

Tower Hamlets Black, Asian and Minority Ethnic Inequalities Commission Action Plan

Vision:

Appendix 2

Tower Hamlets is an anti-racist borough where organisations work together to make radical changes that close inequality gaps by advancing opportunities and ensure the experience of racism within structures and institutions is eradicated

Anti Racist
Borough

Community
Leadership

Health

Education & Employment

Anti-Racist Borough

Outcomes:

- Race inequality is discussed and addressed at all levels of the organisation and with our partners
- There is good understanding of what is means to be an anti-racist organisation at all levels of the council.
- The council has more senior leaders from Black, Asian and Minority Ethnic backgrounds.
- Partners delivering services for the council are addressing race inequality in their organisation and service delivery.

Action	Resource	Start Date	Due Date	Owner
R1.A. Race Equality Pledge				
Organisations in Tower Hamlets, especially those that comprise the strategic partnership and work in partnership with the council, sign up to a shared commitment on race equality by the end of 2021. Organisations who sign up to this pledge will support and deliver the commitments set out in the Commission's recommendations. This will enable greater collaboration and support between organisations and strengthen accountability and transparency of commitment and progress. As part of this recommendation, a local award scheme should be established which recognises best practices amongst organisations and individuals. The council and partners should lobby national and regional organisations to set up a high-profile national recognition programme to recognise achievement and drive up standards.				
Develop the Tower Hamlets Anti Racist Pledge which asks organisations in the borough to publicly demonstrate their commitment and actions they will take to become an Anti-Racist organisation	Existing Resources	May-21	Jul-21	Sharon Godman Director Strategy, Improvement and Transformation
Tower Hamlets Race Equality Network to engage local stakeholders to establish a local recognition scheme	Existing Resources	Jan-22	Jul-22	Sharon Godman Director Strategy, Improvement and Transformation
R1.B. Race Equality Network				
A partnership Race Equality Network be developed that monitors the delivery of the Commission's recommendations, influences policy and decision making and enables a safe place for on-going conversation about race equality in Tower Hamlets and drive improvements.				
Set up the Tower Hamlets Race Equality Network which will develop the Tower Hamlets Anti Racist Pledge, oversee the development of the action plan in response to recommendations, and monitor the delivery of the action plan.	£60,000	May-21	May-22	Sharon Godman Director Strategy, Improvement and Transformation
R1.C. Targeted Interventions				
In delivering the recommendations of the Commission, organisations should recognise the variety and nuances within the needs of the borough's Black, Asian and Minority Ethnic communities and tailor interventions which address the challenges facing each community, recognising that at present the Somali Community is the biggest Black community.				
Ensure decision making in the council is supported by an analysis of the impact on each of the borough's Black, Asian and Minority Ethnic communities	Existing Resources	On-going	On-going	All Corporate Directors
Engage residents from Black, Asian and Minority Ethnic communities in the co-design of services and commissioning projects. We will look to ensure all voices from the community are represented.	Existing Resources	On-going	On-going	All Corporate Directors
Enable anonymised application process in LBTH e-recruitment system and ensure diverse recruitment panels	Existing Resources		Oct-21	Ali Littlewood Director, HR & Workforce Development
Develop a talent and succession pool, as part of implementation of the People and Wellbeing Strategy, which will include a focus on how Black, Asian and Minority Ethnic staff can be developed for success in progression	Existing Resources		Mar-22	Ali Littlewood Director, HR & Workforce Development
Deliver Anti-Racism Education programme Series of events/workshops and interventions that educate, challenge, and grow inclusivity and recognising difference.	£60,000		Dec-22	Ali Littlewood Director, HR & Workforce Development
Work with Black, Asian and Minority Ethnic Staff Network to encourage and support our Black, Asian and Minority Ethnic staff to increase take up of our leadership development offers	Existing Resources	On-going	On-going	Ali Littlewood Director, HR & Workforce Development
Support Black, Asian and Minority Ethnic Staff to attend range of national, regional and local leadership training programmes	£100,000	Jun-22	On-going	Ali Littlewood Director, HR & Workforce Development

Cultural Leadership Programme which equips leaders and managers with a range of tools, skill and knowledge to ensure LBTH becomes culturally competent this includes development of Black, Asian and Minority Ethnic mentoring and coaching. The London Large Employer work has identified cultural leadership elements and recommended to roll out Hackney toolkit for LBTH as with other boroughs and we will configure this as BAU work.	£40,000	Jun-22	Dec-22	Ali Littlewood Director, HR & Workforce Development
R1.D. Targets Organisations signing up to the Race Equality Pledge must set ambitious targets for addressing inequalities which deliver real change and year on year progress. Organisations must use effective performance management to monitor progress and report publicly.				
The Council's target for 2021/22 is to ensure 35% of the top 5% of earners are from Black, Asian and minority ethnic backgrounds. This will be reviewed annually as part of the Council's target setting policy with the aim of delivering year on year improvements.	Existing Resources	Apr-21	Mar-22	Ali Littlewood Director, HR & Workforce Development
R1.E. Data Organisations signing up to the Race Equality Pledge must collate, disaggregate and analyse data in a granular way to understand areas of inequalities facing Black, Asian and Minority Ethnic groups. This data should be disaggregated to ensure we understand needs of different Black, Asian and Minority Ethnic communities.				
Improve the way we communicate the ethnicity pay gap to our staff and the community (i.e. through infographics) to ensure the information is accessible and details the ethnic profile of our senior leadership.	Existing Resources	Dec-21	On-going	Ali Littlewood Director, HR & Workforce Development
Undertake a detailed analysis of ethnicity pay gap data to form a comprehensive understanding of why the gap exists, the areas of the organisation where the gap is most prominent, and this will inform a range of options as to how we can close the gap and investment and time required to do so	£100,000	Dec-21	Dec-22	Ali Littlewood Director, HR & Workforce Development
Implement action plan arising from Equality Data Monitoring Review to improve data collection and analysis which will better inform decision making and access to services	Existing Resources	Jul-21	On-going	All Corporate Directors
R1.F. Influence Organisations signing up to the Race Equality Pledge must utilise their influence with contractors, those they give grants to and work in partnership to ensure they comply and meet the standards of the borough equality pledge.				
All future contract specifications to include a requirement for organisations to demonstrate how they will work towards our anti-racism pledge. This will be incorporated in contract selection process.	Existing Resources	Mar-22	On-going	Nisar Visram Director, Finance, Procurement & Audit
Monitor delivery of anti-racist commitments through our contract monitoring and require contractors to demonstrate the efforts they have made to improve their diversity and realise the commitments in their pledge.	Existing Resources	Apr-22	On-going	Nisar Visram Director, Finance, Procurement & Audit

Community Leadership				
Outcomes:				
→Black, Asian and Minority Ethnic leaders from the voluntary and community sector are actively influencing local policy and service delivery.				
→More residents from Black Asian and Minority Ethnic backgrounds are in community leadership roles.				
→Greater awareness and access for Black, Asian and Minority Ethnic residents to community leadership roles				
→Clear and visible role models that inspire more Black, Asian, and Minority Ethnic residents to be active in their community.				
Action	Resource	Start Date	Due Date	Owner
R.2. Organisational Culture				
Organisations must create a culture which values diversity and provides the space and environment which enables Black, Asian and Minority people to develop into community leadership roles within the governance of the organisation.				
Develop leadership capacity of Black, Asian and Minority Ethnic leaders in the voluntary and community sector to enable them to influence public services and deliver services that meet local needs	£50,000 (delivered within existing resources)	Nov-21	Jun-22	Somen Banerjee , Director of Public Health
Establish Black, Asian and Minority Ethnic Community network to enable residents to influence service design and delivery and provide them with a voice to respond to issues impacting the community.	£25,000 per annum (delivered within existing budget)	Jul-21	On-going	Sharon Godman Director Strategy, Improvement and Transformation
R.3. Training, Development and Peer Support				
Organisations should provide support, training, mentoring and development opportunities for Black, Asian and Minority Ethnic individuals to access leadership roles and be effective in these roles, with a specific focus on a programme for young people. This needs to be at every level from entry to moving into senior roles such as chairs.				
Raise awareness of existing training and development opportunities provided by council and partners. Work with the Black, Asian and Minority Ethnic Community Network to ensure members from the community are taking up these opportunities and strengthen the presence of their voice in this space.	Existing Resources	Jan-22	Dec-22	Sharon Godman Director Strategy, Improvement and Transformation
Develop and deliver a Black, Asian and Minority Ethnic leadership programme for local residents which will consist of training, mentoring and shadowing and provide them with the support to assume community leadership roles and enhance their influence over decision making.	£50,000	Mar-22	Feb-23	Sharon Godman Director Strategy, Improvement and Transformation
Run diversity and recruitment sessions to increase the number of Black, Asian and Minority Ethnic school governors. Run sessions at annual governors' conference, parent carer council, voluntary sector networks, Education Business Partnership to promote governor roles to diverse audience.	£25,500	Jun-21	Jul-22	Children and Families Executive
R.4. Role Models and Allies				
The partnership Race Equality Network to organise an annual event to celebrate the work of Black, Asian and Minority Ethnic community leaders, showcase role models, and inspire future generations	£10,000	Mar-22	Mar-22	Sharon Godman Director Strategy, Improvement and Transformation
The Black, Asian and Minority Ethnic Community Network to support local people to become role models and allies and leverage support for its work and communities it represents.	Existing Resources	Dec-22	On-going	Sharon Godman Director Strategy, Improvement and Transformation
R.5. Awareness				
Develop and deliver a targeted communications campaign to raise awareness of opportunities available which includes profiling of other black, Asian and Minority Ethnic residents who have succeeded and made significant contributes. Organisations must demonstrate where they are now and evidence year on year progress				
Gather information about community leadership positions available and use our communication channels including website, social media channels, newsletter to raise awareness of opportunities available. This will include profile of successful Black, Asian and Minority Ethnic leaders. We will work with diverse range Black, Asian and Minority Ethnic media organisations to engage them and promote using their channels.	Existing Resources	Jan-22	On-going	Andreas Christophorou Director, Communications and Marketing/ Sharon
Deliver a campaign 'I can be' using a range of channels to reach and engage our Black, Asian and Minority Ethnic Communities and inspire the next generation of community leaders.	£10,000	Sep-22	Dec-23	Andreas Christophorou Director, Communications and Marketing

Health

Outcomes:

- Improved access to health and care services for Black, Asian and Minority Ethnic residents
- Leaders in health and social care champion and actively address health inequalities faced by Black, Asian and Minority Ethnic residents
- Better representation of Black, Asian and Minority Ethnic staff at all levels in health services
- Black, Asian and Minority Ethnic residents are meaningfully involved and engaged in design and delivery of health services
- Health and wellbeing key messages reach Black, Asian and Minority Ethnic residents and deliver intended outcomes

Action	Resource	Start Date	Due Date	Owner
R.6. Digital Exclusion				
Organisations address digital exclusion facing Black, Asian and Minority Ethnic communities which is having an impact on their ability to access services, employment, engage in community life and achieve their life outcomes.				
The Health and Wellbeing Board will carry out more non-digital outreach to support Black, Asian and Minority Ethnic communities to access health and social care. Partners will promote the Covid-19 helpline with staff who speak community languages & translate Covid-19 signage and leaflets. Adult social care will carry out outreach in the community and health centres and will target Black, Asian and Minority Ethnic communities	Existing Resources	Sep-21	Mar-22	Health & Wellbeing Board
The Health and Wellbeing Board will ensure there is always an option to interact with health and care services in non-digital ways, and will promote these to Black, Asian and Minority Ethnic communities through a variety of communication channels. Non-digital health & care options that paused during the pandemic will be restored as soon as is safe to do so. Digital exclusion in new virtual care settings will be addressed.	Existing Resources	Oct-21	Mar-22	Health & Wellbeing Board
3. The Health and Wellbeing Board will carry out more initiatives to support Black, Asian and Minority Ethnic communities who are digitally excluded to get online. This will be done via the new Tower Hamlets Connect service through outreach, the Carer Centre through outreach activity and through the THCVS Digital Support programme aimed at tackling the digital divide.	Existing Resources	Oct-21	Mar-22	Health & Wellbeing Board
R.7. Campaign and Social Determinants				
Lead a high-profile local campaign for the government to provide adequate funding to address health inequalities including socio-economic factors.				
The Health and Wellbeing Board has agreed a new Joint Health and Wellbeing Strategy. Partners will use this in a planned communications campaign to describe a shared narrative about health inequalities in the borough, their causes and the need for adequate funding.	£200,000 (delivered from existing resources and also covering comms actions in R8 and R14)	Oct-21	Mar-22	Health & Wellbeing Board
The Health and Wellbeing Board and Tower Hamlets Together Board will collectively respond to future government consultations over above organisational requirements and national calls for evidence.	Existing Resources	Oct-21	Mar-22	Health & Wellbeing Board / Tower Hamlets Together
The Health and Wellbeing Board will act on and promote insights and analysis to tackle health inequalities. This includes Council analysis on the wider impacts of Covid-19 and Healthwatch insights into language, ethnicity and inequality.	Existing Resources	Oct-21	Mar-22	Health & Wellbeing Board
R.8. Hostile Environment				
Local NHS organisations to lead a local campaign for the government to review hostile environment policies which seeks to reduce the profile of the checking of immigration status of service users it is statutorily required to undertake.				
The Health and Wellbeing Board will support a local campaign - led by the GP Care Group - for the government to review hostile environment policies and reduce the profile of the checking of the immigration status of service users and patients .	See rec 7		Mar-22	Health & Wellbeing Board / GP Care Group
The Health and Wellbeing Board will continue to support Covid-19 clinics for people who are undocumented or with no recourse to public funds.	Existing Resources	On-going	On-going	Health & Wellbeing Board
R.9. Partnership				
That partnership structures and strategies are reviewed to deliver radical changes at pace on health inequalities in the borough.				
All new and refreshed strategies commissioned by the Health and Wellbeing Board will have an explicit section on tackling Black, Asian and Minority Ethnic inequality and health inequalities. The new Health and Wellbeing Strategy will have a core principle of equality and anti-racism embedded in the strategy	Existing Resources	On-going	On-going	Health & Wellbeing Board

The Tower Hamlets Together Borough Plan will be reviewed to make clearer the health needs and inequality facing Black, Asian and Minority Ethnic communities. Tower Hamlets Together life-course groups will have race equality goals in each plan to address needs and under the overall mission of becoming an anti-racist borough.	Existing Resources			Dec-21	Tower Hamlets Together
The Tower Hamlets Together Board will invest in an anti-racism leadership programme beyond 2021 to drive deep cultural change and tackle the pervasive racial microaggressions, bias and stereotypes we know exist in our society and services. Actions beyond 2021 will be agreed.	Existing Resources		Jul-21	Dec-21	Tower Hamlets Together
The Tower Hamlets Together Board will scope investing in a programme of anti-racism training throughout all partner organisations – to be part of mandatory and refresher training for all staff and/or managers.	£100,000 (delivered from existing resources and also covering Anti-racist organisational development actions R10 and R12)			Apr-22	Tower Hamlets Together
The Health and Wellbeing Board and Tower Hamlets Together Board will regularly scrutinise data on the ethnic background of people accessing health and care, their experience and their outcomes at a system-wide level, to understand areas of over or under-representation; with additional qualitative insights.	Existing Resources			Apr-22	Health & Wellbeing Board / Tower Hamlets Together
The Health and Wellbeing Board and Tower Hamlets Together Board will further diversify their membership, reviewing their Terms of Reference and membership to facilitate this.	Existing Resources			Mar-22	Health & Wellbeing Board / Tower Hamlets Together
R.10. Representation					
Tower Hamlets Partnership to develop initiatives to support more Black, Asian and Minority Ethnic residents to become health professionals (particularly underrepresented and smaller Black, Asian and Minority Ethnic communities).					
The Tower Hamlets Together Board will deliver the THT Workforce and Organisational Development strategy so that: Diversity targets are agreed Progress against goals to have representative leadership is published. Inclusion Ambassadors are included in more Interview Panels (starting in Barts Health and potentially rolled out across the partnership) Each partner will review governance arrangements to ensure staff networks can contribute to and inform decision-making processes.	see R9			Apr-22	Tower Hamlets Together
The Health and Wellbeing Board partners will systematically and inclusively engage with local schools to promote careers in health and social care amongst young people from diverse background	Existing Resources			Sep-22	Health & Wellbeing Board
Health and Wellbeing Board partners will encourage recruitment from the community by giving greater access to health and care staff, facilitating preliminary career discussion with candidates identified by QMUL, job centre, ELBA, Tower Hamlets School Forum; and will agree an approach to providing work placements to local young people from underrepresented groups.	Existing Resources			Mar-22	Health & Wellbeing Board
Health and Wellbeing Board partners will increase Black, Asian and Minority Ethnic representation in leadership positions.	Existing Resources			Mar-23	Health & Wellbeing Board
R.11. Research					
The Health & Wellbeing Board, by the end of 2021, undertake detailed external research on causes of health inequalities amongst Black, Asian and Minority Ethnic communities which puts engagement of the community at the forefront of its work to identify issues and solutions.					
The Health and Wellbeing Board will commission research in line with this recommendation and will agree solutions with Black, Asian and Minority Ethnic communities when the research is complete.	Existing Resources			Dec-21	Health & Wellbeing Board
Healthwatch will gather insights on the experience of Black, Asian and Minority Ethnic ethnic communities at the Royal London Hospital. Solutions will be agreed with Black, Asian and Minority Ethnic communities when the insight work is complete.	Existing Resources			Dec-21	Healthwatch
R.12. Clinical Training					
Review and strengthen clinical training in order to increase understanding of different cultural needs and deliver better health services to all communities.					

The Health and Wellbeing Board will oversee the further development of anti-racism practice in partner organisations. Partners will share training materials with each other. This includes Barts Health training to managers (currently being reviewed) & Council training on anti-racism in social work practice.	see R12		Mar-22	Health & Wellbeing Board
R.13. Co-designed Services That NHS organisation undertake meaningful engagement and involvement of Black, Asian and Minority Ethnic communities in design, development and delivery of services. Health organisations need to improve the way services are understood and support Black, Asian and Minority Ethnic residents so that they are empowered and confident to access them. This may mean they need to change the way that services are configured to make them more culturally appropriate.				
Health and Wellbeing Board partners will continue to undertake meaningful engagement and involvement with Black, Asian and Minority Ethnic communities in relation to the Covid-19 response. Covid-19 Black, Asian and Minority Ethnic projects to raise awareness, codesign solutions and reduce disparities commissioned by public health will continue until January 2022. Public health will commissioning outreach to the Black Caribbean community to gain insight into and overcome vaccine hesitancy.	£200,000 (delivered from existing resources)		Jan-22	Health & Wellbeing Board
The Health and Wellbeing Board and Tower Hamlets Together Board will keep what worked well with our Covid-19 response on co-design. The partnership will develop and support Ambassadors and Champions that are representative of the communities in Tower Hamlets so that important messages on other health issues reach all communities.	Existing Resources		Mar-22	Health & Wellbeing Board / Tower Hamlets Together
The Health and Wellbeing Board and Tower Hamlets Together Board commits to always considering and acting on feedback & will produce an annual 'you said, we did' to describe this.	Existing Resources		Apr-22	Health & Wellbeing Board / Tower Hamlets Together
R.14. Communication NHS organisations review their communication and engagement strategy which ensures guidance and important message is culturally appropriate and available in different languages and uses different approaches to ensure message is reach to different audiences.				
The Health and Wellbeing Board and Tower Hamlets Together Board commit to working with Black, Asian and Minority Ethnic -led organisations and service users to develop culturally appropriate communications and engagement. The THT Board will continue to have dedicated sessions to hear from people with lived experiences of services and act on messages related to communication and engagement.	see rec 7		Ongoing	Tower Hamlets Together
The Health and Wellbeing Board will carry out a 'lessons learned' exercise to identify good practice on communication on health issues with Black, Asian and Minority Ethnic communities during the Covid-19 pandemic. Board partners will replicate initiatives that worked well in the Covid-19 response on other health issues. Initiatives include utilising media targeted at the Bangladeshi community, ensuring signs and printed information in community languages, and targeted webinars and meetings.	see rec 7		Apr-22	Health & Wellbeing Board
The Health and Wellbeing Board will carry out an audit of what key information is available and translated in community languages and will pool resources to address key gaps.	see rec 7		Mar-22	Health & Wellbeing Board

Education and Employment

Outcomes:

→ Black, Asian and Minority Ethnic children and young people are more confident going into the job market and access jobs that meet their educational attainment

→ Schools leadership includes more senior staff and governors from Black, Asian and Minority Ethnic communities

→ Increase employment rates amongst Black, Asian and Minority Ethnic residents

→ Increase in number of Black, Asian and Minority Ethnic staff in senior roles in organisations in Tower Hamlets

Action	Resource	Start Date	Due Date	Owner
R.15. Engage Canary Wharf & City of London				
The Tower Hamlets Partnership to engage leaders in Canary Wharf and City of London to consider what they can do to accelerate the pace of change and develop a systemic plan to ensure the required step change to increase the representation of Black, Asian and Ethnic Minority employees in senior positions within their organisations takes place.				
R.16. Testing & Assessment				
Local employers and employment support agencies work with Black, Asian and Minority Ethnic young people to better prepare them for testing and assessments.				
Assemble a leaders' forum which brings together organisations in Canary Wharf and City of London to deliver a range of initiatives to support Black, Asian and Minority Ethnic young people into work, increase the representation of Black, Asian and Minority Ethnic residents in senior positions, and unblock systemic barriers within organisations.	£150,000	Mar-22	On-going	Growth & Economic Development Board
The leaders forum will share transferable learning from other industries/sectors - women into engineering, etc.	As above	Mar-22	On-going	Growth & Economic Development Board
The leaders forum will develop a corporate social responsibility programme to develop pipelines and structures to support Black, Asian and Minority Ethnic young people to enter their workforce.	As above	Mar-22	Dec-23	Growth & Economic Development Board
The leaders forum will work with local employment support agencies to better prepare Black, Asian and Minority Ethnic young people to be job ready through designing and delivering mock recruitment programmes. This will prepare them for the interview, testing and assessment process of commercial recruitment and offer work experience opportunities. It will also aim to increase the social capital and networks Black, Asian and Minority Young People have access to.	As above	Mar-22	Dec-23	Growth & Economic Development Board
The leaders forum will work with the council and partners to support recommendation 19 to develop a leadership programme which supports Black, Asian and Minority Ethnic residents to move into senior positions across different sectors.	As above	Mar-22	Dec-22	Growth & Economic Development Board
The leaders forum will work with the council to support recommendation 20 to review recruitment processes and remove opportunity for bias. The leaders forum will hold spotlight sessions/deep dives to share best practise among partners and develop a minimum standard for inclusive recruitment processes.	As above	Mar-22	Jun-22	Growth & Economic Development Board
The leaders forum will support the development of 'safe spaces' within Canary Wharf & City of London organisations to facilitate meaningful discussions around race between staff and senior leadership which will generate action focused and tailored outcomes. The forum will enable cross partnership coaching/reverse-mentoring, share best practice and develop a minimum standard all organisations must adopt.	As above	Mar-22	Ongoing	Growth & Economic Development Board
R.17. Awareness				
Educate parents, carers and children and young people on the range of career options available.				
Re-launched Careers Advisors Network develops new opportunities for joined up working between education providers and partners	Existing resources	Jun-21	On-going	Children & Families Executive
Run a two year mentoring programme designed to support young people from Black, Asian and Minority Ethnic backgrounds to raise their aspirations and generate opportunities for them to enter into a range of sectors and develop their networks. The programme will connect them to greater social capital and networks and build their city and skills to enter into employment.	£100,000	Jan-22	Dec-23	Vicky Clark Director, Growth and Economic Development
Provide additional guidance to Black, Asian and Minority Ethnic young people at greatest risk of becoming not engaged in education employment or training. Provide 800 interview interventions for young people at risk of NEET into education, employment and training.	£98,000	Feb-22	Dec-23	Vicky Clark Director, Growth and Economic Development
Employer-led careers fair in partnership with New City College, local universities, Canary Wharf Group and other employers and vocational training providers to ensure Black, Asian and Minority Ethnic young people are aware of the opportunities available to them.	Existing resources	Jan-22	Jun-22	Growth & Economic Development Board

Run a Summer School programme with local universities (UEL, QMUL and London Metropolitan Uni) to enrich young peoples aspirations and raise their awareness of the career pathways available to them. This will be piloted then implemented to harness their career resources for targeted delivery in Tower Hamlets schools.	£100,000	Jul-22	Jul-23	Children & Families Executive
R.18.Bursary Scheme Building on existing bursary scheme the council works with local organisations to further develop this to support more Black, Asian and Minority Ethnic students from low income family to progress into higher education and professional qualifications.				
Tower Hamlets Canary Wharf Further Education Trust meeting Q3 (21/22) to review articles with a view to further extending support/amending eligibility criteria.	Met from trust resources	Mar-22	Q3 21/21	Vicky Clark Director, Growth and Economic Development
Identify key local Black, Asian and Minority Ethnic community and youth groups for targeted engagement and promotional activity.	Met from trust resources	Mar-22	Jun-22	Vicky Clark Director, Growth and Economic Development
Undertake bespoke engagement and publicity to target Black, Asian and Minority Ethnic residents and increase take up.	Met from trust resources	Mar-22	Jun-22	Vicky Clark Director, Growth and Economic Development
R.19.Leadership and Development Explore opportunities for local employers to come together and work with QMUL to develop a programme which supports Black, Asian and Minority Ethnic people across different sectors move into senior leadership positions.				
Liaise with QMUL and HR directors from partner agencies to scope and develop a leadership programme which will actively target barriers to progression across a range of sectors and increase the capacity and skillset of Black, Asian and Minority Ethnic residents to access senior positions.	Any additional resources will be explored through apprenticeship levy or training budget from partner organisations	Aug-21	Dec-22	Ali Littlewood Director, HR & Workforce Development
R.20. Recruitment Processes Organisations to review their recruitment processes to ensure they are well designed and removes any opportunity for bias.				
Enable anonymised application process in LBTH e-recruitment system, ensure diverse recruitment panels, and regularly recheck/refreshers on recruitment practice for all managers in order for them to have a licence to practice: 1.LBTH to implement anonymised application process in e-recruitment system 2.All interview panels to be diverse (managers responsibility) 3.All new interviewers to be trained in recruitment and selection with refreshers on best practice undertaken every 2 years 4. Review and update recruitment and selection process and guidance (in progress).	Existing resources	Jun-21	Mar-22	Ali Littlewood Director, HR & Workforce Development
R.21. Representation Tower Hamlets Partnership to collate and jointly publish disaggregated data, including pay gap and the ethnic profile of their senior leadership, and monitor progress in addressing race inequality amongst senior leadership.				
Develop a shared approach across the Partnership to collate and publish disaggregated ethnicity data which will help to monitor progress of organisations efforts to increase the diversity of senior leadership and access to their services. 1.Tower Hamlets Race Equality Network and Queen Mary University to Identify the local employers (from the partnership) who are interested in jointly publishing disaggregated data, 2.Set up an initial scoping meeting to consider what data each organisation has and where there are gaps along with what, why, how to jointly publish and when. 3.Consider the resources required to publish on a regular basis and to whom. 4. Publish data on an ongoing basis and hold annual review on progress	Tower Hamlets Race Equality Network and Queen Mary University will work with partner agencies to identify how to deliver this within existing resources.	Nov-22	Apr-23	Sharon Godman Director Strategy, Improvement and Transformation

R.22. Diversity in Schools				
Schools in Tower Hamlets deliver programmes to recruit more Black, Asian and Minority school governors and support them into senior positions. Schools also need to support more Black, Asian and Minority Ethnic teachers into leadership roles include Head and deputy head roles.				
Ensure we have comprehensive intelligence on the representation of our schools workforce to help inform and target future interventions by establishing a clear baseline which shows the ethnic background and broader equality profile of school leaders and governors in Tower Hamlets Schools.	Existing resources	Jun-21	Dec-21	Children & Families Executive
Standing item at Secondary Heads meetings on the diversity of our school workforce and school governors to ensure it remains at the forefront of the conversation and priorities. This will include a constant review of progress, challenges and sharing of good practice.	Existing resources		On-going	Children & Families Executive
Establish and sustain an active alumni network for 30 graduates of the 2020/21 Black, Asian and Minority Ethnic senior leadership programme and use their insights to develop leadership support for those who wish to become future leaders. Track outcomes for grates of the programme to monitor progress and ensure success;	Existing resources	Jul-21	Jul-22	Children & Families Executive
Provide an additional 30 aspiring leaders from Black, Asian and Minority Ethnic backgrounds with training through an additional round of the Black, Asian and Minority Ethnic senior leadership programme in 2021/22.	Existing resources	Jul-21	Jul-22	Children & Families Executive
Deliver a comprehensive Schools Leadership Programme in each of next 3 years to increase the number of Black, Asian and Minority Ethnic teachers in Head and Deputy Head roles.	£50,000	Apr-22	Apr-25	Tracey Smith Executive Director, THEP
Deliver an innovative and powerful anti-racist curriculum project with schools in Tower Hamlets which will 'decolonise' the curriculum and establish the difference between non-racism and racism, and what that means in a school setting. This will include a discussion with the Senior Leadership Team of each school to audit how the curriculum is delivered and give practical advice around changes and reforms to embed broader perspectives.	£20,000 (delivered within existing resources)	Jun-21	Jul-22	Sharon Godman Director Strategy, Improvement and Transformation
As per recommendation 3 under community leadership section, run diversity and recruitment sessions at annual governors' conference, parent carer council, voluntary sector networks, Education Business Partnership to promote governor roles to diverse audience.	see rec 3	Jun-21	Jul-22	Children and Families Executive
R.23. Safe Space				
Organisations commit to creating a culture which creates a safe space for open and honest conversations about race within their organisation.				
Create a 'safe space' within the council which will facilitate meaningful discussions around race between staff and senior leadership and generate action focused and tailored outcomes. This will include coaching and mentoring, introduce reverse mentoring and a programme of interventions and tools that enable and enrich the ability to start, host and hold conversations about race. We will also continue to work through staff networks and ensure their voice influences council policy and decision making.	£34,191	Mar-22	Mar-24	Ali Littlewood Director, HR & Workforce Development