



# ACTION PLAN TO TACKLE INEQUALITIES IN LB HOUNSLOW JANUARY 2021-MARCH 2022

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**This action plan outlines the work of the “Tackling Race Inequalities – Way Forward” ([CEX 490](#)) Report carried out by the Equality and Human Rights team.**

**Context:**

The previous Equal Opportunity and Human Rights policy was drafted in [2017 with a The Delivery Plan for 2021](#).

The Council published its first set of equality objectives in 2017 which was based on the statutory requirements, feedback developed in consultation with equality groups and in response to evidence of inequality. As the Black Lives Matter campaign and evidence of the impact of Covid-19 on communities emerged, there was a need for the Objectives to be updated accordingly. Additionally, more attention is paid to digital inequalities and working collaboratively with partners and Members in achieving the work set out.

In light of the mounting evidence of structural and systemic inequalities faced on grounds of race and on grounds of all other equalities groups, we should aim to shape a Borough in which all citizens and communities enjoy equal opportunities, better life chances, better education and better health outcomes regardless of where they live in the borough and regardless of their background.

To achieve that, the report submitted on the 20th of October 2020 put forward strategic recommendations to reduce race inequality as well as other inequalities in the borough. Additionally, it proposed substantive work informing the Council’s Equal Opportunities and Human Rights policy commitments to residents.

The action plan puts forward 5 key responses:

- i) Strategy and Policy
- ii) Members and Community Leadership
- iii) Partnerships and Community
- iv) Our Organisation and our People
- v) Operational Delivery

The five themes were adopted to:

- i) Create a strategic framework with all our partners to achieve our collective ambitions and priorities to ‘future proof’ the borough. All strategies of the Council should contribute to the Council’s collective efforts to tackle Inequalities. This includes a need to review the Council’s Equal Opportunities Policy and the Equality Plan to better reflect the work of the Task Group and re-prioritising Equality considerations.
- ii) Better support Members to promote leadership in the community. This requires Members to be better supported with information about complex changing dynamics and diversity in the community.
- iii) Identify and make use of partnerships currently undertaking work to address race inequality in the borough. There is a need to present an overview of these partnerships and the opportunities they present to tackle inequality and deprivation. It is also important to identify and publicise examples of good practice in partnership work.

- iv) Set out the example as a large and significant employer in Hounslow. We need to set ambitious standards for ‘Diversity and Inclusion’ and promote these standards to other large employers in Hounslow and Heathrow.
- v) Understand racial inequalities in the arts, public realm, and related service areas to identify opportunities for Increasing BAME visitor numbers, to increase diversity and equalities in the street scene including reviewing street, parks and street assets naming policies.

**Hounslow Corporate Plan – A fairer, greener, stronger borough:**

The Council’s Corporate Plan details the vision and ambitions for the borough and for the Council. The Plan is informed by the COVID-19 pandemic and sets out strategies and policies to improve the lives of residents.

The Plan explains the context within which we are working, the challenges faced, and desired outcomes. It embeds the One Hounslow values of leading with heart in the strategies and policies of the Council.

The Plan focusses on working in partnership with businesses, third-sector, voluntary groups, and beyond.

This team’s action plan combines the ambitions of the Corporate Plan, One Hounslow values, and the specific aims of tackling race inequalities.

Below, the links between the Action Plan and the Corporate Plan are detailed, thus ensuring the work of this team is aligned with the Council in tackling inequalities.

**Action Plan + Corporate Plan:**

The work of the Equalities team underpins all of the Corporate Plan’s commitments. The work is focused on reducing inequalities across the borough and ensuring that all residents can thrive. Discrimination and disproportionate access to services and opportunities will be challenged through the work of this team. The work will ensure that all policies across Council departments implement equality outcomes.

There is increased evidence from public bodies that BAME groups are disproportionately affected by Covid-19. Research shows that BAME groups face socio-economic inequalities that affect their health. LBH is responding to this disproportionality as a service provider; an employer; and as a community leader.

<b>Corporate Plan Commitment:</b>	<b>Equalities Response</b>
<b>People live in good homes and pleasant neighbourhoods</b>	The aim of the action plan is to support the Housing Department with regard to Equality Impact Assessments for consultations on existing and new housing schemes, working with partners and departments to ensure that properties are accessible. The work will also engage with partners across the borough which already work towards promoting better access to housing for those from minority backgrounds. Once partnerships are identified and issues are brought to the attention of council officers, relevant solutions can be considered and implemented to provide equal access to housing to all borough residents.
<b>Businesses flourish and</b>	Inequalities are found in the areas of jobs, skills, and unemployment. To address these inequalities, the work of the BAME Consortium will build capacity in the third-sector in Hounslow. Organisations and networks representing minority-ethnic

<p><b>local people enjoy good quality local jobs</b></p>	<p>groups will be able to work collaboratively on projects that will help deliver training, skills, networking, and opportunities to various groups across the borough.</p> <p>The work in tackling educational inequalities will also ensure that the attainment gap is reduced, thus ensuring children from all ethnic groups achieve good grades and are then better able to access good jobs with the skills they gain through education.</p> <p>The team will also advise HR on recruitment policies, Equality legislation, and staff retention to ensure talent from all ethnic backgrounds join the council and are promoted to grow and develop in the Council.</p> <p>Research on digital ward inequalities will help Members gain insight on which areas can benefit from work on connectivity so that local businesses and people can work successfully online.</p>
<p><b>Residents and businesses benefit from a sustainable and green borough</b></p>	<p>To review impacts from poor air quality and noise pollution; availability of mobility choices and density of service provision and road safety to contribute to health equality. The work of the team will support the transport team to ensure better air quality in deprived wards. This work will, therefore, act towards addressing inequalities disproportionately affecting people from BAME backgrounds. The team will encourage a green recovery and will promote that special attention is paid to how a sustainable borough must be for everyone.</p>
<p><b>People are connected and feel part of a community</b></p>	<p>This action plan intends to make every individual in the borough have fair access to services and opportunities. The work of the BAME Consortium will bring together third-sector organisations representing and working with BAME communities in Hounslow. It will unite groups that typically act in silos to address collective challenges.</p> <p>Similarly, developing the Disabilities and other Equalities Partnerships will provide a forum for people to raise their concerns and, consequently, opportunities to address these challenges.</p>
<p><b>People are safe</b></p>	<p>This action plan proposes to address the criminal justice inequalities people from BAME backgrounds experience. Evidence still shows that people from BAME backgrounds are disproportionately stopped and searched. Our research will back up the exploration of actions that can lead towards ensuring that all communities are safe but that policing does not discriminate in our borough.</p> <p>The Council should actively work to achieve closer engagement with our communities in order to design solutions for better policing and criminal justice outcomes and make these initiatives known to all Members and to the public.</p>
<p><b>Children reach their potential</b></p>	<p>Our work aims to tackle inequalities identified in all areas. Education is an important area of our work as no child should be disadvantaged due to their ethnic background. We will work with our schools and other partners to understand the educational achievement gap among different ethnic groups and will explore relevant actions that can be taken to address these challenges. Actions with a track record of success will be implemented in partnership with schools and third sector organisations. Young people from underachieving equalities backgrounds will receive mentoring and support from relevant partners.</p> <p>Young people in the borough will benefit throughout from reduced inequalities, access to mentoring, job opportunities, and health outcomes that deliver equal outcomes to residents from all ethnic backgrounds.</p>
<p><b>Residents are healthy and active</b></p>	<p>Hounslow also has the 7<sup>th</sup> highest proportion of obese reception age children compared to 32 London boroughs and 10<sup>th</sup> highest proportion of obese year 6 children. Partnership work will explore relevant programmes to get children to become more active and reach healthy outcomes.</p> <p>We will also work with the Hounslow CCG and Public Health to improve access to health services for Black men in Hounslow. Similarly, a focus on Best Start in Life will be adopted. Black women and women whose ethnicity was “Other” were in the</p>

	groups most likely to book with midwifery later than they should -after 10 weeks (reducing ante natal care). Work with CCG and third-sector partners will aim to ensure black women access ante-natal services sooner.
<b>Residents receive the right help and support</b>	<p>The EUSS partnership with the Citizens Advice Bureau is reaching vulnerable EU citizens in Hounslow and reminding and supporting them to apply for the EU Settlement Scheme to ensure EU citizens have status to remain in the UK after the end of the Grace Period.</p> <p>To support children achieve in education, we will support the design of pilot projects for creating new social capital amongst young people.</p> <p>Through the setting up and support of Consortiums, including the BAME, Disabilities, and LGBT+ groups, residents will have the channels to communicate with the council for policies and strategies to address the challenges they face. By forming these consortiums and partnerships, the Equalities team will help improve the social capital of these groups, which is currently low, making more services available for Equalities groups.</p> <p>Residents will have more and better digital access. There will be specific focus on people with disabilities, language barriers and low digital literacy. We will support young people in becoming 'digital ambassadors', to support digital literacy in multi-generational families, thus improving overall online access.</p>

One Hounslow:

- **INVOLVING AND ENGAGING**

The work will place the voices of communities first and will collaborate with organisations leading on the work of tackling inequalities, so the actions of the Council are representative and effective.

Work with partners and partnerships will be carried out to deliver Digital Empowerment to residents with no digital literacy.

- **PREVENTION FOCUSED**

Prevention will be at the heart of the work done in the Equalities team by providing mothers and babies with the best start in life through best access to health. Children will be mentored and will have access to programmes that will help close the attainment gap.

The EUSS partnership with Citizens Advice Bureau will ensure vulnerable EU citizens do not miss out from applying for the EU Settlement Scheme.

- **GREEN AND INCLUSIVE GROWTH**

The Green recovery will be embedded in the work of Equalities so inequalities affecting BAME residents are addressed through sustainability.

- **BUILDING COMMUNITY WEALTH**

Through the BAME Consortium, the Disabilities Partnership, and the LGBT+ Forum, residents will have the channels to communicate with the Council and will have the forum to build their groups and make connections with organisations and networks already tackling inequalities in the borough. This will add strength to their work and will create the opportunities for collaborative work.

- **COMBATting STRUCTURAL INEQUALITY**

Combatting structural/ system-wide inequalities is central to the work of Equalities. It will address structural inequalities in health, education, criminal justice system, and beyond.

- **PLACE-BASED**

Our work will empower Councilors with local information on the inequalities affecting their wards and will supply them with opportunities to address these inequalities by working with local third sector organisations to build local capacity and make use of strategies already in use.

- **TACKLING POVERTY AND DISADVANTAGE**

All the objectives of the action plan are to remove the disadvantages affecting people across the borough by building capacity and opportunities for residents to have better employment prospects, better education opportunities, access to digital opportunities, and more. Any problems disproportionately affecting BAME, disabled, and LGBT+ communities in the borough will be addressed through the work of this action plan.

**Values:**

This action plan will be informed by the values of :

- Leading with heart
- Doing new
- Passing on the power
- Harnessing the mix
- Being a rock

Working in partnership with groups, communities, and third sector organisations, this work is committed to supporting all members of our borough to reduce the inequalities negatively affecting them.

**Measurement of Success:**

Success will be measured and published annually by determining whether the key actions have been met.

**Action Plan:**

The following pages lay out the work of the Team to satisfy the work of tackling inequalities.

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Strategy and Policy (also includes data gathering) – Sarfraz lead</b>				
<b>Objective 1 - Ensuring departments, services and partners give due regard to Equality</b>				
i. The council develops a strategy to redress inequality in key wards in the borough	<p>Comprehensive data gathered of ward-level inequalities.</p> <p>Ward Members and Officers having a good overview of inequalities by ward</p>	<p>Gather data on socio-economic variables that highlight inequalities</p> <p>Design traffic light dashboard system for prioritising wards with cumulative inequalities that need concerted action to redress inequalities</p>	July 2021	Celia/ Members Race Inequality Task group
<p>ii. Ensures that all future Plans and Strategies of the Council put forward actions to actively redress inequality – CEX490</p> <p>(Combines Recommendation vi. Redesign report templates to give priority and prominence to Equality and Human Rights Impact Assessment in reports – CEX490)</p>	<p>New report templates with Equalities higher up on the template list of considerations</p> <p>All departments have clear KPI's for tackling inequalities to inform their strategies and policies</p> <p>Add 10 Equality objectives to the guidance on report template</p>	<p>Revise the report template and ensure wide comms at HLG and departmental SLT's</p> <p>Clear indicators of inequality highlighted for departments to focus and contribute to in their Strategies and Service Plans. Attend Departmental SLT to discuss the indicators and secure service ownership for tackling inequalities</p> <p>Attend Equalities staff Networks to advice on key areas of inequalities that need collective actions. Monitor annually Cabinet reports and their equalities statements and identify departments that will benefit from EIA training.</p>	<p>April - June 2021</p> <p>April - June 2021</p>	Celia Golden/ Sarfraz/ Thomas Ribbits
iii. Review the Equal Opportunities and Human Rights Policy and the Equality Delivery Plan to reflect the work and recommendations of the Task Group and produce an appropriate monitoring framework to track progress against these actions – CEX490	Refreshed Equal Opportunities and Human Rights Policy and Delivery Plan, integrating Cabinet report recommendations for 'Tackling Inequality' uploaded to public page	Sarfraz to refresh Policy and Annual Delivery Plan (now referred to as 'Tackling Inequalities Action Plan') for 2020/21	End of March 2021	Celia Sarfraz
iii. Produce an appropriate monitoring framework to track progress against these actions – CEX490	Quarterly service plans completed to monitor progress	Update service plans quarterly	Every quarter	Celia and Sarfraz

<p>iv. Set out plans to incorporate contributions from communities and the third and faith sectors when designing, developing and commissioning services – CEX490</p> <p>Review and revise where possible its framework agreements, commissioning and contracting arrangements to secure the contribution of our suppliers and business partners to better engage with our communities to tackle inequality – (includes Partnerships and Community recommendation 4 – CEX490)</p>	<p>Improved guidance on use of Social Value measures and s.106, to tackle inequalities</p>	<p>Set up a time-limited working group to examine scope for maximising social value and to review guidance on social value and s.106.</p>	<p>Sept 2021</p>	<p>Celia/Sarfraz departments Commissioning team; the Procurement, Traffic and Economic team</p> <p>I.e 15 min neighbourhood</p>
<p>v. Ensure that all strategies and policies of the Council demonstrate improved engagement with relevant communities and show how they are responding to deprivation, race and other structural and systemic inequalities – CEX490</p>	<p>Demonstrable Improvements in engagement with equalities groups by departments. Staff have greater Community and Cultural Competency skills</p>	<p>Monitor annually Cabinet reports and their equalities statements and identify departments that will benefit from training on profile of local communities. Develop community and cultural competency toolkit</p> <p>New EIA template and guidance to address this</p>	<p>March 2022</p>	<p>Celia/Sarfraz/ Laura James2</p>
<p>vii. Further ensures that Impact Assessment is comprehensive and thorough in order to better guide member decision making – CEX490</p>	<p>All report authors are trained to draft strong EIA's</p>	<p>Training to be designed and developed with Organisational Development. Clear proposal for delivery and roll out of EIA training to be agreed with Mandy/ Elliott /CLT</p>	<p>May 2021</p>	<p>Celia/Tracy Ampah</p>
<p>viii. Sign up to the Local Government Equality Framework (LGEF) which benchmarks a Local Authority's performance on Equalities – CEX490</p>	<p>CLT ownership of LGEF</p>	<p>Draft report to CLT informing them of the requirements for the LGEF; followed by information to HLG</p>	<p>Sept 2021</p>	<p>Celia</p>



viii. Develop a strategy to tackle inequalities across all Council functions, policies and services – CEX49	Completed Strategy to CLT	Set up working group with departmental colleagues to discuss Strategy to tackle inequalities.	August 2021	Celia
<b>Action</b>	<b>Where do we want to be</b>	<b>How do we get there</b>	<b>Timeline</b>	<b>Lead</b>
<b>Members and Community Leadership – New postholder lead Objective 2 – Tackling Inequality at Ward Level - (includes Improving equalities data collection for Equality Analysis – Work Programme objective 5)</b>				
i. There is mandatory training for all Members on Hounslow's diverse communities and cultures. Ensure members are informed about key ward inequalities, to receive information about the work the council is undertaking to address inequality and deprivation; and to be aware of our legal obligations and limitations – CEX490	<p>1. All Members are knowledgeable about the diverse communities and cultures in the Borough</p> <p>2. All Members are trained and know the Councils Strategy for 'Tackling Inequality', and have a clear ownership of ward level needs and equality group needs that need interventions and can confidently leverage stakeholder support to tackle inequality in their respective roles.</p> <p>3. All Members are trained on Equality Act, Equality Impact assessment and consultation with equality groups requirements for decision making</p>	<p>Three Step Process</p> <p>1. Produce draft training 'Outcome' spec with Member input</p> <p>2. Design training programme with LGA Equalities lead and with Member project group which responds to 'Outcome' spec</p> <p>3. Run series of short training/briefing sessions with LGA using LB Hounslow as pilot project to finalise the LGA National training offer to Members and approach for inclusion in the Equality Framework used to assess Councils</p>	<p>1. Oct 2021</p> <p>2. Nov 2021.</p> <p>3. Feb 2022</p>	Members Task Group with Celia, LGA and OD
Gather data relating to inequalities in the Borough which is commissioned every two years from the Intelligence hub	Have an updated Equalities Intelligence Briefing completed every 2 years, with data broken down by Ward highlighting changes in inequalities for ward handbook	Data is commissioned through the Intelligence Hub (Policy Team) and then uploaded onto the intranet and ward handbook amended; and shared with ward Councillors.	<p>When 2021 Census is available</p> <p>Every 2 years</p>	Celia and Sarfraz working with the Policy (Intelligence Team)

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Members and Community Leadership</b> <b>Objective 2 – Tackling Inequality at Ward Level</b>				
<p>i. Members are better supported with an online Ward Handbook with key information on ward data. There should be an early warning system or traffic light indicators to alert Members to ward related needs so that they are better able to prioritise community solutions. This would Supplement the current Community Information Guide – CEX490</p>	<p>Members have a comprehensive overview of the needs of their wards</p> <p>Members have the ward traffic light dashboard necessary to influence levelling up of ward infrastructure in their role as Portfolio holders and Cabinet and Overview and Scrutiny roles</p> <p>Members have clear priority areas for interventions to tackle Inequality for groups</p>	<ol style="list-style-type: none"> <li>1. Members offered a suite of inequality indicators at ward level to shortlist from</li> <li>2. Members presented with the data sets against the selected indicators to gauge the emerging picture of inequality by selected wards</li> <li>3. Members presented with final suite of inequality data for all wards</li> <li>4. Members presented with draft design for dashboard template with traffic light mapping using agreed ward level indices of Inequality and dashboard capturing cumulative needs for selected wards.</li> <li>5. Revise dashboard design following Member feedback and present all ward traffic light dashboard for Member sign off.</li> <li>6. To present first design of ward handbook with data sets with mock-up of content for all wards and traffic light dashboard for all wards</li> <li>7. Revise final ward level handbook design for all wards following Member feedback for wider dissemination to support all ward Councillors tackle inequalities</li> <li>8. Identify training &amp; support required for Members to invest in tackling Inequality at ward level eg ward assets; growing social capital; projects to support social mobility</li> </ol>	<p>1. April 2021</p> <p>2. End May 2021</p> <p>3. End of June 2021</p> <p>4. July 2021</p> <p>5. August 2021</p> <p>6. Sept 2021</p> <p>7. Oct 2021</p> <p>8. Oct 2021</p>	<p>Members Race Inequality Task Group, Celia, Sarfraz, Comms and Intelligence Team</p>

<p>ii. As set out in the Borough Recovery Plan the Council designs, with communities, meaningful and appropriate mechanisms for engagement and involvement of residents – CEX490</p>	<p>Improved engagement with equalities groups.</p> <p>Staff have greater Community and Cultural Competency skills</p>	<p>Work with Community Engagement Team to look at barriers for engagement for hard to reach communities/equality groups.</p> <p>Develop recommendations to tackle barriers identified by research</p> <p>Develop community and cultural competency toolkit</p>	<p>March 2022</p>	<p>Celia/Sarfraz/ Laura James2</p>
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Action	Where do we want to be	How do we get there	Timeline	Comments/Progress
<b>Partnerships and Community – Objective 3 – Tackling Inequality jointly with our Partners</b>				
i. To work with our schools and other partners to understand the educational achievement gap among different ethnic groups - CEX490	<p>Easy access to quality data on under-achieving children by equalities groups</p> <p>Relevant Schools working jointly with the school to support projects and bids</p> <p>Young people from underachieving equalities backgrounds to have recognised mentoring skills</p> <p>Children from underachieving backgrounds supported by Mentors from the same equality background</p>	<p>Work with Intelligence Team to gather and analyse data, to identify children that would benefit from further support from communities and parents.</p> <p>Design pilot projects for creating new social capital amongst the young people through developing new cohort of young people with mentoring skills to support under achieving children</p> <p>Co-design pilot projects with schools for mentoring under-achieving children in targeted community groups, i.e Caribbean</p> <p>Submit bids for pilot projects with third sector groups</p>	<p>initial meetings with third sector charities completed by April 2021</p> <p>First draft project proposal June 2021</p> <p>Bids from June 2021</p> <p>Delivery by March 2022</p>	Celia, Sarfraz, Robert Wyatt (Youth Offending Team), Education, Schools and 100 Black Men third sector charity
ii. Produce an online directory of active partnerships working in the Borough with a profile of their activities and membership. This would better support Members to harness the opportunities they present to address inequality - CEX490	Completed directory of partnerships with equality outcomes adopted as key deliverables for groups and for tackling ward inequality through partnerships	<p>1. Design partnerships template to map first Council wide partnerships, aims and outcomes and key leads to present to Members.</p> <p>2. Identify and engage key partnership leads to adopt key deliverables which can make a significant contribution to tackling structural and systemic Inequalities and to take action to level up of wards and opportunity for equality groups</p>	<p>1. April 2021 – May 2021</p> <p>2. June 2021 - July 2021</p>	Celia



Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Partnerships and Community Objective 3 – Tackling Inequality with Partners</b>				
v. Work with the third sector and faith organisations to better harness our collective energies to tackle inequality, to celebrate diversity of local communities and to promote community cohesion - CEX490	3 partnerships set up with Third and Faith Sector groups to work collectively tackle inequality  1. BAME Recovery Consortium 2. Disability Recovery Partnership 3. LGBTQ+ Forum	Set Terms of References, aims and outcomes for groups  Set up a working group for 1 and 2  3 will be commissioning satellite charity in Hounslow with a national parent charity; with full governance support provided by parent charity  Building Social Capital for LGBT Residents  Working with Metro Charity to mark LGBT History Month and to set up a quarterly support network or meeting group for Hounslow LGBT Community which can also feed into council consultation and engagement objectives. Promotion of LGBT History Month, Int'l Women's' Day, Pride, Black History Month, Int'l Day of Persons with Disabilities	First working group meetings planned for Feb 2021/March 2021         Annually every February, March, June, October, December	Celia, Sarfraz, Adult Ed, third and faith sector groups    Sarfraz  Sarfraz Equalities Team and third sector charities
vi. Sets out ways to improve its collective engagement with faith and third sector organisations (See recovery report) - CEX490	See Members and Community Leadership, Objective 2, Recommendation ii			

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Our Organisation and Our People – Mostly HR and Sarfraz to lead</b>				
<b>Objective 4: Improve Equality Staff Profile and Representation at Senior Levels</b>				
i. Report progress on the improvements achieved to secure better data and ability to produce a more sophisticated analysis of pay progression and employee relations outcomes by equality characteristics as part of the Annual Employment reporting to Cabinet	<p>Equality Monitoring Data improvements made to better analyse inequalities in employment</p> <p>Data that provides a comprehensive breakdown against Equality Protected characteristics, within different staffing levels and disparity in pay and representation.</p>	<p>Review equalities record keeping by HR to identify gaps for Annual Employment Equalities Report</p> <p>Advise HR on addressing the gaps to produce a robust plan for tackling inequalities</p> <p>Produce Annual Employment Equalities Report for publication (HR)</p>	Yearly before March	HR (Celia and Sarfraz - advisory role)
ii. Sets equality goals for recruitment to address under representation of specific equality groups and improve diversity at all levels	Improved Equality Staff Profile and Representation at Senior Levels	<p>HR to review recruitment process</p> <p>HR to train senior managers and staff involved in the recruitment process.</p>	On-going	HR and departments
iii. Reviews recruitment advertising and the use of recruitment agencies. Develop new recruitment strategies to improve diversity in recruitment	Improved pool of equalities candidates put forward by recruitment agencies commissioned by the Council	Review recruitment agency's ability to source candidates from equalities groups and take necessary actions to improve diversity of candidate pool	On-going	HR and departments
iv. Create talent pools to support opportunities for career progression for under-represented groups	Enhanced opportunities for career development for under-represented staff groups	HR to consider development of talent pool and consult with staff networks	On-going	HR and departments

Action	Where do we want to be	How do we get there	Timeline	Lead
v. Ensure systems are in place to monitor new policy approaches to recruitment	Ensure new recruitment approaches are successful and that more staff at senior levels are drawn from equalities groups	Annual review of employment survey and monitoring of shortlisting and selection of diverse candidates	On-going	HR and departments
vi. Provide Mandatory Equality training for all staff to develop their knowledge and competence of working with diverse staff and communities	All staff trained on Equality Act 2010, reasonable adjustments duty and diversity of Hounslow communities  Report authors trained on Equality Impact Assessment	i. OD to review Equalities training offer to all staff and redesign training courses  ii. Update online training materials  iii. HR to implement mandatory Equality and Diversity training for all staff (same as GDPR, Cyber Security etc)  iv. Training on communities and cultural competency should be part of training for all staff	Jan 2022	HR leading with support from Equalities Team
<b>Operational Delivery and Community Leadership</b>				
<b>Objective 4: Tackling Policing/Crime and Justice Inequalities</b>				
i. As regards Policing, Crime and Justice, the Council should actively work to achieve closer engagement with our communities in order to design solutions for better policing and criminal justice outcomes and make these initiatives known to all Members and to the public - CEX490	Reduction in first time entrants to the Youth Justice system from overrepresented groups  Self-reported improvement in experience of the Youth justice and other systems. Reduction in rate of disproportionality amongst those young people identifying as Black British, Black Caribbean and Mixed Heritage. Reduction in Custodial Outcomes for overrepresented groups	See Partnerships and Community objective 3, recommendation i		



Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Operational Delivery and Community Leadership Objective 5: Tackling Educational Underachievement</b>				
ii. Education – Supporting Children and young people in Hounslow achieve well at school and make good progress at most points in assessment - CEX490 and Appendix 1 Way Forward	Early Years Foundation- Black and Caribbean and Mixed Heritage and Gypsy Roma children achieving Good level of Development and meeting Borough Average	See Partnerships and Community, objective 3, recommendation i		
<b>Operational Delivery, Public Realm and Building Community Capital and Resilience Objective 6: Tackling Inequalities and Improving Engagement in Public Realm</b>				
i. To improve participation by BAME communities in arts and leisure across the borough, including our commissioned services – CEX490	Success is measured by making arts and leisure services more accessible and inclusive for BAME and other groups in Hounslow. It will also be determined by numbers in uptake. Data is needed to measure against this.	Work with the Heritage Team to identify barriers to participation to public realm (Boston Manor House – working with disability groups and residents for consultation)  Provide support and advice to set up reference groups to increase engagement. Provide advice on heritage sites and their cultural significance.  See Partnerships and Community, objective 3, recommendation i	April 2021	Celia/Sarfraz
ii. To improve equality data and produce more sophisticated analysis of participation and involvement in cultural and leisure activities by equalities groups – CEX490	Research data collection for engagement in culture and arts to inform better engagement in the public realm	Public Realm Team to undertake project work to improve engagement from Equalities groups	As requested by departments	Celia/Sarfraz

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Operational Delivery, Public Realm and Building Community Capital and Resilience</b>				
<b>Objective 6: Tackling Inequalities in Public Realm and Improving Engagement with under-represented groups – Sarfraz and Celia to lead</b>				
iii. To undertake an audit of the historical context of cultural service offers including statues, buildings, street names, park names, graffiti policy within the borough to assess any areas for concern and secure greater inclusivity – CEX 490	See Operational Delivery, Public Realm and Building Community Capital and Resilience, Objective 6, Theme 1, Recommendation i			
iv. To review impacts from poor air quality and noise pollution; availability of mobility choices and density of service provision and road safety to contribute to health equality -CEX490	To ensure better air quality in deprived wards	Gather data with the Transport and Traffic Team to understand relationship between air quality and deprivation, by ward and health inequality	Advise and support departments as required	Sarfraz
v. Improving engagement with equalities groups: <ul style="list-style-type: none"> <li>- Disability Community Forum (DCF)</li> <li>- Equality Plus (E+)</li> <li>- Right to Sensory Equalities Partnership</li> <li>- BAME Recovery Consortium</li> <li>- Disability Recovery Partnership</li> <li>- LGBTQi+</li> </ul>	High rate of participation from equalities groups for co-designing solutions collectively to tackle inequalities	See Partnerships and Community, Objective 3, recommendation v	Quarterly meeting of all 6 equalities groups	Sarfraz/ Patricia

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Operational Delivery, Public Realm and Building Community Capital and Resilience</b> <b>Objective 6: Tackling Inequalities experienced by Equalities groups</b>				
vi. Rented E-Scooter Trials (12 months) – engagement with disability and age groups	Ensuring engagement with vulnerable equalities groups regarding the trial and their views are considered by the Transport/Traffic Team.	Set up virtual engagement group of residents from the DCF, representative of guide dogs group, disability and age groups etc	Last week of Feb 2021	Sarfraz/ Patricia
vii. Coordinating European Union Settlement Scheme application support (6-month project)	Ensure 400 residents have successfully secured pre-settled or settled status	<p>Project manage the EUSS project delivered by Hounslow CAB</p> <p>Provide monthly and quarterly returns to the Home Office</p> <p>Set up EUSS stakeholder engagement meetings</p> <p>Set up delivery partner meetings</p> <p>Set up finance meetings</p> <p>Set up Comms meetings</p> <p>Reporting to Brexit Contingency Planning meetings.</p>	<p>Project ends in March 2021</p> <p>Fortnightly and monthly meeting with engagement groups and internal delivery</p>	<p>Celia/Sarfraz</p> <p>Tim Arnold and Holly Gordon (Brexit/Contingency Planning Team)</p> <p>(Aiman Elal and Sofia Shakir – HCAB)</p>

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Objective 6 Tackling Inequalities experienced by Equalities Groups</b>				
<p>x. Right to Sensory Equalities Group - Essentially aims to reduce barriers for blind and deaf residents in Hounslow and increase access to key services, employment opportunities as well as increase in participation/engagement</p>	<p>Healthy contribution from groups (toward objectives), number of resident attendees at events, continued engagement and shaping of council services/strategies and policies.</p>	<p>This work is on-going and there are 5 themes against which Progress will be measured:</p> <p>Theme 1 – Promoting sensory health and preventing hearing and sight loss  Theme 2 – Better diagnosis and treatment of sensory loss  Theme 3 – Supporting sensory impaired residents who are newly diagnosed with hearing and dual sensory loss  Theme 4 - Independent living for sensory impaired residents – getting out and about  Theme 5 - Independent living for sensory impaired residents – access and participation</p>	<p>On-going – work will be carried out with partners</p> <p>Progress update for Right to Sensory Partnership will be drafted yearly and will feed into the Delivery Plan).</p>	<p>Celia and Sarfraz</p>

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Objective 6 Tackling Inequalities experienced by Equalities Groups</b>				
xii. Building Social Capital for Deaf Residents and residents with hearing loss	Deaf residents having better access to a video relay service to engage with Council services	Working with Adult Social Care and Right to Sensory Equalities Partnership, to set up services for the deaf.  Ensure BSL video relay service for deaf residents procured and rolled out to ASC, Community Hub and First Contact  Ensure launch is finalized and residents/stakeholders are informed	Roll-out of this project is imminent and will begin with Adult Social Care first  Launch date for Signlive 25 <sup>th</sup> Jan 2021	Kim Steady1/Adult Social Care Team Celia/Sarfraz
xiii. Digital Empowerment of residents with no digital literacy	Improved digital access for people with disabilities, language barriers and low digital literacy	Bid submitted for Kick Start staff to work with IT and Equalities to initiate project below:  Work with households and third sector groups to pilot projects with young people and their families.  Young people to be 'digital ambassadors', to support digital literacy in multi-generational families	Bid submitted in January 2021 = successful  Project starts in April 2021	Celia, Sarfraz, Elise Anly, Adult Education, Franco Degan, Toby Benney and 2 Kick Start staff

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Objective 6: Tackling Inequalities experienced by Equalities Groups</b>				
xiv. Hounslow Cultures Knowledge Library and toolkit	Success measured by creating an archive of accessible stories and experiences – this is a new project	Uploading resources to assist health and social care practitioners and service providers in providing culturally competent health and social care services.  Will form part of cultural competency toolkit.	Ongoing	Celia and Sarfraz working with Claire Powell in Libraries Team
xvi. Responding to the Impact of Covid 19 and lockdown to support vulnerable communities (Particularly BAME – links with Recommendations under objectives 3 and 5)	Comprehensive understanding of impact of COVID-19 on BAME and other equalities groups  BAME Recovery Consortium established in Hounslow.  Building New Social Capital for Vulnerable and Isolated residents with equality protected characteristics	Research undertaken on economic and employment impact on BAME and other equalities groups, where data is available  Facilitating and galvanising new community organisations to operate from Hounslow to address impact of Covid 19 and lockdown and the disadvantages experienced by residents on grounds of their equality characteristic	Completed and recommended actions taken forward by Recovery Work and part of Tackling Inequalities Action Plan, including set-up of BAME consortium, Disability Partnership and LGBT Forum	Celia, Sarfraz

Action	Where do we want to be	How do we get there	Timeline	Lead
<b>Objective 6: Operational Delivery and Tackling Health Inequalities:</b> Recent data relating to Covid 19 and the disproportionate Impact has demonstrated that there is significant comparative health disparity between BAME and other groups Minority Ethnic groups, mostly Black, Asian, and Mixed Ethnic Groups had significantly lower Disease Free Life Expectancy than White British men or women				
i. Working with the Hounslow CCG and Public Health to improve access to health services for Black men in Hounslow	Increase in number of black men accessing preventative health care services, including flu-jabs and general health checks	This work is on-going as engagement has only just begun with Black men in the community  Contact black third and faith sector organisations and representatives of the black male community in Hounslow.  Pre-engagement work to motivate men to attend the health meetings  Raising awareness of health conditions and better marketing for Black Men in Hounslow.	Fortnightly/ monthly meeting	Hounslow CCG, Public Health and Sarfraz
<b>Obesity-</b> Hounslow has the 7 <sup>th</sup> highest proportion of Obese reception age children compared to 32 London boroughs and 10 <sup>th</sup> highest proportion of Obese year 6 children	Obesity reduced in reception age children and year 6 children	Work with relevant departments, communities and relevant partnerships; to collectively prioritise actions to address these inequalities	As and when requested by departments	Sarfraz, Celia and Public Health, Adult Care

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<b>Objective 6 :Operational Delivery and Tackling Health Inequalities:</b> Recent data relating to Covid 19 and the disproportionate Impact has demonstrated that there is significant comparative health disparity between BAME and other groups Minority Ethnic groups, mostly Black, Asian, and Mixed Ethnic Groups had significantly lower Disease Free Life Expectancy than White British men or women				
<b>Vaccination Programme</b>	Increase number of Vulnerable at-risk communities accessing vaccinations	Support reach to targeted communities Identify hesitant groups not coming forward for vaccinations and wards with poorest take up Connect messaging to target groups and help finalise bespoke messaging and Comms plan  Working with E+ (disability) group, BAME group, Women's groups and other equality groups to improve vaccination uptake	Jan 2021   Feb and March 2021	Sterling Rippy/Sarah Stayt working group  Celia Golden key support
<b>Diabetes</b> -It is estimated that 22,751 of Hounslow residents over 16 years of age have diabetes 76% of people living with diabetes now receive the eight health checks A third of the UK Covid 19 deaths are associated with Covid 19 deaths Type 2 diabetes is up to three times more common among people of African and African-Caribbean origin	Diabetes levels reduced amongst African and African-Caribbean residents	Work with relevant departments, communities and relevant partnerships; to collectively prioritise actions to address these inequalities	As and when requested by departments	Sarfraz, Celia and Public Health, Adult Care
<b>Best Start in Life</b> – What happens in the first few years of a Child's life lays the foundation for their future health, wellbeing, learning and earnings potential. Black women and Women whose ethnicity was Other were in the groups most likely to book with midwifery later than they should -after 10 weeks (reducing ante natal care)	BAME women to attend ante natal care sooner	Work with relevant BAME recovery consortium, Council departments, communities and relevant partnerships; to collectively prioritise actions to address these inequalities	As and when requested by departments	Sarfraz, Celia and Public Health, Adult Care