

**Tower Hamlets
SINGLE EQUALITY
FRAMEWORK 2010/11**

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1. Introduction

The Single Equality Framework is the Council's new corporate strategy for promoting diversity, equality and cohesion, it replaces the annual Diversity and Equality Action Plan. Integrated into the Strategic Plan, the Framework sharpens the strategic direction of the Council's work and is designed to strengthen our existing approach to meet the new challenges that we face today. It embraces the principles of a new Single Equality Duty, adds value to the six individual Equality Schemes and builds on our strong record of embedding diversity and equality in everything we do.

The Council's Vision, developed in the Community Plan 2020, is to be achieved with our partners and with the active participation of all those who have a stake in the borough, is to improve the quality of life for everyone who lives and works in the borough. Underpinning this vision is the desire to build One Tower Hamlets – an ambition to reduce poverty and inequality, bring local communities closer together, and provide strong leadership by involving people and giving them the tools and support to improve their lives. The Single Equality Framework will help to achieve this by prioritising equality outcomes that require intervention at a strategic level and it will ensure that we have the capacity to deliver our vision.

2. Background to the Single Equality Framework 2010/11

A combination of factors made 2010/11 an appropriate time to revise our strategic approach to equality to ensure that our analysis, methods and practice continue to be effective.

Almost a decade on from the introduction of public sector equality duties we have come a long way in terms of the equality outcomes we have achieved and our capacity to tackle inequality. In January 2010 the Council was the second local authority nationally to be awarded 'Excellent' status against the Equality Framework for Local Government. The assessment report quoted that:

'Equality and diversity underpins everything that the Council does with partners and stakeholders in the provision of services to its community. London Borough of Tower Hamlets has an in-depth and sophisticated knowledge about its community which informs service delivery, very strong political and managerial leadership on equality and diversity; good levels of equality and diversity resources and expertise; a national reputation for diversity and innovative community engagement'

However, the context within which we work to tackle inequality is undergoing significant change, which calls for a sharpening of our existing approach. The changes in equalities legislation set out in the 2010 Equality Bill, the introduction of the Equality Framework for Local Government and wider performance measures all recognise that if we are to achieve progress in tackling persistent areas of inequality we need to be more sophisticated in our approach to understanding equality. This

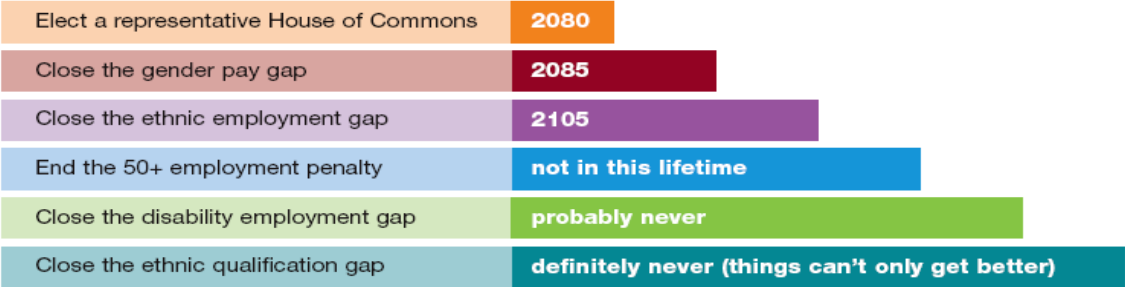
requires us to be responsive to the super diversity of our communities and their complex needs and experiences of inequality, in a way which is relevant to the new ways of working and challenges that the public sector faces today.

The Equalities Review 2007 set out in absolute terms the step change necessary to achieve real progress on equality in Britain. At the current rate of progress, the Review stated that it will take until 3026 for Parliament to be representative. The Review argues:

"It is not true that things will automatically get better with time. Some equality gaps are simply not closing... These inequalities threaten to undermine our social fabric at a time when it is already challenged by rapid and widespread economic and technological change... In some areas there is progress but it is painfully slow. Despite the often heroic efforts of individuals, the nature of a particular inequality can be so persistent, or the problems in an institution so deep, that conventional means or incremental progress are ineffective in bringing about significant change."

Figure 1.3: Momentum measures 1

At the current rate of change we will:



Moving beyond single equality strands

The Review demonstrated that to achieve the step change necessary we need to recognise that inequality arises from an interplay of factors which combine to create real barriers to equality of opportunity and outcome. In the past equalities legislation has focused on individual equality strands of race, gender, disability, age, religion/belief and sexual orientation. However in Tower Hamlets we know that to develop effective interventions we need to understand how a variety of factors shape life chances and that poverty has a defining impact on a range of outcomes. The 2010 National Equality Panel reported that economic advantage and disadvantage reinforce themselves across the life cycle, and often on to the next generation. Inequality accumulates across the life cycle, especially those related to people’s socio-economic background. This is seen before children enter school, through the school years, through entry into the labour market, and on to retirement, wealth and resources for retirement, and mortality rates in later life. By implication, policy interventions to counter this are needed at each life cycle stage.

It is important that our approach is also responsive to the transformation we are seeing to the way in which the Council and our partners deliver public services. For example, across the public sector there is a move away from a standardised model of service provision towards Personalisation - shaping services provided to citizens in response to individual needs. This approach brings great opportunities to better meet the diverse needs of residents but also presents a challenge of ensuring that all people are able to realise the benefits of greater choice. The recession and reduction in public sector spending will also have a significant impact on our ability to tackle priority areas of inequality and the way in which we provide services to promote equality. The scale of the estimated cuts means that we will need to make savings in the short term and also look beyond the shaving and slicing of costs to new and different ways in which services can be transformed to make them more effective and efficient.

3. 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 is key to creating a cohesive community.

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 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.

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; and
- 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); and
- 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 (Amendment) 2005
- the Human Rights Act 1998
- the Gender Recognition Act 2004
- 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
- the Equality Act 2010 (passed but not yet commenced at the time of drafting this Framework)

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

4. How we will continue to deliver our commitment

The Single Equality Framework describes our approach to delivering our commitment to tackle inequality.

In January 2010 we became the second authority in the country to achieve 'Excellent', the highest level of the Equality Framework for Local Government. Building on the work we had already achieved under the Equality Standard this Framework has been and will continue to be critical to delivering our commitment. It is a nationally recognised Framework which we will continue to use to promote continuous improvement in mainstreaming diversity and equality and improving equality outcomes.

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;
- 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 which 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; and
- using our powers to make sure that organisations providing services on our behalf work in line with this policy - we are committed to using our procurement powers to support our equalities objectives.

Equalities is embedded throughout our procurement process:

- The preparation of all tender documentation involves an assessment of the equalities impact of the service or goods and performance of previous providers on meeting the needs of diverse service users. The Council's tollgate process requires officers to address equality and diversity.
- All suppliers are required to meet a range of minimum standards in relation to their equalities policy and practice in relation to staff and service provision. This covers areas such as reasonable adjustments for disabled staff and service users, discrimination and harassment procedures and equalities training.
- Where there is evidence that some groups of service users have been underrepresented in the take up of services, guidance should be provided to ensure that contracts incorporate measures to monitor improvements in this area as part of the performance management framework

4. The Single Equality Framework in context

The Single Equality Framework sets out the Council's strategic priorities for tackling inequality and identifies areas for development to strengthen the capacity of the organisation to mainstream equality in processes and structures.

The analysis which underpins the Framework informs the wider plans and strategies of the Council and Tower Hamlets Partnership, including:

The Community Plan sets out the vision and objectives of the Tower Hamlets Partnership, looking forward to 2020. The Plan will be refreshed during 2010/11 and a revised version produced in April 2011. 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 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. 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 Council's Equality Schemes provide an analysis of inequality in the borough and set out the activities services will undertake to address priority areas of inequality over a three year period. These Schemes demonstrate 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. Each of the Schemes outline the Council's commitment to ensure that race, gender, disability, sexual orientation, age and religion/belief equality is at the centre of our work when developing a policy or strategy, providing a service or employing people. The Schemes are:

1 The Race Equality Scheme 2009-12

www.towerhamlets.gov.uk/lgsi/851-900/861_diversity_and_equalities/race_equality.aspx

2 The Disability Equality Scheme 2010-13

http://www.towerhamlets.gov.uk/lgsi/851-900/861_diversity_and_equalities/disability_equality.aspx

3 The Gender Equality Scheme 2010-13

http://www.towerhamlets.gov.uk/lgsi/851-900/861_diversity_and_equalities/gender_equality.aspx

4 The Age Equality Scheme 2009-12

www.towerhamlets.gov.uk/lgsi/851-900/861_diversity_and_equalities/age_equality.aspx

5 The Religion/Belief Equality Scheme 2009-12

www.towerhamlets.gov.uk/lgsi/851-900/861_diversity_and_equalities/religion_and_belief_equality.aspx

6 The Sexual Orientation Equality Schemes, 2009-12

http://www.towerhamlets.gov.uk/lgsi/851-900/861_diversity_and_equalities/sexual_orientation_equality.aspx

The Framework also links to high level actions to deliver the **Tower Hamlets Homes Diversity Strategy**

Workforce to Reflect the Community Strategy: To deliver the highest quality of services, the Council is committed to delivering a workforce that reflects the community. This is a key Council Strategy which recognises that the highest quality of

service can only be provided by a workforce that reflects our local community.

5. Organisational infrastructure: The structures and processes that deliver equality

Strong leadership at a Member and officer level has been crucial to our ability to drive forward work on equality. Robust structures and processes ensure that this corporate commitment is translated to work at all levels of the organisation.

In 2010/11 the Lead Member with responsibility for Diversity and Equality is Cllr Rachael Saunders and the Scrutiny Lead for One Tower Hamlets is Cllr Ahmed Omer who has diversity, equality and community cohesion within his remit.

The Corporate Director responsible for diversity and equalities is the Assistant Chief Executive (post currently vacant) The work of co-ordinating and facilitating work across the Council is undertaken by the Scrutiny and Equalities service area which comprises of Joint Acting Service Heads for Scrutiny and Equalities - Frances Jones and Hafsha Ali. They are supported by three Diversity and Equality Co-ordinators - Paul Robinson, Priti Batavia and Shahanaz Begum. 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), Layla Richards and Paul Gresty (Children's Services), Robin Beattie and Coreen Ung (Communities, Localities and Culture), Katharine Marks and Hannah Bailey (Adults Health and Wellbeing), Claire Symonds and Samantha Whittaker (Resources) and Frances Jones/Hafsha Ali and Priti Batavia (Chief Executive's). Within Human Resources (HR) the lead responsibility sits with Mark Keeble, Interim Head of Corporate Human Resources.

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

1. The Single Equality Framework Action Plan is agreed by Cabinet annually and monitored by the Overview and Scrutiny Committee bi-annually.
2. 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, HR and the trade unions. Each DELO also chairs a monthly Directorate Equalities Focus Group.
3. Each service, team and individual work plan is expected to include diversity and equality objectives that arise from the Single Equality Framework, Equality Schemes, Equality Impact Assessments and our duties to promote equality in employment to ensure that staff see equality issues as part of their day-to-day work. To support this is a range of training

offered by Corporate Learning and Development including age legislation and best practice, disability equality, sexuality awareness and Equality Impact Assessments (EqIA).

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

Standard	How is this delivered?
Undertake Equality Impact Assessments of both new and existing policies.	The EqIA programme is monitored regularly by the Corporate Equalities Steering Group and progress is reported annually within the Single Equality Framework monitoring reports.
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 the Council equality induction training processes	This is co-ordinated by Organisational Development in Corporate Human Resources.
Ensure that our policies are compliant with equalities 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 TH Interfaith Forum and Lesbian, Gay Bisexual and Transgender Community Forum and the Pan-Disability Panel.</p> <p>Partnership Forums include the New Residents and Refugee Forum, the No Place for Hate Forum and the Older People’s Partnership Board.</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>
<p>Members provide community leadership on diversity and equality.</p>	<p>The Lead Member for Health and Wellbeing is Cllr Rachael Saunders and within her portfolio she has the lead for diversity and equalities.</p> <p>The Single Equality Framework, Equality Schemes and the Workforce to Reflect the Community Policy are all agreed by Cabinet.</p> <p>Overview and Scrutiny monitors the Single Equality Framework. Equality and diversity considerations informs the Scrutiny work programme and the reviews undertaken by the Scrutiny Leads to 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>

	Staff from the Diversity and Equality Team contribute to national benchmarking groups including the Employers Forums on Age, Disability and Belief.
Seek external validation of our equality achievements	The new Equality Framework is the validation tool for assessing the ability of local authorities to deliver on the equalities agenda. We are one of two local authorities to achieve 'Excellent', the highest rating of the Framework. Investors in People, the Fawcett Charter, the Stonewall Equality Index and the Employers' Forum on Disability Employers Standard are two other recent examples of benchmarking schemes which 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 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 in 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.

6. Single Equality Framework Objectives 2010/11

The Single Equality Framework has two objectives:

A) To identify priority areas of persistent inequality and develop effective strategies to tackle them:

In preparation for the Single Equality Duty we developed six individual Equality Schemes to ensure that we have a robust understanding of inequality in the borough. Using the Equality and Human Rights Commission's Equality Measurement Framework, each Scheme measured and analysed inequality against the ten domains of the Framework:

- **Longevity** – including avoiding premature mortality.
- **Physical security** – including freedom from violence and physical and or sexual abuse.
- **Health** – including wellbeing and access to high-quality healthcare.
- **Education** – including being able to be creative, to acquire skills and qualifications and having access to training and life-long learning.

- **Standard of living** – including being able to live with independence and security and covering: nutrition, clothing, housing, warmth, utilities, social services and transport.
- **Productive and valued activities** – such as access to employment, a positive experience in the workplace, work-life balance, and being able to care for others.
- **Individual, family and social life** – including self-development, having independence and equality in relationships and marriage.
- **Participation, influence and voice** – including participation in decision making and democratic life.
- **Identity, expression and self-respect** – including freedom of belief and religion.
- **Legal security** – including equality and non-discrimination before the law and equal treatment within the **criminal** justice system.

The Single Equality Framework enables us to look across all six Equality Schemes and identify areas of persistent inequality which arise from a complex interplay of factors. For example, to understand the pattern of educational achievement in the borough we need to look at the impact of gender, ethnicity, religion/belief, age and socio-economic background. Through the Framework we will investigate the determinants of unequal outcomes beyond individual equality strands and aim to understand the relationship between the strands and other circumstances that drive poor outcomes including socio-economic disadvantage. We will explore whether the interventions that we have in place can tackle the drivers of inequality to deliver the outcomes we look to achieve in the long term. To enable us to target these areas of persistent inequality, the Single Equality Framework Action Plan will address a small number of priority areas each year. The priorities will be identified through:

- A mapping of evidence of inequalities identified within each of the six equality schemes that cut across the strands (see appendix A);
- An analysis of the priorities within the Community Plan; and
- An assessment of current interventions which suggests that there is scope to improve effectiveness and efficiency.

In 2010/11 the priority areas are:

Economic inactivity amongst Bangladeshi and Somali women

In Tower Hamlets we have the second highest level of economically inactive working age women in the country, at 49%. Women are twice as likely to be workless as men and approximately 75% of working age Bangladeshi women are not economically active. The GLA has published research showing that across the capital, Muslim people are almost twice as likely to be economically inactive compared to the average. Of the economically inactive group, Muslim people are more likely to be looking after a family or be studying than other groups. In 2007, the Equal Opportunities Commission identified employment as "an area of deep seated gender inequality and discrimination" for black and minority ethnic women. Their investigation into the issue found that Muslim women are particularly likely to be economically inactive and experience multiple barriers to accessing paid employment.

Given the high unemployment rate in the borough and young profile of the population, significant resources have been directed to supporting those looking for work to secure jobs. For example our 2008-11 Local Area Agreement (LAA) set ambitious targets for the Council and partners to raise the overall employment rate in the borough and enable local people to move off employment related benefits. There have also been targeted interventions through the Working Neighbourhoods programme to support target groups, including women and people with disabilities, into employment. Within our LAA we also have a child poverty reduction target which has involved working with the parents of children from the lowest per capita income households to get them off Income Support and into employment. Bangladeshi families continue to be among the poorest in the borough and their average household size is above average, therefore they have been targeted within these programmes.

The challenge now is to deepen our understanding of the drivers of economic inactivity for this group and assess the learning from these various programmes to inform future planning and strategy. In the context of reductions in public sector funding there is likely to be fewer resources available for targeted additional projects to supplement mainstream employment services. Therefore we need put in place measures to ensure that our core employment interventions and those of our partners enable us to not only increase overall employment but promote equality for those most excluded from the labour market.

During 2010/11 we will work with colleagues in the Prosperous Communities Community Plan Delivery Group and Employment Task Group to:

- Develop a comprehensive profile of worklessness among women in the borough through the Local Economic Assessment and worklessness profile, to build up an understanding of risk factors for economic inactivity among this group;
- Review existing employment interventions delivered by the Council, Social Landlords and Jobcentre Plus targeted at this group and incorporate the findings into the refresh of the local Employment Strategy; and

- Through action research we will apply a reflective process of problem solving led by stakeholders including workless Bangladeshi and Somali women to strengthen current interventions such as those delivered through the Working Neighbourhoods Fund and test out a new course of action.

Independence and dignity for older people and vulnerable adults

In 2007, the Government launched Putting People First, a shared vision and commitment to transform adult social care towards a personalised, person-centred adult social care system. Implementing this vision means putting service users at the heart of the decision making process about how they are supported, and enabling them to have more choice and control, so that they can get support that is personalised to meet their individual needs.

This vision constitutes a transformation in the way adult social care services are provided. To deliver this change an ambitious three year Transforming Social Care programme is being led by Adults Health and Wellbeing Directorate. In Tower Hamlets we have recognised that these changes have a great potential to not only increase dignity and quality of life for service users, but also better meet the needs of diverse communities. In a report published in 2007 for the Equality and Human Rights Commission, DEMOS researchers argued that "there will be huge scope for self-directed services and personal budgets. These pay-offs will particularly apply where people can mobilise their own knowledge and resources to make the service more effective". However, although the potential benefits for marginalised and excluded communities are significant, care needs to be taken to ensure that the specific needs of these people are recognised and mechanisms put in place to ensure everyone can gain from changes and improve their quality of life.

During 2010/11 we will:

- Carry out a strategic level equality impact assessment of the Transforming Social Care Programme. This will involve working with colleagues and partners to identify and better understand what the changes put forward through the Transforming Social Care programme will mean for different sections of our communities.
- Identify the steps we need to take to ensure that all service users, but especially those at greatest risk of marginalisation and exclusion are enabled to live their own lives as they wish, confident that services are of high quality, are safe and promote their own individual needs for independence, well-being and dignity.

B) To ensure that the Council has the resources, structures and processes in place to achieve our commitments. The Council will work under the Equality Framework for Local Government to improve the capacity of the organisation to tackle inequality through the use of the Equality Framework for Local Government. In 2010/11 we will strengthen the organisation's capacity to deliver equality through:

Activity	Milestones
Strengthening the capacity of the Tower Hamlets Partnership to tackle inequality through:	
Ensure that strategic equality priorities are designed into the refresh of the Community Plan and Local Area Agreement and that a robust analysis of inequality in the borough informs their development.	<ul style="list-style-type: none"> • Community Plan Needs Assessment completed by September 2010. • Community consultation completed by January 2011. • New Community Plan agreed by March 2011.
Develop the Diversity and Equality Network as an effective peer forum to drive improvements in equality practices across the local public sector.	<ul style="list-style-type: none"> • Review of Diversity and Equality Network completed by end of June 2010. • Evaluation report and recommendations presented to Tower Hamlets Partnership Executive by July 2010. • New Terms of Reference and work programme developed by August 2010. • Network relaunched by November 2010.
Launch and deliver the One Tower Hamlets Third sector funding stream to enable community organisations to contribute to the delivery of One Tower Hamlets.	<ul style="list-style-type: none"> • Work with Tower Hamlets Partnership to establish a framework for the One Tower Hamlets Fund to enable Third sector organisations to access funding for activities that improve relations between people. • Launch by September 2010.
Strengthen the interface between the Council and THP with participatory Forums (Equality Forums, LAPs and Third sector organisations) and clarify their role in governance of the THP and the work of Overview and Scrutiny.	<ul style="list-style-type: none"> • Undertake joint THP/Equality Forum workshop facilitated by SOLACE consultants to explore ways to better link Equality Forums to THP decision making and delivery structures by April 2010. • Produce recommendations report from workshop and report to THP Executive by July 2010.
Improve the capacity of the Council at a strategic level in 2010/11 we will:	
Identify the areas of significant transformation in local public services and work with service providers to understand their implications for delivering our equality outcomes.	<ul style="list-style-type: none"> • Work with Vision and Values sub-group of the Transformation Board to develop an approach to transformation which embeds a commitment to equalities and informs the Council's Service Options review.

<p>Develop our understanding of the impact of both the recession and public sector funding cuts on equality outcomes for local residents and ensure that a commitment to reducing inequality sits at the heart of our local response.</p>	<ul style="list-style-type: none"> • Embed equalities analysis within the Local Economic Assessment (LEA) due for completion by July 2010. • Local Enterprise Strategy - embed findings of the LEA to ensure that steps are taken to support businesses most at risk from recession related pressures (January 2011).
<p>Develop a cohesion framework which balances three elements; community projects; structures and groups which bring people together and; strategic level work to understand and strengthen cohesion impact of services, projects and incidents.</p>	<ul style="list-style-type: none"> • Develop cohesion impact tool to enhance understanding of how service delivery affects relations between people and improve the extent to which major projects strengthen cohesion by June 2010. • Pilot cohesion impact tool on priority services developments / projects by December 2010. • Produce report on findings of pilot Cohesion Impact Assessments and use to inform new Community Plan by January 2010.
<p>Deliver a pilot project with the British Institute for Human Rights and IDeA looking at how a human rights perspective can help the Council to improve service delivery, local decision making and engagement with the communities they serve.</p>	<ul style="list-style-type: none"> • Stakeholder workshop for council and partner staff to explore project proposal and agree project milestones • Contribute to IDeA dissemination event held to communicate findings of project by April 2011
<p>Develop a mechanism for incorporating equalities within performance monitoring, through the disaggregating of national and other indicators and update the Council's suite of equality performance indicators.</p>	<ul style="list-style-type: none"> • Develop a long list of national and local indicators which we can disaggregate and submit for discussion at CESG in September 2010. • Agree new basket of strategic equalities indicators to be incorporated within the Single Equality Framework from March 2011.
<p>Develop the processes and structures which ensure that equality considerations inform all service planning and decision making in the Council, through:</p>	
<p>Review the equalities infrastructure of the organisation to make more efficient and effective use of equalities specialist staff in Directorates and the corporate team.</p>	<ul style="list-style-type: none"> • Scope of review agreed by CESG by July 2010 • Report and recommendations presented to CESG by November 2010. • New arrangements in place by March 2010.

<p>Review and redesign the Equality Impact Assessment (EqIA) process to make it more flexible and user friendly and embed it within wider service improvement processes.</p>	<ul style="list-style-type: none"> • Project Initiation Document approved by CESG, April 2010 • Convene Project Working Group by May 2010. • Recommendations of review submitted to CESG by September 2010. • Pilot of new arrangements completed by January 2011. • Final agreement of new arrangements by CESG by March 2011.
<p>Working with the Joint Intelligence Group develop a central bank of local and national statistics, information and research on inequality across the six equality strands that is accessible to staff and partners.</p>	<ul style="list-style-type: none"> • Draft equalities profile to be developed by December 2010. • Equalities profile incorporated within THIS Borough intelligence system by March 2011.