

Tower Hamlets SINGLE EQUALITY FRAMEWORK 2016-17



SINGLE EQUALITY FRAMEWORK 2016/17

1. Introduction

The Single Equality Framework (SEF) identifies our strategic priorities to promote equality. It includes:

- key activities we will deliver to improve equality related outcomes for local residents
- what we will do as an organisation to promote equality as an employer and through the goods and services that we purchase and commission, and
- the measures we will take to improve our equality practice across the organisation.

The Framework brings together the Borough Equality Assessment, which is an account of inequality in the borough, and the policy and service delivery responses to these challenges that make up the Single Equality Framework Action Plan.

The SEF is aligned with the Strategic Plan ensuring that equality is part of the council's strategic approach to the delivery of services. The SEF takes forward the principles laid out in the Equality Act 2010 and the Public Sector Equality Duty to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people. It sets out our equality objectives and priorities and builds on our strong record of embedding diversity and equality in everything we do.

This document sets out our approach to promoting equality and cohesion, re-iterates our commitment to equality and diversity, provides the context for our equality priorities and highlights key achievements over the past year.

2. Background

In Tower Hamlets we have the highest level of child and pensioner poverty in England. 39.3% of children in the borough live in poverty and 49.7% of our population of older people. There are shortages in affordable housing, high rates of unemployment and low healthy life expectancy which all affect the life chances of many residents in the borough. Despite having an economy worth over £6 billion, Tower Hamlets is the 10th most deprived local area in England based on the average score of the Indices of Multiple Deprivation 2015. The average annual earnings of those working in the borough is £75,000, yet the average

earnings of the resident population is significantly lower: one in five households in the borough have an average income of less than £15,000 and just over a half of households in the borough have an average income of less than £30,000.

It is also important to recognise the challenging climate the council is currently facing. Since 2010, ongoing reductions in central government funding have had a significant effect on the resources available to councils and other local public sector organisations to tackle inequality. At the same time, the council is experiencing growing demand for services as the population increases. Furthermore, the government's programme of welfare reform is having an impact on many in the borough. This includes residents suffering from a decline in income, a rise in the number of people seeking advice in relation to their debts and increased rates of homelessness. These issues are converging to make Tower Hamlets a place in which existing inequalities could grow over the coming years.

In this context, the council has a strong track record of working with our partners to mitigate the impact of deprivation and to improve outcomes for local people. In 2014 we were re-assessed as 'excellent' for the Equality Framework for Local Government (EFLG), and the council has been addressing areas of consideration highlighted in the EFLG report, including:

- Ensuring the Equality Analysis process is being uniformly applied across the council: a selection of council reports and their accompanying equality analyses were evaluated and feedback provided. This continues to be monitored.
- Improving declaration levels for disabled staff within the council: a campaign was undertaken in summer 2015 and declaration levels are routinely monitored by HR. Prior to the campaign 5% of staff at LP07 and above declared a disability on HR self-service, this rose to 7.7% following the campaign.

3. Leadership and Vision

The Mayor and his Cabinet have set out priorities for their administration which focus on tackling inequality, protecting vulnerable residents and ensuring Tower Hamlets is a great place to live and work. The commitment to equality is further reflected in the Mayor retaining the lead role for equality within his portfolio.

The Community Plan sets out the vision and aspirations for the borough. The plan was refreshed in 2015 with the core themes of:

- a great place to live
- a fair and prosperous community
- a safe and cohesive community
- a healthy and supportive community.

In addition, there was a focus on how the council will further the aims of **One Tower Hamlets** – a more equal and cohesive borough with strong community leadership.

The plan also identifies some long term and emerging challenges:

- persistent low employment levels, particularly for women and some ethnic minorities;
- high levels of child poverty and the impact of welfare benefit cuts on an already deprived community;
- low levels of health and life expectancy;
- a further wave of austerity and public sector cuts ushered in by the Comprehensive Spending Review and a consequent Medium Term Financial Strategy savings target of £59 million over the next 3 years.

The Strategic Plan takes the Community Plan forward by further defining the outcomes and developing the business plan of the council. The priority outcomes for 2016/17 are set out below.

Priority Outcomes

Creating opportunity by supporting aspiration and tackling poverty

- a dynamic local economy, with high levels of growth benefiting us
- more residents in good-quality, well-paid jobs
- young people realising their potential
- more people living healthily and independently for longer
- reducing inequality and embracing diversity

Creating and maintaining a vibrant, successful place

- an improved local environment
- better quality homes for all
- less crime and anti-social behaviour
- engaged, resilient and cohesive communities

Enabling Objective

- A transformed council, making best use of resources and with an outward looking culture

The SEF is embedded in the Strategic Plan through the inclusion of diversity and equality activities across all outcome areas. There is a dedicated priority to *reduce inequality and embrace diversity*. This approach helps to embed and promote equality activity as business as usual across the organisation. Within the organisation the Tower Hamlets Equalities Steering Group (THESG) have responsibility for the delivery of the SEF, including the Action Plan (section 8).

The SEF is supported by council processes to ensure that 'due regard' is demonstrated. For example, Equality Analysis is required for any proposed service changes and savings proposals in order to consider and identify potential impacts on equality groups. The council's Performance Management Framework ensures that equality objectives are part of the business planning process and that 'One Tower Hamlets' implications are outlined throughout decision making processes.

4. Valuing Diversity: Our Policy Statement on Diversity and Equality

Valuing diversity is one of the four core values of the Council. We will promote diversity and equality in everything we do to improve the quality of life for everyone living, working and visiting Tower Hamlets. The borough's diversity is one of its greatest strengths and assets.

Our commitment is supported by a legal duty to have due regard to tackling discrimination, advancing equality of opportunity and fostering good relations between different groups. This provides an important driver to help further embed diversity and equality in the culture of the organisation. We believe we have a strong moral and social duty to do everything we can to challenge prejudice and discrimination and promote better understanding and respect. At the same time we recognise that discrimination takes place and tensions can sometimes exist between different communities.

As a service provider we will:

- promote equality of opportunity and eliminate discrimination in the planning and delivery of our services in terms of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships;

- promote good relations between communities and address negative stereotyping of any groups;
- advance equality of opportunity between people from different groups; and
- tackle harassment relating to a person's age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status and marriage and civil partnership status.

As an employer we will:

- develop, review and promote policies and practices that ensure equality of opportunity and eliminate discrimination for our workforce in all areas of employment (including recruitment, retention, learning and development, promotion, grievance, disciplinary and retirement); and
- ensure that our workforce reflects the diverse nature of the borough.

5. Key equality achievements in 2015/16

The council's BEA provides an account of inequality in the borough articulated as a set of priorities. The Assessment provides an evidence base for the Single Equality Framework and is used to inform service planning across the council to ensure we take account of the borough's diversity and diverse needs in designing and delivering services. Some of the key achievements related to BEA priorities over the past year include:

One Tower Hamlets

Stonewall Workplace Equality Index

The council's effort to provide an inclusive workplace for its LGBT staff was recognised in January 2016. The council features in the Stonewall Top 100 Employers 2016 and is ranked as the top Local Authority in London. Commendation was given on our procurement practices, staff training and investment in line management. Additionally the council has been praised for recognising local LGBT heroes across different strands of diversity, and using creative mechanisms to work with the local community and celebrate diversity.

Somali Task Force

The Somali Task Force was set up by the Cabinet to review the issues faced by a community with high levels of need. This is linked to the wider context of funding reductions that are driving the mainstreaming of services and the need to understand the impact on equality groups as changes are made to services.

The Task Force reviewed areas where outcomes for Somali residents are generally lower than for other groups to identify ways to improve. This work has led to recommendations covering:

- health and social care needs
- youth provision and community safety
- employment and educational attainment
- housing and welfare reform.

The report's recommendations and accompanying action plan aim to tackle some of the most challenging inequalities faced by the Somali community.

Your Borough, Your Voice public consultation

The council has undertaken an extensive consultation campaign called Your Borough Your Voice which was used to inform the development of the Medium Term Financial Plan. A wide range of stakeholders and groups, representing our diverse community, have been involved in engagement activity and events. The consultation included specific engagement workshops with service users such as recipients of adult social care as well as an online consultation. The process helped to ensure that the council made budget decisions informed by residents' views and a full consideration of equality issues.

Tower Hamlets Community Forums

The refreshed Tower Hamlets LGBT forum has a specific focus on:

- investigating the extent of homophobia in local schools and in the workplace and working with relevant services to address any issues that may arise
- understanding the housing and social care needs of local young and older LGBT communities
- improving LGBT access to health services, particularly sexual health services and mental health services
- understanding the issue of domestic abuse within same sex relationships and ensuring that support services are accessible

The New Resident and Refugee Forum has recently been re-commissioned. The Forum will oversee work to promote positive relationships, integration and cohesion between different communities in the borough.

The council is promoting understanding of faith and belief in Tower Hamlets. We have commissioned two organisations to deliver work in schools and in the community; projects include work with the RE Today Service and London Tigers.

The Local Voices project is the council's key method for engaging, connecting and consulting with disabled people living, working or studying in Tower Hamlets. The project is funded and supported by the council and led by an independent steering

group of local disabled people, and facilitated and supported by Real - the borough's user-led organisation of disabled people. A key strand of the project work undertaken by Real focuses on addressing transport and accessibility issues in the borough. The activities are detailed under the Great Place to Live theme below.

One Tower Hamlets Fund

The One Tower Hamlets Fund was introduced in 2011 and has recently completed its fifth year. The aim of the initiative is to meet our 'One Tower Hamlets' aspiration which runs through the Community Plan. This is about reducing inequality and poverty, strengthening cohesion and making sure our communities live well together.

There were four 'One Tower Hamlets' projects in 2015/16:

- St Hilda's: working with young and old disabled people from different ethnic and religious backgrounds. Bringing them together to build relationships, share stories and complete art projects together.
- Society Links: delivering a young women's project to look at issues around local crime and radicalisation, and support leadership development.
- Mile End Community Project: developing a mediation work with young Somali and Bangladeshi people in the Mile End area who have had multiple confrontations in the last year. The aim is to bring young people together and to develop relationships through an idea of a shared community.
- East London Chinese Community Centre: Engaging with the Chinese and Vietnamese community, facilitating dialogue opportunities through activities linked to history, culture, food, culminating in an overall exhibition about culture and diversity

A Great Place to live

Accessible Transport

Local Voices works closely with partner organisations, such as Transport for London and the Docklands Light Railway (DLR) to raise awareness of the disabled community's concerns about travel and accessibility. These mechanisms include the Local Voices incident reporting service which was set up as a direct response to the number of complaints received from local people and consultation carried out by active members. A comprehensive access report on both trains and stations on the DLR

network was also produced by the group. The intelligence that Local Voices provide play a vital role in helping the DLR to understand the needs of local disabled people and make service improvements.

Delivery of wheelchair accessible housing

The council continues to take part in P120 which is a scheme to provide appropriate family sized wheelchair accessible homes in partnership with all Registered Provider partners, developers and the GLA. 10% of all affordable homes delivered in 2015/16 have been wheelchair accessible. Additionally, 26 lets to applicants requiring wheelchair accessible homes have been made, ensuring that the council is on track to reach its target. The P120 list is regularly monitored to ascertain the appropriate size of accessible homes that is required.

A Fair and Prosperous Community

White British Young People: Attainment at GCSE

In the 2014/15 Framework it was noted that the proportion of White British pupils attaining 5 A*-C grades at GCSE including English and Maths has lagged behind the borough average for a number of years. The 2014 Annual Ofsted report also identified Tower Hamlets as one of four London boroughs where the attainment of White British pupils was significantly lower than that of their peers elsewhere in the country.

The council commissioned the Institute of Education in 2015 to:

- identify the barriers to learning and engaging with school life for White British pupils and their parents;
- examine local, regional and national best practise models for implementing interventions strategies, and
- provide policy recommendations to inform and shape local interventions.

A project steering group of key officers from School Improvement, Parental Engagement, Troubled Families, Youth Service and the Corporate Research Team was established to work with the Institute of Education. In addition, schools with the highest proportion of White British pupils were invited to take part in the study and in total there were 9 schools (5 primary and 4 secondary).

Key recommendations arising from the report focused on the need for strong leadership, curriculum teaching and learning, supporting social and emotional development and parental engagement. The council has used the findings to develop an action plan which is being delivered.

Apprenticeships and tackling youth unemployment

3.5% of 16 – 24 year olds were Not in Education, Employment or Training (NEET) in 2015. Youth employment and apprenticeships are a key focus of the employment strategy and are key Mayoral priorities; as a result the council's services focused on tackling youth unemployment have been redesigned. A restructure has provided an opportunity to maximise the generation of apprenticeship and employment opportunities through procurement and planning processes, and support to employers. In addition, the Training and Skills Team have brought together a range of functions to streamline the recruitment of apprentices and link them to internal and external opportunities via training, as well as in-work/progression support.

The employment rate compared between Tower Hamlets and London Average for women and BAME residents

Current employment rates in Tower Hamlets are the highest since records began at 70.4% however there are significant differences between the rates of men and women. The male employment rate in Tower Hamlets is 78.1% similar to that of London at 78.9%, whilst the female rate is much lower at 60% compared with London at 65.5% and England at 68.8%. Female employment rates have increased over 2014-16 from 57.9 to 60.0%: an increase of 2.1%. However, in general terms the rates are lower as there is a higher proportion of women who are economically inactive (i.e. choosing not to work). BAME working age residents have a lower employment rate than White working age residents and there are large differences by gender.

In Tower Hamlets 23.7% of women are economically inactive with almost half of Bangladeshi and Pakistani women being economically inactive. In 2015/16 the council's employment & skills services along with internal and external partners have supported around 3000 people into work. Approximately 80% of these are from an ethnic minority group and around 46% are women.

The council has been working on a range of projects targeting engagement from ethnic minority residents, and in particular women, to support them into skills and work:

- Comprehensive route way to work assessments including pre-employment training support
- The 'Working Start' paid placement programme for women into the Health and Early Years sector
- The 'Raising Aspirations' programme focusing on the highest concentration of female worklessness in East India and Lansbury
- Award Winning placements on a 'Women into Construction' programme with CITB
- Working with Children's Centres and childcare providers to identify placements to free up time to access skills and training
- Identifying and promoting specific growth sectors and jobs like catering assistants, mid-day meal supervisors in schools, teaching assistants, hospitality, cleaning and hotel opportunities which can be flexible and tailored around caring and childcare responsibilities.

Future work will include:

- Generation of more opportunities in flexible sectors
- Targeting those single female residents in receipt of DHP as part of the Welfare Reform Task Group
- Further 50 placements on Women in to Health programme
- Increased apprenticeship opportunities through the council planning and procurement processes
- More skills for work and pre-employment training programmes
- Additional sector based skills programmes for those women returning to the labour market

Disabled residents and the gap in employment

Between 2014/15 and 2015/16 the employment rate for economically active disabled residents has increased from 42.8% to 49.0% an increase of 6.2%. The unemployment rate had decreased from 17.2% to 12.5% a decrease of 4.7%

Current work includes:

- Pre-apprenticeship team working closely with the Tower Project to identify suitable candidates and determine their work areas of interest and experience. This has led to 6-12 month bespoke work experience programmes to train and give experience across a range of work areas
- SEND Programmes - Supported Internship programmes for young people with Special Educational Needs and Disabilities. In November 2015, the council worked in partnership with the Tower Project and Langdon Park School to deliver a supported internship programme, thought to be the first Local Authority in the country to deliver such a scheme.
- Through the Mainstream Grants process, Economic Development assists Third Sector Organisations that provide specific support to residents with mental health problems and disabilities. In September 2015 MIND and Deaf Plus started working in partnership with the council, focusing their programmes on providing support, pre-employment advice and access to work experience as well as suitable employment opportunities.
- Commissioning employment support/opportunities for people with mental health problems and people with learning disabilities within community care contracts.

A Safe and Cohesive Community

Delivery of the Violence against Women and Girls (VAWG) Strategy

Since 2013, over £1 million in external funding has been utilised to tackle inequalities against women and girls, including funding to support those with no recourse to public funds or who face multiple disadvantages. The council has recruited over 150 VAWG Champions from organisations across the borough with a representation of all the protected characteristics. The council has used some of the funding to develop a multi-agency training programme which has been delivered to over 1,500 professionals to date.

Tower Hamlets is one of only 5 boroughs to participate in the Mayor's Office for Policing And Crime (MOPAC) and Department for Education (DfE) funded pilot to tackle harmful practices. The council has adopted a Whole School based approach and a youth campaign embedded within schools to work towards ensuring young people develop positive attitudes towards all protected characteristics, particularly gender. To date, over 1,000 young people have participated in programmes.

Multi Agency Risk Assessment Conference (MARAC) referrals for all strands of VAWG have increased, highlighting increased awareness by professionals. There has also been an increase in victims from LGBT and disability strands accessing support. Additionally, there has been an increase in high risk women receiving security installations contributing to reducing homelessness within these groups.

No Place for Hate Forum (NPFH)

The No Place for Hate Forum is a forum where the council and its partners work together to tackle hate crime. In 2015/16, there has been an increase in the reporting mechanisms for victims of hate crime, which can be partly attributed to the establishment of two new Third Party Reporting Centres (Maryam Centre and Queen Mary University). There has been an increase in the number of referrals to Police, Hate Incident Panels and Victim Support Hate Crime Caseworkers across all strands, demonstrating increased access to support and protection for victims.

Completion of the NPFH Campaign evaluation report highlighted good practice in the borough in regards to challenging inequalities and hate crime. A follow-up recommendation report is being actioned to make further improvements. In addition, 51 awareness raising activities were held over the last year to challenge inequalities across all strands. This includes working with different BME, faith, elderly, young, disabled, gender and LGBT communities. Over 500 local people have been trained on how to tackle discrimination across all protected characteristics and over 1,000 people have increased awareness of NPFH Campaign through outreach events.

Rainbow Census

The council commissioned a survey and engagement programme to collect a comprehensive data set about the LGBT community who live and work in the borough. Survey topics range from crime, through to health and wellbeing and access to council services. The survey results will be used by the council and its partners to update the Joint Strategic Needs Assessment and inform the delivery of services, including through specifications for future commissioned provision.

A Healthy and Supportive Community

Aberfeldy diabetes peer research

Prevalence of type 2 diabetes is high in Tower Hamlets, particularly amongst the Bangladeshi community. Local estimates from 2011 indicate that over 1,800 people in Tower Hamlets were living with undiagnosed diabetes. To address this issue, Public Health commissioned a 'participatory appraisal' initiative to engage people living on the Aberfeldy Estate, which is one of the poorest areas in the borough. This appraisal method empowers local people to conduct their own modes of investigation and develop their own outcomes and community based solutions.

Healthy Schools Programme

Tower Hamlets is the top performing borough in London for the Healthy School Awards from the GLA with more bronze, silver and gold Awards than any other area. The Healthy Schools programme supports pupils across a whole range of areas including drug education, healthy eating, physical activity, sex and relationships education and emotional health and wellbeing. The Healthy Lives team support these schools by developing a clear action plan. For example, in the last academic year 6,530 pupils received comprehensive drug education and 3,000 pupils received comprehensive sex and relationships education.

Sexual health

The council commissions contraceptive and sexual health services that are specifically targeted at young people as the evidence indicates that they underuse mainstream sexual health services. The service is provided through a partnership between Barts Health and the voluntary sector and provides contraceptive services, sexual health screening, sex and relationships education and targeted prevention work with young people.

Tower Hamlets commissions services targeted at men who have sex with men at high risk of HIV. This supports targeted outreach, community mobilisation and resource development to support testing, treatment and behaviour change to reduce sexually transmitted infection, HIV transmission and promote sexual health.

Vanguard site and Integrated Care

Tower Hamlets has a strong track record of partnership working to provide health services in the borough – including a focus on providing effective integrated health and social care services. Despite this, health inequalities persist in the borough and we face a context of shrinking resources for public services. The borough is accelerating the pace of change towards a more integrated health and social care system, whilst focussing on improved outcomes for local people.

The Better Care Fund has strengthened joint working with our partners in the health service over the last year to:

- introduce seven-day a week social care services at the Royal London Hospital to help people to leave hospital as soon as it is safe for them to do so and then help them to stay out of hospital by supporting them at home;
- support people with disabilities to live more independently by helping them to develop skills and build their strength - after suffering a stroke, for instance - and providing them with equipment that enables them to live independently in their home rather than move to residential or nursing homes;
- fund the Alzheimer's society to support people with dementia and their carers through 'Dementia Cafes', including two cafes specifically targeted at the Bangladeshi community; and
- provide a range of services to adults diagnosed with suspected autism spectrum disorder, including employment advice and support, assistance with developing social relationships and access to advocacy services.

2015-16 was also the first year of the Tower Hamlets Vanguard. This is an NHS England-sponsored initiative to develop innovative forms of integrated health and social care services, particularly those that can be replicated elsewhere in the country. The aims of the programme are to simplify care, improve support, reduce bureaucracy and duplication, improve patient choice and experience, prevent need for hospital admission and ensure services are financially sustainable.

Much of the year has been spent developing plans that can be implemented in 2016-17 and beyond. These include:

- redesigning health and social care 'pathways' so that people are treated more speedily and given the support they need;
- developing a Stakeholder Council that will bring together representatives of the wider community to influence health and social care services in the borough; and
- developing a range of measures to promote healthier lifestyles, particularly among groups with above-average rates of premature ill-health.

6. Cohesion - fostering good relations between local people

The Community Plan outlines our vision for improving the lives of all residents that live and work in the borough, and one of the cross cutting priorities is to improve cohesion.

Cohesion Events and Working Group

Towards the end of 2015, the council held two workshops in order to relook at issues relating to community cohesion and how best to respond to these. The council invited a range of local partners from across different public, private and third sectors, as well as faith and belief organisations and educational institutions. In addition to this, a second workshop was held with the Youth Council and young people from the community.

More than 30 organisations, and 80 people, participated, exploring:

- what are the key community cohesion issues affecting the borough?
- how can we work together to address these issues?
- what methods can we use to measure success?
- what else can we do together to develop a strong sense of community belonging between people of different backgrounds?

A report was developed from the feedback with a set of recommended actions. The council is developing working groups of external and internal stakeholders to develop and deliver an action plan.

The Cohesion Working Group will seek to ensure that the borough's work on cohesion is informed by an accurate understanding of the demographics of the borough and of particular locations and communities within it. In particular, a profile will be developed for each of the pilot s106 funded projects in Mile End and Aldgate East that provides an evidence base about the make-up of these small neighbourhoods which will be used to inform the commissioning specification for this work.

Cohesion offer in schools

In order to promote community cohesion amongst young people in schools, the HEC Global Learning Centre is supporting a range of work, including:

- Cohesion and Equalities Lesson Plans which will allow young people to critically reflect and think about cohesion, equalities and discrimination and how this affects their daily lives
- Cohesion and Equalities 'Train the Trainer' Training Materials for School Councils

- Cohesion and Equalities ‘Train the Trainer’ training to pupils and staff and facilitation of cohesion projects in the first year
- Delivery of a large schools cohesion event: showcasing a number of school cohesion projects

Community Engagement Strategy

The council is also developing a Community Engagement Strategy. The strategy will set out how we will engage the local community to better meet local needs and embed opportunities for participation in the council’s work. It will aim to ensure that the council’s engagement work is informed by the needs and the inequalities particular communities may face. The strategy will focus on a number of areas including improving digital inclusion; as the council becomes more digital it is essential that work is undertaken to improve digital skills and access, particular among community groups that are often excluded. The strategy will also help to foster cohesion between different parts of the community by encouraging interaction in a sustainable way rather than through one off events for particular community groups.

7. Equality Objectives for 2016/17

The Borough Equality Assessment

The development of the BEA is the process through which we identify equality priorities and provide an overview of inequality in the borough. The development of the BEA involves a review of the monitoring returns for the SEF, including data disaggregated by different equality groups. Equality lead officers also reviewed the previous BEA to identify changes in equality priorities. The analysis for the BEA was used to undertake the Equality Analysis of the Strategic Plan and in turn supported the identification of activities that contribute to this year's Single Equality Framework Action Plan. The equality priorities are presented in the table below.

Table 1 BEA 2016/17

Strategic Plan priority area	Age	Disability	Gender	Race	Faith	Gender reassignment	Sexual orientation	Pregnancy & maternity
1.2 More residents in good quality, well paid jobs	Increase employment levels amongst older people	Increase employment levels amongst residents with disabilities	Reduce rate of economic inactivity among working age women	Reduce levels of unemployment and worklessness amongst Somali and Bangladeshi residents	Reduce rate of economic inactivity among Muslim residents			
1.3 Young People Realising their potential	Reduce number of NEET (Compared to London / England)		Improve attainment for boys at G.C.S.E (Reduce attainment gap between girls and boys)	Reduce number of White British NEET (Compared to London / England)			Reduce Homophobia and promote understanding	
1.4 More people living healthy and independently for longer	Reduce childhood obesity	Improve learning disability access to health services	Improve life expectancy amongst men	Reduce childhood obesity amongst BME children		Improve trans community access to primary health care services	Improve access of domestic violence services for same sex victims' services	Support more pregnant women and new mothers quit smoking
			Improve life expectancy amongst women	Support more black smokers supported to quit smoking				
				Improve BME resident satisfaction with Social Care services				
						Improve access for trans people in need of mental health services		

2.2 Better quality homes for all		Increase access to housing for disabled residents		Fewer BME families live in overcrowded housing	Fewer Muslim families live in overcrowded housing	Fewer trans young people become homeless (Reduce over-representation)	Fewer LGB young people become homeless (Reduce over-representation)	
2.3 Less crime and anti-social behaviour	Reduce isolation and loneliness amongst people aged 65+		Reduce Violence against women and girls			Improve hate crime reporting amongst trans community and ensure they feel safe	Improve hate crime reporting amongst LGBT community and ensure they feel safe	
2.4 Engaged, resilient and cohesive communities		Give disabled people a voice in decision making			Improve residents from different faith backgrounds getting along well together		Reduce Homophobic abuse and ensure the LGBT community feel safe	
Enabling objective: a transformed council, making best use of resources and with an outward looking culture		Increase proportion of disabled staff at level LP07+ to reflect wider community		Increase the proportion of BAME staff at level LP07+ to reflect wider community				

Our Equality Objectives for 2016/17

The BEA and SEF development process are undertaken to identify the equality priorities for 2016/17. The key criterion for prioritising areas as equality objectives is based on any evidence of differential outcomes for groups with protected characteristics. The areas with the most significant differences in outcomes include:

- employment rate between Tower Hamlets and London average for BAME women and disabled residents
- excess weight in 4-5 year olds, including for BAME children
- attainment of White British children
- care-related quality of life for BAME service users

The role of the SEF is to continue to prioritise these as core equality objectives for 2016/17 by evaluating and reviewing interventions being taken to narrow the gap in outcomes in these areas through Single Equality Framework spotlight sessions.

Analysis was undertaken to review the extent to which the equality priorities within the BEA are embedded within the Strategic Plan 2016/17. This showed that the majority of equality objectives were being addressed within the Strategic Plan and these make up the bulk of the Single Equality Framework Action Plan at Section 8. For the remaining equality objectives, actions have been identified at a Directorate level including highlighting areas where further development work is needed. This includes areas where there is a lack of available data or the need for further research into the issues faced by equality groups. These actions that are at the Directorate level are also captured within the Single Equality Framework Action Plan

8. Equality objectives 2016/17

This section sets out the full list of equality related outcomes, activities and milestones that make up the Single Equality Framework Action Plan for 2016/17. Activities and milestones labelled with 'SP' are captured in the Strategic Plan. Activities and milestones captured in Directorate Plans are labelled with 'DIR'.

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty

1.2 More residents in good-quality, well-paid jobs Linked to equality outcomes - Increase employment levels amongst residents with disabilities; Reduce levels of unemployment and worklessness amongst Somali and Bangladeshi residents; Reduce rate of economic inactivity among Muslim residents			
	Activity	Lead Member	Deadline
SP	Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work	Cabinet Member for Work and Economic Growth, Cabinet Member for Strategic Development	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Progress proposals for community based delivery site(s)	Chris Holme (D&R)	31/07/16
SP	Develop a financial model to evaluate the costs and potential savings of various employment interventions to mitigate spend on welfare support and the wider impacts of welfare reform	Chris Holme (D&R)	31/08/16
SP	Produce labour market information briefings on future jobs and requirements	Chris Holme (D&R)	30/09/16
SP	Utilise labour market information briefings to hold sessions for young people, their parents and teachers	Terry Parkin (CS)	30/09/16
SP	Report on year end targets	Chris Holme (D&R)	31/03/17
	Activity	Lead Member	Deadline
SP	Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs	Cabinet Member for Work and Economic Growth	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Incorporate learning from pilot project on supporting benefit capped	Chris Holme (D&R)	31/05/16

	households into training and employment		
SP	Establish a strong working relationship with Jobcentre Plus to ensure that looked after children receive support into long-term employment	Nasima Patel (CS)	31/08/16
SP	Develop and implement an integrated employment service to align and coordinate council employment support functions and working with partners	Chris Holme (D&R)	31/12/16
SP	Deliver a programme of training to support residents in moving into employment	Chris Holme (D&R)	31/03/17
SP	Deliver council apprenticeships programme - 25 corporate apprenticeships	Chris Holme (D&R)	31/03/17
SP	Develop proposals for the council's response to the new Apprenticeships public sector target	Chris Holme (D&R)	31/03/17
DIR	Undertake research into the barriers to employment faced by older people to inform Integrated Employment Services model	Chris Holme (D&R)	31/03/17

1.3. Young people realising their potential

Linked to equality outcomes - Reduce number of NEET (Compared to London / England); Reduce number of White British NEET (Compared to London / England); Improve attainment for boys at G.C.S.E (Reduce attainment gap between girls and boys)

	Activity	Lead Member	Deadline
SP	Develop a sustainable offer of support to children with special educational needs (SEN)	Deputy Mayor Education and Children's Services	31/07/16
	Equality related milestones	Lead Officer	Deadline
SP	Review SEN provision to ensure the offer is sustainable and high quality in a context of raising demand	Terry Parkin (CS)	30/04/16
SP	Carry out actions and recommendations arising from the review	Terry Parkin (CS)	31/07/16
	Activity	Lead Member	Deadline
SP	Improve educational aspiration and attainment	Deputy Mayor Education and Children's Services	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Monitor the progress of pupils at a school level to support early intervention where individual schools, or groups of pupils, are at risk of underachieving; supporting schools in ensuring all pupils reach their full potential	Terry Parkin (CS)	30/09/16

SP	Work with schools to identify under-performing groups and identify and overcome the specific barriers to achievement	Terry Parkin (CS)	31/03/17
SP	Implement an action plan to improve white British pupil attainment in schools	Terry Parkin (CS)	31/03/17
SP	Work across the Council to ensure that data is captured/co-ordinated to promote understanding of how disadvantage can limit educational success	Terry Parkin (CS)	31/03/17
	Activity	Lead Member	Deadline
SP	Ensure better outcomes for looked after children and young people	Deputy Mayor Education and Children's Services	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Support children and young people to be fully involved in their care planning through LAC review process and participation work	Nasima Patel (CS)	31/12/16
SP	Explore the overrepresentation of some groups of young people in the LAC cohort	Nasima Patel (CS)	31/12/16
SP	Improve educational attainment of Looked After Children in partnership with the Virtual School and Careers Service	Nasima Patel (CS)	31/03/17
	Activity	Lead Member	Deadline
SP	Improve educational and vocational provision at post-16	Deputy Mayor Education and Children's Services	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Provide parents with information about aspirational progression routes for young people leaving school, college or university including vocational routes	Terry Parkin (CS)	30/09/16
SP	Work with schools to support the development of academic literacy, by providing one to one tuition for students and support teachers which schools can access	Terry Parkin (CS)	31/12/16
SP	Work with schools to provide support to vulnerable young people to move into education, training and work so that they can reach their full potential and become active and responsible citizens	Terry Parkin (CS)	31/03/17

1.4 More people living healthy and independently for longer

Linked to equality outcomes - Improve learning disability access to health services; Improve access for people in need of mental health services; Improve life expectancy amongst men; Improve life expectancy amongst women; More black

smokers supported to quit smoking; More pregnant women and new mothers quit smoking; Improve BME resident satisfaction with Social Care services; Improve trans community access to primary health care services; Improve access of domestic violence services for same sex victims' services

	Activity	Lead Member	Deadline
SP	Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities	Cabinet Member for Health and Adult Services	31/12/16
	Equality related milestones	Lead Officer	Deadline
SP	Develop and deliver a revised Health and Wellbeing Strategy, fully endorsed and produced by all partners	Somen Banerjee (AS)	30/06/16
SP	Develop and deliver an engagement strategy for all formal partners and the wider public	Somen Banerjee (AS)	30/09/16
SP	Ensure the delivery of a robust communications plan for the wider council, partner organisations and the public	Somen Banerjee (AS)	31/10/16
DIR	Ensure the Health and Wellbeing Strategy tackles wider determinants of health inequalities such as deprivation; housing and the role of integrated care	Somen Banerjee (AS)	31/12/17
DIR	Work with Health and Wellbeing Board partner organisations to ensure that wider health issues highlighted by the Joint Strategic Needs Assessment are addressed through a partnership approach	Somen Banerjee (AS)	31/03/17
DIR	Continue to commission a smoking cessation service that specifically targets BAME and pregnant white mothers	Somen Banerjee (AS)	31/03/17
DIR	Research and develop a JSNA factsheet on health and social care needs against the nine protected characteristics	Somen Banerjee (AS)	31/03/17
	Activity	Lead Member	Deadline
SP	Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse	Cabinet Member for Health and Adult Services	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Develop a 2016-19 Carer Strategy with carers and carry out actions for 2016-17, including actions to support carers with employment and	Karen Sugars (AS)	30/06/16

	wellbeing		
SP	Develop a Prevention strategy for adult social care, acting as a sub-strategy of the Health and Wellbeing Strategy	Somen Banerjee (AS)	30/06/16
SP	Strengthen and promote practice which enables greater independence and choice for service users	Cath Scholefield (AS)	30/09/16
SP	Implement the new recovery model for mental health community services	Karen Sugars (AS)	31/12/16
SP	Implement the Learning Disability Accommodation Plan, supporting more adults with a learning disability in out-of-borough residential care to return to the borough	Karen Sugars (AS)	31/12/16
SP	Develop initiatives to tackle loneliness and isolation among older people and vulnerable adults	Karen Sugars, Cath Scholefield (AS)	31/03/17
	Activity	Lead Member	Deadline
SP	Keep vulnerable adults safer, minimising harm and neglect	Cabinet Member for Health and Adult Services	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Adopt new partnership Substance Misuse Strategy 2016-19	Andy Bamber (CLC)	31/07/16
SP	Undertake research into safeguarding areas of concern including underrepresentation from some ethnic groups and low care home referrals	Kate Bingham (AS)	31/03/17
SP	Deliver actions in 2016-19 Adult Safeguarding Strategy including awareness campaign on safeguarding	Kate Bingham (AS)	31/03/17
	Activity	Lead Member	Deadline
SP	Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma	Cabinet Member for Health and Adult Services	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Reduce mental health stigma by carrying out the "Time to Change" pledge and delivering a local awareness campaign on mental health	Somen Banerjee (AS)	30/06/16
SP	Work with local employers, from large corporates and small and medium-sized enterprises to statutory and voluntary sector services, to promote mental wellbeing at work, actively tackle stigma and ensure people with mental health problems can find employment	Somen Banerjee (AS)	30/09/16
SP	Strengthen local initiatives to develop emotional resilience and	Somen Banerjee (AS)	31/12/16

	provide advocacy for people with mental health problems		
SP	Improve support to adults with mental health problems through the delivery of the Mental Health Strategy for 2016-17	Somen Banerjee (AS)	31/03/17
SP	Deliver the Mental Health Challenge and associated action plan, including activities across the full range of the council's services and "mental health impact assessments" for key policies	Somen Banerjee (AS)	31/03/17

1.5 Reducing inequality and embracing diversity

Linked to equality outcomes - Reduce rate of economic inactivity among working age women; Reduce childhood obesity amongst BME children; Reduce homophobia and promote understanding; Improve trans community access to primary health care services; Improve access of domestic violence services for same sex victims' services; Fewer LGBT young people become homeless (reduce over-representation); Reduce Homophobic abuse and ensure the LGBT community feel safe.

	Activity	Lead Member	Deadline
SP	Mitigate the impact of welfare reform on our most vulnerable residents	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance, Cabinet Member for Work and Economic Growth	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Develop a financial model to evaluate the costs and potential savings of various employment interventions to mitigate spend on welfare support and the wider impacts of welfare reform	Chris Holme (D&R)	31/08/16
SP	Deliver communications and engagement programme to inform residents about forthcoming changes including the lowering of the Benefit Cap to £23k	Steve Hill (RES), Kevin Kewin (LPG)	30/09/16
SP	Develop options for welfare support schemes including Discretionary Housing Payments and Crisis Loans	Steve Hill (RES)	31/10/16
SP	Implement approved welfare support schemes	Steve Hill (RES)	31/03/17
SP	Develop and deliver a renewed multi-agency approach through the Welfare Reform Task Group	Kevin Kewin (LPG)	31/03/17
SP	Explore the impact of Welfare Reform on foster carers and care leavers	Nasima Patel (CS)	30/09/16

	Activity	Lead Member	Deadline
SP	Support more women and black and minority ethnic and disabled residents into employment	Cabinet Member for Work and Economic Growth	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Deliver the 'Women into Health and Childcare' programme	Chris Holme (D&R)	31/03/17
SP	Implement new placement projects under 'Working Start' for disadvantaged groups	Chris Holme (D&R)	31/03/17
SP	Deliver priorities on children leaving care - 10 leaving care internships	Chris Holme (D&R)	31/03/17
SP	Deliver opportunity for people with disabilities - 20 pre-apprenticeship placements	Chris Holme (D&R)	31/03/17
	Activity	Lead Member	Deadline
SP	Tackle obesity amongst primary school aged children with a particular focus on black and Asian children in order to reduce inequalities	Cabinet Member for Health and Adult Services	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Review of trends in overweight and obesity by ethnicity and gender, and use the findings to better target services to improve uptake and outcomes for black and Asian children	Esther Trenchard-Mabere (AS)	31/07/16
SP	Complete review of the Phase 1 primary school neighbourhood pathfinder projects on making local services more accessible and responsive in relation to maintaining a healthy weight; with recommendations to inform Phase 2	Esther Trenchard-Mabere (AS)	31/07/16
SP	Identify, in partnership with parents, carers and other key stakeholders, local assets and barriers relevant to maintaining a healthy weight which will form the basis of an action plan to improve opportunities, accessibility and uptake for children and families in the Phase 2 primary school neighbourhoods projects	Esther Trenchard-Mabere (AS)	31/12/16
SP	Produce progress report on Phase 2 primary school neighbourhood pathfinders	Esther Trenchard-Mabere (AS)	31/03/17
	Activity	Lead Member	Deadline
SP	Respect, value and celebrate our cultural history and diversity	Cabinet Member for Culture, Statutory Deputy Mayor (Lead for Faith Communities)	31/03/17
	Equality related milestones	Lead Officer	Deadline

SP	Deliver a series of community festivals and events which commemorate key cultural dates and activities, including St George's Day, Chinese New Year, Holocaust Memorial Day, Martyrs Day, Black History Month, Diwali, Christmas and Eid	Shazia Hussain (CLC)	31/03/17
SP	Interfaith Week	Kevin Kewin (LPG)	30/11/16
SP	International Day for Disabled People		31/12/16
SP	LGBT History Month		28/02/17
SP	International Women's Week		31/03/17

Priority Outcome 2: Creating and maintaining a vibrant, successful place

2.2 Better quality homes for all

Linked to equality outcomes - Increase access to housing for disabled residents; Fewer BME and Muslim families live in overcrowded housing; Fewer trans young people become homeless (Reduce over-representation); Fewer LGB young people become homeless (Reduce over-representation);

	Activity	Lead Member	Deadline
SP	Increase the availability of good quality housing, including family sized homes across all tenures	Cabinet Member for Strategic Development	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Produce overarching Housing Strategy and action plan for all tenures	Jackie Odunoye (D&R)	31/10/16
SP	Improve the accommodation options available to care leavers. Commissioning an enhanced offer of support and reduce the dependency on private landlords.	Nasima Patel (CS)	31/12/16
SP	Deliver commitment to build new Council homes	Jackie Odunoye (D&R)	31/03/17
SP	Increase the availability of affordable housing including family sized housing	Jackie Odunoye (D&R)	31/03/17
SP	Work with Registered Providers and Planning to deliver 'affordable' housing that is affordable to local people	Jackie Odunoye (D&R)	31/03/17

SP	Reduce numbers on the accessible housing register matching clients with new bespoke adapted affordable homes for disabled people on P120	Jackie Odunoye (D&R)	31/03/17
SP	Progress recommendations of the Affordability Commission	Jackie Odunoye (D&R)	31/03/17
SP	Manage and deliver transformational regeneration of the council's own housing estates (Ocean Estate and Blackwall Reach)	Jackie Odunoye (D&R)	31/03/17
	Activity	Lead Member	Deadline
SP	Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation	Statutory Deputy Mayor and Cabinet Member for Housing Management and Performance	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Ensure good quality housing advice and services are provided to tenants, leaseholders, residents and homeless households	Jackie Odunoye (D&R)	31/12/16
SP	Reduce the numbers of homeless families in temporary accommodation and limit the numbers of homeless families in B&B accommodation	Jackie Odunoye (D&R)	31/03/17
	Activity	Lead Member	Deadline
SP	Work with our partners to target resources to reduce crime	Deputy Mayor and Cabinet Member for Community Safety	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Develop a Council ASB Strategy	Andy Bamber (CLC)	31/08/16
SP	Commence work to assess unreported Domestic Violence within the Somali community [Somali Task Force]	Andy Bamber (CLC)	31/12/16
DIR	Work with LGBT community organisations to raise awareness about Domestic Violence services through the 'Domestic Abuse, No Excuse' campaign	Andy Bamber (CLC)	31/03/17

SP	Support the Hate Crime Panel to meet Monthly and the No Place for Hate Forum quarterly with data from Police updating on Hate Crime incidences and actions	Andy Bamber (CLC)	31/03/17
	Activity	Lead Member	Deadline
SP	Reduce the prevalence of illegal activity in relation to the sex industry	Deputy Mayor and Cabinet Member for Community Safety	31/07/16
	Equality related milestones	Lead Officer	Deadline
SP	Deliver the partnership 'Violence Against Women and Girls' (VAWG) programme	Andy Bamber (CLC)	31/07/16
SP	Complete and sign off the VAWG Strategy and action plan for 2016-19	Andy Bamber (CLC)	31/10/16
	Activity	Lead Member	Deadline
SP	Promote community cohesion bringing different parts of the community together, tackling divisions and encouraging positive relationships	Deputy Mayor and Cabinet Member for Community Safety	31/03/17
	Equality related milestones	Lead Officer	Deadline
SP	Develop a project plan for s106 related pilot community cohesion projects	Kevin Kewin (LPG)	30/06/16
SP	Develop and deliver a programme of activities within schools which raises awareness of community cohesion and helps foster the principles of One Tower Hamlets.	Terry Parkin (CS)	30/09/16
DIR	Community Equalities Forums develop action plans to address issues raised and work with partners to deliver them (including the LGBT Community Forum, Local Voices (Disabled Community Forum) and the New Residents and Refugee Forum.)	Kevin Kewin (LPG)	30/09/16
SP	Bring together key stakeholders to develop and deliver a cohesion action plan to strengthen community cohesion in the borough	Kevin Kewin (LPG)	31/03/17
	Activity	Lead Member	Deadline
	Equality related milestones	Lead Officer	Deadline
DIR	Train Tower Hamlets Homes staff on identifying homophobic hate	Andy Bamber (CLC)	31/03/17

	crime, dealing with it effectively and the reporting mechanisms in place.		
DIR	Deliver hate crime awareness training to community leaders, organisations and professionals	Andy Bamber (CLC)	31/03/17
DIR	Work with schools to participate in the Stonewall Education Champions programme and implement the recommendations from the Stonewall Education Equality Index	Terry Parkin (CS)	31/03/17
DIR	Promote Women into Public Life activities during International Women's Week and Local Democracy Week	Kevin Kewin (LPG)	31/03/17
DIR	Inter-faith forum activities to include engagement with people of non-religious beliefs	Kevin Kewin (LPG)	31/03/17

Enabling Objective: a transformed council, making best use of resources and with an outward looking culture

Linked to equality outcomes - Increase proportion of disabled staff at level LP07+ to reflect wider community; Increase the proportion of BAME staff at level LP07+ to reflect wider community

	Activity	Lead Member	Deadline
SP	Develop an effective workforce strategy, with appropriate skills and representative of the community	Cabinet Member for Resources	31/08/16
	Equality related milestones	Lead Officer	Deadline
SP	Develop the Workforce Strategy	Simon Kilbey (RES)	30/04/16
SP	Identify and agree workforce performance indicators and targets for 2016/17 and future years	Simon Kilbey (RES)	30/06/16
SP	Develop a 5 year workforce plan detailing actions, timescales and resource requirements to achieve the workforce strategy	Simon Kilbey (RES)	30/06/16
SP	Commission a staff engagement programme and a learning and development programme, taking account of organisational need and aligned to workforce principles	Simon Kilbey (RES)	31/08/16

The table below sets out the SEF performance measures for 2016/17 with which we will track our performance and inform our business planning.

Priority	Sub-Priority	Strategic measure	Equality groups to monitor
Creating opportunity by supporting aspiration and tackling poverty	More residents in good-quality, well-paid job	Employment rate (gap between LBTH and London average)	Disability, Ethnicity, Gender
		Number of job starts for Tower Hamlets residents	Disability, Ethnicity, Gender
	Young people realising their potential	Excess weight in 4-5 year olds	Ethnicity, Gender
		EYFS Early Years Achievement – proportion of children achieving a good level of development	SEN/non-SEN, Ethnicity, Gender
		Key Stage 4 (GCSE) - Attainment 8 (average across 8 core subjects) and/or Progress 8 (progress against 8 core subjects) measures	SEN/non-SEN, Ethnicity, Gender
		Key Stage 5 (e.g. A-Level) - Average grade: Academic qualifications and vocational qualification	SEN/non-SEN, Ethnicity, Gender
		Proportion of young people not in education, employment or training (NEET)	Disability, Ethnicity, Gender, Sexual orientation, Gender Reassignment, Pregnancy/Maternity
		Number of adoptions and special guardianship orders granted	Disability, Religion/Belief, Gender, Age, Race
		More people living healthily and independently for longer	Adult Social Care - service user carer satisfaction
	Population healthy life expectancy		Gender
	Social care-related quality of life		Disability, Religion/Belief, Gender, Age
	Smoking cessation		Gender, Ethnicity, Pregnancy, Age,

			Disability
	Reducing inequality and embracing diversity	Workforce diversity of senior managers	Disability, Ethnicity, Gender
		Number of people with mental health problems in employment	This measure is a disaggregation of employment
Creating and maintaining a vibrant, successful place	Better quality homes for all	Number of affordable homes delivered	N/A
		Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)	N/A
		Number of households living in temporary accommodation	Disability, Ethnicity, Gender, Sexual orientation, Gender Reassignment, Age, Religion/Belief, Marriage/civil partnership, Pregnancy Maternity
		Number of lets to overcrowded households	Disability, Ethnicity, Gender, Sexual orientation, Gender Reassignment, Age, Religion/Belief, Marriage/civil partnership, Pregnancy Maternity
	Less crime and anti-social behaviour	Total Notifiable Offences / Borough crime reduction	Disaggregation is not available for this measure (externally managed data source with specific categories e.g. hate crime)
		Extent to which residents feel the police and other local services are successfully dealing with ASB	Disability, Ethnicity, Gender, Age, Religion/Belief
		Local concern about ASB and Crime	Disability, Ethnicity, Gender, Age, Religion/Belief
	Engaged, resilient and cohesive communities	Council involves local people in decision making	Disability, Ethnicity, Gender, Age, Religion/Belief
Residents feel able to influence decisions in their local community		Disability, Ethnicity, Gender, Age, Religion/Belief	

		Council listens to concerns of local people	Disability, Ethnicity, Gender, Age, Religion/Belief
		Proportion of people from different backgrounds who get on well together	Disability, Ethnicity, Gender, Age, Religion/Belief

9. Embedding Equality

Robust structures and processes ensure that our equality objectives are translated into work at all levels of the organisation. The council uses equality analyses, EAs, as a tool to enable us to assess the implications of council decisions on service users and staff. Carrying out an EA assists the council to:

- eliminate discrimination
- tackle inequality
- develop a better understanding of the community
- target resources efficiently
- adhere to the transparency and accountability element of the Public Sector Equality Duty
- meet legal duties

In 2016/17, the Lead Member with responsibility for equality is Mayor John Biggs. The Corporate Director responsible for diversity and equality is the Corporate Director for Law, Probity and Governance, Melanie Clay. The Corporate Strategy and Equality service, facilitate and coordinate equality and diversity work across the council. There are individual Strategy, Policy and Performance (SPP) teams within Directorates who have responsibility for promoting and mainstreaming equality.

In order to maintain and develop good practice the council has in place a number of business planning arrangements which support our work on equality:

1. The Tower Hamlets Equality Steering Group (THESG) is the council's strategic level group with responsibility to promote equality and eliminate discrimination. The group has a key role in identifying processes and projects that will embed and mainstream equality and put structures in place to meet our equality objectives. Meetings are chaired by the Chief Executive, Will Tuckley, and take place quarterly with senior representation from each directorate.

2. Each service, team and individual plan is expected to draw on the BEA and include diversity and equality objectives. Our processes are designed to ensure that staff consider equality issues as part of their day-to-day work, including our duties to promote equality in employment. To support this, a range of training is offered by Corporate Learning and Development including on key equality duties and issues within the corporate induction offer, e-learning, disability awareness events and equality and diversity workshops. There is also detailed information available on the staff intranet which provides an easy guide for staff to help mainstream equality.

Below is an outline of the key activities that the council will undertake during 2016/17 to ensure we continue to monitor standards and processes underpinning our corporate approach to equality.

Priority	Activity	Milestone	Deadline
Meet the Public Sector Equality Duty and exhibit due regard to the Equality Act 2010	Undertake Equality Analysis (EA) to assess the impact of changes in policy, service design and strategy on people from different backgrounds as a result of the council's transformation programme	Consult on the savings proposals to be developed during 2016/17 and ensure an equality screening and analysis exercise is undertaken	31/03/2017
	Ensure that all council team plans incorporate relevant equality and diversity objectives and targets	Undertake an annual review of team plans; the results of the review will be reported to the council's Performance Review Group (PRG)	30/09/2016
	Ensure that all council policies are compliant with the Equality Act 2010	Committee reports and budget proposals must include equalities consideration and an equality analysis where required The Corporate Strategy and Equality team will review all existing equality and diversity guidance and ensure that it is up to date and fit for purpose	Ongoing 31/08/2016

	Publish our PSED equalities data on the council's website	Work with directorates to ensure that our equality monitoring processes are robust. Publish accurate datasets	30/09/2016 28/02/2017
Engage with stakeholders	Engage our internal staff networks and address areas of concern	Refresh and develop work programmes for the three equality staff forums (the BAME, LGBT and Disabled staff forums) Establish a Women's Forum, including the recruitment of a chair and steering group	31/07/2016 31/07/2016
	OTH review of equality and cohesion to update past work on equality schemes and refresh the evidence base for the BEA for 2017/18.	Develop a specification to commission a research and community engagement programme. Undertake a needs assessment	31/07/2016 31/10/2016

	Work with external partners and community groups to tackle inequality and foster good relations	Support and ensure that commissioning to run and support community forums is fit for purpose (LGBT community forum, New Residents and Refugee Forum, the Interfaith Forum and Local Voices) Implement and monitor against the new Voluntary and Community Sector Strategy Develop a Corporate Community Engagement Strategy to ensure that council services are engaging the community in the delivery of core services	Ongoing Year 1 actions complete by 31/03/17 30/09/2016
Meet the needs of the Tower Hamlets population and ensure that services are appropriate	Ensure that our workforce diversity is reflective of the local community	Develop and implement a Corporate Workforce Strategy	31/08/2016
Ensure the council continues to be recognised as an excellent equal opportunities employer and public service provider	Complete the submission for the Stonewall Workplace Equality Index 2017	Ensure that the council maintains or improves its ranking of 30th Address key areas of focus including: line managers, community engagement, staff training and monitoring.	30/09/2016
	Seek gold standard for Investors in People	Undergo an 'Investors in People' health check to assess where we are against the new Framework and develop an action plan to address gaps.	31/12/2016