors.</p> <p>All newly appointed committee chairs should be required to undertake training before commencing the role.</p> <p>The Council should offer more IT training (one-to-one where necessary) with follow-up support for elected members.</p> <p>The Local Government Association should explore establishing a national ombudsman, or similar body, to which any elected representative can refer any complaint which they feel cannot be dealt with fairly at a local level.</p> <p>The Council should offer an easily accessible and confidential counselling service to elected representatives. The availability of this should be communicated regularly to members.</p> <p>The Council should produce a detailed Equalities Analysis Assessment for consideration by members when allowances are next reviewed; this should include information on the impact of the decision on those who are in receipt of benefits.</p>
50	<p>The Working Group endorses the Mayor's current scheme of delegation and recommends a collegiate approach to decision-making within the Council, utilising the knowledge and talents of all 54 councillors and officers wherever possible.</p> <p>• <i>Links to recommendation #51</i></p>	<p><i>Effective Decision-Making</i></p> <p>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</p>	Complete	
51	<p>Opportunities for further diffusing power within the Mayoral model should be further explored through consideration of what further matters could be reserved to Full Council.</p> <p>• <i>Links to recommendation #50</i></p>	<p><i>Effective Decision-Making</i></p> <p>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</p>	Behind schedule (less than 4 weeks)	
52	<p>An audit of councillor appointments to outside bodies should be undertaken to ensure that they are appropriate, relevant and the responsibilities of the councillor for every appointment are clear and transparent.</p> <p>• <i>Links to recommendation #55</i></p>	<p><i>Effective Decision-Making</i></p> <p>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</p>	Behind schedule (less than 4 weeks)	
53	<p>A further review should be carried out to identify the best structure and approach for overview and scrutiny to increase its impact and effectiveness whilst reducing the current comprehensive time commitments for all non-executive councillors. This should be inclusive of a greater focus on policy development through 'task and finish' in-depth review work, and should give consideration to the separation of policy development from scrutiny of performance and decisions; not all non-executive councillors should be required to be on a scrutiny committee to allow a greater flexibility of approach and focus, and a fairer distribution of the workload across all councillors various roles and responsibilities. The revised structure should be ready for implementation at the Council AGM in 2020.</p>	<p><i>Effective Decision-Making</i></p> <p>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</p>	On track	
54	<p>Whilst the review of Overview and Scrutiny structure and approach is underway, Overview and Scrutiny should operate within its current constitutional arrangements but with a greater focus on early and pre-decision scrutiny and community engagement where possible.</p>	<p><i>Effective Decision-Making</i></p> <p>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</p>	On track	

55	<p>Further utilisation of the role of councillor champions, or individual councillor led commissions should also be considered for all councillors, alongside the development of the task and finish approach to policy development to ensure a plethora of ways in which councillors can lead the focus of the Council.</p> <p>• <i>Links to recommendation #52</i></p>	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Councillor Roles, Responsibilities &amp; Relationships (Cllr Best/Cllr Kelleher)</li> </ul>	On track	Councillors should be encouraged and supported to establish equalities networks or become equalities champions.
56	<p>A wider range of topics that are not part of any party programme should be debated at Full Council with the absence of the whip.</p>	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</li> </ul>	On track	<p>Political parties should develop more innovative ways of attracting candidates from a wider range of backgrounds.</p> <p>Political parties need to ensure that their procedures and systems are fair, just and transparent and based on clearly defined criteria. Political parties should support candidates who have applied for positions and are not successful, in order to help candidates understand how they may improve their chances should they wish to apply again.</p> <p>Political parties should look at their practice and procedures at a ward level to enable all candidates to feel comfortable with the councillor role and not feel that it comes into conflict with other essential commitments.</p> <p>Political parties and political advisers should offer advice to support councillors to negotiate with their employers for time off for public duties.</p>
57	<p>Meetings should be better planned and managed so that they conclude their agenda effectively within two hours, being extended by half an hour only in exceptional circumstances.</p>	<p><i>Effective Decision-Making</i></p> <ul style="list-style-type: none"> <li>• Overview &amp; Scrutiny, Including Council Meetings (Cllr Sheikh/Cllr Campbell)</li> </ul>	Behind schedule (less than 4 weeks)	