

London Borough of Tower Hamlets  
**Diversity and Equality Action Plan**  
**April 2009 - March 2010**

(Incorporating the actions from the Race, Disability, Gender, Religion/Belief, Age and Sexual Orientation Equality Schemes and work to strengthen community cohesion)

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## **VALUING DIVERSITY: OUR POLICY STATEMENT ON DIVERSITY AND EQUALITY**

### **Our commitment**

Valuing diversity is one of the four core values of Tower Hamlets 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. We will build upon this by working with the Tower Hamlets Partnership to provide accessible and responsive services that enable everyone to take part in the social, cultural and economic wealth of the borough. Achieving this is central to delivering the Council's vision, is linked to our Strategic Plan priorities and objectives and forms a driving force within the Community Plan and key to creating a cohesive community.

### **Our aims and values**

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, ethnicity, gender, sexual orientation, religion or belief, health and income status
- Promote good relations between communities and address negative stereotyping of any groups
- Ensure that all residents have equal opportunity to participate in the democratic process
- Tackle harassment relating to a person's age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income 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)
- Ensure that our workforce reflects the diverse nature of the borough

We will comply with:

- the Equal Pay Act 1970
- the Sex Discrimination Act 1975
- the Race Relations Act 1976
- the Race Relations (Amendment) Act 2000
- the Disability Discrimination Act 1995
- the Disability Discrimination Act 2005
- the Human Rights Act 1998

- the Employment Equality (Religion or Belief) Regulations 2003
- the Employment Equality (Sexual Orientation) Regulations 2003
- the Employment Equality (Age) Regulations 2006
- the Equality Act 2006
- Equality Bill 2009

We will recognise our community leadership role and use this to work towards a cohesive community in which inequality is tackled and equality promoted.

### **How we will continue to deliver our commitment**

Achieving the highest level of the Equality Standard for Local Government has been critical to delivering our commitment. The Standard is a nationally recognised framework which we have used to measure our progress to mainstreaming diversity and equality. In March 2009 we were re-assessed against the Standard and the report produced by our assessor set out strengths and areas for improvement which have informed this year's Plan. In September 2009 the Equality Standard will be replaced by the Equality Framework for Local Government. We have now set ourselves the target of reaching a rating of 'Excellent' under the new Framework and will be assessed in autumn 2009.

Our commitment is supported by a number of legal duties that require us to promote equality and eliminate discrimination. These provide important tools to help further embed diversity and equality in the culture of the organisation. We believe we have a strong moral and social duty to recognise that discrimination takes place, that tensions can sometimes exist between different communities, and to do everything we can to challenge prejudice and discrimination and promote better understanding and respect.

We recognise that delivering this commitment can only be achieved through building sustainable partnerships. We will deliver our commitment by:

- building on our good practice
- involving all sectors of our community in the design, review and scrutiny of our service delivery and employment practices
- promoting information and access to our services in accessible ways
- carrying out Equality Impact Assessments of new and existing policies and practices to make sure that they will not discriminate against anyone
- delivering services which are appropriate, flexible and responsive to the needs of the community
- removing barriers which deny people access to our services
- using our powers to make sure that organisations providing services on our behalf work in line with this policy

- promoting an environment which gives all residents an equal chance to learn, work and live free of discrimination and prejudice
- developing a workforce which reflects at all levels the community we serve
- making sure that all employees and Councillors know the effects of this policy and are provided with appropriate training
- making sure that all employees (and the resident communities) know about their rights of protection from discrimination, harassment or bullying
- developing and promoting policies which give everyone equal access to employment and related opportunities
- setting performance targets so we can measure our progress.

Our Diversity and Equality Action Plan explains how we will deliver upon our commitment each year. We will regularly review, assess and evaluate our progress and address any areas of underperformance and weaknesses in policy and practice.

## THE PURPOSE OF THE DIVERSITY AND EQUALITY ACTION PLAN

Tower Hamlets Council has placed diversity and equality at the core of its functions and is committed to maintaining the very highest rating ('Excellent') under the new Equality Framework for Local Government.

The national Equality Standard, which was introduced in 2002, has been a powerful tool for taking forward a broad and integrated approach to addressing equalities issues. Cabinet formally adopted the Equality Standard in 2002 and, from that time, it has been a key reference in planning and reviewing the Council's equalities agenda. In September 2009 the Equality Standard will be replaced by the Equality Framework for Local Government. The Framework has been designed to enable local authorities to build on work undertaken to meet the requirements of the Equality Standard but provides a simplified, more proportionate and locally relevant framework for assessment. It links closely to the new Corporate Area Assessment performance framework with a key emphasis on place shaping and identifying and addressing the needs of local communities. The Framework assesses progress in five domains:

- Knowing your community and equality mapping;
- Place shaping, leadership, partnership and organisational commitment;
- Community engagement and satisfaction;
- Responsive services and customer care;
- Modern and diverse workforce.

In preparation for our assessment against the new Framework in the autumn, this year's Diversity and Equality Action Plan contains a comprehensive programme of actions to ensure that our equalities practice meets the requirements of the new Framework and enables us to achieve an 'Excellent' rating.

In developing our Equality Schemes in relation to Race, Age, Sexual Orientation, Religion/Belief, Disability and Gender we analysed evidence of inequality between individuals and groups in the borough. Drawing on the Equality Measurement Framework categories, the Equality Schemes provide a description of inequality which distinguishes between inequality of *access* and *outcome*. For example we know that many new communities in the borough are less able to access public services as they may not be aware of the services that exist, may experience language barriers and may not be eligible for some services. To ensure that we respond to this inequality of access we have a duty to engage with these communities to identify and minimise barriers and improve access. However we also know that for some groups and individuals, tackling inequality of outcome is not a case simply of improving access to services but requires a more holistic response to a range of factors. Mapping inequality across the equality strands in this way has helped us to identify areas of persistent and systemic inequality which arise from a complex interplay of factors and require a holistic and long term response. These areas are set out in Table 1 (attached, page 65) and this year's Diversity and Equality Action Plan focuses on these priority areas which require work across a number of council and partner

services. These priority areas are:

- **Tackle worklessness and economic inactivity** among target groups
- **Improve educational achievement** for target groups
- **Improve housing provision** for target groups
- **Strengthen cohesion between communities and individuals**
- **Improve health and wellbeing and tackle inequalities in health**

This Action Plan links to other Plans and the main ones are highlighted as:

**The Community Plan** sets out the vision and objectives of the Tower Hamlets Partnership, looking forward to 2020. The Plan was refreshed in 2007 and is updated annually. The Plan embraces the breadth of strategies which the Council and its partners have in place to deliver our vision and objectives. An overarching theme for the refreshed Community Plan is a commitment to building 'One Tower Hamlets'. This puts tackling inequality, strengthening relationships between communities and building strong and effective community leadership at the heart of all that we do. Working across the Partnership to ensure borough-wide progress to the highest standards of equalities practice is one of the promises in place for 2008-09. One of the key ways in which this will be delivered is through the Local Area Agreement (LAA).

**The Council's Strategic Plan** sets out a work plan for Tower Hamlets Council and is updated annually. Embedded within the breadth of the Strategic Plan is a commitment to delivering the Community Plan commitment to building One Tower Hamlets.

**The Race Equality Scheme 2009-12:** The Race Relations (Amendment) Act 2000 places a statutory duty on the Council to promote race equality. The aim is to help public authorities to provide fair and accessible services, and to improve equal opportunities in employment and service delivery. The Act places a number of specific duties to meet the general duty. These include the production of a Race Equality Scheme which sets out the action we will take over 3 years to promote race equality.

**The Disability Equality Scheme 2007-10:** The Disability Discrimination Act 2005 amended the Disability Discrimination Act 1995 and placed a duty on the Council to promote equality for disabled people. Our Disability Equality Scheme sets out the actions we will take to address key priorities of local disabled people and staff over the next three years. This Scheme will be refreshed during 2009-10 and a new Scheme and three year action plan published in April 2010.

**The Gender Equality Scheme 2007-10:** The Equality Act 2006 introduced a new gender equality duty on the Council. The Gender Equality Duty places a number of specific duties on the Council which include the development and production of a Gender Equality Scheme, following consultation, that shows how the Council will fulfil its duties under the Act and includes its gender equality objectives. The Council's Gender Equality Scheme was produced in 2007 and sets out what it will do to address the key priorities for local women, men and transgender people for the period 2007-11.

**The Religion/Belief, Age and Sexual Orientation Equality Schemes, 2009-12:** These Schemes were agreed in 2009 as part of our commitment to go beyond the requirements laid down in law and ensure we understand and are taking action to address inequality for all our communities in the borough.

The Plan also incorporates high level actions to deliver the **Tower Hamlets Homes Diversity Strategy**.

## **THE COUNCIL'S PROGRESS IN 2008-09**

Each year the Council strives to strengthen work in diversity and equality by building on that undertaken in the previous year. At the end of 2008/09 80% percent of activities within the Diversity and Equality Action Plan 2008-09 had been completed. This represents significant achievements in a number of areas, including:

- We produced **three new Equality Schemes** in relation to Religion/Belief, Age and Sexual Orientation and refreshed our Race Equality Scheme
- In January 2009, the Council was placed 7<sup>th</sup> in the **Stonewall Workplace Equality Index** of gay-friendly organisations, and ranked top local authority in London. This represents a significant improvement on our performance in 2007/08 when we were ranked 17<sup>th</sup>.
- We were the first local authority to sign up to the **Fawcett's Society's 'Fawcett Charter'**. The Charter was launched in late 2008 by the Fawcett Society, a leading organisation in promoting women's rights, and aims to ensure that women are able to fulfil their potential in the workplace and not face gender-based discrimination.
- In February 2009 we launched the **Diversity and Equality Network Equality Impact Assessment Peer Support Initiative**. Through this programme thirteen members of staff from across the Tower Hamlets Partnership were trained to provide mentoring support to colleagues undertaking Equality Impact Assessments of services in the borough. Organisations represented on the Initiative include staff from Job Centre Plus, local Registered Social Landlords, the Court Service and NHS Tower Hamlets.
- We have supported a **programme of events to mark Lesbian, Gay, Bisexual and Transgender History Month, International Women's Week, International Day for Disabled People, Older People's Day, Interfaith Week, Islam Awareness Week and Black History Month**. This year's programme of events attracted a greater number of people than in previous years, with a wider range of partners involved in the organisation.
- In May 2008 the Council held its first **Diversity and Equality conference** for staff. The conference provided an opportunity for over eighty staff from across the organisation to consider how we can work together to deliver on the core elements of the 'One Tower Hamlets' Community Plan theme to reduce inequalities and strengthen community cohesion.
- During 2008-09 we have supported the **One Tower Hamlets Community Cohesion Innovation Fund for Schools**. The pilot scheme is open to all primary and secondary schools in the borough who are required through the terms of the funding



to work jointly with voluntary or private sector partners to promote community cohesion within their local communities. We are the first local authority in the country to launch such a scheme.

- The **Arts and Events** Team organised 73 community festivals and events, against a target of 80 for 2008/09.
- On 16<sup>th</sup> May the Council marked **International Day Against Homophobia** by holding a lunchtime seminar for staff on the topic, "Faith and Sexuality: A Question of Tolerance?". The talk was extremely popular with over 100 members of staff attending to hear from and take part in a discussion with a panel of faith leaders and experts.
- The Council has continued to support the development of the Interfaith Forum. In March the first **local interfaith network** was established. This group, which is based in LAPs 5 and 6, aims to bring together members of the Interfaith Forum at a local level to undertake joint activities and strengthen the links between local decision making and structures and faith communities. Networks will be rolled out across the borough from September following the refresh of the Tower Hamlets Partnership governance structures.
- We have participated in a range of national events working with colleagues from across the country to share and develop good practice. Examples of such events include a London Councils event in December 2008 looking at Faith and Sexuality; the 2009 Stonewall conference and the LGC conference on Equality and Cohesion and an LGA seminar on Faith and the Public Sector in March 2009. We also continue to be part of the Steering Group of **Capital Ambition's Equality Standard for London Local Government**.
- Through our **internal equality forums** we have continued to consult staff to test the effectiveness of service initiatives. Examples of the work undertaken in 2008-09 include:
  - Following feedback from the Disabled Staff Forum, further consultation took place around welfare policies including the Carer's Policy, Rehabilitation Leave and Flexible Working Hours.
  - The Council's Black and Minority Ethnic Staff Forum has reviewed the Council's Workforce to Reflect the Community Action Plan and will be scrutinising its delivery in the year ahead.
  - The Council's LGBT Staff Forum worked with Learning and Development to review and improve the Council's corporate LGBT Awareness training and deliver a programme of staff activities for LGBT History Month
- Consulting with both staff and service users is a vital way of testing the effectiveness of service initiatives and there are both **internal and external equality forums**. The Council has therefore continued to support the development of three cross-cutting equality forums for disabled, LGBT and BME staff. In addition we have developed an innovative new structure for involving disabled people in decision making. This new Pan Disability Panel mirrors the Tower Hamlets Partnership structure and will provide a comprehensive and effective way for the views and experience of disabled people to influence and shape policy development.
- In 2008-09 the remit of the Tower Hamlets Refugee Forum was broadened to address more comprehensively issues relating to new communities in the borough. ESOL provision and access to information were two important areas investigated by

the revised New Residents and Refugee Forum. The Forum also oversaw the New Migrants Integration Initiative, a one year programme to support new migrant communities in Tower Hamlets with access to information, relevant services and enable them to fully participate in and contribute to the social, political and economic life of the borough's diverse communities. Key outputs of the initiative included welcome packs for new residents, training courses for frontline staff and move on courses for new residents.

- Underpinning the implementation of our work is a major programme of **Equality Impact Assessments** (EqIAs) covering gender, race, religion/belief, disability, sexual orientation and age. A total of 73 was completed in 08/09, which included four 'strategic level' Equality Impact Assessments of the governance of the Tower Hamlets Partnership, the arrangements for allocation of Planning Obligation funds, Workplace Progression within the organisation and Customer Access. The outcomes of the EqIA action plans have been built into team level action plans and where appropriate picked up at a directorate or corporate level.

## THE CORPORATE FRAMEWORK FOR DIVERSITY AND EQUALITY

In 2009-10 the Lead Member with responsibility for Diversity and Equality is Councillor Joshua Peck, the Deputy Leader. The Scrutiny Lead for One Tower Hamlets, Councillor Anne Jackson, has diversity, equality and community cohesion within her remit and the Lead Member for Cohesion, Localisation and Partnerships is Councillor Rania Khan.

The Corporate Director responsible for diversity and equalities is the Assistant Chief Executive, Lutfur Ali. The work of co-ordinating and facilitating work across the Council is undertaken by the Scrutiny and Equalities service area which comprises the Service Head, Scrutiny and Equalities, Michael Keating, and three Diversity and Equality Co-ordinators (Frances Jones, Hafsha Ali and Priti Batavia). Scrutiny and Equalities is also represented on the Tower Hamlets Homes Diversity Working Group.

Within each of the service Directorates there is a senior and executive Directorate Equality Liaison Officer (DELO). These are Juanita Haynes and Hugh Chambers (Development and Renewal), Helen Jenner, Layla Richards and Isabelle Colombeau (Children's Services), Robin Beattie and Coreen Ung (Communities, Localities and Culture), Deborah Cohen and Emdad Haque (Adult's Health and Wellbeing), Claire Symonds (Resources) and Michael Keating and Frances Jones (Chief Executive's).

In order to maintain and develop existing good practice the Council has in place a number of standard organisational procedures:

- The Diversity and Equality Action Plan is agreed by Cabinet annually and monitored by the Overview and Scrutiny Committee six-monthly.
- The Corporate Equalities Steering Group meets monthly with an alternation between business and workshop sessions. The group is chaired by the Chief Executive and membership includes the DELOs and the trade unions. Each DELO also chairs a monthly Directorate Equalities Focus Group.
- Each service, team and individual work plan is expected to include diversity and equality objectives to ensure that staff see issues as part of their day-to-day work. To support this a range of training is offered by Corporate Learning and Development including age legislation and best practice, disability equality, sexuality awareness and equality impact assessments.

To help meet our priorities, we have a number of standards to mainstream diversity and equality across the organisation. To achieve this, we will:

<b>Standard</b>	<b>How is this delivered?</b>
Undertake equality impact assessments of both new and existing policies	The EqIA programme is monitored regularly by the Corporate Equalities Steering Group and is reported annually as part of the Diversity and Equality Action Plan and included within the individual Equality Schemes as appropriate
Ensure that all our team plans incorporate relevant diversity and equality objectives and targets	This is included with the annual review of team plans and reported to the Council's Performance Review Group.
Ensure all new staff participate in Council equality induction training processes	This is co-ordinated by Organisational Development in Corporate Human Resources.
Ensure that our policies are compliant with equality legislation	Committee reports and budget proposals must include consideration of 'One Tower Hamlets' implications. Guidance has been produced for officers to enable them to assess the impact of policy and service changes in terms of cohesion, equalities and community leadership.
Involve communities, staff and stakeholders in the design, review and scrutiny of our services and employment practices	<p>Three cross-cutting equality staff forums (covering Black and Minority Ethnic, Lesbian, Gay, Bisexual and Transgender and Disabled Staff) meet every quarter.</p> <p>We also have four self-organised Staff Forums: the Muslim Staff Forum, the Adults Health and Wellbeing Directorate Black and Asian Workers Forum and two Christian Prayer Groups.</p> <p>External forums include the Interfaith Forum and LGBT Forum which meet monthly. Work is underway to develop a Pan Disability Panel.</p> <p>The Consultation Calendar outlines the key pieces of consultation underway in the borough and includes focussed pieces of work on specific diversity and equality issues.</p> <p>An equalities analysis of the Annual Residents' Survey is produced each year.</p>
Members provide community leadership on diversity and equality	<p>The Deputy Leader has the lead for Diversity and Equalities.</p> <p>The Diversity and Equality Action Plan, Equality Schemes and the Workforce</p>

	<p>to Reflect the Community Policy are all agreed by Cabinet.</p> <p>Overview and Scrutiny monitors the Diversity and Equality Action Plan. The reviews undertaken by the Scrutiny Leads ensure that diversity, equality and community cohesion are addressed at each stage.</p> <p>The Members' Diversity and Equality Working Group has been established as a forum for learning and development focused on community leadership skills and as an open space to explore diversity and equality issues faced by the Council.</p>
<p>Benchmark our policies and practices against other public bodies</p>	<p>We work with London Councils and other relevant cross-borough, regional and national groups to test our practice.</p> <p>A member of the Diversity and Equality Team is seconded to London Councils part time to support work on the Equality Standard for London Local Government.</p> <p>We have demonstrated our commitment to learning from others by establishing the Diversity and Equality Network to bring together diversity and equality practitioners from across the local private, public and voluntary sectors.</p> <p>As a result of the work done with this Network we have established a local Equality Impact Assessment Peer Support Initiative through which 14 members of staff from local statutory organisations have been trained as peer mentors to support organisations within the Tower Hamlets Partnership to carry out high quality Equality Impact Assessments.</p> <p>Staff from the Diversity and Equality Team contribute to national benchmarking groups including the Employers Forums on Age, Disability and Belief.</p>
<p>Seek external validation of our equality achievements</p>	<p>The new Equality Framework is the validation tool for assessing the ability of local authorities to deliver on the equalities agenda. We will be the first local authority to be assessed against the Framework's 'Excellent' rating after it is introduced in September 2009.</p>

	Investors in People, the Fawcett Charter, the Stonewall Equality Index and the Employer's Forum on Disability Employer's Standard are two other recent examples of benchmarking schemes we have participated in.
Celebrate diversity and promote cohesion	Working with the third and private sectors, a series of events and festivals are timetabled throughout the year both to celebrate the diversity of the Tower Hamlets and to help promote cohesion.
Increase the extent to which our workforce reflects the local community	This is a key Council policy aimed at delivering the corporate commitment "to provide services which offer equal access to every person on the borough reflecting the diversity of the population, and will be overwhelmingly staffed by local people whose profile reflects the community". To drive forward improvements in this area we have a joint action plan with NHS Tower Hamlets and are seeking to extend this work to cover the six equality strands.

## PERFORMANCE INDICATORS

The following indicators measure our diversity and equality achievements across the range of Council services in 2008-09.

An analysis of performance against these targets has informed the development of the 2009-10 Diversity and Equality Plan. The following areas of underperformance against targets for 2008-09 are addressed specifically in the Action Plan for 2009-10:

- We failed to meet our targets to increase the percentage of **disabled staff in the workforce and the percentage of top five percent of staff who have a disability**. The refreshed Workforce to Reflect the Community Action Plan and 2009-10 Diversity and Equality Action Plan identifies this as a key priority for the Council and includes activities to increase the representation of disabled people in the workforce through targeted initiatives and strengthening of inclusive working practices.
- The target for reduction in **teenage pregnancies** has not been met. However the actual number of teenage conception has not changed since last year. The number of teenage mothers has decreased due to the increased numbers of abortions in 2008-09. There are a number of planned projects to decrease teenage conception, including media campaigns; improved clinical service provision and; roll out of health drop in sessions through extended schools programme.
- We failed to meet our target for increasing the **percentage of top five percent earners in the Council who are from an ethnic minority**, though this figure has increased over a four year period. This shortfall will be addressed through the implementation of the refreshed Workforce to Reflect the Community action plan to address under-representation of BME staff in senior management posts in the Council and the PCT.
- The results of the new Place Survey show that we failed to meet our targets for proportion of residents who feel that “**people from different backgrounds get on well together**” in the borough, with 62.4% of residents agreeing with this statement, compared to a target of 75%. However the results of this year’s Annual Residents Survey found that 69% of residents agree with this statement. The difference between these results may be explained in part by the methodologies used, but we cannot afford to be complacent and we know that international events and the wider economic downturn could have a negative effect on cohesion in the borough. This year’s DEAP therefore contains a number of actions designed to ensure our work on cohesion is based on an accurate assessment of our local context and emerging issues and concerns for local communities.

This year’s DEAP includes a number of new indicators relating to the Local Area Agreement as well as local indicators which have been revised to capture better outcomes for local residents. These include:

- **A new indicator to monitor efficacy of hate crime enforcement action**. The new target measures the percentage of hate crime cases with identified perpetrators investigated by the Community Safety Service resulting in formal action and replaces the old indicators which monitored the number of racial incidents recorded by the Council’s Community Safety Service.

Since the new monitoring process was introduced there has been a significant increase in the number actions taken against hate crime perpetrators. The Operations Team takes a victim centred approach to all reports of Hate Crime and every attempt is made to identify perpetrators when they are unknown. In 2009-10 we are committed that all victims are contacted and invited to give a statement; witnesses are sought and where possible surveillance is utilised. Although we have slightly missed the target this year, this was a stretch target and an outturn of 68% compared to the 2007-08 outturn of 35% is a significant improvement. The monitoring has been reviewed and a system is being introduced to ensure all cases are managed appropriately and achieving the desired outcome.

- We have replaced the indicators relating to number of 'hard to reach' and 'BME' community engagement in LAP events with LAA 201 which monitors the **percentage of people who feel that they can influence decision making in their local area**. This indicator is measured through the biannual Place Survey and results will be disaggregated by equality strand.

Within the Diversity and Equality Action Plan 2009-10 there is a commitment to disaggregate all National Indicator results by equality strand where this is possible. The results of this piece of work, including baseline data, will be fed into the development of the indicators for the 2010-11 Diversity and Equality Action Plan.

<b>Chief Executive's</b>										
<b>PI Ref No.</b>	<b>Description</b>	<b>Meas. In</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>Target 08/09</b>	<b>Actual 08/09</b>	<b>Target 09/10</b>	<b>Target 10/11</b>
<b>BV002a</b>	Level of Equality Framework for local Government to which the authority conforms	Level	n/a	n/a	n/a	n/a	n/a	n/a	<b>Excellent</b>	Excellent



<b>NI 001 LAA 202</b>	Percentage of residents who feel their local area is a place where people from different backgrounds can get on well together (as measured by Place Survey)	%	<b>68*</b>	<b>73*</b>	<b>70*</b>	<b>71*</b>	<b>75*</b>	<b>62.4</b>	n/a	66.4
			<i>Out turns for 2004-2008 measured through the Annual Residents survey using different methodology</i>							
<b><u>LAA201</u></b>	Percentage of residents who feel they can influence decisions affecting their local area	%	47	54	41	48	<b>55</b>	<b>35.7</b>	N/R	N/R
<b><u>LAAS204</u></b>	Percentage of residents who think that this a place where people respect ethnic differences (proxy for LAA 116)	%	70	82	74	75	<b>82</b>	<b>75</b>	N/R	N/R

<b>Resources</b>										
<b>PI Ref No.</b>	<b>Description</b>	<b>Meas. In</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>Target 08/09</b>	<b>Actual 08/09</b>	<b>Target 09/10</b>	<b>Target 10/11</b>
<b>RES045a</b>	Percentage of top 5% of earners of Local Authority staff that are women.	%	44.41	48.66	53.21	52.71	50.00	<b>50.47</b>	<b>50.00</b>	50.00
<b>RES044a</b>	The percentage of the top 5% of Local Authority staff who are from an ethnic minority	%	16.43	14.29	15.26	17.43	18.00	<b>17.10</b>	<b>25.00</b>	27.00
<b><u>BV011c</u></b>	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	%	3.58	2.45	4.62	3.51	5.0	<b>2.1</b>	<b>4.7</b>	4.7

<b><u>BV016a</u></b>	Percentage of staff declaring that they meet the Disability Discrimination Act disability definition	%	3.91	4.66	5.12	4.7	5.0	<b>4.59</b>	<b>5.5</b>	5.5
<b>RES006</b>	Percentage of authority employees from minority ethnic communities as a percentage of the total workforce	%	37.2	41.20	43.53	46.79	<b>47</b>	<b>47.83</b>	48	49
<b><u>BV156</u></b>	Percentage of Authority buildings in which all public areas are suitable for and accessible to disabled people.	%	28.81	38.98	54.39	54.39	<b>63</b>	<b>70</b>	80	80

**CHILDREN'S SERVICES**

<b>PI Ref No.</b>	<b>Description</b>	<b>Meas. In</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>Target 08/09</b>	<b>Actual 08/09</b>	<b>Target 09/10</b>	<b>Target 10/11</b>
<b><u>BV043a</u></b>	Percentage of statements of special educational need prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practise	%	99.2	100	100	98.34	<b>100</b>	<b>100</b>	100	100
<b><u>BV043b</u></b>	Percentage of statements of special educational need prepared within 18 weeks including those affected by "exceptions to the rule" under the SEN Code of Practise	%	80.3	94.8	97.5	90.82	<b>100</b>	<b>83.8</b>	100	100

<b><u>NI 112</u></b>	Percentage change in the number of conceptions to females aged under 18; resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998.	%	-25.3	-25-3	-25.3	-24.2	<b>-43</b>	<b>-24.3</b>	-44	-55
<b><u>NI 116</u></b>	Proportion of children in poverty	%	n/a	n/a	49.8	46.4	<b>45</b>	<b>n/a</b>	43.5	41.9

**COMMUNITIES, LOCALITIES & CULTURE**

<b>PI Ref No.</b>	<b>Description</b>	<b>Meas. In</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>Target 08/09</b>	<b>Actual 08/09</b>	<b>Target 09/10</b>	<b>Target 10/11</b>
<b>Priority 001 LPSA HC1</b>	The percentage of hate crime cases <u>with identified perpetrators</u> investigated by the Community Safety Service resulting in formal action	%	n/a	n/a	n/a	35	70	68	80	90
<b>NI34</b>	Number of domestic homicides per 1000 of the population	Number	n/a	n/a	0.01	0	0	<b>0.01</b>	<b>0</b>	0
<b>BV225</b>	<i>Actions against domestic violence</i>	%	n/a	n/a	100	100	<i>To be replaced from 2009/10 by NI32 'Repeat incidents of domestic violence'</i>			

**DEVELOPMENT AND RENEWAL**

<b>PI Ref No.</b>	<b>Description</b>	<b>Meas. In</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>Target 08/09</b>	<b>Actual 08/09</b>	<b>Target 09/10</b>	<b>Target 10/11</b>
<b>BV075c</b>	Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b) non-black and minority ethnic tenants.	%	49.18	44.6	45.42	45.42	n/a	10%	7%	5%
							This indicator has been replaced by National Indicator 106 'Satisfaction with landlord services' which measures the satisfaction gap between BME and white tenants.			
<b><u>BV016b</u></b>	Percentage of economically active disabled people in the authority area.	%	16.19	16.20	16.20	16.20	This indicator has been superseded by NI46 'Adults with learning disabilities in employment' and NI47 'Adults receiving secondary mental health services in employment'			

<b>ADULTS HEALTH AND WELLBEING</b>										
<b>PI Ref No.</b>	<b>Description</b>	<b>Meas. In</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>Target 08/09</b>	<b>Actual 08/09</b>	<b>Target 09/10</b>	<b>Target 10/11</b>
<b><u>NI147</u></b>	Adults with learning disabilities in employment (new NI from 2008/09)	%	n/a	n/a	n/a	n/a	n/a	2.7	TBC	TBC
<b>NI 150</b>	Adults receiving secondary mental health services in employment (new NI from 2008/09)	%	n/a	n/a	20	n/a	n/a	n/a	TBC	TBC



NHS TOWER HAMLETS										
PI Ref No.	Description	Meas. In	04/05	05/06	06/07	07/08	Target 08/09	Actual 08/09	Target 09/10	Target 10/11
LAA 301a	Increased life expectancy, with a 10% reduction in the gap between Tower Hamlets and the average for England and Wales by 2010 – men ( <i>data monitored annually, but available two years in arrears</i> )	%	74.9	n/a	74.9	75.2	75.1	n/a	<i>Indicator to be replaced from 2009 with NI 120 'All age all cause mortality' N/R</i>	
LAA 301b	Increased life expectancy, with a 10% reduction in the gap between Tower Hamlets and the average for England and Wales by 2010 – women ( <i>data monitored annually, but available two years in arrears</i> )	number	79.9	n/a	79.9	80.2	80	n/a	<i>Indicator to be replaced from 2009 with NI 120 'All age all cause mortality' N/R</i>	

## DIVERSITY AND EQUALITY ACTION PLAN CORPORATE PRIORITIES

The actions listed below are within the remit of Councillor Joshua Peck as the Lead Member for Equalities and are all led by the Service Head, Scrutiny and Equalities, Michael Keating, in partnership with all service Directorates. A key driver in each of the actions will be achieving an 'Excellent' rating against the new Equality Framework for Local Government.

Objective	Key activities	Target date
<p><b>Ensure that the Council operates to the highest standards of equalities practice</b></p> <p><b>Ensure that Council's equality achievements are verified through internal scrutiny and validated through external scrutiny</b></p>	<ul style="list-style-type: none"> <li>▪ Collate evidence and undertake self-assessment to verify performance at 'Excellent' under the new Equality Framework for Local Government</li> <li>▪ External Peer Assessment undertaken to validate Council's 'Excellent' rating against the new Equality Framework for Local Government</li> </ul>	<p>August 2009</p> <p>October 2009</p>
<p><b>Ensure that the Council has in place clear equality priorities and targets for all six equality strands</b></p>	<ul style="list-style-type: none"> <li>▪ Produce a final progress report on the Disability Equality Scheme 2006-2009</li> <li>▪ Publish a new Disability Equality Scheme</li> <li>▪ Review and refresh Gender Equality Scheme</li> </ul>	<p>December 2009</p> <p>March 2010</p> <p>March 2010</p>
<p><b>Ensure that the Council is making progress in relation to equality in employment outcomes across all six equality strands.</b></p>	<ul style="list-style-type: none"> <li>▪ Produce and publish an employment monitoring report in relation to all six strands</li> </ul>	<p>January 2010</p>
<p><b>Ensure that equalities training effectively meet the requirements of the Equality Framework for</b></p>	<ul style="list-style-type: none"> <li>▪ Implement a revised programme of corporate Learning and Development activities in relation to equalities and diversity</li> </ul>	<p>September 2010</p>

<b>Local Government and the Council's Equality Schemes.</b>		
<b>Strengthen community engagement processes for designated community, staff and stakeholder groups to participate in the development of equality objectives, service design and employment.</b>	<ul style="list-style-type: none"> <li>▪ Establish a new Pan Disability Panel to involve disabled people in decision making and scrutiny of Council services and policies</li> <li>▪ Relaunch the LGBT Community Forum to improve the involvement of LGBT communities in the monitoring and delivery of the Sexual Orientation Equality Scheme</li> </ul>	December 2009  December 2009
<b>Further improve support to staff to undertake equality impact assessments (EQIAs)</b>	<ul style="list-style-type: none"> <li>▪ Implement the Diversity and Equality Network Equality Impact Assessment Peer Support Initiative to support organisations across the Tower Hamlets Partnership to undertake robust Equality Impact Assessments of partnership services and initiatives</li> </ul>	March 2010
<b>Ensure that relevant human rights implications are considered within policies and practice</b>	<ul style="list-style-type: none"> <li>▪ Produce guidance for staff on Human Rights legislation and its implications for Council services.</li> <li>▪ Hold a council training event on human rights legislation.</li> </ul>	March 2010  March 2010
<b>Ensure that the potential to promote diversity and equality through the procurement process is maximised</b>	<ul style="list-style-type: none"> <li>▪ Implement the recommendations of the Equalities Review of Procurement, including launching new guidance for all staff with contract management responsibilities and providing tailored training</li> </ul>	March 2010
<b>Address identified challenges/ barriers in undertaking effective equalities monitoring across 6 equality strands and improve the quality of monitoring data collected.</b>	<ul style="list-style-type: none"> <li>▪ Communicate key messages on why we monitor, our commitment to monitoring and the benefits of monitoring; produce FAQ card for staff; embed monitoring key messages into relevant corporate training events.</li> <li>▪ Publicise the benefits of equalities monitoring through the Manager's Briefing, Pulling Together and East End Life – including meaningful examples of where monitoring has led to improvements.</li> </ul>	September 2009  September 2009

<p><b>Continue to strengthen equalities practice across the borough working towards a Level 5 Borough</b></p>	<ul style="list-style-type: none"> <li>▪ Coordinate quarterly Diversity and Equality Network meetings and work to produce a joint Single Equalities Scheme for the Network in 2010</li> <li>▪ Improve the representation of partner organisations on the Diversity and Equality Network</li> </ul>	<p>March 2010</p> <p>September 2009</p>
<p><b>Further strengthen the mainstreaming of diversity and equality practice.</b></p>	<ul style="list-style-type: none"> <li>▪ Further develop equalities guidance in performance management and service planning toolkits</li> <li>▪ Strengthen equalities considerations in the peer review of team plans</li> </ul>	<p>December 2009</p> <p>December 2009</p>
<p><b>Develop Member Capacity on diversity and equality</b></p>	<ul style="list-style-type: none"> <li>▪ Deliver a programme of activities for the Members' Equality and Diversity Working Group to explore the six equality strands and work towards a Single Equality Scheme</li> </ul>	<p>To be completed by December 2009</p>
<p><b>Develop the capacity of the Council to implement equalities objectives at strategic level.</b></p>	<ul style="list-style-type: none"> <li>▪ Undertake Strategic Level Equality Impact Assessments of Interpreting and Translation, Community Assets, Stop and Search powers and Recruitment and selection</li> </ul>	<p>March 2010</p>

## Diversity and Equality Action Plan service priorities

Link to other plans	Equality strand	Objective	Key activity	Progress milestone
<b>One Tower Hamlets: Strengthen cohesion between communities and individuals</b>				
RES RBES GES DES SOES AES COCO	All strands	<p>Create the space and opportunity for residents from different backgrounds to come together</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Review community cohesion principles to embed One Tower Hamlets in service delivery and development</p>	<p>Learning from existing community cohesion initiatives assessed to inform proposals for ensuring that cohesion is evidenced and embedded into service planning and delivery by March 2010</p>
AES RES COCO	Age, Race	<p>Explore barriers preventing diverse communities mixing in youth clubs and day centres</p> <p>Contact Officer:  Mary Durkin, Service Head Youth and Community Learning, Children's Service</p> <p>Lead Member: Cllr. Abdul Asad</p>	<p>Implement the Youth Crime Action Plan, identifying disaffected young people on the edges of crime, and working with them their families, and schools to re-engage them with the community</p> <p>Extend youth service provision across the borough, with clear targets for providers on engaging young people from all of our communities</p>	<p>Plan to be implemented by March 2012 – monitoring progress at March 2010</p>

<p>RES RBES GES DES SOES AES COCO</p>	<p>All strands</p>	<p>Promote an inclusive sense of belonging paying particular attention to people who are vulnerable to exclusion such as smaller minority groups, so that all residents feel valued and a part of the community.</p> <p>Contact Officer: Heather Bonfield, Service Head, Culture, Communities, Localities and Culture</p> <p>Lead Member: Cllr. Rofique Uddin Ahmed</p>	<p>Use the Olympic and Paralympic Games to engage communities in cultural, sporting and celebratory events</p>	<p>Paradise Gardens Major Community Event June 2009 (CLC)</p> <p>Field Day / Underage Event August 2009 (CLC)</p> <p>Personal Best Programme and recruiting - April 09</p> <p>Delivery Arrangements and SLAs agreed with partner delivery agencies- April 09</p>
<p>RES RBES GES DES SOES AES</p>	<p>All strands</p>	<p>Promote understanding and awareness of different ways of life in the borough and challenge prejudice and discrimination.</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p> <p>Contact Officer: Heather Bonfield, Service Head, Culture, Communities, Localities and Culture</p> <p>Lead Member: Cllr. Rofque Uddin Ahmed</p>	<p>Continue to promote understanding and awareness of different ways of life in the borough and challenge prejudice and discrimination through East End Life.</p> <p>Continue to deliver a programme of arts and events that celebrates the diversity of Tower Hamlets.</p>	<p>Review of East End Life coverage promoting equality and cohesion undertaken in March 2010</p> <p>Arrangements for Black History Month started by May 2009</p> <p>Arrangements for LGBT History Month to commence by October 2009</p>

RES	Race	<p>Strengthen the capacity of local councillors to lead all sections of the local community and get them actively involved in their neighbourhoods and local decision making.</p> <p>Contact Officer: John Williams, Service Head, Democratic Services, Chief Executive's</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Implement Councillor Call for Action</p> <p>Implement programme of Council/Cabinet/Committee meetings in Community Venues and pilot webcasting project</p> <p>Develop local response to the 'Communities in Control' White Paper</p>	<p>Proposals drafted for April 2009 and action plan delivered throughout 09/10</p>
RES	Race	<p>Further enhance consultation and involvement mechanisms to engage BME communities, paying particular attention to smaller minority communities and the diversity within larger BME communities.</p> <p>Contact Officer: Susan Ritchie, Head of Participation and Engagement, Communities, Localities and Culture</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member:</p>	<p>Adapt participation performance targets to ensure that they identify specific underrepresented ethnic groups rather than 'BME' categories</p> <p>Undertake mapping of engagement and consultation with the Somali community across THP</p> <p>Work with Praxis to establish a model of engagement for smaller minority communities</p>	<p>Changes to be adopted by March 2010</p> <p>Mapping complete by July 09 Recommendations implemented by March 2010</p> <p>Project proposal established by June 2009.</p> <p>Project commissioned by September 2009</p>

		Cllr. Joshua Peck		
RES	Race	<p>Improve the under-represented BME communities and BME women in the democratic process and other local decision making structures.</p> <p>Contact Officer: John Williams, Service Head, Democratic Services, Chief Executive's</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Deliver Future Women Councillors training programme</p> <p>Explore potential to apply the lessons learnt from this programme to BME groups under-represented in the democratic process.</p>	<p>Training delivered by March 2010</p> <p>Initial options explored by September 2009</p>
RBES	Religion/Belief	<p>Recognise major religious festivals of the boroughs faith communities and ensure publicity enhances interfaith understanding</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Produce a corporate calendar of major religious festivals and ensure that these are recognised both in the Council's internal communication channels and in East End Life</p>	<p>September 2009</p>



RBES	Religion/Belief	<p>Tackle negative portrayal of faith communities and interfaith relations in the media to reduce the potential for such coverage to increase community tension</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Include Communications on Community Cohesion Contingency Planning and Tension Monitoring Group meeting agendas and ensure actions are included to respond to all negative coverage</p>	April 2009
RBES SOES RES DES GES AES	All	<p>Ensure victims of reported all hate are supported and increase awareness of reporting mechanisms</p> <p>Contact Officer: Philippa Chipping, Crime Policy &amp; Victims Manager, Community Safety Service, Communities, Localities and Culture</p> <p>Lead Member: Cllr. Abdal Ullah</p>	<p>Maintain and develop the Third Party Reporting Project to increase reporting of hate incidents and foster effective joint working amongst partner agencies involved where 100% of Third Party Reports monitored and actioned (baseline of 18).</p> <p>Implement recommendations from Hate Crime Victim's Needs Research Report for increased satisfaction with services by victims of hate crime measured through satisfaction questionnaires.</p> <p>Awareness campaign promoting clear messages that Tower Hamlets is No Place for Hate including Homophobic Hate – 100% increase in sign up to NPFH Pledge (baseline of 50), 24 outreach activities and Evaluation Report.</p> <p>To work with partners to ensure 100% of identified perpetrators of hate incidents reported to the Council are actioned.</p> <p>Hate Incidents Panel - Coordination of multi-agency panel which ensures a</p>	<p>March 2010 and annual update</p> <p>Implementation plan agreed by June 2009</p> <p>Quarterly monitoring reports produced</p> <p>HIP Information Pack for referral agencies and victims published by September 2009.</p> <p>Annual review report presented</p>

			coordinated response to all faith hate incidents reported to Council.	to RHIAF by Dec 2009
	All	<p>Work with the wider community to raise awareness and challenge prejudice</p> <p>Contact Officer: Philippa Chipping, Crime Policy &amp; Victims Manager, Community Safety Service, Communities, Localities and Culture</p> <p>Lead Member: Cllr. Abdal Ullah</p>	<p>Continue to deliver awareness campaign promoting clear messages that Tower Hamlets is No Place for Hate including Homophobic Hate – 100% increase in sign up to NPFH Pledge (baseline of 50), 24 outreach activities (including LGBT and faith communities and events) and Evaluation Report.</p> <p>If funding confirmed maintain and develop the No Place for Hate Champions Project where 3 targeted hate crime training, workshops and outreach activities delivered per Champion.</p>	<p>Link national and international campaigns on all forms of hate and DV to LBTH Campaign, by June 2009</p> <p>Distribute campaign materials by March 2010</p> <p>Secure funding for continuation of project by June 2009</p> <p>Training programme developed for existing and/or new champions by September 2009</p> <p>3 activities per Champion to be delivered by March 2010</p>
SOES	Sexual Orientation	<p>Work with employers to tackle hate crime</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	Promote good LGB employment practice amongst local partners and encourage them to join the Stonewall WEI	Deliver a LGBT Equality Workplace Conference for local organisations by April 2010

SOES	Sexual Orientation	<p>Develop steps to prevent and respond to homophobic bullying in schools including explicit homophobic bullying policies</p> <p>Contact Officer: Sarah Gale, Head of Equalities &amp; Parental Engagement, Children's Services</p> <p>Lead Member: Cllr. Abdul Asad</p>	<p>Ensure 100% action and monitoring of all reported cases of homophobic bullying.</p> <p>10% increase in reporting of discriminatory incidents in schools including homophobic bullying.</p> <p>30 Schools to participate in one day workshops on bullying and discrimination and impact of pupils behaviour on others.</p> <p>Increased awareness of reporting homophobia via new website</p> <p>Provide support to school coordinators to use the new incidents reporting form as it includes homophobic bullying</p> <p>Develop a new information leaflet for young people to inform them of homophobic bullying policies and the availability of the bullying help line.</p>	<p>Monitor progress at March 2010</p> <p>Monitor progress at March 2010</p> <p>Publicity circulated and bookings taken (April, September, and January) for 2 year groups in each school (i.e. 6 workshops in a three-form entry school)</p> <p>Website launched in April 2009</p> <p>Support to be provided by March 2010.</p> <p>Leaflet to be produced by March 2010</p>
SOES	Sexual Orientation	<p>Provide staff with training to help them respond to, and prevent, homophobic bullying and support LGB pupils.</p> <p>Contact Officer: Sarah Gale, Head of Equalities &amp; Parental Engagement, Children's Services</p> <p>Lead Member: Cllr. Abdul Asad</p>	<p>Evaluation and possible roll out to further 8 Schools of pilot No Outsiders Project with aim of staff feeling confident in dealing with homophobic bullying.</p>	<p>New schools recruited and staggered programme agreed for 2009/10</p>

**A Prosperous Community: Tackle worklessness and economic inactivity among target groups**

RES	Race	<p>Improve the economic inactivity rates amongst the Bangladeshi and Somali community paying attention to the particular barriers that women from these communities face.</p> <p>Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal</p> <p>Lead Member: Cllr. Oliur Rahman</p>	<p>Measure and monitor the impact of the Working Neighbourhood Fund by diversity groups at both registration and outcome stages</p>	<p>Monitoring to be undertaken on a quarterly basis.</p>
RES	Race Gender	<p>Make employment services available in community settings, targeting workless families, ensuring that specific communities currently facing exclusion are targeted.</p> <p>Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal</p> <p>Lead Member: Cllr. Oliur Rahman</p>	<p>Continue the City Strategy initiative to develop a family focussed approach to tackling worklessness by integrating employment related activity into family and parental engagement</p>	<p>600 residents into employment - March 2010</p>
RES	Race Gender	<p>Develop an up-to-date and detailed understanding of the profile and causation of worklessness among BME communities in the borough.</p> <p>Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal</p> <p>Lead Member:</p>	<p>Publish "worklessness assessment" as part of the preparation of the Economic Assessment evidence base.</p>	<p>Assessment produced by March 2010</p>

		Cllr. Oliur Rahman		
RES	Race	<p>Improve the under-representation of BME communities in key employment sectors by promoting the best practice in relation workforce to reflect the community and encouraging and working with major organisations in the borough to adopt similar initiatives.</p> <p>Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal</p> <p>Lead Member: Cllr. Oliur Rahman</p> <p>Contact Officer: Mark Grimley, Joint Assistant Director – Human Resources, Resources</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Promote activities and develop programmes through the Docklands HR Initiative and the Dockland Business Forum</p> <p>Hold career fairs (with partner organisations) across the LAPs.</p>	<p>Deadline March 2010</p> <p>Roadshow career fairs (One per paired LAP area) by October 2009</p>
RES	Race	<p>Maximise employment, placement, apprenticeship and training opportunities amongst workless people in the public sector, building on existing good practice within the Council and Health services.</p> <p>Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal</p>	<p>Hold joint event with JCP to increase employment in the Public Sector.</p>	<p>Expand apprentice scheme to 200 local young people by 2011 (HR) – Monitor progress at March 2010</p> <p>Increase the number of public sector apprenticeships by 50 by March 2010</p>

		<p>Lead Member: Cllr. Oliur Rahman</p> <p>Contact Officer: Mark Grimley, Joint Assistant Director – Human Resources, Resources</p> <p>Lead Member: Cllr. Joshua Peck</p>		
RES	Race	<p>Support qualified BME residents to better access professional jobs</p> <p>Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal</p> <p>Lead Member: Cllr. Oliur Rahman</p>	<p>Deliver the Employment Strategy to ensure that Tower Hamlets residents access new and existing jobs and thereby reduce the numbers of people on out of work benefits</p>	<p>Monitor the implementation of Employment Strategy Action Plan.</p>
RES AES	Race Age	<p>Raise both aspirations and skills of BME children and young people to make successful transitions from education to work through more effective learning, advice and guidance and support.</p> <p>Contact Officer: Carmel Littleton, Service Head Young People and Learning, Children’s Services</p> <p>Lead Member: Cllr. Abdul Asad</p>	<p>Reduce levels of youth unemployment by agreeing a 14-19 sector pathway to employment with local employers, linked to all 14 Diploma lines of learning, and provide targeted learning programmes for each significant group of 14-18 learners at risk of becoming NEET</p>	<p>Deliver targetted learning programmes by March 2010</p>

AES	Age	<p>Enhance the opportunities for young people to get quality work experience in the borough</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Work through THP Diversity and Equality Network to extend work experience opportunities in local public sector</p>	<p>March 2010</p>
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**A Prosperous Community: Improve educational achievement for target groups**

RES	Race Gender	<p>Narrow the achievement gaps between different ethnic groups and between the national average</p> <p>Contact Officer: Carmel Littleton, Service Head Young People and Learning, Children's Services</p> <p>Lead Member: Cllr. Abdul Asad</p>	<p>Address the specific under-achievement of white and Somali pupils across all Key Stages, and the under-achievement of white, Caribbean and Bangladeshi boys particularly at Key Stage 4.</p>	<p>Identify the lowest achieving 20% of pupils, target evidence based intervention and extended school support appropriately, and rigorously track them by March 2011 – Monitor progress at March 2010</p>
RES	Race	<p>Improve the qualification and skills levels of Bangladeshi and Somali adults in Tower Hamlets.</p> <p>Contact Officer: Fiona Paterson, Idea Store Learning Development Manager, Communities, Localities and Culture</p> <p>Lead Member: Cllr. Rofique Uddin Ahmed</p>	<p>Review the Adult Learning Strategy and work with other partners to revise and publish a unified Adult Learning and Skills Strategy</p>	<p>Review Strategy by July 2009</p>



**Great Place to Live: Improve housing provision for target groups**

RES	Race	<p>Improve understanding of the future housing demand and needs of BME communities in the borough and ensure that they effectively inform the planning of future housing provision.</p> <p>Contact Officer: John Coker, Strategic Housing Manager, Development and Renewal</p> <p>Lead Member: Cllr. Marc Francis</p>	<p>Review the Lettings Policy with particular reference to the current/ future needs of the BME communities</p>	<p>Review Lettings Policy by September 2009</p>
RES	Race	<p>Ensure there is equal access to social housing for BME communities facing language barriers or may find it more difficult to understand the system.</p> <p>Contact Officer: John Coker, Strategic Housing Manager, Development and Renewal</p> <p>Lead Member: Cllr. Marc Francis</p>	<p>Undertake Equality Impact Assessment (EQIA) of Choice Based Lettings</p>	<p>Complete EQIA by March 2010</p>

RBES	Religion/Belief	<p>Address the shortage of social housing suitable for families</p> <p>Contact Officer: John Coker, Strategic Housing Manager, Development and Renewal</p> <p>Lead Member: Cllr. Marc Francis</p>	<p>Raise issue with RSLs through the Housing Forum and review as part of Housing Strategy and Lettings Policy and Service review</p> <p>Visit 200 overcrowded households across LB Tower Hamlets; advise them on the bidding process and housing options available to them. Monitor outcomes by E&amp;D strands</p>	<p>March 2010</p> <p>March 2010</p>
RBES	Religion/Belief Gender	<p>Increase availability of women-only activities at local sport and leisure centres</p> <p>Contact Officer: Sports Development Team, Cultural Services, Communities, Localities and Culture</p> <p>Lead Member: Cllr. Rofique Uddin Ahmed</p>	<p>Programme as part of Healthy Towns to provide women &amp; girls swimming programme commencing April 2009 - 2011</p>	<p>March 2010</p>
RBES	Religion/Belief	<p>Ensure that services providing sports, leisure and recreational activities address the potential for people of religious beliefs to have restricted access to activities held at specific times</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Production of Guidance on Reasonable Adjustments in relation to Religion and Belief to include information on considerations relating to timing of activities</p>	<p>April 2009</p>

		Youth Service, Children's Services		
THH Service Plan	All	<p>Establish a more strategic approach to diversity and equality to achieve excellence</p> <p>Contact Officer: Jamie Carswell Director of Strategy &amp; Performance, Tower Hamlets Homes</p> <p>Lead Member: Cllr Marc Francis</p>	<p>Launch Tower Hamlets Homes Diversity Working Group and Strategy</p> <p>Develop and embed tools to assist staff to deliver services to meet the needs of residents</p> <p>Develop training for staff and Tower Hamlets Homes Board</p>	<p>Strategy in place and Group established by June 2009</p> <p>Staff accessing full suite of material by December 2009</p> <p>Training completed by December 2009</p>
THH Service Plan	Age	<p>Develop the capacity of residents to work in collaboration with Tower Hamlets Homes to help improve the quality of life within neighbourhoods</p> <p>Contact Officer: Abraham Nomafo Director of Housing Management &amp; Customer Services Strategy &amp; Performance, Tower Hamlets Homes</p>	<p>Establish and implement principles, with residents, for implementation of a youth engagement programme and resident-led element of the Going for Green Plan</p>	<p>Principles in place and youth engagement programme established on a minimum of 12 estates by January 2010</p>
THH Service Plan	All	<p>Deliver a better experience for customers by building a new model of how customers contact Tower Hamlets Homes a new ways of handling service requests</p> <p>Contact Officer: Abraham Nomafo Director of Housing Management &amp; Customer Services Strategy &amp;</p>	<p>Develop position statement and action plan for initial improvement.</p> <p>Finalise Customer Services Strategy based on improved understanding of customer need and expectation.</p>	<p>New model developed and initial improvement delivered by March 2010</p>

		<p>Performance, Tower Hamlets Homes</p> <p>Lead Member: Cllr. Marc Francis</p>		
<p>THH Service Plan</p>	<p>All</p>	<p>Review gaps in engagement with THH services and undertake targeted work with hard to reach communities</p> <p>Contact Officer: Jamie Carswell Director of Strategy &amp; Performance, Tower Hamlets Homes</p> <p>Lead Member: Cllr. Marc Francis</p>	<p>Profile localised groups who are working with hard to reach communities.</p> <p>Profile engagement of those participating against diversity stands</p> <p>Develop action plan for targeted work.</p>	<p>Action plan to increase participation of hard to reach communities developed by November 2009</p>

**A Healthy Community: Improve health and wellbeing and tackle inequalities in health**

<p>RES AES</p>	<p>Race Age</p>	<p>Further tailor specifically targeted culturally appropriate health campaigns to improve awareness of specific health risks and promote healthy lifestyles among specific BME groups who experience serious health risks</p> <p>Contact Officer: Shah Muhmud, Peer Work Development Worker, Children Services</p> <p>Lead Member: Cllr. Abdul Asad</p> <p>Helen Tayler, Service Head Commissioning &amp; Strategy, Adult's Health and Wellbeing</p> <p>Lead Member: Cllr. Anwara Ali</p>	<p>Employ a Young People's Alcohol Health Improvement Officer to provide training for teachers and youth workers to be able to deliver alcohol awareness messages to young people</p> <p>Prevent young people from taking up smoking by enforcing the law on underage sales of cigarettes and extending peer led approaches to smoking prevention.</p> <p>BME health priorities to be picked working in partnership with PCT and refresh of Joint Strategic Needs Analysis, including specific focus on under-represented groups.</p>	<p>July 2010</p>
<p>AES</p>	<p>Age</p>	<p>Tackle Childhood Obesity</p> <p>Contact Officer: Claire Hatton, Joint Head Extended Services, Children's Services</p> <p>Lead Member: Cllr. Abdul Asad</p>	<p>Provide increased and improved walking and cycling routes and more support for walking and cycling through Healthy Schools and community initiatives</p> <p>Development and progression of PCT-funded Bike It project to encourage cycling to school, currently in Year 1 of 3 year programme</p> <p>Cycle training programme rolled out to</p>	<p>March 2010</p> <p>March 2010</p> <p>March 2010</p>

			numerous schools each year in the Borough (approximately 1,500 pupils per year)	
AES	Age	<p>Expand targeted and specialist provision to support children and families with identified weight management needs</p> <p>Contact Officer: Wendy Wilson, Skills for Families Coordinator, Children's Services</p> <p>Lead Member: Cllr. Abdul Asad</p>	Expand and build on our targeted and specialist provision to support children and families with identified weight management needs, including a new early intervention service for families where one or both parents is overweight or obese	March 2010

Promoting Equality as Employer				
RES AES WFRC	All	<p>Address the under-representation of equality target groups in the organisation across the directorates</p> <p>Contact Officer: Mark Grimley Joint Assistant Director Organisational Development, Workforce Strategy &amp; Equalities, Resources</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Undertake strategic level Equality Impact Assessment of recruitment and selection to investigate the causes</p>	<p>March 2010</p>
RES	Race	<p>Examine and address the differential progression rates of different groups of staff in the organisation.</p> <p>Contact Officer: Mark Grimley Joint Assistant Director Organisational Development, Workforce Strategy &amp; Equalities, Resources</p> <p>Lead Member: Cllr. Joshua Peck</p>	<p>Agree the findings from Equality Impact Assessment of career progression and implement the recommendations</p>	<p>September 2009</p>
RES	Race	<p>Investigate the over-representation of black staff facing dismissal under the Disciplinary Procedure</p> <p>Contact Officer:  Catriona Hunt, HR Manager,</p>	<p>Review most recent Race Equality Scheme Employment Monitoring Report</p> <p>Present analysis and recommendations to Corporate Equalities Steering Group</p>	<p>September 2009</p> <p>March 2010</p>

		<p>Operations, Resources</p> <p>Lead Member: Cllr. Joshua Peck</p>		
RBES	Religion / Belief	<p>Ensure awareness amongst staff of facilities for reflection and prayer are accessible to all staff of religious and non-religious belief</p> <p>Contact Officer: Catriona Hunt, HR Manager, Operations, Resources</p> <p>Lead Member: Cllr. Joshua Peck</p>	Remind managers and staff of the availability of prayer rooms and there location in Council buildings.	September 2009
RBES	Religion / Belief	<p>Strengthen interfaith understanding between staff and involve staff of all religions and none in relevant decision making and policy development</p> <p>Contact Officer: Michael Keating, Service Head Scrutiny and Equalities, Chief Executive's</p> <p>Catriona Hunt, HR Manager, Operations, Resources</p> <p>Lead Member: Cllr. Joshua Peck</p>	Establish an interfaith staff forum to act as a reference group for consultation on prayer/reflection space and interfaith events	March 2010



RBES	Religion / Belief	Address evidence of inequality or disadvantage experienced by staff as a result of their religion/belief	Monitor key human resources performance indicators and workforce profile in terms of the religion/belief profile of people involved on an annual basis	From April 2009
		Contact Officer: Catriona Hunt, HR Manager, Operations, Resources	Promote to all staff a firm commitment to providing support when they experience faith related prejudice or difficulties with clients, customers or services users	March 2010
		Lead Member: Cllr. Joshua Peck	Develop a dress code policy for Council staff which incorporates clear guidance to ensure that decisions about dress do not lead to direct or indirect discrimination of individuals based on religion or belief	March 2010
RBES	Religion / Belief	Develop the ability of staff working with vulnerable people to understand and assess religion/belief related needs and preferences  Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's  Lead Member: Cllr. Joshua Peck	RBES Reasonable Adjustments on the grounds of religion/belief guidance produced	April 2009
SOES	Sexual Orientation	Continue to impact assess all new and existing policies to ensure they are inclusive and when reviewing policies, ensure the language used explicitly communicates equality, diversity and is inclusive of lesbian and gay staff.	Carry HR 3 year programme of Equality Impact Assessments.  Consult with staff forum as and inform group of any findings and recommendations as appropriate	March 2011

SOES	Sexual Orientation	<p>Review bullying and harassment policies and promote them to all staff, ensuring they communicate a zero tolerance to homophobic bullying.</p> <p>Contact Officer: Catriona Hunt, HR Manager, Operations, Resources</p> <p>Lead Member: Cllr. Joshua Peck</p>	Produce Fair Employment Policy, publicise its implementation and brief managers	Dec 2009
SOES	Sexual Orientation	<p>Organise and promote LGB awareness raising events and activities for non-LGB staff to challenge prejudice and homophobia</p> <p>Contact Officer: Michael Keating, Service Head, Scrutiny and Equalities, Chief Executive's</p> <p>Lead Member: Cllr. Joshua Peck</p>	Increase awareness of LGB issues by organising events for staff and including appropriate content in Managers Briefing and Pulling Together	March 2010
SOES	Sexual Orientation	<p>Ensure that the Council's counselling service provides LGB sensitive counselling offering LGB counsellors or LGB trained counsellors.</p> <p>Contact Officer: Mark Grimley Joint Assistant Director Organisational Development, Workforce Strategy &amp; Equalities, Resources</p>	Provision to continue to be included in future Employee Assistance Programme contracts and trained counsellors Occupational Health refer employees to	March 2010

		Lead Member: Cllr. Joshua Peck		
AES	Age	Ensure employees and managers are aware of the Council's policy on retention of staff beyond the age of 65  Contact Officer:  Catriona Hunt, HR Manager, Operations, Resources  Lead Member: Cllr. Joshua Peck	Include item in Managers Briefing to remind managers and staff of content of the Council's Age Discrimination policy	September 2009
AES	Age	Ensure employees and managers are aware of the Council's policy on retention of staff beyond the age of 65  Contact Officer:  Catriona Hunt, HR Manager, Operations, Resources  Lead Member: Cllr. Joshua Peck	Include item in Managers Briefing to remind managers and staff of content of the Council's Age Discrimination policy	September 2009
AES	Age	Further develop the representation of diverse ages in the Council  Contact Officer: Mark Grimley Joint Assistant Director Organisational Development, Workforce Strategy & Equalities,	Outline proposals in Workforce to Reflect the Community report to Cabinet	April 2009

		Resources Lead Member: Cllr. Joshua Peck		
AES	Age	Promote availability of training and promotion to all members of staff Contact Officer: Mark Grimley Joint Assistant Director Organisational Development, Workforce Strategy & Equalities, Resources Lead Member: Cllr. Joshua Peck	Publicise opportunities through regular emails to staff on course availability and including items in Pulling Together and Managers Briefing	March 2010
WFRC	All	Organise careers fairs with partner organisations across the LAPs	Organise one roadshow career fair per paired LAP area by October 2009	October 2009
WFRC	All	Local online recruitment implementation with targeted campaign to encourage local candidates	Evaluation of current talent pool approach	April 2009

WFRC	All	Coaching and mentoring for under-represented groups	Mentoring / coaching workshop training for senior managers	June 2009
WFRC	All	Develop secondment / acting up opportunities bank	Establishment of opportunities bank Application periods	May 2009 June/July 2009 January / February 2010
WFRC	All	Career progression focus month, including programme of events during October to provide advice, career surgeries, development centres and 'job tasters'	Focus Month to take place during October 2009	October 2009
WFRC	All	Management learning campaign on 'Managing a diverse workforce' seminar, information and action learning sets to increase awareness of Workforce to Reflect the Community and aspects of managing a diverse workforce	Focused programme for managers delivered in July 2009	July 2009
WFRC	All	Audit the number of staff with caring responsibilities within the organisation and establish a mechanism to ensure we are responding to their needs	Audit of staff completed Report to Corporate Equalities Steering Group with recommendations	December 2009 March 2010

WFRC	Gender	Review all HR policies and procedures to ensure that they explicitly address the needs of transgender people and ensure transgender equality is factored into the content of all equalities training	Review of policies and training completed as part of the review of the Gender Equality Scheme  Launch of transgender equalities policies	September 2009  December 2009
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# **EQUALITY IMPACT ASSESSMENT PROGRAMME**

2009/10

## Chief Executive's

<b>Service</b>	<b>Function</b>	<b>Lead Officer</b>	<b>Target completion month</b>
Scrutiny & Equality	Interpreting & Translation	Hafsha Ali	Q1
Communications	Media and PR	Clare Saul	Q2
	Commercial Operations	Chris Payne	Q2
Democratic Services	Citizenship Registration	John S Williams (Catherine Sutton)	Q3
	Registration of births, deaths, still births, marriages and civil partnerships		Q3
	Members' Development	John S Williams (Beverley McKenzie)	Q3
	Members Enquiry Function (Screening)	John S Williams (Beverley McKenzie)	Q3
Strategy & Performance	Research and Analysis	Louise Russell	Q2
	Service and Team Planning (Screening)	Alan Steward	Q3
	Performance Management Framework (Screening)		Q3



## Children's Services

	<b>Service</b>	<b>Function</b>	<b>Lead Officer</b>	<b>Job Title</b>	<b>Target completion month</b>
1.	Children's Services Reviews	Reviewing Key Targets	Layla Richards	Service Manager Partnerships and Equality	March 2010
2.	Building Schools for the Future	Procurement (M)	Hayley Miller	Programme Manager	June 2009
3.	Building Schools for the Future	Project Development (M)	Maggie Shields	Project Development Programme Manager	September 2009
4.	Children Looked After	Social Work Services for Children Looked After	Jenny Boyd	Service Manager Looked After Children	March 2010
5.	Children's Information Service	IT Support (Screening) For Multi-Agency Database	Siobhan Giles	Information Systems Manager	September 2009
6.	Children's Information Systems	ICT Strategy	Siobhan Giles	Information Systems Manager	June 2009
7.	Children's Resources	Kinship	Sharon Rahman	Team Manager Kinship Care	March 2009
8.	Stakeholder Engagement and Participation	Family Information Service (M)	Zefrin Rahman	Children's Information Service Manager	January 2010
9.	Stakeholder Engagement and Participation	Communications	Sukhjinder Nunwa	Stakeholder Engagement and Participation Manager	January 2010
10.	Early Years	Improving Foundation Stage	Gill Wrobel	Early Years Adviser	March 2010
11.	Early Years	Portage Service (M)	Fawzia Hayton	Portage Manager	June 2009
12.	Extended Services	Health Through Education	Loraine Hachou	Joint Head Extended Services	September 2009
13.	EYCL, Children's Services	Exclusions	Liz Vickerie Terry Bryan	Head of Support for Learning	March 2010

	<b>Service</b>	<b>Function</b>	<b>Lead Officer</b>	<b>Job Title</b>	<b>Target completion month</b>
				Service	
14.	Health Partnerships	Social Work Services for Children with Disabilities and special needs, Child and adolescent mental health services	Khalida Khan	Disabled Children Integrated Services Managers	September 2009
15.	Programme Management	Programme Management Development (Screening)	John Mitchell	Service Manager PMO	September 2009
16.	Programme Management	Projects (Screening)	John Mitchell	Service Manager PMO	June 2009
17.	Pupil Services	Child employment (Screening)	Hania Franek	Head of Pupils and Students Services	June 2009
18.	Pupil Services	Monitoring of home education (Screening)	Jane Connolly	Head of EMA	June 2009
19.	Resources	Contract Services (M)	Michael Hales	Head of contract Services	September 2009
20.	Resources	Human Resources for Schools (Screening)	Jacinta Gasson-Mulcahy	Head of Human Resources	September 2009
21.	Social Care ICT	Implementing new social care systems	Anthony Hammond	Social Care IT Manager	September 2009
22.	Social Care ICT	Supporting Social Care Applications (Screening)	Anthony Hammond	Social Care IT Manager	June 2009
23.	Support for Learning Service	Language and Communication	Jane Slater-Meaghan	Team Leader Language and Communication	January 2010
24.	Support for Learning Service	Sensory Impairment	Mary Garside	Head of Sensory Impairment	January 2010
25.	Support for Learning Service	Specific Learning Difficulties	Sue Aldridge	Team Leader Specific Learning Difficulties	September 2009
26.	Young People and Learning	National Secondary Strategy Team	Eileen Welsh	National Secondary Strategy Manager	March 2010
27.	Young People and Learning	Schools Library Service	Gill Harris	Head of Schools Library Services	September 2009
28.	Youth and Community Services	Outdoor activities team	Nigel Richardson	Outdoor Education	January 2010

	<b>Service</b>	<b>Function</b>	<b>Lead Officer</b>	<b>Job Title</b>	<b>Target completion month</b>
				Manager	
29.	Youth and Community Services	Social Inclusion Team	Blossom Young to advise	Head of Youth Community Services	January 2010

## Communities, Localities and Culture

	<b>Service</b>	<b>Function</b>	<b>Lead Officer</b>	<b>Target completion month</b>
1.	Community Safety -Policy and Victims	Violence Action Plan	Philippa Chipping	Q4
2.	Environmental Control	Administration	J Chilton / B Chude	Q2
3.	Parking Services	Enforcement		
4.		Abandoned vehicles		
5.		Policy – Parking Scheme for Disabled Employees	J Chilton	Q2/3
6.	Environmental Control, Corporate Safety & Civil Protection Unit	Civil Protection	P Leigh	Q3
7.	Environmental Control	Dog fouling enforcement (screening)	D Farrell / C Shipman	Q1
8.	Environmental Protection	Animal warden service (screening)		Q2
9.		Noise control (Screening)		Q3
10.		Other nuisance & atmospheric pollution (Screening)		Q4
11.		Policy - Contaminated land (Screening)		Q4
12.	Public Realm	Local Environment Teams	C Chubb / A Goni	Q3
13.	Waste management	Policy – Municipal Waste Strategy	F Heyland	Q2
14.		Budget monitoring	L Cully	Q2
15.	Support Services	Financial planning	R Beattie	Q3
16.	Directorate Finance	Strategic financial advice & support		
17.		Marketing & Comms		
18.	Support Services	Performance	T Dreyer	Q1
19.	Strategy & Programmes	Strategic co-ordination		
20.		Policy – Leisure Centres Strategy		

## Adults Health and Wellbeing

	<b>Service</b>	<b>Function</b>	<b>Lead Officer</b>	<b>Target completion month</b>
1.	Commissioning & Strategy	Commissioning Strategies	Service Manager Commissioning Older People, Sara Ford, Cheryl Spencer, Gerry O’Kello, Paul Wishart	Q3
2.	Commissioning & Strategy	Day Care Services (Internal)	Service Manager (Operation)	Q3
3.	Commissioning & Strategy	Day Care Services (External)	Service Managers- (Commissioning)	Q3
4.	Older People and Homelessness	Occupational Therapy	Service Manager-OT	Q3
5.	Commissioning & Strategy	Carers support	Joint Commissioning Manager- Physical Disabilities	Q3
6.	Commissioning & Strategy	Direct Payment Policy	Service Manager- Commissioning Older People	Q3
7.	Older People and Homelessness	Adult Protection Service	Adult Protection Coordinator	Q3
8.		Homeless assessment	Assessment and Advice Manager	Q3
9.		Conduct Statutory Reviews	Assessment and Advice Manager	Q3
10.		Consider award of concessionary assistance	Colin Cormack	Q3

## Development and Renewal

	<b>Service</b>	<b>Function</b>	<b>Lead Officer</b>	<b>Target completion month</b>
1.	Lettings (THH & D&R)	Lettings Policy & Service Delivery	Joint D&R & THH D&R - Policy THH-Deliver Rafiqul Haque	Q4
2.	Tenancy Services (THH)	Tenancy Management	Paul Leo Area Housing Manager	Q3
3.		New Tenant Services (sign up, settling in, probation tenancies)		Q2
4.	Technical Services (THH)	Major Works: Delivery and Performance	Peter Allen Technical Services Manager	Q3
5.	Resident Involvement (THH)	Support and Monitoring of TRA (Including grant allocation)	Vicky Potticary Consultation and Participation Manager	Q2
6.	Leasehold Services (THH)	Income Collection <ul style="list-style-type: none"> <li>▪ Service Charges</li> <li>▪ Major Works Charges</li> </ul>	Paul Leo Finance Manager	Q4
7.	Major Project Development	Bishopsgate Goods yard Masterplan	Paul Buckenham	Q2
8.	Major Project Development	Ailsa Street	Tim Ross	Q2
9.	Strategy, Regeneration and Sustainability	Local Development Framework (Core Strategy/LDF)	Jennifer Richardson (Interim)Strategy Planning Manager	Q2
10.	Strategy & Development	Housing Strategy	Tara Mann	Q2
11.	Strategy, Regeneration and Sustainability	Economic Assessment	Sue Hinds Access to Employment Manager	Q4

12.	Strategy, Regeneration and Sustainability	Enterprise Framework	Sue Hinds Access to Employment Manager	Q3
13.	Tenancy Services (THH)	Tenancy Management	Paul Leo Area Housing Manager	Q3
		New Tenant Services (sign up, settling in, probation tenancies)		Q2
14.	Technical Services (THH)	Major Works: Delivery and Performance	Peter Allen Technical Services Manager	Q3
15.	Resident Involvement (THH)	Support and Monitoring of TRA (Including grant allocation)	Vicky Potticary Consultation and Participation Manager	Q2
16.	Leasehold Services (THH)	Income Collection <ul style="list-style-type: none"> <li>▪ Service Charges</li> <li>▪ Major Works Charges</li> </ul>	Paul Leo Finance Manager	Q4
17.	Lettings (THH & D&R)	Lettings Policy & Service Delivery	Joint D&R & THH D&R - Policy THH-Deliver Rafiqul Haque	Q4

# Resources

	Service	Function	Lead Officer	Target completion month
1.	Human Resources	Standards for Managing Employee Performance	Catriona Hunt Head of HR Operations	Q3
2.		Whistle Blowing procedure		Q3
3.		Sexual Orientation Procedure		Q3
4.		Religion and Belief policy		Q3
5.		Disciplinary Procedure		Q3
6.		Grievance Resolution Procedure		Q3
7.		Combating Discrimination & Harassment		Q3
8.		Management of Sickness Absence Procedure		Q3
9.		Job Evaluation Procedure		Q3
10.		Housing Choice HR Procedure		Q3
11.		Learning and Development Strategy		Q3
12.		Stress Management Policy		Q3
13.	ICT	Business Case (new projects)	Nadira Hussain	Q3
14.	Customer Services(Programmes & Projects)	Work Commissioning		Q3
15.	ICT Service Development	Strategies to be developed: Information Management User Management Data Management Network Application	Jim Roberts	Q3
16.	ICT Service Delivery	Enrolment process	Ken Bates	Q3
17.		Telephony Service – fixed. NB: part of overarching flexible working policy.		Q3
18.		Telephony service (mobile)		Q3
19.		Personal computing service inc. peripherals NB: part of overarching flexible working policy.		Q3
20.	Risk Management	Provision of all aspects of insurance cover for the Council	Minesh Jani	Q3
21.	Corporate Finance	Pensions Fund Investments (screening)	Alan Finch	Q3



**Table 1: Priority areas of inequality to be addressed through Equality Schemes, 2009-12**

Priority area	Age	Disability	Gender	Race	Religion/Belief	Sexual Orientation
<b>A Prosperous Community:</b> Worklessness	Reduce number of 16-18 year olds not in education, employment or training	Increase number of disabled people in employment	Reduce rate of economic inactivity among working age women	Reduce levels of unemployment and worklessness amongst Bangladeshi and Somali residents	Reduce rate of economic inactivity among Muslim women	
<b>A Prosperous Community:</b> Educational achievement			Improve under performance of boys relative to girls at GCSE	Narrow the achievement gaps between different ethnic groups and the national average		Tackle homophobia in schools
<b>A Great Place to Live:</b> Housing		Increase access to independent living opportunities for disabled people		Address shortage of suitable social housing which has a disproportionate impact on BME families	Address shortage of suitable social housing which has a disproportionate effect on Muslim families	
<b>One Tower Hamlets:</b> Community cohesion	Strengthen inter-generational cohesion	Give disabled people a voice in decision making		Increase the number of people of different backgrounds who feel that ethnic differences are respected	Increase the extent to which people of different faiths say they get on well together	Reduce homophobia and promote understanding and respect for LGB people
<b>A Healthy Community:</b> Health	Reduce childhood obesity		Improve life expectancy for men through effective health promotion services	Promote healthy lifestyles in an effective way to BME communities		Improve access to primary care health services for LGB people

