

Tower Hamlets SINGLE EQUALITY FRAMEWORK 2015-16



SINGLE EQUALITY FRAMEWORK 2015/16

Foreword from Mayor Lutfur Rahman

I am pleased to present the Single Equality Framework for 2015/16 which provides the strategic direction for the Council's work on equality.

Tower Hamlets is the first Council in the UK to be reassessed as Excellent against the Local Government Association's Equality Framework for Local Government (EFLG) – the highest award available. I am pleased that our approach to addressing inequality has received national recognition and as we go forward equality will continue to be the focus of our approach to delivering services to residents.

This framework sets out our considerable achievements in addressing inequality for all groups and communities within the borough. The proposed actions set out in the action plan reflect the analysis we have undertaken to understand current need and what more we need to do to ensure that all residents have access to excellent services and aspirational opportunities.

Mayor Lutfur Rahman

1. Introduction

The Single Equality Framework is the Council's corporate strategy for understanding diversity, tackling inequality and promoting cohesion. Integrated into the Strategic Plan, the Framework provides the strategic direction for the Council's work on equality to enable us to better meet the financial, policy and social challenges that we face today. It embraces the principles of the Equality Act 2010 and Public Sector Equality Duty; sets out our Strategic Equality Objectives and Priorities; builds on our strong record of embedding diversity and equality in everything we do.

The Council's Vision is to improve the quality of life for everyone who lives and works in the borough. 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.

This year equality objectives have been incorporated within the Council's Strategic Plan and through robust delivery structures and processes these priorities are translated into work at all levels of the organisation.

2. Background

Deprivation and poverty are prominent features in Tower Hamlets and lack of access to affordable housing, high rates of unemployment and stark health inequalities affect the life chances of many residents. Yet the borough is also a place of contrast with immense wealth sitting alongside some of the highest levels of poverty in the country. While the average annual earnings of those working in the borough is £75,000 and its economy is worth £6billion per year, a third of households live on less than £15,000 per year and the borough has the highest rate of child poverty and lowest healthy life expectancy for women in the country.

The Council has a strong track record of working with our partners to reduce inequality and improve outcomes for local people. In 2014 we were re-awarded 'excellent' for the the Equality Framework for Local Government. However, since 2010 reductions in public sector funding have had a significant effect on the resources available to the Council and other local public sector organisations to tackle inequality. Furthermore the Coalition government's programme of welfare reform including changes to benefits, tax credits and support for families, is having a considerable impact on many residents in the borough. For those affected this means a drop in household income and we are already seeing the effects of these changes in increased rates of homelessness and people seeking advice in relation to their debts. Given the already high levels of deprivation and poverty in the borough, these changes are making it even harder for many households to get by with the potential for this to affect educational attainment, crime,

health and wellbeing in the borough. This is happening alongside growing demand for services as a result of a rapidly growing population. These issues converge to make Tower Hamlets a place in which existing inequalities could grow over coming years.

Tackling inequality and protecting vulnerable residents continue to be key priorities of Mayor Rahman's administration since he was elected as the Council's first Executive Mayor in 2010. Further reflecting this commitment, Lead Member for Policy, Strategy and Performance Councillor Aminur Khan has the lead responsibility for driving forward the administration's approach to promoting equality.

3. Leadership and vision

The Council's vision, developed in the Community Plan, is to improve the quality of life for everyone who lives and works in the borough.

Mayor Lutfur Rahman is the first Executive Mayor in Britain from a black or minority ethnic background, demonstrating the progress made in tackling inequality and discrimination in the borough. Since October 2010 the Mayoral model has provided the organisation with a clear focus and greater capability to tackle inequality. The Mayor's priority of protecting the most vulnerable has informed strategic and financial planning and was a key driver for developing the Council's budget for 2012-15. As a result of this approach the budget has protected frontline services and taken measures to ensure that the borough's most vulnerable residents are protected from budget savings.

The Mayoral model has offered real opportunities to develop a shared vision to unify different sections of our community, and provide unified leadership in times of difficulty and tension. One of the key pledges of the Mayor is to promote community cohesion and bring our diverse communities together. This commitment has been especially prominent in our collaborative approach in responding to far right groups such as Britain First, and the Shariah Project incidents in 2014, and to the EDL demonstration in 2013. Working with people from across the borough's diverse communities has been the basis for a unified response to those who seek to divide us, and during periods of tension the Mayor along with the community and our partners have mobilised to promote community cohesion.

4. Key Achievements in 2014-15

In March 2014 Tower Hamlets Council was successfully re-assessed against the criteria for the 'excellent' level of the Equality Framework for Local Government. Key findings from the comprehensive review highlighted that:

- The Council has built on experience and expertise in tackling inequality since the previous assessment in 2010, and has adapted methods and structures to address the new challenges that it faces. The Council continues to focus its resources on improving outcomes for its most vulnerable communities, with equality underpinning the Council's work with partners and stakeholders.
- Strong political and managerial leadership on equalities permeates Tower Hamlets Council. This appears to instil confidence across the organisation and staff have a clear understanding of equality, and how it can be used as a key driver for delivering improvements in the borough.
- There is evidence of nuanced and sophisticated partnership working, on areas such as hate crime and managing community tensions, which are clearly having a significant positive effect in the ability of the Council to respond quickly to situations as they arise.
- The Council has good quality up to date information about the demographics of its local communities and uses its diverse workforce to enrich this data, enabling it to build up a sophisticated and up to date picture of the local area.
- The Council uses commissioning and procurement to significant effect as a means of delivering on local equality and economic objectives. In order to get better value for money, its procurement strategy links equalities into the organisation's corporate vision and objectives, and opportunities to obtain wider (community) benefits when procuring have been identified and pursued.

The Council's Borough Equality Assessment provides an account of inequality in the borough. The Assessment provides an evidence base for the Single Equality Framework and informs service planning across the Council to ensure the Council takes

full account of the borough's diversity in planning and designing services. Some of the key achievements against the Borough Equality Assessment for 2014/15 include:

A Healthy and Supportive Community

Analysis of the existing Public Health data shows that the group with the highest levels of obesity in the borough are Bangladeshi and Black boys aged 10-11 years. As part of the Council's priority to ensure every child has a healthy start there has been a focus throughout 2014/15 to reduce childhood obesity for these groups. To address this issue we have designed a community engagement project to raise awareness and identify opportunities for reducing obesity in boys – this will be rolled out during 2015.

The Public Health Team within the Council have commissioned a range of services to help residents stop smoking and using tobacco, with a specific focus on Black and Asian residents due to this group of residents having the highest prevalence rates of smoking. The Council has commissioned a flexible, culturally sensitive service in both Bengali and English for those looking to stop smoking, chewing tobacco or paan. Also, people from the Somali, South Asian and migrant communities in Tower Hamlets are provided with one-to-one support to help them give up tobacco use - female advisors are available for women if requested.

The Council has been running a "peer research" project that trains residents who have experience of adult social care to carry out research with other adult social care users. The rationale behind this is that we know people often feel more comfortable talking to people who have had similar experiences to them. One of the findings of the research was that adult social care users are sometimes unclear on the processes and decisions that happen in adult social care. This issue was particularly highlighted for research participants of a non-White British ethnic background, for example, due to problems with translating and explaining terms like "personalisation." As a result of this research, a series of workshops have been run with bilingual practitioners throughout 2014. These workshops have given staff the opportunity to discuss and agree how best to communicate difficult issues and terms in another language, with a view to improving how this is done overall.

A Great Place to live

The Council has signed up to P120 which is a scheme to provide appropriate family sized wheelchair accessible homes in partnership with all Registered Provider partners, developers and the GLA. Progress to date includes increased numbers of housing partners signing up to Project 120. In addition, audits have been undertaken of leasehold service charges, and service plans monitored in support of the Tenant's Federation 'Cards on the Table Campaign'.

The Council has worked in partnership with local disability advocacy organisation Real to deliver 'Local Voices' which is the Council's key mechanism for engaging, connecting and consulting disabled people. A steering group composed of disabled residents was established to ensure their needs shape service design and delivery. It offers the opportunity for disabled people to gain key employment skills. Key activities over 2014/15 have included steering group members attending the Accessible Transport Forum and discussing issues with stakeholders from TFL, DLR and Crossrail. They have also provided a disability perspective on the development of the Council's new online health and social care directory, improving its accessibility for disabled residents.

A Prosperous Community

There has been significant improvement in attainment levels across all Tower Hamlets schools over the last decade and local schools are now significantly above the national averages. However, Tower Hamlets is one of four London boroughs where the rates of progress for White British pupils continue to be below England as a whole. In terms of attainment, analysis undertaken by the Council shows that even with school improvements White British pupils in the borough are failing to make a 'step-change', and the gap in attainment is widening at each stage in the learning cycle. Throughout 2014/15 the Council has worked with key stakeholders to identify the barriers to learning and engaging with school life for White British pupils and examine local, regional and national best practise models for implementing intervention strategies. To address this issue the Council is currently undertaking a project to improve academic attainment for this group which will provide policy recommendations to inform and shape local interventions.

Local Voices delivered a number of welfare reform workshops for disabled residents with the focus specifically on the changes from Disability Living Allowance to Personal Independence Payments. The session was organised by disabled residents and brought together members of the Council's Central Benefits Team and local advice agencies to detail the changes taking place, answer

specific questions residents may have one on one, and signpost residents to the organisations where they will receive further help to complete forms and get any further queries answered.

The Council has continued to focus on improving academic attainment for young people and as a result GCSE results for 2014/15 were above the national average. Part of the local success has been the result of a targeted approach to specific groups. Examples of this approach has included special tuition sessions in academic English to improve literacy at 6th Form and challenging schools to identify and support any underperforming groups.

The Council has sought to assist more people into further education and university through continuing to deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA). These awards support local young people to pursue Further and Higher Education. The policy for awarding these grants gives preference to more vulnerable students such as those who have been 'Looked After' and to students from low income families.

The 'Tower Hamlets Mayor's Charter of Child Rights' was launched on 11th March 2014 which represents a milestone in the Council's new partnership with UNICEF UK. Local children and young people decided which 10 articles of the UN convention on the Rights of the Child were most relevant to them. Tower Hamlets Council was the first organisation to sign the Charter. Other organisations to sign at the launch included Bart's Health NHS Trust, the Metropolitan Police, East London Foundation Trust and some of the borough's head teachers.

In 2012 the Mayor established a Fairness Commission to bring together people, ideas, opinions, experts and evidence to generate a fresh perspective on how to make Tower Hamlets a fairer place to live in the current financial and political climate. During its evidence gathering the Commission was tasked with engaging with people across the borough about its future, from big business and public services to small community groups and individual residents. The Fairness Commission published their report "Tower Hamlets – Time to Act" at the end of September 2013. The report made 16 recommendations relating to three key themes; money and financial inclusion, employment and housing. A recent progress report to the Council's Cabinet demonstrated strong progress in addressing the Commission recommendation with further activity set out in the Council's Strategic Plan 15/16. Key achievements for 2014/15 include working towards making Tower Hamlets becomes an online borough, towards which the Council and Partners delivered events for UK Go Online week for the first time. The Council has also made progress towards the recommendation to "Reimagine local employment services so they work better for local people and businesses", towards which the Council has

reached agreement with Job Centre Plus on a Memorandum of Understanding and is developing a shared system for supporting residents into employment and monitoring their progress.

The Digital Inclusion Strategy and Action Plan is one of the first pieces of work to be completed from the Tower Hamlets Fairness Commission recommendations. Digital exclusion is a new facet of social exclusion, reducing access to employment support, benefits, financial support and benefits, advice, education and skills training, and social opportunities. This exclusion is increasing as more and more services are becoming predominantly or exclusively offered online.

Our research, using both national and local data highlighted that within Tower Hamlets those who are most likely to experience digital exclusion include older, disabled and low income residents. The report concluded that there are three elements to exclusion: access, skills and motivation.

In order to overcome this exclusion an action plan has been developed in partnership with the Council, Housing and Registered Providers; Third Sector Learning Providers and Advice Agencies. The action plan is currently being implemented.

A Safe and Cohesive Community

The Council developed a Violence against Women and Girls Plan in 2012 and is in its third year of operational activity. This has galvanised the development of a multi-agency response to tackling all forms of violence against women and girls in Tower Hamlets. In the past 12 months the Council has had a range of successful outcomes and has worked to proactively draw community members and professionals from across the borough to support our work. Key achievements for 2014/15 have included recruiting 7 schools to become 'whole school' champions in tackling VAWG and training of teaching staff and young people in 12 other schools, the recruitment and training of over 80 champions from across agencies and community members in the borough and working with voluntary and community organisations to engage the community on tackling VAWG.

The Council's Tension Monitoring Group which is made up of community and faith leaders, the Police, representatives from third sector organisations and senior Council officers have met throughout 2014/15 to tackle issues to do with community cohesion. The group coordinated the meeting of Christian organisations and Christian leaders from across the borough to develop a joint message responding to the activities of the far right group Britain First. The message, advocating solidarity with the Muslim community and the Tower Hamlets community in general and opposing all far right groups, was picked up through national media. This partnership

has also seen the development of localised interfaith projects, and a closer relationship between faith and community organisations, local young people, the Council and police.

The Tension Monitoring Group have also recently worked with local and London regional police officers, local faith and community organisations, and schools services in managing the tensions and impacts relating to three local young girls that had travelled abroad to Turkey, it is believed with the intentions of joining ISIS. The work has seen a multi-faceted set of responses from the partnership. Senior regional police officers have coordinated a police media message and international appeal for the girls, through consultation with the Council and the local community. The Council has worked closely with the Imams of mosques to coordinate the response and provide guidance around prevention of similar incidents occurring. The Council has coordinated local media messages through its newspaper and social media in response to the situation, as well as requesting concerned parents and residents to talk to Imams, teachers and local community leaders. These messages and the support available have been included in a guidance booklet for parents which has been disseminated through our community partners. There has also been enhanced engagement with schools, with young people and parents as well as further training for teachers.

One Tower Hamlets

Throughout 2014/15 the Council has continued to take actions to ensure it has a workforce that reflects the community that it serves. These activities have included employing a cohort of 12 adults with learning disabilities on a pre-apprenticeship programme. In addition, seven Leaving Care service users have been placed in teams across the Council to gain employment experience. The Council has undertaken a number of events to promote career progression for all staff. Examples include a Black and Minority Ethnic (BAME) Staff Network event which saw over 140 staff attending from across the organisation who came to hear guest speakers present inspirational talks about overcoming barriers to progression at work. The event included details of the Council's current staff development initiatives. A workshop at the end of the session also gave staff an opportunity to feedback on what they thought were the organisational, management, policy barriers they faced in achieving success. Feedback from the workshop will shape future Workforce to Reflect the Community strategies.

The Council has been running an over 50s Tea Dance programme for older residents for the past eight years at the Brady Arts Centre. The initiative brings together elderly residents and organisations from different areas across the borough. The project has been a great success, with high levels of attendance and continues to grow and engage local people. Due to the popularity of the programme, in 2014 the Council decided to fund a large tea dance event to bring participants and the community together.

The Council worked in partnership with Alternative Arts and various organisations such as Tower Hamlets Sports Development and Sports4Women to celebrate Intentional Women's Week and champion gender equality. A number of events were delivered throughout the year which focused on the theme of 'Women in Public Life' which aimed to raise aspirations through championing success stories.

The Stonewall Workplace Equality Index (WEI) is an annual independent benchmarking exercise of workplace culture for LGBT staff and ranks the top 100 employers in Britain for LGBT equality. The results for the 2015 WEI show that Tower Hamlets Council is performing higher than average within the public sector and has maintained high marks in a number of criteria including the development and ongoing support of a network group for LGBT staff. The WEI also highlighted that the Council has effective procurement policies in place, carries out successful work in schools to tackle homophobic behaviour and has a high level focus on LGBT equality through senior staff championing.

The Council has undertaken an extensive consultation campaign called Your Borough Your Voice which has focused on priorities for the future for the Community Plan and to inform the Medium Term Financial Plan. A wide range of stakeholders and groups, representing our diverse community have been involved in engagement activity and events. The consultation included two resident workshops which included sessions exploring the difficult funding choices faced by the Council and looking at education and social care services in detail. The outcomes will help the Council to continue to deliver excellent services within an environment of increased demand and restricted resources.

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

Valuing diversity is one of the four core values of the Council. We will promote diversity and equality in everything we do to improve the quality of life for everyone living, working and visiting Tower Hamlets. The borough's diversity is one of its greatest strengths and assets. We will build upon this by working with the Tower Hamlets Partnership to provide accessible and responsive services that enable everyone to be a part of the social, cultural and economic wealth of the borough. Achieving this is central to delivering the Council's vision. It 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 legal duty to have due regard to tackling discrimination, advancing equality of opportunity and fostering good relations between different groups. This provides an important tool to help further embed diversity and equality in the culture of the organisation. We believe we have a strong moral and social duty to do everything we can to challenge prejudice and discrimination and promote better understanding and respect. At the same time we recognise that discrimination takes place and tensions can sometimes exist between different communities.

As a service provider we will:

- Promote equality of opportunity and eliminate discrimination in the planning and delivery of our services in terms of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status. The duty to have due regard to the need to eliminate discrimination also covers marriage and civil partnerships.
- Promote good relations between communities and address negative stereotyping of any groups;
- Advance equality of opportunity between people from different groups; and
- Tackle harassment relating to a person's age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation, health and income status and marriage and civil partnership status.

As an employer we will:

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

6. Delivering and Monitoring Improvement: Our Equality Objectives

The Single Equality Framework identifies our strategic priorities to promote equality. It also includes the actions we will take as an employer to promote equality and develop a workforce that reflects our community and the activities we will deliver to improve our equality practice across the organisation. 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. The Plan was developed in 2011 and is currently being refreshed. It 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 and puts tackling inequality, strengthening cohesion and building strong and effective community leadership at the heart of all that we do.

The Council's Strategic Plan sets out a work plan for Tower Hamlets Council and is updated annually. We have embedded our equality priorities within the Strategic Plan to ensure the promotion of equality is at the forefront of the Council's work in responding to the financial, policy and social challenges that we face today and that a focus on equality informs the business planning of the organisation.

The Council's Borough Equality Assessment provides an account of inequality in the borough. The Assessment brings together the latest evidence on age, disability, gender, race, religion/belief equality, sexual orientation and transgender inequality in the borough. Produced through engagement with services, residents, community groups and partners the Assessment provides an evidence base for services across the Council to ensure that they take full account of the borough's diversity in planning and designing services.

Our equality objectives for 2015/16 are embedded within our Strategic Plan. The key relevant actions, which are part of the 2015/16 Strategic Plan, are set out below and are made up of:

- Strategic Priorities, Actions and Milestones where the primary intention is to reduce inequality between people from different protected groups
- Strategic Performance Measures which relate to an outcome where we know that there are inequalities between different groups and where we will seek to narrow the gap

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|--|-----------------|
| Increase the availability of affordable housing including family sized housing | Cllr Rabina Khan Jackie Odunoye (D&R) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Prepare proposals and plans with developing RPs to agree the number, location, size and timing of their schemes | Jackie Odunoye (D&R) | 30/09/2015 |
| Ensure that each planning application has as close to a policy compliant offer of affordable family sized homes | Jackie Odunoye (D&R) | 31/03/2016 |
| Meet quarterly with the GLA to discuss progress on grant funded schemes and future bids by RPs/developers in Tower Hamlets | Jackie Odunoye (D&R) | 31/03/2016 |
| Participate at the East London Housing Partnership Chief Officer Group and the Housing Directors Meeting at London Councils | Jackie Odunoye (D&R) | 31/03/2016 |
| Support RPs grant applications to the GLA ensuring that quantum of family homes is maximised and rents are affordable | Jackie Odunoye (D&R) | 31/03/2016 |
| Work with RPs and Planning to increase the number of wheelchair accessible homes including large family sized housing as part of Project 120 | Jackie Odunoye (D&R) | 31/03/2016 |
| Work with RPs and Planning to increase the delivery of affordable housing with the aim of completing 5500 new affordable homes by May 2018 | Jackie Odunoye (D&R) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|---|-----------------|
| Seek to mitigate homelessness and improve housing options | Cllr Rabina Khan Jackie Odunoye, Colin Cormack (D&R) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Produce draft plan for possible interventions in the private rented sector for internal consultation, consult externally and present findings to Cabinet as appropriate | Jackie Odunoye (D&R) | 30/05/2015 |
| Deliver the service change specification for an enhanced Housing Options Service as defined by the No Wrong Door project | Colin Cormack (D&R) | 31/05/2015 |
| Quarterly reporting to DMT on performance against published Homelessness Statement Action Plan | Colin Cormack (D&R) | 31/03/2016 |
| In partnership with CLC take forward to consultation the proposed pilot private sector licensing scheme | Jackie Odunoye (D&R) | 31/03/2016 |
| Support the London Living Rent Campaign and work with the GLA's London Rental Scheme and London Landlord Accreditation Scheme to improve regulation in the Private Rented Sector | Jackie Odunoye (D&R) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Reduce the number of Council homes that fall below a decent standard | Cllr Rabina Khan Jackie Odunoye (D&R) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Commence Year 5 Decent Homes (DH) Programme using DHs contractors | Jackie Odunoye (D&R) | 30/04/2015 |

| | | |
|--|--|-----------------|
| Ensure delivery of local community benefits targets | Jackie Odunoye (D&R) | 31/03/2016 |
| Ensure the Official Journal of European Union limit for the Decent Homes Framework is not exceeded | Jackie Odunoye (D&R) | 31/03/2016 |
| Make 917 homes decent | Jackie Odunoye (D&R) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Offer affordable fuel options through Tower Hamlets Energy Community Power (Energy Cooperative) | Cllr Rabina Khan / Cllr Alibor Choudhury Jackie Odunoye (D&R) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Refresh and update the Fuel Poverty Strategy | Jackie Odunoye (D&R) | 30/09/2015 |
| Continue with the Home Energy Efficiency Programme offering one to one tailored advice to residents focused on those at risk of fuel poverty including vulnerable residents and over 75s | Jackie Odunoye (D&R) | 31/03/2016 |
| Identify and deliver domestic energy efficiency projects funded through the Carbon Mitigation Fund | Jackie Odunoye (D&R) | 31/03/2016 |
| Continue with resident sign-up for the collective energy switching scheme and hold at least two auctions in the year to secure cheaper tariffs for residents | Jackie Odunoye (D&R) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|--|-----------------|
| Deliver a Multi-Faith burial ground | Mayor Lutfur Rahman Ann Sutcliffe (D&R) | 31/05/2015 |
| Milestone | Lead Officer | Deadline |
| Complete lease for the site | Ann Sutcliffe (D&R) | 30/04/2015 |
| Market the site | Ann Sutcliffe (D&R) | 31/05/2015 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Engage residents and community leaders in policy and budget changes | Mayor Lutfur Rahman / Cllr Alibor Choudhury Louise Russell / John McDermott (LPG), Shazia Hussain (CLC) | 31/01/2016 |
| Milestone | Lead Officer | Deadline |
| Engage residents through the Local Community Ward Forums to identify local priorities | Shazia Hussain (CLC) | 31/01/2016 |
| Complete a review of the Partnership structures and roles for community volunteering | Robin Beattie (CLC) | 30/04/2015 |
| Raise awareness of, and engage residents in, the use of the Council's budget consultation tools and channels | Louise Russell / John McDermott (LPG) | 30/09/2015 |
| Understand and provide public feedback on residents' priorities | Louise Russell / John McDermott (LPG) | 31/12/2015 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|--|-----------------|
| Implement a framework for engagement of borough-wide equality forums in the Partnership | Mayor Lutfur Rahman Louise Russell (LPG) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Review current arrangements through consultation with forums and stakeholders | Louise Russell (LPG) | 01/10/2015 |
| Establish a revised framework to ensure Every Voice Matters | Louise Russell (LPG) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Expand free early education places of high quality for disadvantaged two-year-olds | Clr Gulam Robbani Anne Canning (ESCW) | 31/01/2016 |
| Milestone | Lead Officer | Deadline |
| Undertake local marketing campaign to increase take up of disadvantaged 2 year old places | Anne Canning (ESCW) | 31/05/2015 |
| Improve information and online access to information for parents to enable them to access places at local provisions and improve customer experience | Anne Canning (ESCW) | 31/07/2015 |
| Create 750 additional places to offer disadvantaged 2 year olds | Anne Canning (ESCW) | 31/01/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|--|-----------------|
| Raise attainment of all children at the end of the Early Years Foundation Stage and narrow the gap between all children and those that receive Pupil Premium (EYFS) | Cllr Gulam Robbani Anne Canning (ESCW) | 31/07/2015 |
| Milestone | Lead Officer | Deadline |
| Roll out second year of Every Tower Hamlets Child a Talker (ETHCaT) Programme | Anne Canning (ESCW) | 31/07/2015 |
| Roll out of the mathematics programme, including by appointing a skilled teacher who can work with both schools and MPVI settings; begin the programme in the summer term and use QA and review processes as for ETHCaT | Anne Canning (ESCW) | 31/07/2015 |
| Work with targeted schools, including by allocating a development worker to each school; agree a programme of work incorporating support for leadership skills, assessment, assess using the characteristics of learning and planning for progress; review EYFSP outcomes for each school | Anne Canning (ESCW) | 31/07/2015 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Increase the number of children achieving 5 A* to C GCSE grades including English and maths | Cllr Gulam Robbani Anne Canning (ESCW) | 03/09/2015 |
| Milestone | Lead Officer | Deadline |
| Identify the distribution of underperformance across the borough schools at all key stages, with a particular focus on White UK pupils and Looked After Children; offer feedback to the schools; identify key schools to work with to improve the attainment levels of the underachieving pupils | Anne Canning (ESCW) | 31/07/2015 |
| Undertake identification of specific barriers to achieving such as family issues, SEN, attendance, health and motivation | Anne Canning (ESCW) | 30/09/2015 |

| | | |
|---|--|-----------------|
| Offer targeted Key Stage 4 support to the worst performing schools to support improvement, including learning and family support interventions especially for Looked After Children | Anne Canning (ESCW) | 30/09/2015 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Bring A Level results above the national average | Cllr Gulam Robbani Anne Canning (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Support all sixth forms to use ALPS data effectively in their planning to target support to Year 12 students | Anne Canning (ESCW) | 30/09/2015 |
| Offer targeted Key Stage 5 support to the worst performing schools to support improvement, including learning and family support interventions | Anne Canning (ESCW) | 30/09/2015 |
| Fund and support the development of academic literacy, by providing one to one tuition for students and support for teachers which schools can access | Anne Canning (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Embed the UNICEF UK Child Rights programme across the Children and Families Partnership | Cllr Gulam Robbani Kate Bingham (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Evaluate the pilot and agree next steps in the development of the Child Rights based approach | Kate Bingham (ESCW) | 31/03/2016 |
| Develop a Child Rights workforce development programme to embed Child Rights within service delivery across the partnership | Kate Bingham (ESCW)/Simon Kilbey (Resources) | 31/03/2013 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|---|-----------------|
| Assist more people into further education and to university, and continue to deliver the Mayor's Education Allowance (MEA) and Mayor's Higher Education Award (MHEA) | Cllr Gulam Robbani / Cllr Alibor Choudhury Anne Canning (ESCW) | 31/01/2016 |
| Milestone | Lead Officer | Deadline |
| Hold information sessions for parents about aspirational progression routes for young people leaving school, college or university | Anne Canning (ESCW) | 31/07/2015 |
| Hold the annual Mayor's Education Achievement Awards to recognise the achievements of young people in the borough | Anne Canning (ESCW) | 30/11/2015 |
| Undertake publicity and advertise the MEA and MHEA schemes | Anne Canning (ESCW) | 31/12/2015 |
| Apply the MEA and MHEA policy to determine applications | Anne Canning (ESCW) | 31/12/2015 |
| Make payments | Anne Canning (ESCW) | 31/01/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Maintain investment in youth services and provision for young people | Deputy Mayor, Cllr Oliur Rahman Andy Bamber (CLC) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Undertake full review of all youth centres including a health and safety audit to support the development of improvement plans | Andy Bamber (CLC) | 30/06/2015 |
| Rebrand and re-launch the service in consultation with communication team | Andy Bamber (CLC) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|---|--|-----------------|
| Provide effective support for parents and governors | Cllr Gulam Robbani Anne Canning (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Review and update the recruitment arrangements for local authority governors to ensure commitment to the principles of One Tower Hamlets | Anne Canning (ESCW) | 31/09/2015 |
| Continue to offer and support governors to take up a range of courses to enable them to undertake an effective role | Anne Canning (ESCW) | 31/03/2016 |
| Ensure new governors in community schools undertake induction training; 50% of governors newly appointed in 2015/16 to attend the course within one year of being appointed | Anne Canning (ESCW) | 31/03/2016 |
| Monitor the equality profile of governors and encourage the recruitment of under-represented groups | Anne Canning (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Implement the Children and Families Act 2014 to support children with special educational needs | Cllr Gulam Robbani Anne Canning (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Convert SEN statements into Education Health and Care (EHC) Plans in a timely fashion with 45% converted by September 2015 | Anne Canning (ESCW) | 31/09/2015 |
| Review the quality of EHC plans | Anne Canning (ESCW) | 31/09/2015 |
| Complete improvements to local offer and formally launch | Anne Canning (ESCW) | 31/06/2015 |

| | | |
|--|--|------------------------|
| Commission services in partnership with fellow commissioners to minimise gaps and responds to JSNA data | Anne Canning (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Support residents into jobs through employment and skills programmes | Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Luke Adams (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Support more people aged 18-69 with learning disabilities and mental health needs into employment | Luke Adams (ESCW) | 31/03/2015 |
| Evaluate pilot services in outreach sites and recommend next phase of development | Andy Scott (D&R) | 30/09/2015 |
| Facilitate 3500 local residents per year through training programmes | Andy Scott (D&R) | 31/03/2016 |
| Deliver an increase in employment and apprenticeship opportunities for disabled residents including within the local authority, doubling the number of apprenticeships at the Council to 20 per year | Andy Scott (D&R) / Simon Kilbey | 31/03/2016 |
| Monitor and report the equalities profile of residents securing jobs to steer provision to targeted equality groups particularly young people and women | Andy Scott (D&R) | 31/03/2016 |
| Develop recruitment partnership arrangements for commercial placements | Andy Scott (D&R) | 31/03/2016 |
| Revise 2015/16 internal partnership arrangements based on a broad SLA with key partners including Job Centre Plus and other Economic Taskforce members | Andy Scott (D&R) | 31/03/2016 |
| Facilitate 5000 local residents into work each year, with quarterly progress reports | Andy Scott (D&R) | 31/03/2016 & quarterly |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|--|-------------------------------|
| Provide high quality support and training to assist young people into sustainable employment | Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R), Diana Warne (ESCW), Andy Bamber (CLC) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| In partnership with TH Education Business Partnership, develop a clear and high quality standard of work experience for young people in school for employers to sign up to | Diana Warne (ESCW) | 30/09/2015 |
| Increase the labour market information provided to young people, schools and parents, focusing on growth areas including the apprenticeships offer | Diana Warne (ESCW), Andy Scott (D&R) | 31/03/2016 |
| Facilitate 2000 local residents into apprenticeship opportunities in partnership with key stakeholders | Andy Scott (D&R) | 31/03/2016 |
| Provide a minimum of two job fairs during the year for NEETs, with one delivered by September | Andy Bamber (CLC) | 30/09/2015 & 31/03/2016 |
| Provide a Level 2 Award in Leadership programme for 200 young people, with at least 100 females having completed the programme by September | Andy Bamber (CLC) | 30/09/2015 & 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|---|-----------------|
| Deliver the Women and Health employment programme focusing on the priority of maternity and early years | Deputy Mayor, Cllr Oliur Rahman / Cllr Abdul Asad Andy Scott (D&R) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Quarterly steering group meetings | Somen Banerjee (ESCW) & Andy Scott (D&R) | 31/03/2016 |
| Mid-term review to identify further developments required | Andy Scott (D&R) | 31/03/2016 |
| Support 100 women through training courses and placements | Andy Scott (D&R) | 31/03/2016 |
| Develop progression routes for end of placement | Andy Scott (D&R) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Support English for Speakers of Other Languages (ESOL) | Cllr Gulam Robbani / Deputy Mayor, Cllr Oliur Rahman Shazia Hussain (CLC) | 31/03/2015 |
| Milestone | Lead Officer | Deadline |
| Develop a Skills for Life integrated framework for Idea Store Learning | Shazia Hussain (CLC) | 31/10/2015 |
| Track the impact of the new funding options for ESOL in the borough and the delivery of a sustainable ESOL programme | Shazia Hussain (CLC) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|--|-----------------|
| Drive the ongoing partnership wide programme around welfare reform | Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Roll out a communication and awareness raising programme for residents in relation to Universal Credit | Louise Russell (LPG) | 30/04/2015 |
| Develop local support and triage arrangements | Louise Russell (LPG) | 30/09/2015 |
| Ensure integrated local support for the roll out of Universal Credit | Louise Russell (LPG) | 01/03/2016 |
| Develop activity to support disabled residents with transition to Personal Independence Payments | Louise Russell (LPG) | 31/03/2016 |
| Ensure that THHF receives timely reports and contributes towards the Council's Welfare Reform Task Group | Jackie Odunoye (D&R) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Implement the Digital Inclusion Strategy | Cllr Rabina Khan / Cllr Alibor Choudhury Louise Russell (LPG) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Launch event for Digital Inclusion Strategy to raise awareness | Louise Russell (LPG) | 31/05/2015 |
| Oversee implementation of the Digital Inclusion Action Plan | Louise Russell (LPG) | 31/03/2016 |
| Complete procurement of WIFI provision contract | Andy Scott (D&R) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|--|-----------------|
| Deliver the partnership 'Violence Against Women & Girls' (VAWG) programme | Cllr Ohid Ahmed Andy Bamber (CLC) | 20/12/2015 |
| Milestone | Lead Officer | Deadline |
| Recruit and train 25 professional & community VAWG Champions | Andy Bamber (CLC) | 30/06/2015 |
| Deliver 12 multi-agency VAWG training sessions | Andy Bamber (CLC) | 30/09/2015 |
| Ensure that all third party reporting centres are trained specifically to enable them to respond appropriately to VAWG referrals | Andy Bamber (CLC) | 20/12/2015 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| With our partners, deliver the Partnership Community Safety Plan | Cllr Ohid Ahmed Andy Bamber (CLC) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Complete the strategic review and equality analysis of Crime and ASB | Andy Bamber (CLC) | 28/02/2016 |
| Annual review of the Community Safety Plan | Andy Bamber (CLC) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|--|-----------------|
| Improve the responsiveness and visibility of our ASB services | Cllr Ohid Ahmed Andy Bamber (CLC) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Appoint Command and Control Project Manager with project plan developed | Andy Bamber (CLC) | 30/09/2015 |
| Implement restructure recommendations with a new joint Responsiveness and Investigation team | Andy Bamber (CLC) | 30/09/2015 |
| Develop new case management procedure manual and implement Civica improvements with training provided to staff | Andy Bamber (CLC) | 30/09/2015 |
| Develop Command and Control system within the Council's 24-hour Control Centre to join together all enforcement and ASB responsive services to better coordinate action | Andy Bamber (CLC) | 31/03/2016 |
| Develop further crime and ASB response services, with dog handler patrols (K9) and noise nuisance response to target identified crime & ASB hot-spots, and improve responsiveness and visibility | Andy Bamber (CLC) | 31/03/2016 |
| Implement case management system update to enable faster investigation and evidence gathering for cases of serious ASB which require court proceedings | Andy Bamber (CLC) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|---|---|-----------------|
| Celebrate our diversity with community events every month | Cllr Shafiqul Haque Shazia Hussain (CLC), Louise Russell (LPG) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Establish arrangements for the commemoration of local living heroes | Shazia Hussain (CLC) | 30/09/2015 |
| Deliver or support at least one community event every month | Shazia Hussain (CLC) | 31/03/2016 |
| Deliver a programme of events which celebrate the diversity of the local community including: | Louise Russell (LPG) | |
| Black History Month | | 30/09/2015 |
| Interfaith Week | | 30/11/2015 |
| International Day for Disabled People | | 31/12/2015 |
| LGBT History Month | | 20/02/2016 |
| International Women's Week | | 31/03/2016 |
| Support the celebration of World Food Day in October | Shazia Hussain (CLC) | 31/10/2015 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|---|---|-----------------|
| Ensure every child has a healthy start | Cllr Gulam Robbani / Cllr Abdul Asad Somen Banerjee (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Increase the number of parents and carers with good physical and mental health before, during and after pregnancy | Somen Banerjee (ESCW) | 31/03/2016 |
| More 0-5s with secure emotional attachment and good cognitive development | Somen Banerjee (ESCW) | 31/03/2016 |
| Achieve an increase in the number of 0-5s who are breast fed and establishing of health eating habits | Somen Banerjee (ESCW) | 31/03/2016 |
| Reduce dental decay in 0-5 year olds | Somen Banerjee (ESCW) | 31/03/2016 |
| More 0-5s developing physically and socially through play | Somen Banerjee (ESCW) | 31/03/2016 |
| Increase the number of 0-5s living in environments free from the health harms of alcohol, tobacco and drugs | Somen Banerjee (ESCW) | 31/03/2016 |
| Improve the rate of 0-5 year olds who are fully immunised | Somen Banerjee (ESCW) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|---|--|-----------------|
| Support people to live healthier lives | Cllr Gulam Robbani / Cllr Abdul Asad Somen Bannerjee (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Implement a borough wide healthy food standard, based on evidence, across partner agencies | Somen Banerjee (ESCW) | 30/09/2015 |
| Develop and implement a borough wide tobacco control strategy | Somen Banerjee (ESCW) | 31/03/2016 |
| Monitor the implementation of the Local Development Framework and its impact | Somen Banerjee (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Improve the support available to people with mental health conditions | Cllr Gulam Robbani / Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Review the current community pathways for older adults with a functional mental health problem | Luke Adams/Dorne Kanareck (ESCW) | 30/06/2015 |
| Develop and implement a refreshed service model for child and adolescent mental health services | Luke Adams/Dorne Kanareck (ESCW) | 30/09/2015 |
| Develop a family orientated approach to mental health across the partnership for parents with a mental health problem | Luke Adams/Dorne Kanareck (ESCW) | 31/12/2015 |

| | | |
|---|---|-----------------|
| Review the design of support for people with a dual diagnosis including a serious mental illness and a substance misuse and/or alcohol problem | Luke Adams/Dorne Kanareck (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Improve early detection and awareness of long-term conditions and cancer | Mayor Lutfur Rahman / Cllr Abdul Asad Dorne Kanareck / Somen Banerjee (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Develop our approach to 'Making every contact count' in health and social care consultation with emphasis on prevention and self-management of conditions | Somen Banerjee (ESCW) | 30/09/2015 |
| Increase the uptake of breast, bowel and cervical screening | Somen Banerjee (ESCW) | 31/03/2016 |
| Improve cancer waiting times so that residents do not wait longer than 62 days from urgent GP referral for suspected cancer to first treatment | Somen Banerjee (ESCW) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|---|-----------------|
| Use Public Health expertise within a Council and Partnership-wide approach to reduce health inequalities for all sections of the community | Mayor Lutfur Rahman, Cllr Abdul Asad Somen Banerjee (ESCW), Andy Bamber (CLC) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Bring successfully the commissioning of early years (0 -5) public health services into the local authority | Somen Banerjee (ESCW) | 30/11/2015 |
| Identify roles and responsibilities across the Council for Public Health Outcomes Framework Indicators and align with JSNA and Health and Wellbeing Strategy | Somen Banerjee (ESCW) | 31/03/2016 |
| Support 2900 people to quit smoking | Somen Banerjee (ESCW) | 31/03/2016 |
| Develop a new Partnership Substance Misuse Strategy for 2016-2018 | Andy Bamber (CLC) | 31/03/2016 |
| Deliver a community led healthy walks programme | Shazia Hussain (CLC) / Jamie Blake (CLC) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Deliver free school meals for all primary pupils in the borough | Cllr Abdul Asad Kate Bingham (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Ensure parents of children entitled to Free School Meals under the Governments national scheme continue to claim for this | Kate Bingham (ESCW) | 31/03/2016 |

| | | |
|--|--|-----------------|
| Monitor individual children's nutritional intake with a view to supporting parents and address public health outcomes | Kate Bingham / Somen Banerjee (ESCW) | 31/03/2016 |
| Work with schools with a lower uptake rate in order to identify how this can be improved | Kate Bingham (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Work with people with drug and alcohol dependencies, commissioning effective treatment provision, to break the cycle of substance misuse | Cllr Ohid Ahmed Andy Bamber (CLC) / Somen Banerjee (ESCW) | 30/09/2015 |
| Milestone | Lead Officer | Deadline |
| Complete Drug & Alcohol Service re-provisioning | Andy Bamber (CLC) / Somen Banerjee (ESCW) | 30/09/2015 |
| Strategic Priority 4.2: Enable people to live independently | | |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Improve support to Carers | Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW) | 30/09/2016 |
| Milestone | Lead Officer | Deadline |
| Commission a suitable service that delivers carers assessments as per the Council's duty under the Care Act | Luke Adams, Dorne Kanareck (ESCW) | 30/06/2015 |
| Develop new Carers Plan with monitoring mechanisms put in place | Luke Adams, Dorne Kanareck (ESCW) | 30/09/2015 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|---|---|-----------------|
| Enable personalised support for the borough's most vulnerable residents | Cllr Abdul Asad Luke Adams / Dorne Kanareck (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Work with local health partners to deliver an Integrated Personal Commissioning budget for service users | Dorne Kanareck (ESCW) | 31/03/2016 |
| Utilise the identified site to roll out an equipment demonstration centre to support independence and wellbeing | Luke Adams (ESCW) | 31/03/2016 |
| Deliver four community events to help address social isolation and loneliness | Dorne Kanareck (ESCW) | 31/03/2016 |
| Undertake strategic review of free homecare to understand its impact in the light of the Care Act | Dorne Kanareck (ESCW) | 31/03/2016 |

| Strategic Priority 4.3: Provide excellent primary and community care | | |
|--|--|------------|
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Develop further integrated working between health, social care and housing | Cllr Abdul Asad Dorne Kanareck / Luke Adams / Somen Banerjee (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Use the Health and Wellbeing Board to bring together partners to address environmental determinants of health (eg pollution, food environments, supportive environment for physical activity) and to continue to develop strong community networks supporting health and wellbeing | Somen Banerjee (ESCW) | 30/09/2015 |
| Define the local authority's role in the delivery of the Borough's integrated care programmes | Dorne Kanareck/Luke Adams (ESCW) | 30/09/2015 |
| Utilise the Better Care Fund to provide integrated health and social care services to service users and embed the schemes submitted to NHS England | Luke Adams, Dorne Kanareck (ESCW) | 31/03/2016 |
| Develop a multi-agency approach with health partners when treating service users with both mental and physical health conditions | Somen Banerjee/Dorne Kanareck/Luke Adams (ESCW) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|---|-----------------|
| Implement the Care Act | Cllr Abdul Asad Dorne Kanareck / Luke Adams (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Develop and implement a health and social care prevention strategy and information advice strategy | Somen Banerjee (ESCW) | 30/09/2015 |
| Address the Care Act's funding reforms and implement an appropriate finance system for tracking service user spend on care services | Dorne Kanareck/Luke Adams (ESCW) | 31/03/2016 |
| Strategic Priority 4.4: Keep vulnerable children, adults and families safer, minimising harm and neglect | | |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Work with partner agencies to protect vulnerable adults | Cllr Abdul Asad Luke Adams(ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Ensure the Safeguarding Adults Board meets the requirements of the Care Act; publishing a 3 year Strategic Plan and Annual Report | Luke Adams (ESCW) | 30/09/2015 |
| Deliver a partnership wide workforce development programme to promote adult safeguarding, including e-learning and the annual safeguarding month | Luke Adams (ESCW) | 30/10/2015 |
| Continue to develop our working relationship between SAB and the HWBB; including the establishment of a written protocol | Luke Adams (ESCW) | 31/03/2016 |

| | | |
|--|--|-----------------|
| Continue to develop the Safeguarding Adults Board role in monitoring and reviewing the multi-agency response to safeguarding vulnerable adults | Luke Adams (ESCW) | 31/03/2016 |
| Ensure local agencies comply with the Winterbourne Actions | Luke Adams (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Provide proportionate support to vulnerable children and families | Cllr Gulam Robbani Nasima Patel (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Implement the revised Public Law Outline and Court Work procedures to ensure that care proceedings take an average of 26 weeks | Nasima Patel (ESCW) | 01/06/2015 |
| Implement the use of the Signs of Safety tools across all agencies to ensure that an effective risk analysis is made to enable families to receive proportionate support at an early stage | Nasima Patel (ESCW) | 01/06/2015 |
| Fully implement the Groups, Gangs and Serious Youth Violence Strategy (GGSYVS) | Nasima Patel (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Introduce improvements to the adoption system | Cllr Gulam Robbani Nasima Patel (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Reduce the number of children awaiting permanent adoption through adoption, special guardianship or long-term fostering | Nasima Patel (ESCW) | 31/03/2016 |
| Achieve an increase in the pool of adopters through contributing to the pan-London recruitment campaign | Nasima Patel (ESCW) | 31/03/2016 |

| | | |
|--|---|-----------------|
| Reduce the average number of days between Tower Hamlets receiving court authority to place a child for adoption and then deciding on a match to an adoptive family to less than 100 days | Nasima Patel (ESCW) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Improve identification of, and response to, victims of child sexual exploitation | Cllr Gulam Robbani Nasima Patel (ESCW) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Increase awareness of child sexual exploitation through training and learning events | Nasima Patel (ESCW) | 31/03/2016 |
| Improve the identification of those vulnerable to exploitation to ensure that they are protected | Nasima Patel (ESCW) | 31/03/2016 |
| Support children / young people in a exploitative relationship to achieve positive outcomes | Nasima Patel (ESCW) | 31/03/2016 |
| Strategic Priority 5.1: Reduce inequalities | | |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Employ a workforce that fully reflects the community it serves | Deputy Mayor, Cllr Oliur Rahman Simon Kilbey (RES) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Deliver on the Workforce to Reflect the Community targets as set by Council | Simon Kilbey (RES) | 31/03/2016 |
| Support 50 apprentices in vocational training by identifying placements across directorates, encouraging participation from all groups to reflect the community | Simon Kilbey (RES) | 31/03/2016 |

| | | |
|---|--|-----------------|
| Increase the proportion of temporary workers resourced from the local community by utilising Tower Hamlets in-house temporary resourcing service (ITRES) and encouraging participation from all groups to reflect the community | Simon Kilbey (RES) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Refresh our strategies around diversity and cohesion | Mayor Lutfur Rahman Louise Russell (LPG) | 30/06/2015 |
| Milestone | Lead Officer | Deadline |
| Finalise the Single Equality Framework and develop key equality measures | Louise Russell (LPG) | 30/06/2015 |
| Refresh One Tower Hamlets vision refreshed within new Community Plan | Louise Russell (LPG) | 30/06/2015 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Develop Progressive Partnerships to further the Mayor's social objectives | Cllr Alibor Choudhury Jackie Odunoye / Andy Scott (D&R) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Work in conjunction with the 8 Sub Committees of THHF to develop their action plans and ensure they reflect the Council's priorities | Jackie Odunoye (D&R) | 30/06/2015 |
| Ensure the Council is represented at and presents the Council's position and contributes fully to the THHF Executive and 8 sub Committees | Jackie Odunoye (D&R) | 31/03/2016 |
| Work with THHF on the delivery of at least 2 partner seminars or conferences | Jackie Odunoye (D&R) | 31/03/2016 |
| Finalise and implement the inaugural Tower Hamlets Business Charter with Business Charter Champions | Andy Scott (D&R) | 31/03/2016 |

| Activity | Lead Member, Lead Officer and Directorate | Deadline |
|--|---|-----------------|
| Develop the Council's approach to procurement | Cllr Alibor Choudhury Zamil Ahmed (RES) | 31/03/2016 |
| Milestone | Lead Officer | Deadline |
| Support the achievement of the Mayor's procurement commitment through improved supplier market development | Zamil Ahmed (RES) | 31/03/2016 |
| Develop new Procurement Strategy 2016-19 | Zamil Ahmed (RES) | 31/03/2016 |
| Embed category management and cross-departmental collaboration to achieve better procurement outcomes | Zamil Ahmed (RES) | 31/03/2016 |
| Strengthen the Council's ethical code of conduct and promote sustainable and ethical sourcing | Zamil Ahmed (RES) | 31/03/2016 |
| Activity | Lead Member, Lead Officer and Directorate | Deadline |
| Prioritise frontline services whilst delivering the Council's budget strategy during a period of declining resources | Cllr Alibor Choudhury Chris Holme, Richard Lungley and John Jones (RES) | 30/09/2016 |
| Milestone | Lead Officer | Deadline |
| Develop a package of deliverable efficiency opportunities to ensure a balanced budget for 2016/17 | Barry Scarr (RES) | 30/09/2015 |
| Develop a strategic financial planning response to the next government's spending review | Barry Scarr (RES) | 30/09/2015 |
| Undertake an equality screening and analysis exercise for all savings proposals developed during 2015/16 | Louise Russell (LPG) | 31/03/2016 |

To ensure that we are able to track performance against our equality objectives for 2015/16 we have identified a set of performance measures where performance is disaggregated by different equality groups. This is to ensure that improvement and progress in performance is leading to benefits for the borough as a whole. This disaggregation also allows us to develop actions to narrow the gap in terms of outcomes for specific groups. Being able to track whether overall improvements are also narrowing the gap in outcomes for different groups will in turn inform future business planning. This approach also demonstrates that we are meeting the requirements of the Public Sector Equality Duty.

As a result of the disaggregation the Council identified a set of performance measures requiring particular focus in 2014/15. These measures have been chosen due to the disparity in performance in relation to specific Protected Characteristics with the widest gaps between groups. These will continue to be prioritised in 2015/16 as we begin to evaluate and review interventions being taken to narrow the gap. THESG agreed that its quarterly Service Head meetings should focus on one key measure per session and selected one measure per Directorate as follows:

- Employment rate compared between Tower Hamlets and London Average for women and BAME residents
- Number of young people not in education, employment or training (NEET) who are from a White British background
- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths for White British students
- Proportion of staff that are LP07 or above who are from an ethnic minority, female or have a disability. Further detail on current performance in relation to these measures is set out in the table below.

Performance of these measures and updates on how directorates are addressing the disparity in performance will be provided to THESG on an ongoing basis. The role of THESG will be to consider proposed activity and assist in identifying further opportunities for activity on a Council wide basis to enable the gap to be further closed. See Key Achievements section for progress made on GCSE achievement.

The list of all measures to track performance is set out below along with the equality groups by which we will disaggregate these measures. These groups have been identified on the basis of evidence of differential outcomes between people from these groups.

| Community Plan theme | Performance Measure and Targets 2015/16 | Equality groups to monitor |
|-------------------------------|---|--|
| | Strategic measure | |
| A Great Place to Live | Number of affordable homes built which are wheel chair accessible | n/a Number of homes built through Project 120 |
| | The number of affordable social rented housing completions for family housing | n/a |
| | Number of overcrowded families rehoused | TBC |
| | Percentage of overall housing stock that is not decent | n/a |
| A Prosperous Community | Early Years Achievement - Percentage of children achieving a Good Level of Development | Disability, Ethnicity, Gender |
| | Percentage of children achieving Level 4+ in Reading, Writing and Maths at Key Stage 2 | Disability, Ethnicity, Gender |
| | Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths | Disability, Ethnicity, Gender |
| | Average Point Score per A Level Student (FTE) | Disability, Ethnicity, Gender |
| | Percentage of young people not in education, employment or training (NEET) | Disability, Ethnicity, Gender |
| | Number of job starts for Tower Hamlets residents | Disability, Ethnicity, Gender |
| | Employment rate (gap v London) | Disability, Ethnicity, Gender |
| | Jobseekers Allowance Claimant Count (gap v London) | Disability, Ethnicity, Gender |

| | | |
|--------------------------------------|--|--|
| A Safe and Cohesive Community | Satisfaction with the police and other local public services on ASB issues in the local area' | Disability, Age, Ethnicity, Gender, Sexual Orientation |
| | Proportion of residents who believe people from different backgrounds get on well together in their local area | Disability, Age, Ethnicity, Gender, Sexual Orientation, Gender-Reassignment, Religion / Belief |
| A Healthy Community | Life expectancy at birth (male/female) | Gender, Ethnicity |
| | Smoking cessation | Gender, Ethnicity |
| | Excess weight in 4-5 year olds | Disability, Ethnicity, Gender |
| | Proportion of people using social care who receive self-directed support, and those receiving direct payments | Ethnicity, Disability |
| | Social care-related quality of life | Disability, Religion/Belief, Gender, Age |
| | Percentage of ethnic minority background children adopted | Disability, Religion/Belief, Gender, Age, Race |
| One Tower Hamlets | Proportion of staff that are LP07 or above who are from an ethnic minority | Ethnicity |
| | Proportion of staff that are LP07 or above that are women | Gender |
| | Proportion of staff that are LP07 or above who have a disability | Disability |

7. Embedding Equality

Robust structures and processes ensure that our equality objectives are translated into work at all levels of the organisation. In 2015/16 the Lead Member with responsibility for equality is Cllr Aminur Khan and the Scrutiny Lead for the Law, Probity and Governance Directorate is Cllr Peter Golds who has diversity, equality and community cohesion within his remit. The Corporate Director responsible for diversity and equalities is the Head of Paid Service, Stephen Halsey, and the One Tower Hamlets Team in the Law, Probity and Governance Directorate facilitates and coordinates equality and diversity work across the Council. Within directorates there are Strategy, Policy and Performance (SPP) teams with responsibility for promoting and mainstreaming diversity and equality. The above structures ensure that our equality objectives are cascaded and implemented throughout the organisation.

In order to maintain and develop existing good practices, the Council has in place a number of business planning processes which support our work on equality:

1. The Tower Hamlets Equality Steering Group (THESG) is the Council's strategic level group with responsibility to promote equality and eliminate discrimination. It is the role of the Group to identify processes and projects that will embed and mainstream equalities and put structures in place to meet our equality objectives. Meetings are chaired by the Corporate Director for Development and Renewal, Aman Dalvi, and takes place monthly with representation from each directorate. SPP officers from all directorates attend these meetings to ensure a strong focus on equality and diversity is embedded and becomes "business as usual" across the Council.
2. Each service, team and individual work plan is expected to draw on the Borough Equality Assessment and include diversity and equality objectives that arise from the equality objectives set out in the Strategic Plan, as well as actions arising from equality analyses. Our processes are designed to ensure that staff consider equality issues as part of their day-to-day work, including our duties to promote equality in employment. To support this, a range of training is offered by Corporate Learning and Development including a section about equality in corporate induction, disability awareness and equality and diversity workshops. There is also detailed information available on the intranet which provides an easy guide for staff to help mainstream equalities.

Below is an outline of the key activities that the Council will undertake during 2015/16 to ensure we deliver our Strategic Equality Objectives and embed equalities across the organisation:

| Activities | Milestone | Deadline |
|--|--|---------------------------------------|
| Undertake Equality Analysis (EA) to assess the impact of changes in policy, service design and strategy on people from different backgrounds | Undertake an equality screening and analysis exercise for all savings proposals developed during 2015/16 | 31/03/16 |
| Ensure that all our team plans incorporate relevant diversity and equality objectives and targets. | Undertake an annual review of team plans and reported to the Council's Performance Review Group. | 31/09/2015 |
| Ensure that our policies are compliant with equalities legislation. | Committee reports and budget proposals must include consideration of 'One Tower Hamlets' implications and an equality analysis as required. The CS&E team will undertake sample testing of EAs to improve quality and ensure they are fit for purpose. | Ongoing 31/05/2015 |
| Involve communities, staff and stakeholders in the design, review and scrutiny of our services and employment practices. | Three cross-cutting equality staff forums (covering Black and Minority Ethnic, Lesbian, Gay, Bisexual and Transgender and Disabled Staff) meet every quarter. We also have three self-organised Staff Forums that meet regularly: the Muslim Staff Forum and two Christian Prayer Groups. External community forums including the Interfaith | ONGOING ONGOING ONGOING |

| | | |
|--|--|-------------------------------------|
| | <p>Forum, Rainbow Hamlets and Local Voices (a forum for disabled residents) meet on a regular basis.</p> <p>Partnership Forums include: the New Residents and Refugee Forum; the No Place for Hate Forum and; the Older People's Partnership Board meet on a regular basis.</p> <p>We will continue to monitor the representativeness of Community Champions and seek to ensure they reflect communities across the borough.</p> | <p>ONGOING</p> <p>31/03/2016</p> |
| Benchmark our policies and practices against other public bodies and seek external validation of our equality achievements | <p>We work with Local Government Association and other relevant cross-borough, regional and national groups to test our practice. This includes:</p> <p>Stonewall Equality Index</p> <p>Investors in People Gold Award</p> | <p>30/09/2015</p> <p>30/09/2015</p> |
| Increase the extent to which our workforce reflects the local community | Deliver WFRC Action Plan 2015 | 31/03/2016 |
| Complete Submission for Stonewall Workplace Equality Index 2016 | <p>Deliver Improvement Action Plan based on feedback provided by Stonewall from WEI 2015 submission. Key areas of focus include:</p> <ul style="list-style-type: none"> • Strengthening Employee Policies • Appropriating Training for All | Complete by 30/09/2015 |

| | | |
|--|---|------------|
| | <ul style="list-style-type: none"> • Network Functions • All-Staff Engagement • Career Development Opportunities • Scrutiny of Diversity Promotion within Teams • Monitoring of Sexual Orientation within the Organisation • Procurement Activities • Improving Community Engagement | |
| Ensure that the promotion of equality and elimination of discrimination informs all procurement activities | All major procurement exercises are subject to the Tollgate process which ensures that in developing contract specifications we ensure that externally provided services are accessible to all groups and that performance targets are set to reduce existing gaps in outcomes between different groups. | ONGOING |
| Improve our understanding of the profile of people who use our services and their outcomes | Publish an accurate and up to profile of the groups which access our services as part of the Public Sector Equality Duty. As recommended by the EFLG assessment we will seek to extend the availability of monitoring data, particularly for people with disabilities who are the victims of hate crime. | 30/09/2015 |
| Provision of more support to Members to | We will provide a Members seminar on Ward | 30/09/2015 |

| | | |
|---|---|------------|
| understand demographic data and 'what does this mean' for communities in relation to equality | profiles with a specific focus on equality Review and update the Borough Equality Assessment on an annual basis | |
| Seek Gold Standard for Investing in People | Publication of quarterly, printed Directorate Newsletters (Your Directorate, Your Voice) | 30/09/2015 |
| | Develop an interactive area on the intranet (Your Workplace, Your Voice) for staff to engage, comment and ask questions | 30/09/2015 |
| | Develop Continuous Improvement Groups | 30/09/2015 |
| | Create a staff suggestion scheme | 30/09/2015 |
| | Create Your Voice Ambassadors to convey key messages and feedback staff views | 30/09/2015 |
| | Refresh the Staff Recognition Scheme | 30/09/2015 |