

Item No. 11.	Classification: Open	Date: 13 July 2021	Meeting Name: Cabinet
Report title:		The Southwark Equality Framework	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Alice Macdonald, Equalities, Neighbourhoods and Leisure	

FOREWORD – COUNCILLOR ALICE MACDONALD, CABINET MEMBER FOR EQUALITIES, NEIGHBOURHOODS AND LEISURE

Southwark is an incredibly diverse and vibrant borough. Our strength comes from this diversity and we are extremely proud of the benefits this brings across to all aspects of life from our economy to our communities.

However, we know that inequality is far too prevalent in our borough – that not everyone has the same opportunity in life and discrimination is still too high. For example, it’s estimated that 40% of children are living in poverty and there is a greater than average amount of income deprivation with the average neighbourhood 50% more income deprived than an average neighbourhood in London.

COVID-19 is having a significant impact on our communities. The immediate and longer-term impacts will not be felt equally and are likely to exacerbate existing health, social and economic inequalities.

The murder of George Floyd threw into stark relief the racism and discrimination that still exists including right here in Southwark. In response we launched Southwark Stands Together - a long term programme of positive action developed with our communities to tackle racism and achieve equality. This work will continue to be a huge priority for us and this Framework will help strengthen the implementation of it.

As we look tentatively to a recovery from Covid we will ensure that tackling inequality is at the heart of everything we do. We have to do things differently – being explicit about what kinds of inequalities we are focussed on tackling, building on the way communities came together to help each other, the rapid rallying of efforts to tackle some of the biggest scandals of our time like homelessness, racism and violence against women and girls and maintain a focus on ensuring no one is left behind and all voices are heard. As we move into an uncertain future we must all redouble our efforts.

This Framework and accompanying action plan are a key part of that picture.

Equalities is everyone's business- this framework must be owned and lived by everyone in the council and can only be delivered together. The framework:

- **Sets out clearly eight equalities objectives**, which demonstrate specific areas where we are tackling inequality and promoting equality which will enable our communities to hold us better to account.
- **Strengthens our equality governance** to enable effective leadership and organisational wide sharing of good practice and consistency. This includes the establishment of a new equalities advisory group, an internal senior level officer-working group and a commitment to strengthening external networks.
- **Reaffirms our commitment** to put communities at the heart of all our decision making ensuring that equality analysis is informing all of our work and that the voices of everyone including the most vulnerable and marginalised are heard.
- **Sets out a clear pathway** to enable us to strengthen our data, evidence and research on inequalities and the needs of our communities so we are making the best decisions with the best information and delivering appropriate and relevant services able to meet the diverse needs of local communities.
- **Develops a more robust process for equality impact and needs analysis**, equality proofing procurement and commissioning to find out about and respond to the needs of diverse service users so our services work for our communities. This will include undertaking a full 360 equality audit which will be scrutinised by elected members, staff and community/voluntary sector stakeholders.

As a council, we will strive to be a model of best practice including ensuring our workforce is representative of our community. But we cannot and do not want to do this alone - we will continue to work with our partners across the voluntary and community sector, businesses, key institutions in our borough and our communities to promote equality. Thank you to everyone who helped to shape this framework and I look forward to working with everyone across our borough to address inequality, promote equality and deliver a fairer future for everyone in Southwark.

RECOMMENDATIONS

That Cabinet:

1. Agrees the Southwark Equality Framework.
2. Agrees to regular reporting to the community on work to tackle inequalities and promote equality more broadly through the Southwark Equality Framework, including reporting back to Cabinet on progress in late 2021.

3. Notes the intent in the Framework and action plan to undertake a more detailed analysis of inequality in Southwark, develop a clear definition of inequality and identify what our cross council priorities are for closing the gaps it identifies for particular communities across the breadth of council services.
4. Notes that learning from Southwark Stands Together (elsewhere on the agenda) informs the work underway as part of the Southwark equality framework.

BACKGROUND INFORMATION

5. Southwark Council has a long history of equality, diversity, social inclusion, community cohesion and community engagement work with communities of interest since the 1990s. The council reviewed the Equality, Diversity and Cohesion policy in 1999, and further developed its approach in 2003.
6. Over many years the council has prioritised tackling inequalities and promoting equality within all of its policies and in 2010 became a beacon authority for Community Cohesion.
7. From 2002 to 2008, the council developed successive Equality and Human Rights Schemes with related Corporate Equality Action Plans. A Southwark Approach to Equality was produced in 2011. The Approach was revised in 2014. The Approach replaced the Equality Schemes and prioritised a mainstreaming approach to equalities and inclusion work across the authority. This new framework replaces the existing Approach to Equality.
8. The overview and scrutiny committee delegated the matter of Equalities to the education and local economy scrutiny commission for the 2020/21 municipal year. The education and local economy scrutiny commission interviewed the cabinet member for communities, equalities and neighbourhoods at its meeting on the 22 February 2021 in respect of equalities issues and sought an overview from the cabinet member on the main council equalities initiatives, plans for better understanding racial disparities in the Council and beyond and how the council is addressing the many equalities related issues arising due to the Covid-19 pandemic.
9. At the subsequent meeting of the commission, the education and local economy scrutiny commission drafted recommendations arising from the information and responses provided by the cabinet member as follows:
 - The Commission supports the Council's intention to consolidate all equalities data and recommends that it is ultimately provided to the public in an accessible fashion (i.e. as open data).
 - The Commission supports the Council's intention to conduct a benchmarking exercise comparing the Council's proposed equalities framework model to that of other boroughs.

- The Commission recommends the draft equalities framework is submitted to the Education and Local Economy Commission for comment once it is substantially drafted.
- The Commission supports the Council's intention to conduct an equalities audit once the equalities framework is complete and recommends that the Council develops a transparent mechanism for assessing progress annually for performance across the equalities framework, which incorporates clear metrics.
- Building on existing work as part of the Southwark Stands Together initiative, the Commission recommends the Council requires departments to look at data currently held on stakeholder groups and interested parties that are regularly consulted with – including but not limited to statutory consultees –as part of an “Equal Voices” audit. Where there are gaps in representation, across all the protected characteristics, this should be recorded and a plan developed to increase participation. Particular attention should be paid to Black, Asian and minority ethnic participation, along with disability status, sex and age.
- These recommendations have informed the development of the Southwark Equality Framework.

KEY ISSUES FOR CONSIDERATION

10. The Southwark Stands Together (SST) annual report elsewhere on the meeting agenda sets out progress and achievement of the SST over the last year, including good practice and learning from the programme to inform next steps planning on addressing inequalities and promoting equality through the Southwark Equality Framework.
11. In agreeing this report, Cabinet is asked to consider this report on the council's strategic approach to promoting equality, inclusion and valuing diversity in tandem with the SST annual report. In doing so, a review of overall equalities and inclusion activity and its ongoing impact on the community may be appropriate to ensure resources, priorities and activities continue to be targeted to greatest need. This should incorporate the learning from engagement with communities and our staff to date to inform next steps planning.
12. The Southwark Equality Framework explains how the council is putting equality at the heart of everything we do. It sets out what the legislation expects of us and what the council is committed to doing to mainstream our equality, diversity and inclusion work and make it part of our day to day business. The Framework demonstrates how equality legislation and Council equality, diversity and inclusion commitments are central to all that we do as a Council.
13. The Framework sets out our ambitions for residents and staff,

provides a description of how the council meets its obligations to equality and finally sets out an action plan of continual improvement; what we will do to strengthen the approach we take to embedding equality in everything the council does.

14. The Framework builds on our values as a council that are set out in the borough plan. The borough plan commits us to making Southwark more just and fair, and taking positive action to tackle the inequalities which still affect too many people. It includes a specific commitment to strengthening our current approach to equalities, embedding it further in everything we do as a council.
15. The Southwark Equality Framework replaces our Approach to Equality, which was first agreed in 2011. It builds on the Local Government Association's Equality Framework for Local Government, which brought together good equalities practice from across the sector into a set of key indicators for improving practice. These have been adapted to the six key areas of focus for the Southwark Equality Framework. These are:
 - Leading Equalities – Demonstrating Leadership and Organisational Commitment.
 - Knowing Our Communities – Community Engagement, Data and Lived Experience.
 - Working with You - Neighbourhoods, Place Shaping and Partnerships.
 - Working for You - Responsive, Accessible and Inclusive Services.
 - Our Responsibilities – A Skilled, Representative and Valued workforce.
 - Equalities in Commissioning and Procurement.
16. The Southwark Equality Framework is informed by and builds on:
 - The Council's commitments to the Public Sector Equality Duty (including the Socio-Economic Duty) and Equality Act 2010.
 - The borough plan commitment to making Southwark fairer and more equal.
 - The Local Government Association's Equality Framework for Local Government approach adapted to the Southwark context.
17. The Framework is about targeting effort where improvement is most needed to tackle inequalities within and between communities. It is also crucially about promoting equality, good community relations, tackling barriers to equal access and preventing and addressing all forms of discrimination, including systemic and institutional discrimination.
18. The Framework:
 - Sets out 8 equality objectives consistent with our borough plan objectives that demonstrate specific areas where we are tackling

inequality and promoting equality and which will enable our communities to hold us better to account.

- Sets out ways in which we will strengthen our equality governance to enable effective leadership and organisational wide sharing of good practice and consistency. This includes the establishment of a new member led equalities advisory group, an internal senior level officer working group and a commitment to strengthening external networks to work alongside existing partnerships like the Forum for Equalities and Human Rights in Southwark.
 - Commits us to putting communities at the heart of all our decision making ensuring that equality analysis is informing all of our work and that the voices of everyone including the most vulnerable and marginalised are heard.
 - Sets out how we will strengthen our data, evidence and research on inequalities and the needs of our communities so we are making good decisions and delivering appropriate and relevant services able to meet the diverse needs of local communities. The Framework signals our intent to undertake a more detailed analysis of inequality in Southwark, develop a clear definition of inequality and identify what our cross council priorities are for closing the gaps it identifies for particular communities.
 - Develops our processes for equality impact and needs analysis to find out about and respond to the needs of diverse service users so our services work for our communities.
19. The Framework is intended to build the infrastructure so that continual and on-going improvement in Equality, Diversity and Inclusion is visible, accountable and transparent to local communities and our staff. It also seeks to put in place the infrastructure to enable our work to be strategically led, enabled, continued, be sustainable, performance managed and reviewed by councillors, communities and staff.
20. The Public Sector Equality Duty requires us to publish one or more specific and measurable equality objectives every four years that demonstrate areas where we are tackling inequality and promoting equality. In the draft Southwark Equality Framework. We have identified eight areas of focus to reduce inequality and promote equality, which affect specific groups.
21. These eight objectives are to:
- Stand together against all forms of racism and discrimination.
 - Tackle health inequalities so everyone can live a healthy life.
 - Reduce the number of vulnerable people in our borough, including by

providing targeted engagement and support to groups most affected by COVID-19.

- Provide decent homes for all.
- Give young people in our borough the best opportunities in life.
- Put communities at the heart of everything we do from services to decision-making, ensuring everyone is heard especially marginalised communities.
- Deliver a fair and green economic recovery where no-one is left behind.
- Tackle abuse, harassment, exploitation and violence.

22. The Southwark Equality Framework will be updated and reviewed alongside the new Borough Plan in 2022.

Policy implications

23. Our approach to tackling inequality and promoting equality is embedded throughout our Borough Plan 2020-2022, that aims to ensure that everything that we do as a council is to work towards a fairer, more equal and just Southwark:

“Everything that we do as a council is to work towards a fairer, more equal and just Southwark. Our values inform how we will do this, and will guide our decisions and determine how we deliver on the commitments that we have made.”

24. The borough plan sets out our promises are that we will:

- Treat residents as if they were a valued member of our own family;
- Be open, honest and accountable;
- Work for everyone to realise their own potential;
- Spend money as if it were from our own pocket;
- Make Southwark a place to be proud of;
- Always work to make Southwark more equal and just;
- Stand against all forms of discrimination and racism.

25. The borough plan also acknowledges that the COVID-19 pandemic has had a huge impact on our borough. Responding to the pandemic and supporting our borough through this difficult period is our biggest priority, alongside working towards the borough’s long-term recovery. We know that the financial impact of the pandemic is also likely to last for many years. The unequal impact of the pandemic on different communities including Black, Asian and minority ethnic communities, people with disabilities and people on low incomes, has shone a light on wider inequalities and injustice

in our society. Our priority is to work with communities in Southwark to tackle this inequality and build a stronger, more equal borough.

26. Southwark Stands Together is our borough wide initiative in response to the killing of George Floyd, the injustice and racism experienced by Black, Asian and minority ethnic communities and to the inequalities exposed by COVID-19. Southwark is one of the most diverse boroughs in the country, and as an authority, the council is showing through the long term programme of positive action our solidarity and support for Black Asian and minority ethnic residents, and a commitment to work together to tackle racism and achieve equality.
27. Through Southwark Stands Together, the Council and community have been breaking new ground in tackling racism, discrimination and inequality using data, lived experience, and understanding the needs of residents facing multiple disadvantage. Alongside this, continuous learning is taking place around better governance and accountability through an internal equality-working group.
28. Southwark Stands Together affirms our commitment and pledge as a council to tackle inequality in our workforce and communities. In recognition of this, equality, diversity and inclusion strategies are being reviewed to embed a good practice approach to ensure that equality, diversity and inclusion is treated as a business critical issue. Our leaders have a responsibility to engage with our workforce to adopt a positive action approach to achieve sustainable improvements in the equality, diversity and inclusion space. By adopting this approach, we are confident that we will achieve positive and sustainable change that will benefit our workforce and in turn, the communities we serve.
29. Our Southwark Stands Together programme remains a priority for our workforce over the coming months and years as we embed the outcomes of the programme into business as usual. However, there will be on-going oversight of progress around equality, diversity and inclusion, which is being monitored by our Chief Officer Team. This will ensure that we continue to improve the experience of our Black, Asian and minority ethnic colleagues, to eliminate discriminatory practices across the council, whilst continuing to protect the health and well-being of our workforce through the adoption of anti-racist interventions and strategies.
30. The Southwark Stands Together Workforce Work stream emphasises the importance of on-going engagement with our workforce through a number of two-way communication strategies consisting of a series of engagement events with our workforce and communities. The Workforce Work stream currently comprises of eight working groups based on feedback from our workforce during 2020. The eight working groups cover key areas where employees would like to see meaningful change.
31. The Southwark Stands Together programme provides a useful example of how the Southwark Equality Framework could work in practice and ensure

sustainable and on-going continuous improvement in equality, inclusion and diversity work across the Council. The Southwark Equality Framework incorporates key principles from Southwark Stands Together.

32. The journey to equality is one of continual and on-going improvement. It requires a Framework to be in place as a first step to ensure that journey is visible, accountable and transparent to local communities and staff. It requires an infrastructure to be in place to enable that journey to be strategically led, long-term, enabled, continued, be sustainable, performance managed and reviewed by councillors, communities and staff.
33. The council's Health Inequalities Framework also complements the Equality Framework and is integral to the Council's work in addressing a range of inequalities experienced by local communities. In particular, this work intersects with the Knowing our Communities theme, Responsive and Appropriate Services and Neighbourhoods, Place Shaping and Partnerships themes of the Southwark Equality Framework.
34. Implementation of the Southwark Equality Framework will help us to ensure that equality is at the core of our plans for example through:
 - Knowing our communities; finding out about diverse needs of our local communities and neighbourhoods; equality data mapping; consultation and engagement; working in different ways with our local partners and groups
 - Collecting and analysing equality monitoring information about our service users and potential service users and our staff.
 - Undertaking equality analysis at the start of all our reviews, projects, developments, policy making and building upon these throughout through to informing decision making and implementation.
35. Our commitments to promote equality in the borough, in our council values, principles and objectives, in the new Southwark Plan and in our approach to community engagement, go hand in hand with our legal obligations in the Public Sector Equality Duty. All put local communities at the centre of decision-making.
36. The Public Sector Equality Duty as a positive duty to promote equality forms a core element of the Council's Framework for Equality.

Community impact statement

37. The Southwark Equality Framework replaces the Council's Approach to Equality and explains how the Council is working towards a Southwark that is tolerant, diverse and fair for all. It sets out what the public can expect from the Council, what the legislations requires of us and what the Council is committed to doing. It explains our approach to advance and promote equality of opportunity in the borough by making equality part of our day-to-day business – including how the Council will use equality analysis to generate insight and understand the effects of its decisions on different

groups.

38. The Framework is a visible commitment to equality in Southwark and sets out how we will consider the impact our services, policies and decisions have on the protected characteristics (race, sex, disability, age, religion or belief, sexual orientation, pregnancy & maternity, gender reassignment and marriage & civil partnership as well as socioeconomic status) into our processes.
39. The Public Sector Equality Duty as a positive duty to promote equality forms a core element of the Council's Framework for Equality together with the Socio-Economic Duty, which asks us to address socio-economic disadvantage together with disadvantages and barriers experienced arising from different backgrounds and protected characteristics in all key strategic assessments and documents produced.
40. Both are key in enabling the Council to promote equality, address inequalities and address multiple disadvantages and barriers experienced by vulnerable people in the borough plan. The socio-economic duty complements the Public Sector Equality Duty; it is about communities of interest (those who share one or more of the protected characteristics under the Equality Act 2010) as well as communities of place and experiences and impacts of multiple disadvantages.
41. The Equality Audit process, as part of the implementation of the Equality Framework, involves a 360 degree appraisal process, which includes feedback and scrutiny from councilors, community and voluntary stakeholders, as well as staff support groups and the Unions.

Financial implications

42. Any costs relating to the initial implementation of the recommendations within this report will be contained within existing resources. Any financial commitments arising from detailed action plans will be incorporated into the council's budget setting process.

Legal implications

43. The Southwark Equality Framework sets out how we will ensure that we meet our commitments under the Public Sector Equality Duty (PSED) and the Equality Act 2010.
44. This means that we will pay due regard to:
 - Eliminating discrimination, harassment and victimisation.
 - Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken.
 - Fostering good community relations; to be a borough where all feel

welcome, included, valued, safe and respected.

- Being a borough which tackles prejudice and promotes celebration and understanding of the rich diversity of its communities.
 - Being a borough where your background does not determine your life chances (this is a Southwark specific commitment; Southwark has adopted the socio-economic duty although it did not become part of the PSED).
45. Due regard to the PSED is about taking into account and giving weight to the different needs of protected groups in relation to the three aims of the duty. It is about evidenced based, reasonable and rational processes of decision making. In addition to the three aims of the duty, Southwark also incorporates consideration of needs and barriers arising from disadvantaged socio-economic backgrounds.
46. The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities; to prevent and eliminate all forms of discrimination, including institutional and systemic discrimination.
47. Importantly the PSED is a pro-active and on-going duty. Paying due regard to the PSED is an on-going process and does not end with the equality analysis. Equality actions arising from the analysis inform departmental and service business plans.
48. The socio-economic duty was not commended in England but the council includes it in its Equality Framework as requiring us, when making strategic decisions such as deciding priorities and setting objectives, to consider how these decisions might help reduce the inequalities associated with socio-economic disadvantage. In this way we will in taking strategic decisions have due regard to the need to reduce the inequalities of outcome resulting from socio-economic disadvantage.

Consultation

49. Through the Framework the Council will continue to maintain a commitment to consult with the community around equality issues, including appropriate and proportionate consultation to aid analysis of equality impacts.
50. Good quality consultation and engagement is key to the Knowing Our Communities area of the Framework and the Council's overall approach to putting communities centre and core to Council decision making. The council agreed an Approach to Community Engagement in 2019. Equality monitoring information and analysis of who takes part in consultation and engagement undertaken as well as further integration with the Equality Analysis process will enable key information about communities of interest and communities of place.
51. We will embed equality, diversity and inclusion in our community engagement practice recognising that wider inequalities create barriers to

people taking part. We will ensure that a diversity of participants are encouraged and able to take part and understand that lived experiences and everyday challenges faced by citizens shape engagement projects that will meet the needs of our communities. Resources are required to foster equality in community engagement and to facilitate participation.

52. We will ensure that the councils approach to community engagement is embedded across the organisation. We will ensure that our engagement reflects the diversity of people who live and work in the borough, as this is critical to understanding the needs and aspirations of everyone, deliver better services and places. As part of Southwark Stands Together we are developing a toolkit for engaging with Black, Asian and minority ethnic communities in Southwark to enhance our engagement work and will roll this out across the organisation.
53. Equality Data, Information, and evidence based equality objectives and outcomes will inform our key policy development and decision-making. We will further build upon the Joint Strategic Needs Assessment information and wider demographic and needs analysis information and make this information accessible as part of the evidence base we use to inform our policy, developments and decision-making. The council will continue to consider how to build this important and key infrastructure area of work. It forms part of the Action plan for the Framework.
54. The Framework enhances the role of external networks including Southwark Voice, the Forum for Equality and Human Rights in Southwark and the Southwark Equality and Human Rights Panel, the Council's "critical friend" in ensuring that our policies are as fair as possible. It commits us to being clearer on our approach to engaging different equality groups and networks including those for LGBTQ people, women, people with disabilities, and Black and Minority Ethnic Communities and building their capacity to work in partnership with us on promoting equality.
55. The Forum for Equality and Human Rights in Southwark and Community Southwark have been consulted on this draft of the Framework.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Governance

56. This report seeks the agreement of the cabinet to a refreshed council equality framework. There is no statutory requirement on the council to have such a framework, but the council is empowered to do so in accordance with the general power of competence under section 1 Local Government Act 2011. Producing a framework assists the council to demonstrate how it is complying with the public sector equality duty in carrying out its functions and decision making.
57. The public sector equality duty is set out in section 149 of the Equality Act 2010. This requires the council in the exercise of its functions to 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.

Protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation and in a more limited way marriage and civil partnership.

In establishing the framework itself the cabinet needs to have due regard to this duty and the report and framework set out the extent to which different protected groups have been considered and will continue to be considered in the framework's production and ongoing work plans.

58. The Equality Act 2010 contain other provisions prohibiting the council from unlawfully discriminating in a number of contexts on the basis of protected characteristics.
59. There are also specific equality duties that apply to the council under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The council is required to annually publish information about how it complies with the public sector equality duty and has indicated in the framework how it intends to do this. The council also has to publish at least one specific measurable equality objective every four years and the framework makes reference to 8 objectives that have been identified for approval with some specific indicators to measure how well the council is meeting them.
60. Section 1 of the Equality Act 2010 sets out a public sector duty regarding socio-economic inequalities which has not yet been brought into law in England. The framework report attached indicates the council's intention to take account of socio-economic inequalities in its decision-making and its functions even though this is not required by the Equality Act.
61. Amendments to the council's equality policy are executive functions that are reserved to the cabinet in accordance with section 3C of the constitution.

Strategic Director of Finance and Governance (FC21/033)

62. The strategic director of finance and governance notes that there are no immediate financial implications arising from this report as the cost of the recommendations will be contained within existing departmental budgets.
63. It is also noted that any commitments and costs emerging from the detailed action plans will be incorporated into the council's annual budget setting process.

64. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Southwark's Borough Plan 2020-2022	Communities 160 Tooley Street	Stephen Douglass 020 7525 0886
Link: https://www.southwark.gov.uk/council-and-democracy/fairer-future/council-plan		

APPENDICES

No.	Title
Appendix 1	The Southwark Equality Framework

AUDIT TRAIL

Cabinet Member	Councillor Alice MacDonald, Equalities, Neighbourhoods and Leisure	
Lead Officer	Stephen Douglass, Director of Communities	
Report Author	Suganya Naveenan, Equality and Inclusion Officer Stephen Douglass, Director of Communities	
Version	Final	
Dated	1 July 2021	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		1 July 2021