



## Safer Stronger Communities Select Committee

### End of administration work programme report

**Date:** 3 March 2022

**Key decision:** No.

**Class:** Part 1

**Ward(s) affected:** none specific

**Contributor:** Assistant Chief Executive

### Outline and recommendations

The Committee is asked to:

- note the completed work programme for 2021-22 (appendix B)
- reflect on the work programmes for the previous years of the administration (appendix B)
- note the four strategic themes of the borough's recovery plan: 'Future Lewisham' and the Council's corporate priorities for 2018-22
- put forward suggestions for the draft 2022-23 work programme

### Timeline of engagement and decision-making

There were 23 meetings of the select committee in the years 2018-22. At each meeting, the Committee discussed, prioritised and agreed the work programme for subsequent meetings.

## 1. Summary

- 1.1. Local government elections are due to take place in May 2022. This meeting of the Safer Stronger Communities Select Committee is the final scheduled meeting of the municipal year 2021-22 and as such it is also the last of the 2018-22 administration.
- 1.2. Members are asked to note the work that has been completed over the course of the administration – and put forward suggestions for members of the incoming committee in the new administration (2022-26).

## 2. Recommendation

- 2.1. The Committee is asked to note the completed work programme for 2021-22 – in addition to the completed work programmes in the preceding years – and put forward suggestions for the draft 2022-23 programme.

## 3. Policy context

- 3.1. The [Corporate Strategy for 2018-2022](#): set out these priorities:
- [Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
  - [Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.
  - [Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
  - [Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
  - [Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.
  - [Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
  - [Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.
- 3.2. The Committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, 'Future Lewisham':

### 3.3. An economically sound future

We are working to get the borough back in business, with a future where everyone has the jobs and skills they need to get the best that London has to offer.

We are a borough with businesses that are adaptable and prepared for change, a thriving local economy that sees 'local' as the first and best choice, with digital inclusion at the heart of our plans. We do all we can to support residents into jobs that pay fairly and provide families with the opportunities and security they deserve.

### 3.4. A healthy and well future

Good health and wellbeing should be something we can all depend on, something that is equally accessible to everyone.

We know this is much wider than 'medicine' and the NHS. Our health and well-being is also dependent on our housing, the air we breathe, our support networks and more. We will make sure to pay as much attention and invest as much effort into improving these wider factors and taking action on inequality at every turn. Rectifying health inequalities and developing good mental health & wellbeing for everyone drives what we do.

### **3.5. A greener future**

Our next steps will be our greenest yet, continuing our efforts to preserve our climate for future generations and ensuring everyone can enjoy the place we call home.

We will capture and build on the best of what we saw from the increase in walking and cycling locally, and all the other ways our environment benefitted from behaviour changes over the last year. We will nurture and protect the place we call home so that we can continue to appreciate its benefits for generations to come.

### **3.6. A future we all have a part in**

We work together as one borough, within our communities and identities, to harness the power of volunteering and community spirit that has helped get us through the last year.

We will work alongside our strongest asset – our community – to strengthen and enhance our borough for everyone. We achieve more together and being connected and taking an active role in our borough benefits us all. Our year as Borough of Culture 2022 will be Lewisham's best year yet, celebrating our fantastic part of London and providing opportunities for everyone to connect and get involved in our local community.

## **4. Safer Stronger Communities Select Committee 2018-22**

- 4.1. There have been 23 formal Committee meetings in the years 2018-22 considering over 90 reports and presentations. In addition to this, there were many more briefings, visits and workshops outside the scheduled programme.
- 4.2. The Committee has a wide-remit and considered many reports on a range of subjects. Some of the more sensitive issues included reports on Serious Youth Violence and Violence Against Women and Girls. The Committee also considered comprehensive reports on many other areas including: budget reduction proposals; updates from Police and Fire Borough Commanders, Probation Service changes and monitoring, local assemblies and the voluntary and community sector.
- 4.3. The Committee made 15 referrals to Mayor and Cabinet in addition to 17 recommendations from its two in-depth reviews – sharing its views for improvements to Council policy and partnership working.
- 4.4. Over the course of the administration the Committee has had two different chairs – Councillor Pauline Morrison (2018-19) and Councillor Juliet Campbell (2019-22).
- 4.5. The coronavirus pandemic resulted in some disruption the committee meeting cycle in early 2020 – but meetings quickly moved online – and subsequently into a 'hybrid' format, with some members attending remotely and some in person.

## Meetings of Safer Stronger Communities Select Committee 2018-2022

Meeting	Start	End	Duration	Reports	Pages
12/07/18	19:00	21:10	02:10	5	169
19/09/18	19:00	21:15	02:15	5	92
05/11/18	19:00	22:05	03:05	4	404
19/12/18	19:00	21:45	02:45	5	126
04/02/19	18:30	21:50	03:20	4	102
12/03/19	18:30	21:10	02:40	7	204
30/04/19	19:00	21:15	02:15	1	86
22/05/19	19:00	21:30	02:30	4	65
16/07/19	19:00	21:36	02:36	6	156
12/09/19	19:00	20:45	01:45	3	134
09/10/19	19:00	21:30	02:30	6	120
26/11/19	19:00	20:40	01:40	3	99
16/01/20	19:00	22:05	03:05	5	168
04/03/20	19:00	21:35	02:35	5	220
09/09/20	19:00	20:10	01:10	4	296
01/12/20	19:00	21:00	02:00	4	372
14/01/21	19:00	20:35	01:35	2	296
01/03/21	18:00	19:52	01:52	4	96
16/06/21	19:00	20:35	01:35	4	128
21/09/21	19:00	20:25	01:25	4	118
04/11/21	19:00	19:55	00:55	3	72
13/01/22	19:00	20:50	01:50	4	392
<b>Average</b>			<b>02:15</b>	<b>4.5</b>	<b>186</b>
<b>Total</b>			<b>44:15:00</b>	<b>92</b>	<b>3915</b>

4.6. In the last year of the administration, the scrutiny process was modified as part of the response to the [Local Democracy Review](#). This resulted in the creation of 'task and finish groups' to carry out in-depth scrutiny – and a reduction in the frequency of formal committee meetings.

4.7. Nonetheless, the Committee has looked at a number of issues in depth over the course of 2018-22, including:

### Stop and Search and Prevent Review 2018-19

**Overview and Scrutiny**  
Safer Stronger Communities Select Committee:  
The Impact of Stop and Search and Prevent on  
Community Relations  
March 2019



4.8. The Committee has a long standing interest in disproportionality in the criminal justice

system and in 2018 chose to look into this in more depth in a review of Stop and Search and Prevent. The Committee heard evidence from a wide range of sources including the Home Office, MOPAC, Community interest groups and Monitoring organisations. It also held workshops with young people and met with faith groups in the borough as part of its evidence gathering. The Committee made 12 recommendations to Mayor and Cabinet and this brought about change such as additional support from the Council for community monitoring stop and search groups.

### **How the Council Embeds Equalities across its Service Provision 2019-2020**



- 4.9. The Committee has taken a close interest in Equality, Diversity and Inclusion and considers and embeds this approach across everything it does. However in 2019, the Committee decided to look in depth at the Council's own procedures around equality monitoring to ensure that a consistent and affective approach was being taken across the Council. The review took evidence from a wide-range of Councils and organisations and received submissions from many local organisations such as the Lewisham Disability Commission, Metro, and the Interfaith Forum and ran a workshop with the Young Advisors. The review looked closely at the Council's own procedures. Members of the Committee visited Glasgow City Council and closely examined the Fairer Scotland Duty as part of the evidence gathering and the review had a strong focus on intersectionality and socio-economic inequality. One of the main recommendations of the review was the Introduction of a Fairer Lewisham Duty where socio-economic inequality is considered alongside other equalities areas to take a more three-dimensional and intersectional approach to understanding those most in need of support.

#### Safe Lewisham Plan

- 4.10. The Safer Stronger Communities Committee's statutory responsibility includes looking at how the Council delivers its functions in relation to its responsibilities for preventing and reducing crime. A key part of this has been examining the Safe Lewisham Plan as well as examining a number of strategies and partnership working in this area. This has included the Council's work on the public health approach to tackling violence and the Violence Against Women and Girls Strategy. The Committee also regularly hears from the Borough Commander for the South-East BCU from the Metropolitan Police and the Borough Commander for Lewisham from the London Fire Brigade.

#### Libraries and Information Service

- 4.11. The Libraries Service has continued to be a key area of the Committee's work over the course of the administration. Close monitoring of usage as well as looking at the

strategic direction of the service. The Committee has also had a role in examining some of the cuts faced by the service.

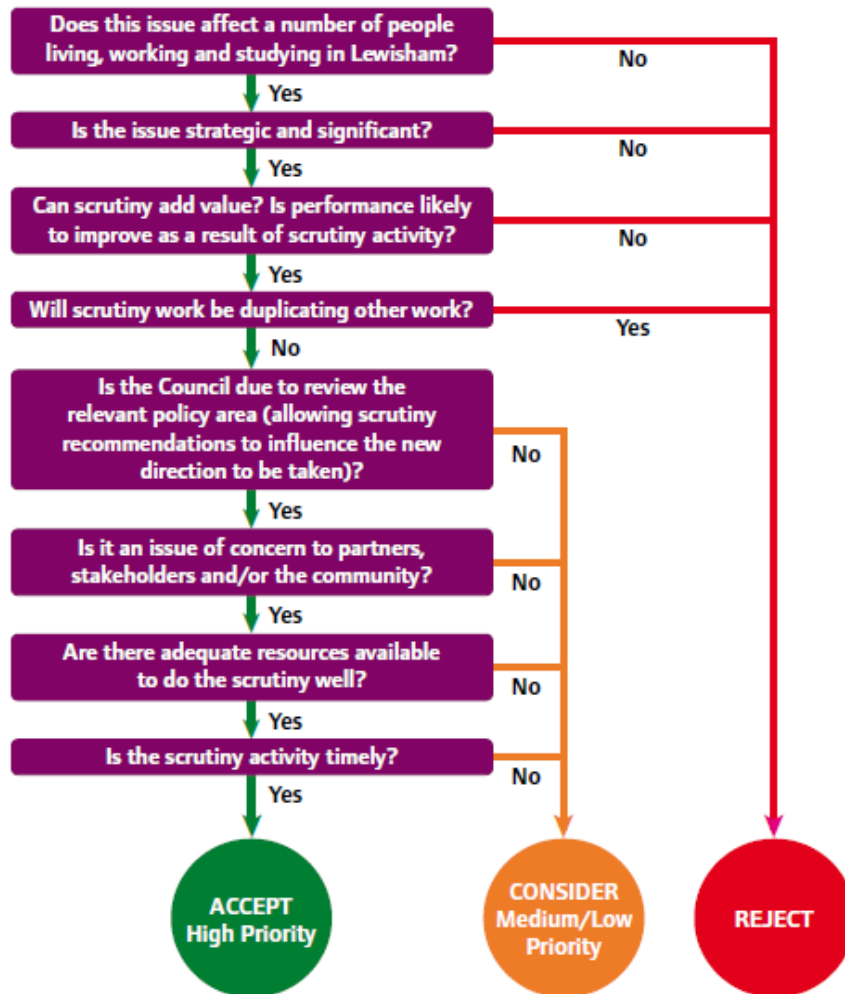
#### Staff Survey and Employment and Recruitment Statistics

- 4.12. The Committee has regularly looked at staff survey results and the Council's employee profile. The Committee have closely monitored this area looking in particular at equalities considerations such as how reflective of the Lewisham population the Lewisham staff is across all levels of management and looking at the recruitment process. Other areas examined in detail have been levels of staff satisfaction from survey results and examining and demanding feedback on areas where there were differences amongst staff with protected characteristics.
- 4.13. Other key issues considered during 2018-22:
- Local Assemblies and NCIL
  - Probation Services
  - Youth Offending Service
  - Voluntary Sector and Main Grants Programme
  - Lewisham Borough of Sanctuary
  - Comprehensive Equalities Scheme

## **5. Planning for the next administration**

- 5.1. A work programme report will be put forward at the first Safer Stronger Communities Select Committee meeting of 2022-23. The report will take account of the Committee's previous work and will draw on a range of sources for ideas and suggestions, including:
- items suggested by the Committee in the course of the previous year
  - items suggested by Council officers
  - issues arising as a result of previous scrutiny
  - those items that the select committee is required to consider by virtue of its terms of reference
- 5.2. The new Committee will also need to give consideration to decisions due to be made by Mayor and Cabinet.
- 5.3. Members are asked to put forward suggestions for the Committee to consider in 2022-23 – having regard to the scrutiny prioritisation process:

## Scrutiny work programme – prioritisation process



## 6. Financial implications

- 6.1. There are no financial implications arising as a result of the implementation of the recommendations in this report.

## 7. Legal implications

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

## 8. Equalities implications

- 8.1. The [Equality Act 2010](#) (The Act) legally protects people from discrimination in the workplace and in wider society. It replaced the previous anti-discrimination laws with a single act, making the law easier to understand and strengthen protection in certain situations. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.2. The Act also imposes a public sector equality duty. This means that in public bodies, of which this Council is designated, they must consider all individuals in carrying out their

day-to-day work when shaping policy, in delivering services and in relation to their own employees. It also requires public bodies to:

- Have due regard to the need to eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

8.3. The Council recognises diversity is one of its strengths and is committed to creating a more inclusive community. Therefore, having due regard to the Act, is confirmation of the Council's commitment to eliminating all forms of discrimination against any group within the community and to actively promote an equality of opportunity and positive community partnership.

8.4. The delivery of the Council's equalities objectives is to be achieved through the delivery of all of the Council's strategies, plans and procedures. As such, all select committees and other scrutiny bodies, when planning their work and scrutinising items, bear in mind the delivery of the Council's equality objectives.

8.5. Scrutiny tries to make sure that its work reflects the diversity of Lewisham's communities and that the views of residents are fairly represented in scrutiny processes. Any recommendations arising from scrutiny work support the Council's corporate strategy and reflect the needs of local residents

## **9. Climate change and environmental implications**

9.1. There are no direct climate change or environmental implications arising from the implementation of the recommendation in this report. In February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030.

9.2. At the Overview and Scrutiny Committee meeting held on 30 November 2021, it was recommended that each select committee should appoint a climate change champion to ensure that (a) the annual work programme takes climate change matters into account; and (b) officers are given appropriate steers in relation to the reports for specific items, to ensure they include relevant climate change considerations..

## **10. Crime and disorder implications**

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

## **11. Health and wellbeing implications**

11.1. There are no health and wellbeing implications arising as a result of the implementation of the recommendations in this report.

## **12. Background papers**

12.1. Full details of the committee's agendas, decisions and minutes on the Council's website [link to the committee pages on the Council's website](#). Meeting dates:

## **13. Glossary**

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



Term	Definition
Municipal year	A term used in local government to describe the period between annual general meetings of the Council (typically May to April the following year).

## 14. Report author and contact

14.1. If you have any questions about this report please contact Katie Wood (Scrutiny Manager) [katie.wood@lewisham.gov.uk](mailto:katie.wood@lewisham.gov.uk) (020 8314 9446)

## 15. Appendices

- Appendix A –select committee terms of reference
- Appendix B – completed select committee work programmes 2018-22
- Appendix C – referrals to mayor and Cabinet 2018-22

## **Appendix A - Select Committee terms of reference**

The following roles are common to all select committees:

### **(a) General functions**

- To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions
- To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function
- To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents
- The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

### **(b) Policy development**

- To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate
- To conduct research, community and/or other consultation in the analysis of policy options available to the Council
- To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

### **(c) Scrutiny**

- To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time
- To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas
- To question members of the Executive or appropriate committees and executive directors personally about decisions
- To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented
- To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance
- To question and gather evidence from any person outside the Council (with their consent)
- To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

### **(d) Community representation**

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.
- To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local

people can be enhanced

- To receive petitions, depositions and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary
- To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

**(e) Finance**

- To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

**(f) Work programme**

- As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.
- The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

**The Safer Stronger Communities Select Committee has these specific terms of reference:**

(a) To fulfil all overview and scrutiny functions in relation to the discharge by responsible authorities of their crime and disorder function as set out in Sections 19 and 20 Police & Justice Act 2006, as amended from time to time, and all other relevant legislation. This shall include the power:

(i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by responsible authorities of their crime and disorder function,  
(ii) to make reports or recommendations to the local authority or the executive with respect to the discharge of those functions; and

(iii) to make reports and/or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority. A local crime and disorder matter in relation to a member means a matter concerning crime and disorder (including, in particular, forms of crime and disorder involving anti-social behaviour or other behaviour adversely affecting the environment), or the misuse of drugs, alcohol and other substances, which affect all or part of the electoral area for which the member is elected or any person who lives or works there.

(b) make proposals to the Executive to promote equality of opportunity within the borough, including issues of discrimination based on race, ethnic origin, gender, disability, sexuality, age and/or class, including the following matters:-

1. to recommend to the Executive, the Council or an appropriate committee, proposals for policy development in relation to equalities issues;
2. to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;
3. to advise the Executive or other committee on all matters relating to equality of opportunity both in terms of policy, service provision, employment and/or access to public services;
4. to enhance and develop existing and innovative consultative and/or advisory work for equality of opportunity and to consider issues of inequality and discrimination across the borough;
5. to consider and recommend to the Executive, ways in which participation by disadvantaged and under-represented sections of the community might be more effectively involved in the democratic processes of local government;
6. to pilot methods of consultation and involvement and to report back to the Executive or appropriate committee on their effectiveness with recommendation if appropriate;
7. to establish links with and liaise with external organisations in the borough which are concerned with the promotion of equality of opportunity.

(c) Overview & Scrutiny functions (excluding call-in) in relation to library provision.

## Appendix B – completed work programmes 2018-22

### Work programme 2018-19

Work Item	Type of review	Priority	Strategic Priority	deadline	12-Jul	19-Sep	05-Nov	19-Dec	04-Feb	12-Mar
Budget Cuts Proposals	Standard Item	High	CP10	Jul-18			Budget cuts			
Election of Chair and Vice-Chair	Constitutional requirement	High		Jul-18						
Select Committee Work Programme 2018/19	Constitutional requirement	High		Jul-18						
Library and Information Service Annual Report.	Performance monitoring	High	CP10	Jul-18						
Council's Employment Profile	Policy Development	High	CP10	Jul-18						
Provision for the LGBT community (response)	In-depth review	High	CP1 and CP10	Jul-18						6-month update
Main Grants Programme Consultation	Performance Monitoring	High	CP1	Jul-18			Consult results			
Introduction to Public Protection and Safety	Information Item	High	CP4	Jul-18						
Local Police and Fire Service Update	Performance Monitoring	High	CP4	on-going					Evidence in depth review	
Demographic Change	In-depth review	High	CP1 and CP10	Sep-18		6-month update		PRESENTATION		
The Impact of Prevent/Counter Terrorism strategies and stop and search on relations between the BME community and the Police	In-depth review	High	CP1,CP4 + CP10	Mar-19		SCOPE		Evidence	Evidence	Final report
Modern Day Slavery	Performance Monitoring	High	CP4							
YOS Action Plan	Performance Monitoring	High	CP4	Dec-18						
National Probation Service and community rehabilitation company	Standard Item	High	CP4	Jan-18						
Youth Violence and Knife Crime	Performance Monitoring	High	CP4	Feb-19						
Lewisham Disability Coalition	Information Item	High	CP1	Feb-19						
Safer Lewisham Plan	Performance Monitoring	High	CP4	Mar-19						
Main Grants Programme Consultation	Performance monitoring	High		Mar-19						
Comprehensive Equalities Scheme Annual Review 2017	Performance Monitoring	High	CP1 and CP10	Mar-19						
Local Assemblies	Performance Monitoring	High	CP1	Mar-19						



Work programme 2020-21

Work Item	Type of review	Strategic Priority	Delivery deadline	9th-Sep	1st-Dec	14th-Jan	1st-Mar
Budget	Standard Item	CP1-CP7	Sep-20				
Confirmation of Chair and Vice-Chair	Constitutional requirement	CP1	Sep-20				
Select Committee Work Programme 2020/21	Constitutional requirement	CP1,CP4 and CP7	Sep-20				
Equalities in-depth review	Performance monitoring	CP1	Sep-20		Response		
Stop and Search and Prevent review response and update	Performance monitoring/in-depth review	CP1 + CP7	Dec-20				
Update from Local Police	Standard Item	CP7	Dec-20				
Q&A with Director of HR	Performance monitoring	CP1	Jan-21				
Q&A Cabinet Member for Democracy, Refugees and Accountability	Performance monitoring	CP1	Mar-21				
Violence Against Women and Girls Strategy	Pre-decision	CP1 and CP7	Jan-21				
YOS progress and challenges inc. update on changes to the probation service and lessons from COVID response	performance monitoring	CP7	Jan-21				
Safe Lewisham Plan	Performance monitoring	CP7	Mar-21				
Local Assemblies Review and future inc. NCIL	performance monitoring	CP1	Mar-21				
Lewisham Libraries- Future and Transformation inc annual report	Performance monitoring	CP1	Mar-21				

Work programme 2021-22

**Safer Stronger Communities Select Committee 2021/22**

Work Item	Type of review	Strategic Priority	Delivery deadline	16-Jun	21-Sep	04-Nov	13-Jan	03-Mar
Budget	Standard Item	CP1-CP7	Sep-20					
Confirmation of Chair and Vice-Chair	Constitutional requirement	CP1	Jun-21					
Select Committee Work Programme 2021/22	Constitutional requirement	CP1 and CP7	Jun-21					
Violence Against Women and Girls Strategy	Pre-decision	CP1 and CP7	Nov-21					
Main Grants Programme	Pre-decision	All	Jan-21				recommendations for funding	
Borough of Culture	Performance monitoring	CP1	Jun-21					
Libraries	Performance monitoring	CP1	Sep-21		Deferred			
Local Assemblies Review and future inc. NCIL	Performance monitoring	CP1	Sep-21					
Equalities Review - 6- month update	Performance monitoring	All	Nov-21					
Safe Lewisham Plan	Performance monitoring	CP7	Jan-21					
Update from local Police and Fire	performance monitoring	CP7	Jan-21					
HR Update	performance monitoring	TBC	Mar-21					



## **Appendix C – referrals to Mayor and Cabinet 2018-22**

Over the course of 2018-22 the Committee made 34 referrals to Mayor and Cabinet:

- Council's Employee Profile (Considered at Mayor and Cabinet 10 October 2018)

[The full referral is available online here](#)

- Budget cut proposals (Considered at Mayor and Cabinet on 21 November 2018)

[The full referral is available online here](#)

- Main Grants Programme Consultation Results (Considered at Mayor and Cabinet on 21 November 2018)

[The full referral is available online here](#)

- Lewisham Disability Coalition (Considered at Mayor and Cabinet on 13 February 2019)

[The full referral is available online here](#)

- LGBT+ Provision (Considered at Mayor and Cabinet on 27 March 2019)

[The full referral is available online here](#)

- Main Grants Programme (Considered at Mayor and Cabinet on 27 March 2019 and 24 April 2019)

[The full referral is available online here](#)

- Select Committee Work Programme (Considered at Business Panel on 7<sup>th</sup> May 2019)

[The full referral is available online here](#)

- Stop and Search and Prevent In-depth Review (Considered at Mayor and Cabinet 10 July 2019)

[The full referral is available online here](#)

- Budget Cuts – 3 referral made to CYP, PAC and Mayor and Cabinet 30<sup>th</sup> October)

[The full referral is available online here](#)

- Food Poverty (Considered at Mayor and Cabinet 20 November 2019)

- Local Assemblies and NCIL (Considered at Mayor and Cabinet 11 March 2020)

[The full referral is available online here](#)

- Single Equalities Framework (Considered at Mayor and Cabinet 11 March 2020)

[The full referral is available online here](#)

- Equalities In-depth Review (Considered at Mayor and Cabinet 16 September 2021)

[The full referral is available online here](#)

- Budget cuts referral made to PAC (considered at Safer Stronger on 1<sup>st</sup> December 2021)