

DRAFT

London Borough of Tower Hamlets

**Diversity and Equality Action Plan
April 2008 - March 2009**

(Incorporating the actions from the Race, Disability and Gender Equality Schemes, work to improve our understanding of the age, religion/belief and sexual orientation equality strands and to strengthen community cohesion)

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VALUING DIVERSITY: OUR POLICY STATEMENT ON DIVERSITY AND EQUALITY

Our commitment

Valuing diversity is one of the four core values of Tower Hamlets Council. We will promote diversity and equality in everything we do to improve the quality of life for everyone living, working and visiting Tower Hamlets. The borough's diversity is one of its greatest strengths and assets. We will build upon this by working with the Tower Hamlets Partnership to provide accessible and responsive services that enable everyone to take part in the social, cultural and economic wealth of the borough. Achieving this is central to delivering the Council's vision, is linked to our Strategic Plan priorities and objectives and forms a driving force within the Community Plan and key to creating a cohesive community.

Our aims and values

As a service provider we will:

- Promote equality of opportunity and eliminate discrimination in the planning and delivery of our services in terms of age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status
- Promote good relations between communities and address negative stereotyping of any groups
- Ensure that all residents have equal opportunity to participate in the democratic process
- Tackle harassment relating to a person's age, disability, ethnicity, gender, sexual orientation, religion or belief, health and income status

As an employer we will:

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

We will comply with:

- the Equal Pay Act 1970
- the Sex Discrimination Act 1975
- the Race Relations Act 1976
- the Race Relations (Amendment) Act 2000
- the Disability Discrimination Act 1995
- the Disability Discrimination Act 2005
- the Human Rights Act 1998
- The 2004 Employment Regulations on Religion and Faith
- The 2004 Employment Regulations on Sexual Orientation
- Single Equality Act 2006
- Proposed Single Equality Bill 2008

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

How we will continue to deliver our commitment

Achieving the highest level of the Equality Standard for Local Government is critical to delivering our commitment. This is a nationally recognised framework which we use to measure our progress to mainstreaming diversity and equality. We have now set ourselves the target of maintaining our Level 5 status and will be re-assessed in 2009. Through the Tower Hamlets Partnership we are also committed to work towards becoming a 'Level 5 Borough' with our public, private and third sector partners as well as local residents.

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

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

- building on our good practice
- involving all sectors of our community in the design, review and scrutiny of our service delivery and employment practices
- promoting information and access to our services in accessible ways
- carrying out Equality Impact Assessments of new and existing policies and practices to make sure that they will not discriminate against anyone
- delivering services which are appropriate, flexible and responsive to the needs of the community
- removing barriers which deny people access to our services
- using our powers to make sure that organisations providing services on our behalf work in line with this policy
- promoting an environment which gives all residents an equal chance to learn, work and live free of discrimination and prejudice
- developing a workforce which reflects at all levels the community we serve
- making sure that all employees and Councillors know the effects of this policy and are provided with appropriate training
- making sure that all employees (and the resident communities) know about their rights of protection from discrimination, harassment or bullying
- developing and promoting policies which give everyone equal access to employment and related opportunities
- setting performance targets so we can measure our progress.

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

THE PURPOSE OF THE DIVERSITY AND EQUALITY ACTION PLAN

Tower Hamlets Council has placed diversity and equality at the core of its functions and is committed to maintaining the very highest level (level 5) of the Equality Standard for Local Government.

The Equality Standard for local government provides a framework to assist the Council to mainstream equalities practice into all levels of the organisation's activities. In 2006 Tower Hamlets was externally assessed by auditors as being at Level 5 of the Standard and in recognition of this the Council was the first local authority to be awarded the Equality Mark. However in March 2007 the Equality Standard was revised and now requires the Council to build on work to address statutory responsibilities in relation to disability, race and gender to mainstream work on age, religion or belief and sexual orientation into all our activities by March 2009. This Action Plan sets out the priorities for the Council to achieve effective diversity and equality outcomes in relation to the six equality strands across all our services.

The 2008/09 Diversity and Equality Action Plan focuses on four overarching strategic objectives, identified through an analysis of evidence collected during the refresh of the Community Plan to 2020 and an assessment of service performance in priority equalities areas. These objectives are:

- **Tackle worklessness and economic inactivity** among target groups
- **Support participation and engagement** of equality target groups in decision making and active citizenship activities
- **Support and promote community cohesion**, through: Embedding community cohesion considerations into planning in key policy areas (Education, Community Safety and Housing); supporting positive activities that bring people together and build bridges between communities; supporting interaction between new and existing communities and; tackling all forms of discrimination and harassment
- **Access to services**: Address evidence of differential access to services for equality target groups to ensure that services within the Council and the wider Partnership effectively meet the needs of our communities

An analysis of our 2007/08 performance against a basket of corporate and service level equalities performance indicators can be found on pages 16 to 30 of this document. This analysis has informed the focus of Diversity and Equality Action Plan, with the following identified as priority areas:

- Increase the representation of disabled people in the workforce through targeted initiatives and strengthening of inclusive working practices
- Improve access to services for disabled people through work on physical access, accessible provision of information and engagement with disabled people
- Targeted initiatives and enhanced service provision to reduce teenage pregnancy
- Implementation of the refreshed Workforce to Reflect the Community action plan to address under-representation of BME staff in senior management posts in the Council and the PCT
- Development of a robust performance management framework to drive improvement in our response to hate crime incidents

In March 2009 we will be re-assessed against the revised Equality Standard for Local Government. This year's Diversity and Equality Action Plan therefore contains a comprehensive programme of actions to ensure that our equalities practice meets the requirements of the revised Standard and that we retain our Level 5 status. Key activities will include:

- A comprehensive review of all equalities training within the Council
- Embedding of revised Equalities Monitoring Guidance to ensure that all services are monitoring service users by the six equalities strands
- Development of Faith, Age and Sexual Orientation Equality Schemes
- Development of the Diversity and Equality Network to strengthen our community leadership role in relation to diversity and equalities practice and to work towards becoming a 'Level 5 Borough'

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

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

delivered is through the Local Area Agreement (LAA).

The Council's Strategic Plan sets out a work plan for Tower Hamlets Council and is updated annually. Embedded within the breadth of the Strategic Plan is a commitment to delivering the Community Plan commitment to building One Tower Hamlets through tackling inequality, strengthening and improving community cohesion and building strong community leadership.

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

The Disability Equality Scheme: The Disability Discrimination Act 2005 amended the Disability Discrimination Act 1995 and placed a duty on the Council to promote equality for disabled people. Our Disability Equality Scheme sets out the actions we will take to address key priorities of local disabled people and staff over the next three years.

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

THE COUNCIL'S PROGRESS IN 2007/08

Each year the Council works to strengthen work in diversity and equality by building on the work undertaken in the previous year. During the course of 2007/08, the Tower Hamlets Partnership undertook a full review of the borough's Community Plan. This renewed strategy provides a vision and priorities for Tower Hamlets to 2020. In parallel we negotiated a new three year Local Area Agreement with Central Government. The primary focus at the heart of both of these documents is a commitment to 'One Tower Hamlets' - reducing inequality, supporting cohesion. For example our LAA embeds targets to reduce health inequalities, increase the number of disabled people in supported into employment and raising educational achievement for all groups.

At the end of 07/08 ninety percent of activities within the Diversity and Equality Action Plan had been completed. This represents significant achievements in a number of areas, including:

- The Council's first **Gender Equality Scheme** was launched in November 2007 and has driven forward work on addressing inequality between men, women and transgender people.
- In January 2008, the Council was placed 17th in the **Stonewall Workplace Equality Index** of gay-friendly organisations, and ranked top local authority in London. This represents a significant improvement on our performance in 2006/07 when we were ranked 28th.
- In September the Council was ranked joint fifth out of 116 public and private sector organisations by the **Employers Forum on Disability**. The Council scored an average of 85% on the three target areas (motivate, act and impact) this puts us in the gold award band.
- The **Diversity and Equality Network** was established in January 2008 as the vehicle for delivering on our commitment to become a 'Level 5 borough'. The Network has met quarterly throughout the year and members have produced a common diversity and equality statement which supports the principles of the One Tower Hamlets Community Plan theme.
- In March a programme of events were funded by the Council to mark **International Women's Week**. The theme for this year's events was 'Women and Work'. Thirty three local community organizations received grants to run events which celebrated the achievements of women in the workforce as well as exploring barriers to employment. As part of the week's events, thirty five year nine pupils from Central Foundation School spent a day in the Council and the PCT shadowing staff as well as meeting senior officers and Councillors.
- In May 2008 the Council held its first **Diversity and Equality conference** for staff. The conference provided an opportunity for over eighty staff from across the organisation to consider how we can work together to deliver on the core elements of the 'One Tower Hamlets' Community Plan theme to reduce inequalities and strengthen community cohesion.
- In February 2008 Children's Services supported the launch of '**Rainbow Parents**' a support group for LGBT partners in the borough. Over one hundred people attended the event and a programme of activities and events are scheduled to take place during 2008/09.
- In May we launched the **One Tower Hamlets Community Cohesion Innovation Fund for Schools**. The pilot scheme is open to all primary and secondary schools in the borough who are required through the terms of the funding to work

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

- The **Arts and Events** Team organised 83 community festivals and events, against a target of 70 for 07/08.
- On 16th May the Council marked **International Day Against Homophobia** by holding a lunchtime seminar for staff on the topic, "Faith and Sexuality: A Question of Tolerance?". The talk was extremely popular with over 100 members of staff attending to hear from and take part in a discussion with a panel of faith leaders and experts.
- The Council has continued to support the development of the Interfaith Forum. In March the first **local interfaith network** was established. This group, which is based in LAPs 5 and 6, aims to bring together members of the Interfaith Forum at a local level to undertake joint activities and strengthen the links between local decision making and structures and faith communities. Networks will be rolled out across the borough from September following the refresh of the Tower Hamlets Partnership governance structures.
- In March the outcome of the **Peer Support National Initiative** was launched. Working with Gravesham and Bristol Councils we produced additional tools to help all authorities undertake Equality Impact Assessments which can be accessed via <http://www.idea.gov.uk/idk/core/page.do?pagelId=8067041>
- We were part of the Steering Group of **Capital Ambition's Equality Standard for London Local Government**. In April the project was on track to ensure 90% of London authorities reach Level 4 by April 2009.
- Through our **external and internal equality forums** we have continued to consult both staff and service users to test the effectiveness of service initiatives. To strengthen consultation and involvement arrangements a review of the internal and external equality forums took place May 2008, the results of which have informed the development of Forums and their work programmes for 08/09. Examples of the work undertaken in 07/08 include:
 - Following feedback from the Disabled Staff Forum, further consultation took place around welfare policies including the Carer's Policy, Rehabilitation Leave and Flexible Working Hours.
 - The Council's Black and Minority Ethnic Staff Forum has reviewed the Council's Workforce to Reflect the Community Action Plan and will be scrutinising its delivery in the year ahead.
 - Tower Hamlets LGBT Forum coordinated and delivered a successful programme of events for LGBT History Month 2008.
- **A Workforce to Reflect the Community** is a key Council policy aimed at ensuring we are better able to meet the needs of

our communities. Performance on our targets for 2007/08 saw the following outcomes: 54% of the top earners are women, 18 % are from minority ethnic communities and 3.5 % are disabled. 4.7 % of employees declared themselves disabled under the DDA 1995, 47% are from minority ethnic communities and 17.7% are Bangladeshi. Among the initiatives put in place to continue this work are the Aspiring Leaders Programme which supports the career development of BME and disabled staff and the Step Up Now programme which is aimed at aspiring team and first line managers achieving the Institute of Leadership and Management Certificates. In October 2007 a piece of work was commissioned to establish the direction and associated actions for improving the proportion of Black and Minority Ethnic community staff in senior management positions in the Council and the PCT. Since this date, detailed analysis of the outcome of the work has taken place and programme of actions have been agreed in the Joint Workforce to Reflect the Community Action Plan 08/09.

- Consulting with both staff and service users is a vital way of testing the effectiveness of service initiatives and there are both **internal and external equality forums**. The Council has therefore continued to support the development of three cross-cutting equality forums for disabled, LGBT and BME staff. In addition the Tower Hamlets Access Group contributed significantly to the development of the Disability Equality Scheme. The LGBT Forum was launched in October 2006 in collaboration with local and regional partners including GALOP, the Police and the Primary Care Trust.
- Underpinning the implementation of our work is a major programme of **Equalities Impact Assessments** (EqIAs) covering gender, race, religion/belief, disability, sexual orientation and age. A total of 39 EqIAs were completed in 07/08, which included assessments of significant functions such as the revised Community Plan 2020, school admissions and youth participation. The outcomes of the EqIA action plans have been built into team level action plans and where appropriate picked up at a directorate or corporate level.

THE CORPORATE FRAMEWORK FOR DIVERSITY AND EQUALITY

In 2008/09 the Lead Member with responsibility for Diversity and Equality is Councillor Sirajul Islam, the Deputy Leader. The Scrutiny Lead for One Tower Hamlets, Councillor Anne Jackson, has diversity, equality and community cohesion within her remit.

The Corporate Director responsible for diversity and equalities is the Assistant Chief Executive, this post is currently held in an interim capacity by Michael Keating. The work of co-coordinating and facilitating work across the Council is undertaken by the Scrutiny and Equalities service area which comprises the Service Head, Scrutiny and Equalities and three Diversity and Equality Co-ordinators (Frances Jones, Hafsha Ali and Priti Batavia).

Within each of the service Directorates there is a Directorate Equality Liaison Officers (DELO). These are Hugh Chambers (Development and Renewal), Isabelle Colombeau (Children's Services), Coreen Ung (Environment and Culture), Emdad Haque (Adult Services), Sarah Pace (interim) (Housing) and France Jones (Chief Executive's).

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

The Diversity and Equality Action Plan is agreed by Cabinet annually and monitored by the Overview and Scrutiny Committee six-monthly.

The Corporate Equalities Steering Group meets monthly with an alternation between business and workshop sessions. The group is chaired by the Chief Executive and membership includes the DELOs and the trade unions. Each DELO also chairs a monthly Directorate Equalities Focus Group.

Each service, team and individual work plan is expected to include diversity and equality objectives to ensure that staff see issues as part of their day-to-day work. To support this a range of training is offered by Corporate Learning and Development including age legislation and best practice, disability equality, sexuality awareness and equality impact assessments.

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

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 is reported annually as part of the Diversity and Equality Action Plan and included within the Race, Disability and Gender Equality Scheme reports as appropriate
Ensure that all our team plans incorporate relevant diversity and equality objectives and targets	This is included with the annual review of team plans and reported to the Council's Performance Review Group.
Ensure all new staff participate in Council equality induction training processes	This is co-ordinated by Organisational Development in Corporate Human Resources.
Ensure that our policies are compliant with equality legislation	Committee reports and budget proposals must include consideration of diversity and equality implications.
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 two self-organised Staff Forums: The Muslim Staff Forum and the Adults Health and Wellbeing Directorate Black and Asian Workers Forum.</p> <p>External forums include the Interfaith Forum and LGBT Forum which meet monthly. Work is underway to develop a representative pan disability panel, which will replace the Disabled Access Group.</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</p>

<p>Members provide community leadership on diversity and equality</p>	<p>produced each year.</p> <p>The Deputy Leader has the lead for Diversity and Equalities.</p> <p>The Diversity and Equality Action Plan, the Race, Disability and Gender Equality Schemes and the Workforce to Reflect the Community Policy are all agreed by Cabinet.</p> <p>Overview and Scrutiny monitors the Diversity and Equality Action Plan. The reviews undertaken by the Scrutiny Leads ensure that diversity, equality and community cohesion are addressed at each stage.</p> <p>A Members' Diversity and Equality 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>Use our monitoring information to assess our achievements against service equality objectives and targets</p>	<p>These are incorporated into the Diversity and Equality Action Plan and will be reviewed during 2008/09.</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>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>We have participated in several best practice groups including the Capital Ambition Equality Standard for London Local Government programme and the Equality Impact Assessment</p>

	<p>Peer Support initiative with Bristol and Gravesham.</p> <p>Staff from the Diversity and Equality Team contribute to national benchmarking groups including the Employers Forums on Age, Disability and Belief.</p>
Seek external validation of our equality achievements	<p>The Equality Standard is the validation tool used by approximately 90% of councils nationally. We will be reassessed against the Standard in December 2008. In 2009 the Standard will be replaced by the new Equalities Framework for Local Government and we will be the first authority in the country to be assessed against it in April 2009. The CPA assessment undertaken 2008 also provided rigorous external audit.</p> <p>Investors in People and the Stonewall Equality Index are two other recent examples.</p>
Celebrate diversity and promote cohesion	<p>Working with the third and private sectors, a series of events and festivals are timetabled throughout the year both to celebrate the diversity of the Tower Hamlets and to help promote cohesion.</p>
Increase the extent to which our workforce reflects the local community	<p>This is a key Council policy aimed at delivering the corporate commitment “to provide services which offer equal access to every person on the borough reflecting the diversity of the population, and will be overwhelmingly staffed by local people whose profile reflects the community.” To drive forward improvements in this area we have a joint action plan with the Primary Care Trust and are seeking to extend this work to cover the six equality strands.</p>

PERFORMANCE INDICATORS

The following indicators measure our diversity and equality achievements across the range of Council services in 2007-08.

An analysis of performance against these targets has informed the development of the 2008-09 Diversity and Equality Plan. The following areas of underperformance against targets for 2007-08 are addressed specifically in the Action Plan for 2008-09:

- We failed to meet our targets to increase the percentage of disabled staff in the workforce and the percentage of top five percent of staff who have a disability. The 2008-09 Diversity and Equality Action Plan therefore includes activities to increase the representation of disabled people in the workforce through targeted initiatives and strengthening of inclusive working practices
- We did not meet the target for percentage of Council buildings which are suitable and accessible for disabled people or the target on percentage of pedestrian crossings with facilities for disabled people. This year's Action Plan includes a programme of activities to improve access to services for disabled people through work on physical access, accessible provision of information and engagement with disabled people
- We achieved a reduction in teenage pregnancy rates but not sufficient to meet our target. This year's plan includes targeted initiatives and enhanced service provision to reduce teenage pregnancy
- We achieved an increase in the percentage of top five percent earners in the Council who are from an ethnic minority but failed to meet the 2007/08 target. This shortfall will be addressed through the implementation of the refreshed Workforce to Reflect the Community action plan to address under-representation of BME staff in senior management posts in the Council and the PCT
- We saw a drop in the number of racially aggravated incidents recorded by the Council. However this indicator is ambiguous as it is unclear whether such a drop is due to a reduction in the number of actual incidents or in a decline in confidence in the reporting mechanisms available. This downwards trend has been common across London and there is no evidence to suggest that rates of confidence in the Council's response to hate crime have declined. On this basis it has been agreed that this indicator will be replaced by an indicator which monitors the proportion of incidents reported to the Council which result in formal enforcement action being taken. The 2007-08 baseline for this indicators is 35% with a target of 70% for 2008/09.

Chief Executive's										
PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
BV002a	Level of Equality Standard for local Government to which the authority conforms.	Level	4	5	5	5	5	5	5	5
BV002b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	%	100	100	100	100	100	100	100	100
BV011a, CEO45a, SP517, TH1041	Percentage of top 5% of earners of Local Authority staff that are	%	41.42	44.41	48.66	53.21	52.71	50.00	50.00	50.00

	women.									
PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>BV011b,</u> <u>CE044a,</u> <u>SP516,</u> <u>THI040</u>	The percentage of the top 5% of Local Authority staff who are from an ethnic minority	%	14.62	16.43	14.29	15.26	17.43	18.00	22.00	25.00
<u>BV011c</u>	Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools)	%		3.58	2.45	4.62	3.51	5.00	5.50	6.00
<u>BV016a</u>	Percentage of staff declaring that they meet the Disability Discrimination	%	3.92	3.91	4.66	5.12	4.7	5.50	6.00	6.50

	Act disability definition									
<u>BV016b</u>	Percentage of economically active disabled people in the authority area.	%	16.19	16.20	16.20	16.20	16.20	N/R	N/R	N/R
<u>BV017a</u>	Percentage of authority employees from minority ethnic communities as a percentage of the total workforce	%	36.6	37.2	41.20	43.53	N/R	N/R	N/R	N/R

PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>BV017b</u>	Percentage	%	42.2	42.2	42.2	42.2	42.3	N/R	N/R	N/R

	of economically active minority ethnic community population in the authority area.									
<u>BV156</u>	Percentage of Authority buildings in which all public areas are suitable for and accessible to disabled people.	%	28.81	38.98	54.39	54.39	63	70	80	80
<u>BV174,</u> <u>CE013,</u> <u>XTH004</u>	Number of racial incidents recorded by the authority per 100,000 population.	number	243.2	237.18	286.55	227.48	146.61	285	280	275

<u>BV175,</u> <u>CE014,</u> <u>CPAH19</u>	Percentage of racial incidents that resulted in further action.	%	100	100	100	100	100	100	100	100
<u>BV225</u>	Actions Against Domestic Violence	%			100	100	100	100	100	100

PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>LAA202</u>	Percentage of residents who feel their local area is a place where people from different backgrounds can get on well together (proxy for LAA 116)	%		68	73	70	71	77	79	N/R
<u>LAAS202a</u>	Percentage									

	increase in the number of residents from communities sometimes defined as hard to attending LAP events: (a) BME residents					54	142	48	48	N/R
<u>LAAS202b</u>	Percentage increase in the number of residents from communities sometimes defined as hard to reach attending LAP events: Bangladeshi residents					39	152	33	33	N/R
<u>LAAS202c</u>	Percentage increase in the number of residents from communities sometimes defined as hard to					5	24	5	5	N/R

	reach attending LAP events: Somali residents									
<u>LAAS202d</u>	Percentage increase in the number of residents from communities sometimes defined as hard to reach attending LAP events: Young people					35	370	15	15	N/R
<u>LAAS204</u>	Percentage of residents who think that this a place where people respect ethnic differences (proxy for LAA 116)	%		70	82	74	75	79	82	N/R

CHILDREN'S SERVICES										
Tower Hamlets Performance							Tower Hamlets Targets			
PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>BV043a</u>	Percentage of statements of special educational need prepared within 18 weeks excluding those affected by "exceptions to the rule" under the SEN Code of Practise	%	73.1	99.2	100	100	98.34	100	100	100
<u>BV043b</u>	Percentage of statements of special educational need prepared within 18 weeks	%	9.1	80.3	94.8	97.5	90.82	100	100	100

	including those affected by "exceptions to the rule" under the SEN Code of Practise									
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PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>BV197,</u> <u>LAA610,</u> <u>SP209</u>	Percentage change in the number of conceptions to females aged under 18; resident in an area, per thousand females aged 15-17 resident in the area, compared with the baseline year of 1998.	%	-19.6	-25.3	-25.3	-25.3	-24.2	-38.3	-42.5	-46.7

ENVIRONMENT AND CULTURE										
Tower Hamlets Performance								Tower Hamlets Targets		
PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>BV165,</u> <u>CPAE16</u>	Percentage of pedestrian crossings with facilities for disabled people.	%	88.9	96.3	98.11	78.4	71.43	100	100	100

HOUSING										
Tower Hamlets Performance								Tower Hamlets Targets		
PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>BV075c</u>	Satisfaction of tenants of council housing	%	48.66	48.66	49.00	42.63	42.63	42.63	42.63	62.50

	with opportunities for participation in management and decision making in relation to housing services provided by their landlord: b) non-black and minority ethnic tenants.									
<u>BV164, CPAH10</u>	Does the authority follow the Commission for Racial Equality	Yes/no	yes	yes	yes	yes	yes	yes	yes	yes

PRIMARY CARE TRUST										
Tower Hamlets Performance							Tower Hamlets Targets			
PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>LAA301a</u>	Increased life expectancy, with a 10% reduction in the gap between Tower Hamlets and the average for England and Wales by 2010 – men (data monitored annually, but available two years in arrears)	%	73.9			74.9	75.2	74.8	75.1	N/R

<u>LAA301b</u>	Increased life expectancy, with a 10% reduction in the gap between Tower Hamlets and the average for England and Wales by 2010 – women (data monitored annually, but available two years in arrears)	number	79.2				79.9	79.6	79.8	80.0	N/R
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Tower Hamlets Performance							Tower Hamlets Targets			
PI Ref No.	Description	Meas. In	03/04	04/05	05/06	06/07	Actual 07/08	Target 07/08	08/09	09/10
<u>LAAP303</u>	Breast cancer screening coverage for women aged 50-70 years (proxy for LAA 302)	%		37.8	51.4	52	N/R	60	70	N/R

<u>LAAP304</u>	Cervical screening coverage for women aged 25-64 years (proxy for LAA 303)	%		73.7	72.5	73	71	80	80	N/R
<u>LAA306a</u>	Reduce health inequalities between the local authority area and the England population by narrowing the gap in all- age, all- cause mortality: male	number	964			894.8	872.73	838	N/R	N/R

DIVERSITY AND EQUALITY ACTION PLAN CORPORATE PRIORITIES

The actions listed below are within the remit of Councillor Sirajul Islam as the Lead Member for Equalities and are all led by the Service Head, Scrutiny and Equalities, Michael Keating, in partnership with all service Directorates. A key driver in each of the actions will be maintaining Level 5 in the Revised Equality Standard for Local Government.

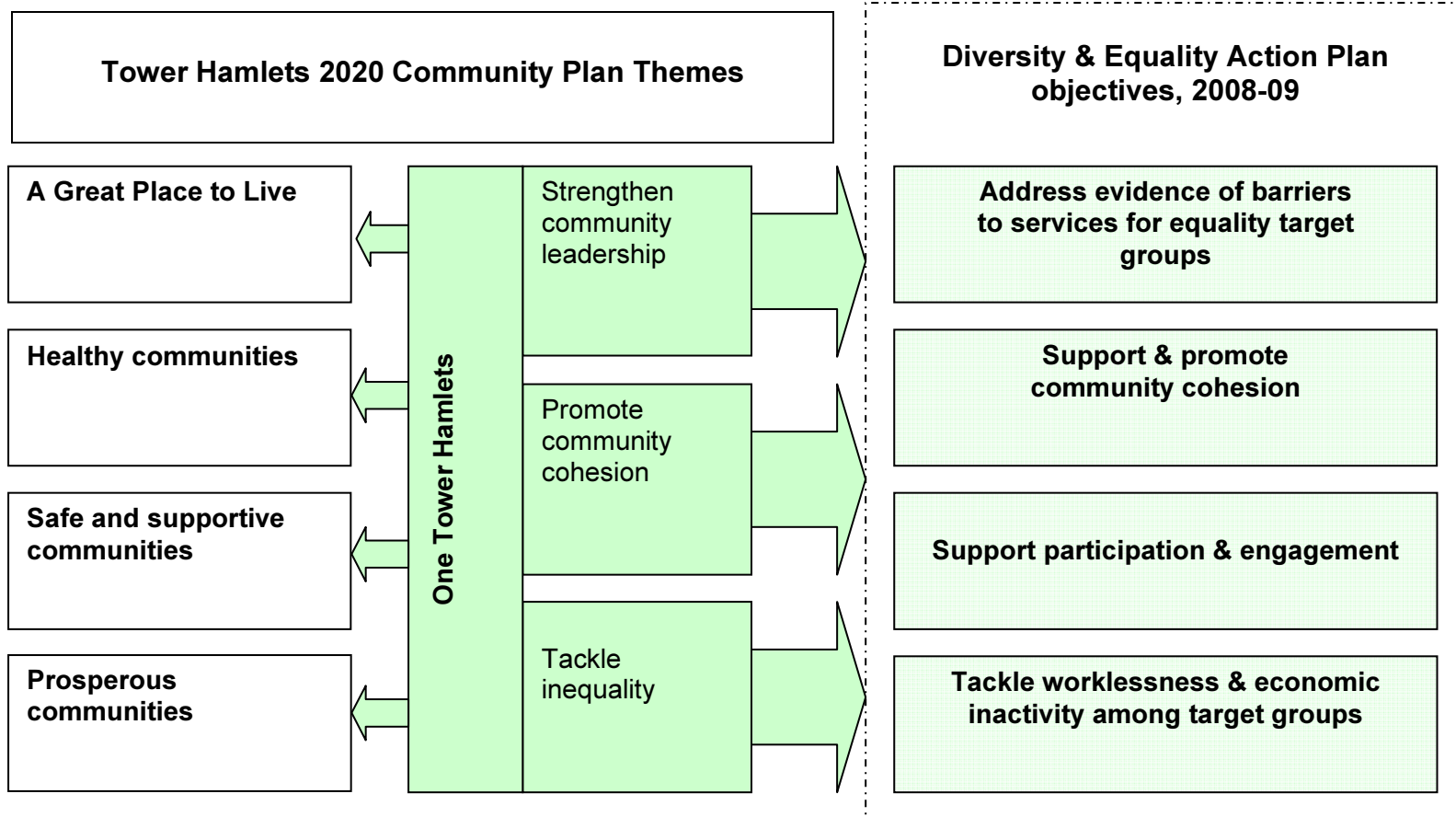
Objective	Key activities	Target date
<p>Ensure that the Council operates to the highest standards of equalities practice</p> <p>Ensure that Council's equality achievements are verified through internal scrutiny and validated through external scrutiny</p>	<ul style="list-style-type: none"> ▪ Collate revised Level 5 Equality Standard evidence and undertake self-assessment to verify performance on targets and outcomes for Level 5. ▪ Undertake internal review to scrutinise and verify Council's Level 5 Standard equality achievements, involving Councillors and equality forum members. ▪ External Peer Assessment undertaken to independently scrutinise and validate Council's Level 5 status against the revised Equality Standard for Local Government 	<p>Sept 2008</p> <p>October 2008</p> <p>Dec 2008</p>

<p>Ensure that the Council has in place clear equality priorities and targets for all six equality strands</p>	<ul style="list-style-type: none"> ▪ Develop and Publish a revised Race Equality Scheme for 2008-11 ▪ Develop and publish a Faith, Religion and Belief Equality Scheme in consultation with the Tower Hamlets Inter-Faith Forum ▪ Develop and publish a Age Equality Scheme in consultation with the Older People's Board and Tower Hamlets Youth Partnership ▪ Develop and publish a Sexual Orientation Equality Scheme in consultation with LGBT staff and community forums. ▪ Establish a Gender Equality Scheme Monitoring Group ▪ Review Disability Equality Scheme 	<p>Sept 2008</p> <p>Dec 2008</p> <p>Dec 2008</p> <p>Dec 2008</p> <p>Sept 2008</p> <p>Dec 2008</p>
<p>Ensure that the Council is making progress in relation to equality in employment outcomes across all six equality strands.</p>	<ul style="list-style-type: none"> ▪ Produce and publish an employment monitoring report in relation to all six strands. 	<p>Jan 2009</p>
<p>Ensure that equalities training effectively meet the requirements of Level 5 Equality Standard and the Council's Corporate, Gender, Race and Disability Equality Schemes.</p>	<ul style="list-style-type: none"> ▪ Undertake a comprehensive review of the Council's equalities training provision, including: a needs analysis and corporate/directorate/service level training provisions; ▪ Based on the outcome of the review, CESG in partnership with Learning and Development to establish a programme of work to strengthen the Council's diversity and equalities training. 	<p>Aug 2008</p> <p>Oct 2008</p>
<p>Strengthen community</p>	<ul style="list-style-type: none"> ▪ Undertake strategic level EQIA of Tower Hamlets Partnership governance 	<p>Dec 2008</p>

<p>engagement processes for designated community, staff and stakeholder groups to participate in the development of equality objectives, service design and employment.</p>	<p>structures and develop action plan to ensure consultation and involvement structures engage all communities across all six equality strands.</p>	
<p>Further improve support to staff to undertake equality impact assessments (EQIAs)</p>	<ul style="list-style-type: none"> ▪ Produce EQIA electronic learning tool and EQIA electronic forms. 	<p>Sept 2009</p>
<p>Ensure that relevant human rights implications are considered within policies and practice</p>	<ul style="list-style-type: none"> ▪ Establish guidance for staff on Human Rights legislation and its implications for Council services. ▪ Hold a council training event on human rights legislation. 	<p>March 2009 March 2009</p>
<p>Ensure that the potential to promote diversity and equality through the procurement process is maximised</p>	<ul style="list-style-type: none"> ▪ Review and reformulation of equalities criteria for procurement process 	<p>March 2009</p>
<p>Address identified challenges/ barriers in undertaking effective equalities monitoring across 6 equality strands and improve the quality of monitoring data collected.</p>	<ul style="list-style-type: none"> ▪ Communicate key messages on why we monitor, our commitment to monitoring and the benefits of monitoring; produce FAQ card for staff; embed monitoring key messages into relevant corporate training events. ▪ Publicise the benefits of equalities monitoring through Manager’s Briefing, Pulling Together and East End Life – seek to find meaningful examples of where monitoring has led to improvements. 	<p>Sept 2008 Sept 2008</p>

	<ul style="list-style-type: none"> ▪ Examine the possibility of holding training for managers on how to effectively utilise data on equalities profile of staff and service users ▪ Examine how the Council can more effectively promote monitoring amongst service users in order to increase the quality of the data we receive ▪ Examine current IT systems and the procurement of future systems to ensure that staff have adequate fields to be able to monitor on all six strands 	Dec 2008
		Dec 2008
		March 2009
Continue to strengthen equalities practice across the borough working towards a Level 5 Borough	<ul style="list-style-type: none"> ▪ Coordinate quarterly Diversity and Equality Network meetings and work to achieve established joint equality targets with partner organisations. ▪ Improve the representation of RSLs on the Diversity and Equality Network 	March 2009
		Sept 2008
Further strengthen the mainstreaming of diversity and equality practice.	<ul style="list-style-type: none"> ▪ Further develop equalities guidance in performance management and service planning toolkits. ▪ Build equalities considerations into peer review of team plans. 	Dec 2008
		Dec 2008
Develop Member Capacity on diversity and equality	<ul style="list-style-type: none"> ▪ Establish Members Equality Working Group ▪ Support Members to establish a programme of work for the Group 	Sept 2008
		Dec 2008

<p>Ensure that community cohesion impact is assessed for key services.</p>	<ul style="list-style-type: none"> ▪ Develop a community cohesion impact assessment tool and embed into service planning 	<p>March 2009</p>
<p>Develop the capacity of the Council to implement equalities objectives at strategic level.</p>	<ul style="list-style-type: none"> ▪ Undertake Strategic Level EQIAs of Workforce to Reflect the Community Strategy; Section106 funding; Customer Access; Tower Hamlets Partnership. 	<p>March 2009</p>



Link to other plans	Equality strand	Objective	Key activity	Progress milestone
Tackle worklessness and economic inactivity among target groups				
CYPP	Race Disability Gender Age	<p>Increase numbers in education, employment and training post-16 including from specified target groups.</p> <p>Contact Officer: Mary Durkin, Service Head, Youth and Community Learning, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Support the transition of young people into further education, training or employment by more effective tracking and work through personal advisers, including support for targeted individuals e.g. Somali young people; young people with disabilities; and young mothers.</p>	<p>30 young Somalis, 20 young people with learning difficulties and 20 young mothers supported with community person advisers by the end of September 2008.</p>
CYPP	Age	<p>Increase level 2 and level 3 attainment by 19</p> <p>Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Provide targeted support post-16 to young people at risk of underachievement.</p>	<p>Pilot the use of advanced skills personal advisers to support NEET prevention in schools and successful transition at 16 by the end of September 2008.</p>

SP	All	Identify and remove barriers to employment for target groups and help people to get employment by ensuring there is support and training before and after they get a job	Implement and commence delivery of City Strategy Single Point of Access pilot programme integrating Council-led employment activities and advice into current Council activities such as Extended Schools provision, Children's Centres, Community Hubs and Idea Stores.	600 workless residents into employment, 100 from workless families by March 2009
		Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal Directorate		Evaluate the activities within the pilot to determine future priorities by March 2009
		Lead Member: Cllr Alibor Choudhury		Strategy for community hubs development agreed by October 2008
SP	All	Update evidence base and develop an economic development strategy to better inform key priorities for the borough	Develop employment strategy which addresses equalities profile of unemployment and worklessness in the borough.	Evaluate the activities within the pilot to determine future priorities by March 2009
		Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal Directorate		Employment strategy paper drafted for consultation by July 2008
		Lead Member: Cllr Alibor Choudhury		Wider economic development strategy paper drafted by Sept 2008

SP	Disability Gender	Develop joint partnership programmes of employability interventions to augment/improve mainstream provision of employment support	Develop the Working Neighbourhoods Fund commissioning strategy to include work with excluded groups with a clear focus on moving people into employment	Report of key interventions to CPAG in July 2008
		Contact Officer: Sue Hinds, Access to Employment Manager, Development and Renewal Directorate Lead Member: Cllr Alibor Choudhury	Joint partnership programme plans developed	Quarterly updates provided for relevant CPAGs
	Disability	Increase access to employment for disabled people and people with mental health problems Contact Officer: Deborah Clarke, Joint Director of Human Resources and Tower Hamlets Primary Care Trust, Resources Directorate Lead Officer: Cllr Sirajul Islam	Increase number of cases managed by Adult Social Care Services referred to employment projects	Employment strategy for vulnerable adults and for those with disabilities agreed by CMT by July 2008
				Consultation with broad range of stakeholders by July 2008
				Action plan to meet LAA targets agreed with TH Partnership for Learning Disabilities and Mental Health by October 2008
				All new referrals consistently considered for employment options and referrals made to appropriate projects by March 2009.

				<p>All existing care plans reviewed for employment choices and referrals made to appropriate projects: March 2009.</p> <p>Commissioning plans to support social enterprises to develop employment opportunities by December 2008.</p>
CLC DP	Religion/Belief	<p>Develop a strategic framework to promote sustainability and enterprise in our communities</p> <p>Contact Officer: Robin Beattie, Acting Head, Strategy and Performance, Communities, Localities and Culture Directorate</p> <p>Lead Member: Cllr Rofique U. Ahmed</p>	Further develop Muslim Women's Collective (MWC)	<p>With key partners facilitate the development of a delivery plan for 2008/09 by May 2008</p>
				<p>Assist Muslim Women's Collective with business planning process and negotiations with key funders by July 2008</p>
				<p>Oversee the delivery of the above delivery plan by March 2009</p>
	Gender Disability	<p>Enhance our understanding of the experience and needs of women and disabled people in the local labour market</p>	Commission research on labour market experiences of women	<p>Research specification agreed by July 2008</p> <p>Research to commence by September 2008</p>

		<p>Contact Officer: Michael Keating, Acting Assistant Chief Executives, Chief Executive's Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>	<p>Promote awareness of employers' responsibilities under the Disability Discrimination Act (DDA) and the benefits of employing disabled people through the Council's Business Forum lunch seminars.</p>	<p>Lunch seminar to be held by March 2009</p>
WFRC	Race Gender Disability Age	<p>Increase the extent to which the PCT and the Council are viewed as desirable and accessible places to work</p>	<p>Communications in both the PCT and the Council to work to establish a compelling employer brand focusing on the local community and making them a place where local people want to work</p>	<p>Employer brand developed by August 2008</p>
		<p>Contact Officer: Deborah Clarke, Joint Director of Human Resources and Tower Hamlets Primary Care Trust, Resources Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>	<p>Establish talent pool of potential applicants who are looking for jobs in the public sector, across both the council and the PCT and ensure that good but unsuccessful BME/disabled candidates are encouraged to apply for further jobs</p>	<p>Talent pool established by January 2009</p>
			<p>Establish local recruitment methods for entry level positions</p>	<p>Local recruitment methods for entry level positions established by June 2008</p>

			Develop career entry routes including apprenticeship, assistant and trainee positions	Develop new scheme in partnership with Tower Hamlets College and Children's Services to promote pathways for employment at the Council by October 2008
				Provide 30 Level One apprenticeship places for TH school leavers by October 2008
			Extend careers work with 14-19 year olds to raise awareness of career paths in the NHS and the local authority	Extend careers work with 14-19 year olds by January 2009
WFRC	All	<p>Increase the extent to which the Council's temporary workforce reflects the community</p> <p>Contact Officer: Deborah Clarke, Joint Director of Human Resources and Tower Hamlets Primary Care Trust, Resources Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>	<p>Incorporate monitoring of six equality strands into Commensura system and produce report on equalities profile of temporary staff to inform refresh of Workforce to Reflect the Community strategy</p>	System reconfigured to capture equalities data by October 2008
				First equalities monitoring report produced, March 2009

Support participation and engagement of equality target groups in decision making and active citizenship activities				
SP	All	<p>Engage in Olympic legacy masterplan process to secure maximum benefits for Tower Hamlets from legacy</p> <p>Contact Officer: Nick Smales, Service Head, Olympics and Paralympic Games, Development and Renewal Directorate</p> <p>Lead Member: Cllr Ohid Ahmed</p>	<p>Consultation on Olympic Masterplan in October 2008</p>	<p>Consultation on Olympic Masterplan in October 2008</p>
				<p>Borough views incorporated with acceptable Master plan by March 2009</p>
	All	<p>Ensure that the needs and views of equality target groups are effectively reflected in local decision making and service review mechanisms</p> <p>Contact Officer: Shazia Hussain, Interim Director of Tower Hamlets Partnership, Communities, Localities and Culture Directorate</p> <p>Lead Member: Cllr Ohid Ahmed</p>	<p>Review governance structures of the Tower Hamlets Partnership</p>	<p>Complete Strategic level EQIA of Tower Hamlets Partnership structures by September 2008</p>
				<p>EQIA action plan agreed by CESG by December 2008</p>
				<p>Establish four local interfaith networks, linking up to Interfaith Forum, by March 2009</p>

				Increase the capacity of the Council and its partners to engage with faith communities, disabled people and LGBT communities by embedding the Councils Equalities Forums within the wider structures of the Partnership
CYPP	Disability	<p>Improve standards of early years provision to give every child the best possible start in life</p> <p>Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Provide opportunities for all young children to play learn and express themselves, including those with disabilities and complex health needs.</p>	<p>Monitoring data shows an increase in the number of children with disabilities accessing Children's Centres services over the year by the end of December 2008.</p>
				<p>Evidence of daily planned outdoor play provision in all settings with outdoor areas by the end of December 2008.</p>

	All	<p>Develop robust mechanisms for involvement of service users in Adults Health and Social Care Services</p> <p>Contact Officer: Deborah Cohen, Service Head Health and Disability, Adults Health and Wellbeing Directorate</p> <p>Lead Members: Cllr Anwara Ali</p>	Develop Service User Involvement Plan	Revised Service User Involvement Plan agreed by September 08
	Gender	<p>Develop the Women into Public Life programme to increase the number of women taking up positions in local representation structures</p> <p>Contact Officer: John Williams, Service Head-Democratic Services, Democratic Renewal & Engagement, Chief Executive's Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>	Deliver Future Women Councillors training programme	<p>Recruit candidates to participate in the programme by May 2008</p> <p>Undertake training needs assessment by June 2008</p> <p>Training programme developed by July 2008</p> <p>15 women to attend modular training courses by December 2008</p>

	All	<p>Increase the engagement of equality target groups in cultural activities and the extent to which these activities bring people together</p> <p>Contact Officer: Paul Martindill, Service Head, Cultural Services, Communities, Localities and Culture</p> <p>Lead Member: Cllr Rofique U. Ahmed</p>	<p>LBTH Arts and Events programme reflects 'One Tower Hamlets' objectives</p>	<p>All entries on the LBTH Arts and Events forward plan incorporate methods to increase participation of specific equalities target groups by March 2009</p> <p>Community events incorporated within the 'One Tower Hamlets' Community Plan marketing campaign</p>
	Sexual Orientation	<p>Increase the involvement of LGBT parents in their children's education and well-being</p> <p>Contact Officer: Sarah Gale, Head of Equalities and Parental Engagement, Children's Services</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Work with Rainbow Parents LGBT Parents Support Group to provide support to LGBT parents in Tower Hamlets</p> <p>Develop and strengthen existing support networks for LGBT parents</p>	<p>Council representative to routinely liaise with Rainbow Parents LGBT Support Group.</p> <p>Roll out No Outsiders Project (Project to raise awareness of the diversity of family life through children's literature) by March 2009.</p>

		<p>target groups to better understand and meet their health needs</p> <p>Contact Officer: Shazia Hussain, Interim Director of Tower Hamlets Partnership, Communities, Localities and Culture Directorate</p> <p>Lead Member : Cllr Ohid Ahmed</p>	Action Plan developed to engage with equalities target groups and ensure their involvement in the networks	
All		<p>Improve consultation and engagement with young people across Council and partnership services</p> <p>Contact Officer: Mary Durkin, Service Head, Youth Offending Team, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	Produce Participation Toolkit to support services to involve young people in a meaningful way in service review and scrutiny	Youth Participation Toolkit completed and disseminated by March 2009
			Increase the participation of children & young people in decision making and community life	Redeveloped AMP website for children and young people launched by June 2008.
				Over 5000 young people vote in the Young Mayor elections by February 2009
				Over 180 young people engaged in the Tower Hamlets Youth Partnership, through activities held in every LAP area by March 2009

Disability Sexual Orientation Religion/Belief	<p>Improve representation of equality target groups in Youth Participation activities,</p> <p>Contact Officer: Mary Durkin, Service Head, Youth Offending Team, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Undertake specific consultation with young people with learning disabilities, lesbian, gay and bisexual young people and young people from different faith communities on how we can ensure that they can access youth participation activities</p>	<p>Consultation plan agreed by June 2008</p>
			<p>Targeted consultation undertaken alongside census of youth service users</p>

Support and promote **community cohesion**, including: Embedding cohesion considerations into planning in key policy areas (Education, Community Safety and Housing); Support positive activities that bring people together and build bridges between communities; Support interaction between new and existing communities and; tackle all forms of discrimination and harassment

	Race	<p>Positively re-integrate young people who offend</p> <p>Contact Officer: Stuart Johnson, Youth Offending Team Manager, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Implement the Race Audit action plan agreed by the Police, CPS, YOT & the Court to monitor the ethnic composition of offenders.</p>	<p>Action Plan in place by May 2008</p> <p>Quarterly monitoring meeting to take place from September 2008</p> <p>Review plan by March 2009</p>
	Age	<p>Promote and support community cohesion among children and young people.</p> <p>Contact Officer: Mary Durkin, Service Head, Youth Offending Team, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>"Tolerance in Diversity" - facilitate short term peer led projects themed on discrimination & hate crimes</p> <p>Deliver school, after-school and community based intergenerational projects which reduce mistrust and animosity between generations, building positive relationships and understanding between people of different generations, and often thus between cultures</p>	<p>Facilitate projects themed on discrimination & hate crimes, involving 32 projects with 168 young people successfully completing TiD led projects and receiving a recorded outcome. 18 peer workers to complete OCN level 2 - accredited outcome by March 2009</p> <p>Design and run 6 intergenerational projects to include at least 2 secondary and 2 primary schools within 2008/09</p> <p>work with a target group of 50 older people 55+ and 60 children and young people by March 2009</p>

			<p>Improve uptake of out of school activities by young people to ensure cross – community engagement</p>	<p>Link out of school management information systems with youth service to monitor uptake by March 2009.</p>
	<p>Age Disability</p>	<p>Reduce the risk of young people becoming victims of crime, and improve their perception of safety in the local area</p> <p>Contact Officer: Mary Durkin, Service Head, Youth Offending Team, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Increase awareness of the impact of disability and disfigurement bullying, cyber bullying and homophobic bullying</p>	<p>A training session on cyber bullying for school governors to take place by December 2008</p> <p>A training session on homophobic bullying for school governors to take place by March 2008.</p> <p>Audit of the anti-bullying policies of all schools by December 2008</p> <p>Model anti-bullying policy for youth providers in place by December 2008</p>

			Set up a commission into the Public Safety of children and young people in Tower Hamlets to address the dual issues of violence by groups of young people and the safety of the local community, particularly of young people themselves	Commission to be set up by September 2008
				Commission concluded by December 2008
				Action plan agreed by March 2009
	All	Develop a delivery plan to respond to the report of the Commission on Cohesion and Integration to include a cross-borough bridging activities Contact Officer: Michael Keating, Acting Assistant Chief Executive, Chief Executive's Directorate Lead Member: Cllr Sirajul Islam	'One Tower Hamlets' delivery plan developed by September 2008	Initial proposals developed by July 2008
				Draft delivery plan reviewed by Partnership Executive by September 2008
				Finalised plan reviewed by Partnership Board by October 2008
	All	Implement Community Cohesion Impact Assessment procedures within service planning in priority areas Contact Officer: Michael Keating, Acting Assistant Chief Executive, Chief Executive's Directorate Lead Member: Cllr Srajul Islam	Local Community Cohesion Impact Assessment (CCIA) tool developed by September 2008	CCIA tool developed by September 2008
				CCIA tool piloted in at least three policy areas by March 2009

Race	<p>Enhance our understanding of the profile and needs of new communities through work with the Refugee and New Residents Forum</p> <p>Contact Officer: Michael Keating, Acting Assistant Chief Executive, Chief Executive's Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>	<p>Develop a work programme for the Refugee and New Residents Forum</p> <p>Support the delivery of the New Migrants Integration Initiative</p>	<p>Work Programme for New Residents & Refugee Forum agreed by August 2008</p> <p>Welcome packs for new residents accessible across frontline council services by November 2008.</p> <p>40 frontline staff trained on working with new residents by March 2008</p>
ALL	<p>Develop the ability of the Council and its partners to monitor community tensions</p> <p>Contact Officer: Michael Keating, Acting Assistant Chief Executive, Chief Executive's Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>	<p>Review the role of the Community Cohesion Contingency Planning and Tension Monitoring Group to ensure effective links to other partnership groups</p>	<p>CCCPTMG members take part in ICoCo/Metropolitan Police Service tension monitoring training by May 2008</p> <p>Development session held for CCCPTMG members to support them in their role as project assurance group for PVE programme by September 2008</p>
All	<p>Enhance our understanding of the needs of victims of hate crime</p> <p>Contact Officer: Andy Bamber, Service Head,</p>	<p>Commission Hate Crime Victim Needs Analysis</p>	<p>Advisory group established with representation from key partners, project scope and tender process agreed and tender let by June 2008</p>

		<p>Community Safety, Communities, Localities and Culture</p> <p>Lead Member: Cllr Abdal Ullah</p>		<p>Primary research completed by September 2008</p>
				<p>Publish final report and disseminate findings through existing partnership networks by December 2008</p>
				<p>Recommendations reviewed by relevant services and action plan developed to address identified service improvements by March 2009</p>
	All	<p>Extend 'No Place for Hate' communications campaign to address all six hate crime strands</p> <p>Contact Officer: Michael Keating, Acting Assistant Chief Executive, Chief Executive's Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>	<p>Incorporate 'No Place for Hate' messages in Community Plan marketing campaign</p>	<p>10 Youth hate crime champions identified and trained aged 16-19 to deliver HC awareness workshops with youth/educational and community groups by June 2008 Trainer development programme developed for 10 existing champions by September 2008</p>
				<p>Hate crime champions to deliver 3 awareness sessions each, total 60 sessions by December 2008</p>

				End of year report of project outcomes by March 2009
All		<p>Develop and deliver Preventing Violent Extremism delivery plan in line with national guidance, drawing on local research and policy development</p> <p>Contact Officer: Michael Keating, Acting Assistant Chief Executive, Chief Executive's Directorate</p> <p>Lead Member: Cllr Abdal Ullah</p>	<p>Develop and deliver Preventing Violent Extremism programme in partnership with colleagues in the Police, criminal justice services and voluntary sector</p>	Develop and agree PVE Partnership Delivery Plan by July 2008
				Commission PVE projects for 2008-11 by November 2008
				Carry out a Young Muslim's Leadership Academy, for 24 young men and women drawn from across the borough, by September 2008.
				Publish the PEACE guide to Islam and youth Work, by March 2009.

Access to services: Address evidence of differential access to services for equality target groups to ensure that services within the Council and the wider partnership meet the needs of our communities effectively

	All	<p>Support and improve access to open spaces</p> <p>Contact Officer: Nick Smales, Service Head, Olympics and Paralympic Games, Development and Renewal Directorate</p> <p>Lead Member: Cllr Ohid Ahmed</p>	<p>Progress the High Street 2012 concept, including public realm improvements, improved provision for pedestrians, reductions in street clutter and accessibility improvements</p>	<p>Vision study completed by September 2008</p>
	All	<p>Increase level of participation in leisure activities by under-represented groups</p> <p>Contact Officer: Paul Martindill, Service Head, Cultural Services, Communities, Localities and Culture Directorate</p> <p>Lead Member: Cllr Rofique U. Ahmed</p>	<p>Undertake a strategic review of indoor leisure facility provision to inform the building schools for the future programme and future developments within the Borough</p>	<p>Demand and supply mapping completed based on future population growth by June 2008</p>

	All	Ensure that Council services are accessible to all equality target groups	Undertake Strategic level EQIA of Customer Access	Draft EQIA to be reviewed by CESG September 2008
		<p>Contact Officer: Claire Symonds, Service Head, Customer Access, Resources Directorate</p> <p>Lead Member: Cllr Joshua Peck</p>		Final EQIA action plan agreed December 2008
	Race Disability	Ensure the Council makes available high quality interpreting and translation services which meet the needs of all service users however they chose to access our services	Complete Review of Interpreting and Translation services, drawing on national guidance with a particular focus on needs of disabled service users	<p>Interpreting & Translation Review completed by August 2008</p> <p>Revised interpreting and translation policy and guidance inclusive of disability communications guidelines and good practice produced by December 2008.</p>
		<p>Contact Officer: Michael Keating, Acting Assistant Chief Executive, Chief Executive's Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>		

	Age	<p>Improve the emotional well-being and mental health of children and young people by increasing the focus on early intervention and improving access for mental health services for vulnerable groups.</p> <p>Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Support schools to ensure that the emotional well-being of pupils is addressed effectively through the curriculum by continuing to implement the Social and Emotional Aspects of Learning (SEAL) strategy effectively</p>	<p>SEAL implemented in all Primary schools by July 2008</p> <p>Transition worker support programme extended to support 20% more young people by June 2008</p> <p>Extend amount of early intervention mental health support delivered through schools and Children's Centres by September 2008</p>
		<p>Continue to reduce teenage pregnancy in the borough, particularly in high incidence areas, and raise awareness of sexual health risks among children and young people under the age of 19.</p> <p>Contact Officer: Helen Jenner, Service Head Early Years Children and Learning, Children's Services</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Implement ASPIRE pilot project with year 9 & 10 to prevent unplanned pregnancy, doing targeted work with girls at risk, to improve educational achievement and boost self-esteem</p>	<p>Work with 30 girls at risk by March 2009</p>

CYPP	Age	<p>Improve access to and quality of support to children and young people with disabilities and their families.</p> <p>Contact Officer: Kamini Rambellas, Service Head Childrens Social Care, Childrens Services</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Consult with children with disabilities to inform the commissioning process for personal care providers.</p>	<p>Implement a positive parenting programme for parents of children with disabilities to assist in achieving sustainable care in the home, with SLA in place with CAMHS and Eva Armsby Centre by July 2008.</p> <p>Develop eligibility criteria for short breaks by July 2008.</p> <p>To produce and distribute leaflets to promote direct payments and complete staff training by September 2008</p> <p>Recruit transition worker to develop person centred planning for transition to Adults Services by September 2008.</p>
CYPP	Age	<p>Continue to protect children from risk of harm and neglect</p> <p>Contact Officer: Kamini Ramballas, Service Head, Social Care, Children's Services Directorate</p> <p>Lead Member: Cllr Clair Hawkins</p>	<p>Review the work carried out within faith, and other communities in Tower Hamlets, and to target input into the leaders of those communities, through training, coaching and other forms of support, to facilitate their direct involvement in preventative work with families</p>	<p>In conjunction with the African Families Service Pastors Group develop Tower Hamlets Safeguarding Handbook for use in all black African/African Caribbean churches by December 2008.</p> <p>Overarching independent review of work with faith/ethnic communities in Tower Hamlets by January 2009.</p>

				<p>Delivery of 8 sessions of child protection training to Imams and Islamic teachers focusing on the implementation of the Mosques and Madrassahs Safeguarding Guidance by March 2009.</p> <p>Specific training provided to six Imams to enhance their expertise and ability to support other Imams and community leaders in dealing effectively with domestic violence by March 2009.</p>
CYPP	All	<p>To develop a continuum of parenting support from early intervention through targeted and specialist multi-agency services to the use of enforcement measures</p>	<p>Embed the Family Intervention Programme, focusing on the needs of families of offenders and those with complex and multiple problems.</p>	<p>Formal transfer of responsibility of senior parenting worker posts from Community Safety to FIP by end May 2008</p>
		<p>Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning,</p>	<p>Ensure that children and families affected by domestic violence are identified, assessed and offered appropriate protection and support at the earliest opportunity.</p>	<p>Provide therapeutic support for 40 mothers and children whose lives have been seriously disrupted by domestic violence by end March 2009</p>

		Children's Services Directorate Lead Member: Cllr Clair Hawkins		Review commissioning therapeutic services family support services for mothers and children by end March 2009
CYPP	Race	Through personalised learning accelerate improvements in attainment with a particular focus on key stages 1 and 3 and GCSE English and Maths Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Directorate Lead Member: Cllr Clair Hawkins	Focus on improving the attainment of pupils with English as an additional language in schools, through guidance and advice on developing effective leadership & management and quality first teaching.	Continue to support Primary National Strategy English as an additional language projects in 26 schools by July 2008
		Evaluate Secondary National Strategy Minority Ethnic Achievement Project in 3 schools by June 2008		
		Hold termly training for Ethnic Minority Achievement subject leaders to develop skills		
CYPP	Age	Improve transition at all key points, with a particular emphasis on the transition from primary to secondary, statutory to post 16 provision and from education to adult life. Contact Officer: Helen Jenner, Service Head, Early Years Children and Learning, Children's Services Directorate Lead Member: Cllr Clair Hawkins	Improve post-16 transition support, particularly for vulnerable groups.	Develop person centred approaches to Year 9 transition planning by end September 2008

DES	Disability	<p>Create an inclusive environment for disabled people</p> <p>Contact Officer: Michael Keating, Acting Assistant Chief Executive, Chief Executive's Directorate</p> <p>Lead Member: Cllr Sirajul Islam</p>	<p>Review and update DDA audits of Council buildings to ensure action plans are in place to address outstanding issues in relation to the Disability Discrimination Act</p>	<p>Quarterly reports monitored by DES Monitoring Group</p>
		<p>Produce Communications Guidance for all Council publications to ensure they meet best practice guidelines</p>	<p>Guidance produced by July 2008 and adopted by September 2008</p>	
		<p>Increase the capacity of Councillors to respond to the needs and views of disabled constituents</p>	<p>Devise and roll out programme of training for members</p>	
CYPP	<p>Race Gender Age Disability</p>	<p>Improve the representation of equality target groups accessing youth services</p> <p>Contact Officer: Mary Durkin, Service Head Youth and Community Learning, Children's Services</p> <p>Lead Member: Clair Hawkins</p>	<p>All Open Access Youth Provision contracts held by principal contractors to include five year targets to increase participation in relation to age, gender, disability and race to match the profile of the LAP area they are delivering in</p>	<p>All contracts to include equality group targets by March 2009</p>

EQUALITY IMPACT ASSESSMENT PROGRAMME 2008/9

Chief Executive's

Service	Function	Lead Officer	Target completion month
Scrutiny & Equality	1. Corporate Equalities Function	Michael Keating	Q3
	2. Support Equalities Forums (Internal & External)	Michael Keating	Q3
	3. Preventing Violent Extremism	Michael Keating	Q3
	4. Community Cohesion	Michael Keating	Q3
	5. Overview & Scrutiny Function	Afazul Haque	Q3
Communications	6. East End Life	Laraine Clay	Q3
Democratic Services	7. Nationality Checking Service	John S Williams (Catherine Sutton)	Q3
	8. Capital Ambition – Councillors of the Future	John S Williams (Beverley McKenzie / Susan Ritchie)	Q3
Legal Services	9. Local and National Elections	Isabella Freeman	Q3
Strategy & Performance	10. Community Plan and LAA	Alan Steward	Q2
	11. Strategic Plan	Louise Russell	Q4
	12. Awards (Screening)	Alan Steward	Q3

Children's Services

Service	Function	Lead Officer	Target completion month
Children's Information Service	1. Contact Point	Siobhan Giles	Q3
	2. Information Strategy	Siobhan Giles	Q4
	3. THIS Child Programme Management	Siobhan Giles	Q3
Children's Resources	4. Adolescents resource centre	Hilary Bull	Q3
Children's Services Reviews	5. Reviewing Key Targets	Simon Rea	Q3
Early Years	6. Childcare	Jo Green	Q4
External Funding and Commissioning	7. External Funding	Angela Lewis	Q4
	8. Commissioning	Angela Lewis	Q4
	9. Community resources	Angela Lewis	Q4
Fieldwork Services	10. Advice and Assessment Team	Urmee Mazher	Q4
	11. Family Support and Protection Services	Sukriti Sen	Q4
Leaving Care Service	12. Support Services for care leavers	Jenny Boyd	Q4
Parental Engagement	13. Family Support and Parental Engagement Strategy	Sarah Gale	Q3
Parents' Advice Centre	14. Parental Partnership Service (M)	Sarah Gale	Q4
Pupil Services	15. Home to School Travel Passes	Hania Franek	Q3
Resources	16. Education Building Development (<i>Screening</i>)	Pat Watson	Q3
	17. Schools Finance (<i>Screening</i>)	Kate Bingham	Q3
	18. Technical Services (<i>Screening</i>)	Pat Watson	Q3
Social Care ICT	19. Training and Supporting Staff	Anthony Hammond	Q3
Stakeholder Engagement and Participation	20. Communication Team	Sukjinder Nunwa	Q3
Support for Learning Service	21. Monitoring the impact of anti-bullying strategies (Behaviour Support Team)	Liz Vickerie/ Liam McQuade	Q4
Young People and Learning	22. Arts and Music Education Service	Karen Brock	Q3
	23. Education Improvement Partnership 14-19	Wendy Forrest	Q3
	24. E-Learning	John Woods	Q4

	25. Humanities Education Centre	Margaret Burr	Q3
	26. Physical Education, School Sport and Club Links Strategy	Helen Spedding	Q4
	27. Secondary School Improvement <i>This could be done jointly with Primary Schools see 70</i>	Di Warne	Q4
Youth and Community Services	28. Training Team	Steve Sipple	Q4
	29. Rapid response team	Steve Sipple	Q4

Adults Health and Well-Being

Service	Function	Lead Officer	Target completion month
Disabilities and Health	1. Hearing Clinic	Service Head-Disability and Health	Q3
Older People and Homelessness	2. Assessment and Care Management	Service Head-Older People and Homelessness	Q3
Disabilities and Health	3. Mental Health Act 2007	Service Head-Disability and Health	Q3
	4. Deprivation of Liberty.		Q3
Older People and Homelessness	5. Update Failed Visit Policy	Service Head-Older People and Homelessness	Q3
	6. Enablement		Q3
	7. Linkage Plus	Service Manager-Commissioning-Older People	Q3
Commissioning & Strategy	8. Continuing Health Care	Service Head-Commissioning and Strategy	Q3
Older People and Homelessness	9. Day Care for Somali Older People	Service Manager-Commissioning Older People	Q3
Commissioning & Strategy	10. Accommodation Project	Service Head-Commissioning and Strategy	Q3
Older People and Homelessness	11. Restructure in-house Homecare Service	Service Head-Older People and Homelessness	Q3
Older People and	12. Integration of	Service Head Older	Q3

Homelessness Commissioning & Strategy	<ul style="list-style-type: none"> ▪ Provider Services ▪ Commissioning 	People and Homelessness and Service Head Commissioning and Strategy	
Older People and Homelessness	13. Homelessness Strategy	Strategy Manager, Strategy and Performance	Q3
Older People and Homelessness	14. Prevention of homelessness	Assessment and Advice Manager	Q3
Older People and Homelessness	15. Allocation of Temporary Accommodation	Homeless Accommodation Business Manager	Q3

Resources

Service	Function	Lead Officer	Target completion month
Human Resources	1. Workforce to Reflect the Community Strategy	Deb Clarke	Q3
	2. Flexible Working Hours Procedure	Joint Director Human Resources	Q3
	3. Corporate Handling Organisational Change Procedure		Q3
	4. Recruitment & Selection Policy		Q3
	5. Learning and Development Policy	Head of HR Operations	Q3
	6. Tower Hamlets and local Graduate Training Schemes	Joint Director	Q3
ICT	7. ICT Service	Jim Roberts	Q3
ICT Service Development	8. Application design standards	Catherine Ortlepp	Q3
	9. Electronic Mail Internet & Intranet Acceptable Use Policy		Q3
ICT Service Delivery	10. Service Desk	Ken Bates	Q3
	11. Enrolment process		Q3
	12. ICT provision of Homeworking Policy		Q3
ICT Business Support	13. ICT Competency Framework	Khaled Hussain	Q3
	14. Supplier Relationship Management		Q3
Customer Access	15. Telephone contact	Claire Symonds	Q2
	Face to face contact	Service Head, Customer Access	Q2
	Web contact		Q2
	Facilities management	Martin O Regan	Q3
Revenue services	16. Council Tax Business Rates Income Cashiers Payments	Paul McDermott	Q3

Corporate Finance	17. Treasury Management (screening)	Alan Finch	Q3
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Communities, Localities & Culture

Service	Function	Lead Officer	Target completion month
Cultural Services Arts & Events	1. Festivals & Events	S Murray	Q4
	2. Community Arts Projects		Q4
Mile End Park	3. Mile End Park	M Rowan	Q2
Cultural Services Idea Stores & Libraries	4. Idea Stores	I McNicol/ J St John	Q3
	5. Libraries		Q4
	6. Local History & Archives		Q4
	7. Outreach		Q4
	8. Children Services		Q4
	9. Reference & information services		Q4
	10. Life long learning		Q4
	11. ICT Services - peoples network		Q4
	Cultural Services Sport & Physical Activity		12. Sports Development
13. Active communities		Q3	
14. Leisure Management		Q3	
15. School sports		Q3	
16. Healthy Lifestyles		Q3	
17. Summer programme		Q3	
18. Leisure Centres		Q3	
Environmental Control Environmental Protection	19. Pest control	D Farrell / C Shipman	Q2
Environmental Health & Trading Standards (Commercial)	20. Food Safety	C Perrins	Q3
	21. Trading Standards Enforcement		Q3
	22. Health and Safety		Q3
	23. Consumer Advice		Q3
	24. Licensing administration		Q3
	25. Policy - Licensing		Q3
Public Realm	26. Parks & Open Spaces Management	C Stuart	Q3

Parks and Play	27. Landscape Architecture	C Stuart	Q3
	28. Arboriculture Services (screening)	C Stuart	Q3
Community Safety Drug and Alcohol Action Team	29. Drug and Alcohol Action Team	Gilly Cottew	Q2
	30. Alcohol Strategy	Gilles Bergeron	Q2
Community Safety Partnership and Performance Team	31. Reducing Re-Offending Strategy	Jon Underwood	Q1
Community Safety Operations Team	32. ASB Investigation Process	Heather Mallider	Q4
	33. ASBO Publicity Strategy	Heather Malider	Q3
	34. CCTV Strategy	Andy Bamber	Q3
Tower Hamlets Partnership	35. Consultation and Participation	Shazia Hussain/ Susan	Q2
	36. Local Management	Ritchie	Q2
	37. Partnership Support		Q2

Development and Renewal

Service	Function	Lead Officer	Target completion month
Lettings	1. Choice-based lettings function	Rafiqul Haque	Q2
Estate Strategy	2. Provision of Communal Estate Services: <ul style="list-style-type: none"> ▪ Estate caretaking ▪ Concierge services ▪ Procurement 	Bob Goodbody	Q3
Home Ownership	3. Service Charge & Arrears Collection	Barrie Tyson	Q2
Home Ownership	4. Leasehold Advice	Wumni Odusina	Q2
Home Ownership	5. Major works function (Timing dependent on completion of the Issues and Options of the Core Strategy)	Mithu Gosh	Q4 (dependent on LDF timing)
LHO SERVICES	6. New Tenant Service (sign up, settling in, Probationary tenancies)	Terry Damiano	Q2
RENTS (ALMO)	7. Arrears Recovery	Beverley Greenidge	Q2
RENTS (ALMO)	8. Rents Policy	Beverley Greenidge	Q2
RENTS (ALMO)	9. Tenancy Conditions	Tim Sherry	Q4
RENTS (ALMO)	10. Housing Policy function	Tim Sherry	Q2
RENTS (ALMO)	11. Older People's Decorating programme	Sue Lawrence	Q2
TECHNICAL SERVICES: REPAIRS (ALMO)	12. Repairs Help Centre	Keith Paulin	Q2
TECHNICAL SERVICES: REPAIRS (ALMO)	13. Responsive Repairs function	Peter Allen Bob Moorcraft	Q2

TECHNICAL SERVICES:REPAIRS (ALMO)	14. Repairs partnering contracts	Peter Allen Bob Moorcraft	Q4
TECHNICAL SERVICES:	15. Resident Consultation and Satisfaction	Richard Batchelor	Q2
	16. Contract Procurement	Richard Batchelor	Q4
	17. Contract Management	Richard Batchelor	Q3
(ALMO)	18. Support and monitor development of new & existing TRAs (currently including small grants) <ul style="list-style-type: none"> ▪ TRAs – smaller grant allocation ▪ Community groups – larger grant allocation 	Vicky Potticary	Q2
ALMO: Tenant Participation Resources:	19. Manage the Tenant Resource Centre	Vicky Potticary	Q2
Strategy, Regeneration and Sustainability	20. Strategic Planning (Timing dependent on completion of the Issues and Options of the Core Strategy/LDF)	Jamie Ounan	Q2*
Strategy, Regeneration and Sustainability	21. Access to Employment (function and service) Skillsmatch service	Sue Hinds	Q3
Strategy, Regeneration and Sustainability	22. Strategic Housing	Jackie Odunoye	Q3
Major Project Development	23. Sustainable Housing Development	Jackie Odunoye	Q1
Major Project Development	24. Development Implementation	Anne-Marie Berni	Q2
Major Project Development	25. Strategic Transport Planning	Richard Finch	Q2
Major Project Development	26. Housing Regeneration	Niall McGowan	Q2
Major Project Development Resources	27. Private Sector and Affordable Housing	Alison Thomas	Q2
	28. Section 106 funding (Strategic Level EQIA)	Clare Wall	Q3
Development Control and Building Control	29. Applications (all major applications are required to submit EQIAs with plans so these come up as applications are submitted)	Stephen Irvine	Screening by Q2
Development Control and Building Control	30. Building Control – Enforcement	Peter Hamilton	Q2

Blackwall Trust	31. Functions	Matin Miah	Q2
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EQIA BREAKDOWN 2008/9

	CE	CS	AS	R	CLC	R	TOTAL
Q1	0	0	0	0	1	1	2
Q2	1	0	0	1	7	21	30
Q3	10	14	15	16	19	5	79
Q4	1	15	0	0	10	4	30
TOTAL	12	29	15	17	37	31	141