



How Newham is working to advance equality and promote community cohesion through its core business

London Borough of Newham's
Equality and Cohesion Plan

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Foreword by the Mayor of Newham

Newham strongly believes that the key to reducing inequality is through improving individuals' personal economic capacity. Tackling class inequality or socio-economic deprivation is therefore at the core of our approach to promoting equality and cohesion. While the duty to tackle socio-economic disadvantage has been removed from the Equality Act by the new Coalition Government Newham Council continues to recognise the significant and overriding importance of this.

We are committed to improving people's lives and helping them to fulfil their potential. We want to boost aspiration and help encourage individuals to take full advantage of opportunity. Our aim is to build a place in which everyone plays their part, regardless of social or economic circumstances – and above all to make Newham a place where people choose to live, work and stay.

The wealth of diversity in Newham is one of its strengths, providing a range of skills, experiences and viewpoints. Our residents frequently tell us that diversity is one of the best things about Newham. However, diversity also presents challenges in terms of understanding each other and ensuring equal access to services and opportunities for everyone. We work to promote equality and community cohesion through the principles of: building personal and economic capacity; creating trust and fairness and; connecting people:

Building personal and economic capacity: through helping people into work, off benefits and providing a more flexible and responsive education system that addresses vocational training as well as academic learning. We will also tailor services more to the needs of the individual, and improve support for residents, including the vulnerable. By building peoples' personal capacity we can help make them more resilient when faced with difficult circumstances or change in their life.

Cultivating trust and fairness: through transparent services where there is no ambiguity, such as in housing allocations based on the clear principle of "first come first served" (while remaining committed to our statutory duties to those in priority housing need). We will also strengthen community spirit, employment opportunities, and push to get the basics right, notably cleaner and safer streets.

Connecting people: through activities, from sports to events and ensuring our neighbourhoods and housing estates are mixed by class, ethnicity and tenure. We will build communities, friendship and common purpose through inclusion. We also have a special responsibility in helping to keep more vulnerable residents safe and supporting them to participate fully in the community.

London is a global city at the centre of one of the wealthiest regions of the world. The East End traditionally lags far behind the rest of London in terms of employment, income, child poverty, skills and health. Newham is the sixth poorest borough in England but we believe that our residents deserve a similar standard of living to other Londoners. We call achieving this convergence and it underpins our vision. By 2030, we aim to create a fair, strong and cohesive community in Newham, where local people enjoy the opportunities and prosperity which have previously been concentrated in other parts of the capital.

Newham's Equality and Cohesion Plan sets out how we will meet our legal duties in line with the new Equality Act 2010 and the Human Rights Act 1998 to advance equality, and defend human rights for all residents through the Council's mainstream services and activities. All of what the Council does, from policy making to day to day services is focused on providing fairness and equality of opportunity for our residents.

We are determined to work towards eliminating social and economic inequality for our residents and to build a strong community where individuals are able to fulfil their potential.



Robin Wales

Sir Robin Wales
Mayor of Newham

Section 1 – Newham’s mainstream approach to equality and cohesion

Overview

Newham is focused on tackling the root causes of socio-economic inequality through our mainstream services and ensuring they are accessible for all residents. We are continuously working to improve services and opportunities for residents regardless of which protected group they belong to or combination of protected characteristics they may share - these protected characteristics are gender, age, ethnicity/ race, disability, religion/belief, sexual orientation, maternity and transgender. Cutting across all of these is the overriding importance of tackling class inequality or socio-economic deprivation through improving personal and economic capacity.

Newham is a diverse community and each individual is unique within his or herself and may combine a range of the above protected characteristics. It is therefore important that our approach to equality is about services that are provided to meet the needs of individuals. As individuals we are all different and the key to delivering equality is ensuring our mainstream services provide fair and equal access for all our residents regardless of which equality strands they belong to.

All of the Council's services are focused on helping Newham's residents fulfil their individual potential and tackle inequality. For this reason our Equality & Cohesion Plan highlights what mainstream services are doing to improve equality rather than developing specific services for individual groups. Providing specific services would be exclusive rather than inclusive and would tend to undermine community cohesion and equal access to services. In addition we place a specific emphasis on building personal capacity in order to increase individual's resilience when faced with change or difficult circumstances in their life. We also place an emphasis on building community capacity and community resilience so that individuals and the wider community supports each other through tough times, and which in turns helps underpin community cohesion.

Needless to say where there is discrimination or disadvantage for a specific equality strand we will be rigorous in tackling this – and in particular we will not tolerate physical or emotional harm being inflicted on individuals because of who they are – including because of age, gender (including transgender), race, nationality or ethnicity, disability, sexuality, or religion or belief. We will also take positive steps to prevent discrimination, disadvantage and isolation through using positive images of disabled people, older people, young people, men, women, transgender people and people of different ethnic backgrounds, sexual orientations and belief (including no belief) in our publicity and communications and by promoting tolerance, respect and understanding between people who share a protected characteristic and those who do not.

In tackling inequality we have taken on board what residents have told us is important to them – such as access to jobs, helping people through tough economic times, decent housing, tackling crime and providing opportunities for young people. We determine these priorities through our ongoing programme of consultation and member led community engagement with residents. Addressing residents' priorities through the mainstream services we provide is at the core of our approach and this Plan explains how we do this through all our other plans. The Council's Corporate Plan sets out in detail the actions we are taking to promote equality and the key performance measures are identified for each action and monitored on a regular basis. The Council's emphasis is on ensuring mainstream activity delivers the aims set out in this Equality and Cohesion Plan. The actions in the Corporate Plan are monitored on a quarterly basis and the Council will publish an annual review of how the Council's Corporate Plan and performance is contributing to achieving equality and meeting our statutory duties.

This Plan should not, therefore, be seen as separate from our other plans and strategies but as a summary of how the Council's mainstream activity is focused on delivering equality for our residents and what actions we are taking in the future. We currently monitor our performance in delivering on these priorities through Newham's Local Area Agreement (LAA) and following the ending of this in March 2011

the Council and its partners will continue to set ourselves challenging targets so that we can monitor our progress.

The Equality and Cohesion Plan is focussed on the mainstream Council and Local Strategic Partnership targets and we will use these to ensure that, across all equality strands, we are improving the personal and economic capacity and standard of living for all our residents.

The Plan also sets out how the Council as an employer will ensure fair and equal access to employment opportunities and the development of our workforce to be more fully representative of the local community. We will therefore also continue to monitor our performance in promoting equality as an employer.

Convergence with the rest of London

Our long term ambitions for the borough are to ensure that by 2030 Newham's residents have the same opportunities and standard of living as residents in the rest of London. During the Olympic and Paralympic Games in 2012 the eyes of the world will be on Newham. But the Games represent only the third biggest regeneration project in the borough. Other major projects like Stratford City and Canning Town and Custom House mean that the balance of London is moving eastwards. Major regeneration is really important not only in driving improvements to the built environment but also in providing jobs, reducing poverty and raising aspiration. We will make sure that our regeneration projects bring lasting benefits to all of our communities. As community leaders we are working with our partner organisations to make sure our regeneration projects are successful and that they provide opportunity for our residents.

Our Aims and Principles

The London Borough of Newham is dedicated to delivering high quality, value for money services which help all of our residents take full advantage of opportunities and reduce inequality. The Council's vision is to make Newham a place where people choose to live, work and stay. This is supported by a clear commitment to:

- Treat individuals equally and respectfully.
- Use research to establish where there is

disadvantage and ensure we understand and tackle its causes

- Eliminate unfair discrimination based on socio-economic status (class), age, gender, race, disability, sexual orientation, and religion/belief/non-belief.
- Ensure everyone has the opportunity to fully participate in community engagement and decision making.
- Build the capacity of individuals to realise their aspirations.
- Value diversity as a community leader, an employer and a service provider.

Our approach draws on the principles of:

- Building personal and economic capacity;
- Cultivating trust and fairness; and
- Connecting people.

Drawing on these principals the scheme sets out in detail how individual services will deliver a mainstream approach to equality and diversity.

Building personal and economic capacity

A fair chance – equal access to services and opportunity

Everyone should have the opportunity to achieve a good quality of life, whether in terms of economic circumstances, health, education or housing. This does not mean that everyone can expect, or will achieve, the same standard of living, but all of our residents should have the opportunity to fulfil their potential without being unnecessarily limited. We value each individual's unique contribution and recognise that people have different skills and abilities. We are committed to supporting individuals and groups to make the most of their abilities both for their benefit and for the benefit of society as a whole. To achieve this we need to increase personal and economic capacity to help increase individual's resilience through difficult times.

We will help residents achieve equal access to our services. In some cases this will involve ongoing

measures; for example permanent adaptations to the physical environment to enable people in wheelchairs to access services and opportunities. In other instances it will be achieved through supporting people to learn the skills they need to live more independent lives.

A good example of this is the importance of residents being able to speak English. Being able to speak English removes barriers to opportunity and enables people to access services independently. It is also essential to community cohesion in terms of ensuring all residents have a common bond through a common language and are able to play a full part in society. Therefore, we encourage and support residents to learn English and place an emphasis on this when we help non-English speakers with translation and interpretation. We will support individuals to access services but must recognise that translation cannot be a long-term solution to helping individuals fulfil their potential.

Our approach is not just to provide equal opportunities, but to build capacity amongst our residents. For example, through our Workplace project, we are working in partnership with John Lewis to train 250 long-term unemployed people to access the many new jobs that will be coming to the borough at the Stratford City development. We also recognise that people have different needs and how they access and experience our services will be different. We will work to remove the barriers which prevent people fulfilling their potential wherever those barriers maybe.

A fair deal – convergence, tackling inequality

Our residents should have the same opportunities to achieve prosperity as any other Londoners. We are therefore focusing on closing the gap between Newham and the London average in terms of quality of life, as measured through indicators such as employment, access to decent housing and health.

Understanding inequality in terms of people's class (or their socio-economic status) is essential to tackling the deep-rooted problems that individuals face. To improve the economic capacity and socio-economic status of disadvantaged people is the only way to achieve a fair and cohesive society. Tackling economic inequality also contributes to combating

disadvantage in terms of gender, age, race, disability, religion or belief and sexual orientation. Building individual economic capacity is therefore central to all of our work.

Improved economic capacity and a more equal society combine to achieve a sustainable community. A sustainable community is one in which resources are not wasted and which supports and encourages all of its members to achieve their full potential for individual benefit and for the greater good.

A fair approach - rights and responsibilities

To enable everyone in Newham to play a part in the community regardless of their background it is essential to recognise that along with opportunities, individuals also have responsibilities. In order for our community to work and to be a place where we all choose to live each of us needs to play by the rules – for example by not fly-tipping or disturbing our neighbours. A sustainable community needs shared standards and a common understanding of what is acceptable behaviour. The Council recognises its responsibility to help residents take advantage of opportunities and will proactively remove barriers to work for its residents. In return we expect residents to be active in seeking employment.

Cultivating trust and fairness

Diversity equals Strength

Newham's diversity is a huge strength, bringing vibrancy and excitement to the borough. It adds to residents' lives by bringing people together, exposing them to different experiences and providing opportunities to learn new things. Newham has a proud history of welcoming new communities to Britain, which continues today and is based on a sense of strong community kinship. As a council, we celebrate and promote the diversity of Newham, bringing people together in a cohesive community with a common feeling of purpose. Newham's diversity is demonstrated in many ways including culture, faith, sexual orientation, ethnicity and disability. We value and respect this diversity. Fair and decent people who choose to live in Newham will never accept intolerance or hatred of any person or community because of who they are.

The strength of community cohesion in Newham is demonstrated by what our residents tell us in our annual resident survey:

- 85% of respondents believed the area is a place where people from different backgrounds get along well (the latest national figure was 76.4%);
- 80% said local people respect ethnic differences; and
- 81% said they feel a strong sense of belonging to their neighbourhood compared to just 58.7% nationally.¹

However, we know that sometimes different cultural norms can lead to problems and misunderstandings. We must ensure that these do not lead to tension and discord by cultivating a common sense of belonging while encouraging and supporting people to learn about, understand and celebrate each other's different cultures and support each others human rights.

Inclusive and transparent services

A diverse and cohesive community requires genuine equality, and this means treating everyone fairly. People from different backgrounds will not spend time together and build connections if perceptions of unequal treatment abound, and this damages the cohesion of our community. We work to build trust and fairness within our community, and are enthusiastic in celebrating the diversity that has helped to define Newham's identity.

However, in the wrong circumstances, communities can become divided, with suspicion and friction developing between them. As part of our vision to make Newham a place where people chose to live work and stay, we believe we have a vital role to play in preventing division and fostering community cohesion. Through the community leadership that our Mayor and councillors provide, and through mainstreaming our approach to community cohesion, all of our services will promote good relations and cohesion. We will do this through providing services appropriately for all with clear, fair decisions on who receives what. For example our policy for deciding who is given council housing is based on the principle of "first come first served" while remaining committed to our statutory duties to those in priority housing need.

Connecting people

A Common Bond

We believe our society is rich as a result of its diversity. However, in order to build strong communities we will also value, foster and strengthen the things that we have in common. A cohesive community is one in which a respect for diversity exists alongside common values and a sense of belonging. The voluntary, community and faith sectors have a critical role to play in connecting communities and we are committed to working with our partners in the third sector to reach out to and involve all members of our community.

We believe we have a responsibility to encourage community cohesion in Newham. That is why the principles of community cohesion - building common ground, bringing communities together and promoting fairness - are vital to everything that we do, informing our policies in every area. Traditionally, the community cohesion debate has focused on race and religion. However, we must consider diversity across the spectrum, including disability, age, gender, sexual orientation and class. Class divisions and the unequal outcomes these produce are particularly important in Newham as many of our residents experience high levels of deprivation due to socio-economic inequality.

Active and Connected

One of the seven key themes of our Sustainable Community Strategy is ensuring Newham residents are active and connected. Physical and social development is key to building a sense of belonging for everyone. Bringing people together helps to dissolve prejudice, provides a sense of community and prevents social exclusion. We do more than any other local authority to provide opportunities for people to get together. We also believe that we can do our job better if our workforce represents our community because a locally representative workforce will better understand the needs and circumstances of our residents and will be a more sustainable workforce with high levels of staff satisfaction and staff retention. We actively encourage residents to apply for Council jobs, through our Workplace scheme and through Youth Trainee and Graduate Schemes for local residents.

¹ Newham figures are taken from the Newham Annual Residents Survey (NARS) 2009. National figures taken from the Place Survey England 2008

Section 2 - About the London Borough of Newham

Newham – the place

In order to understand our community better and respond to what residents are telling us we undertake a comprehensive programme of qualitative and quantitative research and member led community engagement including engagement and consultation with the third sector. Some of the findings of this research and of national research are listed below according to protected groups.

Class/Socio Economic Status

Newham is the 6th most deprived area in England and Wales and the 3rd most deprived in London.² Our residents suffer some of the poorest quality of life outcomes in the country and levels of child poverty are unacceptably high. Too many of our residents live in households where nobody has worked.

Socio-economic/ 'social class' factors affect residents across all equality strands and impact negatively upon many Newham residents in terms of quality of life and access to opportunities.

- Child poverty has a detrimental effect on life chances and opportunities for young people – Newham has 31% of its children living under the official poverty line compared to 22% for England as a whole.³
- Around two-thirds (66.5%) of Newham residents are of working age. Of those residents around 56% are in employment. This compares to a proportion of 70% for London as a whole.⁴

According to the Office for National Statistics 2001 Census

- Newham has the joint lowest proportion of its population (with Barking and Dagenham) in higher managerial occupations, and has the second highest proportion of its population in semi-routine occupations.

- The proportion of households in Newham that are made up of lone parents with dependent children is the highest in England and Wales.
- Newham is ranked highest in England and Wales for households with dependent children with no person in employment.
- Newham has the third highest proportion of population aged 16-74 with no qualifications in London
- Of the total population who are unemployed and seeking work, Newham has the highest proportion (21%) who have never worked.
- 68% of Newham residents describe their health as "good" this is the third lowest proportion in London.
- 17.3% of Newham residents who responded to the Census question said they had a "limiting long-term illness" – a proxy for poor health and disability – this was the fifth highest in London.

Population

Newham is also a unique place with a unique population – we are the youngest place in England and Wales and one of the most diverse places on Earth. Our evidence shows that our population is increasing and that the ONS mid year estimates, of 249,600 for 2007, are undercounting Newham's residents by at least 20,000, we believe a more accurate estimate of our current population is around 270,000 people.

Age

Over a quarter of Newham residents are aged 18 and below (28% in 2008 GLA population projections for 2010). This compares to London overall where 22% are aged 18 years or less. 18% of Newham residents are aged 50 years or above, compared to almost 16% for Londoners overall.

Ethnicity/Race

Newham was one of two boroughs in London in 2001 that had more than 50% of its population in Black and Minority Ethnic population

² The English Indices of Deprivation 2007 HMSO 2008

³ DMAG Update 10-2008, Social Exclusion Update of Poverty figures for London: 2006/07. London Child Poverty Commission

⁴ Office for National Statistics, Annual Population Survey, 2009

groups (Brent was the other borough).

One of the striking features of the London Borough of Newham is its ethnic diversity. Newham has greater equality in terms of each ethnic group size than any other London borough. The GLA have produced ethnic projections for London boroughs. Based on their 2008 population projections Newham's ethnic profile in 2010 was estimated to be 39% White, 24% Black and 33% Asian (GLA Population Projections, 2008).

Disability

The Census 2001 reported that approximately 26,000 people in Newham (10.5% of total population) live with a long term limiting illness – 4,000 residents who have a long term illness were aged 19 or under, and 12,500 were aged 65 or over.

Religion/Belief/Non- Belief

According to the 2001 Census Christianity is the main religion in Newham (114,247 residents) followed by Islam and people with no religion. However, below this Newham has a much wider distribution of different faith communities than other areas of London.

Sexual orientation

Within the 2001 Census 584 people aged 16 or over indicated they lived in a same sex couple, this is from 178,396 people in total in Newham aged 16 or over (ONS 2004 Census data 2001). National estimates for the LGB population in England and Wales overall range between 5% to 7% (DTI 2004 Final Regulatory Impact Assessment: Civil Partnership).

Unpaid Carers

The 2001 Census showed there were 20,600 people providing unpaid carer in Newham in over 13,000 households, constituting 8.5% of the borough's population or 13.4% of the population aged between 15 - 59. Both figures are marginally higher than the equivalent averages for all London Boroughs (8.42% and 13.2%).

A more detailed summary of Newham the place and demographic baselines is provided in Appendix 2.

Newham Council – the Organisation

Newham is one of 12 authorities in the UK with a directly elected mayor in addition to 60 elected councillors. The directly elected Mayor model puts accountability at the heart of the decision making process and provides a distinct 'voice' for Newham, not just the council. We strongly believe in member led community engagement across our nine community forum areas to work proactively across the community with residents and with schools, businesses and other organisations, such as the police and health service.

The Council employs 11,000 employees and has a total revenue budget of £1.207 billion with a further £261m capital spend (2009/10). Working in partnership with other public sector partners as well as the business and third sectors is therefore crucial to ensure the Council and its partners deliver real improvements for Newham's residents.

Section 3 - Our Statutory Equality Duties

Equality Act 2010

The duty for public bodies to consider the impact of their policies on reducing class or socio-economic disadvantage has been removed from the Equality Act by the Government. However, Newham has taken the decision to ensure that due regard is paid to the socio-economic duty as we believe it is fundamental to delivering true equality for all our residents and achieving our aim of convergence in terms of living standards with the rest of London. The Equality and Cohesion Plan sets out how the Council's mainstream services are working to tackle disadvantage due to class or socio-economic factors.

As a public authority the Council has legal duties to advance equality for all residents and service users and to demonstrate how it does this through the services it provides. Our previous equality schemes dealt separately with gender, race and disability. We have developed this Equality & Cohesion Plan in response to the Equality Act 2010 (which extends our duties to include age, sexual orientation, religion or belief, transgender, maternity and married couples/civil partnerships) and to extend Newham's mainstream approach to equality across all of these protected characteristics.

The Equality Act 2010 unifies previous equality legislation, introduces the term protected characteristic, and places duties on all public authorities, when carrying out their functions to have due regard to:

Class or socio-economic status

- While this duty has been removed from the Equality Act Newham Council continues to recognise the significant and overriding importance of tackling socio-economic disadvantage

Age

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity in terms of age as appropriate
- Foster good relations between age groups.

Disability

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity for disabled people
- Foster good relations between disabled people and non-disabled people

Gender reassignment

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity for transgender people
- Foster good relations between transgender people and other people.

Pregnancy and maternity

- Eliminate discrimination, harassment and victimisation.
- Advance equality of opportunity for pregnant women and mothers of young children.
- Foster good relations between pregnant women, mothers of young children and other people.

Race

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity for people of different race or ethnicity
- Foster good relations between people of different race or ethnic origin.

Religion / Belief/Non-Belief.

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity for people of different beliefs including no belief
- Foster good relations between people of different beliefs including no belief.

Sexual Orientation

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity for lesbian, gay and bi-sexual people

- Foster good relations between people of different sexual orientations.

Sex

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity for people of different genders
- Foster good relations between people of different genders.

The Equality Act also includes as a protected characteristic, but not as a public duty:

Marriage and Civil Partnership

- Ensure individuals who are married or in a civil partnership are not unfairly treated compared to people who are single or not in a legal partnership.

The Human Rights Act 1998

As a public authority the Council has a duty under the Human Rights Act 1998 (HRA) not to act incompatibly with rights under the European Convention for the Protection of Fundamental Rights and Freedoms (the Convention). Courts and tribunals have a duty to interpret the Equality Act 2010 (and other legislation) in a way that is compatible with the Convention, unless it is impossible to do so.

Because of the close relationship between human rights and equality in the exercise of the Council's functions the Equality and Cohesion Plan considers them together.

Section 4 - How we developed the scheme

We developed the three year Equality and Cohesion Plan (Single Equality Scheme) using the previous Equality Schemes for Race, Gender and Disability as a starting point and following the stages outlined below:

- Review of existing schemes
- Review of performance data and the results from our mainstream consultation and engagement such as the Annual Residents' Survey, Liveability Survey and data from service consultation such as the Tenants' Survey.
- Involvement and consultation with local people and organisations including focus groups and stakeholder events.
- Staff satisfaction survey results and feedback from staff focus groups arising from the 2009 Staff Satisfaction Survey
- We will also be holding a 12 week consultation as part of agreeing the final Scheme and will incorporate feedback on the draft of the Scheme from residents and employees.
- Formal consultation, revision and agreement

A summary of the consultation results will be available when completed and published on our website at www.newham.gov.uk

Appendix 2 sets out in detail information on demographic baselines and the processes in place to ensure compliance with our equality duties.

Section 5 - The Scheme

Delivering Equality for residents through our mainstream actions and services

Appendix 1 summarises the Council's corporate priorities and actions as set out in our Corporate Plan and in terms of how they are promoting equality across the different equality strands. It is based on what residents have told us are their priorities and also include the specific performance measures we use to monitor our success. We ensure that where it is possible to collect data we are monitoring this against all equality strands as part of ensuring our mainstream activity and performance is delivering equality.

Delivering Equality as an Employer

Newham is undergoing enormous change, as a public body we are delivering services in tougher economic times. This means that we are reviewing how and what services we provide. Our processes for achieving that change through our staff are fair and promote equality of outcome. Equality is the responsibility of all employees and it is embedded in our workplace culture. As an employer, Newham aims to have a talented, valued and engaged workforce that is representative of the community we serve. Our approach to this is to build the personal and economic capacity of our staff, recognise and reward talent and value the diversity that is reflected in our workforce and our residents. To that end we have a strong commitment to recruiting local people. Our focus is therefore to provide the opportunity for our employees to develop their talent, engage with the organisation and be proud of their own and the Council's achievements, through the provision of fair employment practices.

We have gathered evidence of how well we are doing through our annual Staff Survey, our Staff Forum and our employee profile monitoring data. We have a diverse workforce but we are not dissimilar to other large public or private sector organisations in that there are areas of underrepresentation.

Our long-term aim is to redress the imbalance in a fair and transparent way through developing talent within the organisation and actively promoting local recruitment. We will provide talented individuals who

work for us with opportunities to progress based on merit and through our youth trainee scheme we will provide local young people with the skills and experience they need to access jobs with the Council.

Our workforce profile

- 44.38% of our workforce are local people. Increasing local recruitment and developing our internal talent will help us become even more reflective of the community
- 73% of our total workforce is female, compared to 51% of the local population. This reflects the pattern found in many councils
- 48% of our workforce are from an ethnic minority compared with over half in the borough population overall. This is encouraging and shows that we are moving in the right direction
- 6% of our workforce state they have a disability compared to 8% of Newham residents.
- 31% of our workforce described their religion as Christian; the next biggest group was Muslim with 6.1% stating they had no religion at all.
- Less than 1% of Newham's residents said they were lesbian, gay or bisexual compared with 4% of our workforce.
- 28% of our workforce are between 45 to 55 years old, which is older than Newham residents overall with the 25 to 35 age group being the largest at 36%.
- 45.19% of senior managers are female, 16.67% are from an ethnic minority and 6.30% of senior managers state they are disabled. 7.27% of senior managers have said they are lesbian, gay or bisexual while the majority of senior managers are by virtue of their position in the organisation are over 35 years of age. Senior managers also predominantly describe themselves as having no religion, atheist or christian.

A Senior Management team to deliver the best for Newham's residents

As described in detail below the Council places an emphasis on maximising employment opportunities for local residents. The Council wants to ensure that its workforce is led by the most talented and

best managers who understand the needs of Newham residents and how to improve services and performance. To ensure we have the best management team the Council will have to recruit the best talent and this will include individuals from across the UK and occasionally further afield.

The Council also recognises the importance of developing local talent and giving Newham residents the opportunity to become the managers of the future. Our Newham Graduate Scheme which is described in detail below gives local residents an opportunity to access graduate entry level jobs and to learn the skills to become a manager of the future. The Council is also developing a Talent Development Programme which will recognise through the quarterly appraisal process those employees who are consistently performing well and provide additional opportunities to develop their management and leadership skills.

The Council recognises the importance of monitoring access to management level opportunities against all equality strands and ensuring that talented individuals from across the community have the confidence and opportunity to demonstrate their potential to be senior managers through open and fair recruitment processes.

Recruitment of local people

As the largest employer in Newham we have the opportunity to maximise opportunities for local people to access jobs with the Council. In order to achieve this, all suitable vacancies are placed with Workplace (the council run job brokerage service) so that local people get the first opportunity to apply for these posts. Our aim is to have a talented and diverse workforce that is representative of Newham's community. We have developed a number of workforce initiatives that help us deliver this:

The Newham local graduate scheme: We recruit residents with a degree on to our two year graduate scheme which includes studying for a management qualification at the University of East London. The graduate trainee scheme provides local graduates the opportunity to work for the council and develop a portfolio of key skills, thereby providing career opportunities and real experience. At the end of the two years most graduates obtain a permanent post

with the Council. The scheme has proved successful and popular with both managers and graduates and we have been increasing the number of participant's year on year.

The Youth trainee scheme: This scheme has been successfully operating for a number of years. In our last intake we recruited twenty-nine young local residents for a two year trainee scheme, including NVQ training, with a view to equipping individuals with the skills and experience to access job opportunities at the end of the placement. The individuals are supported and encouraged to access jobs within the Council at the end of the two years.

The Newham Real Apprenticeship scheme: We place all non-specialist entry level jobs with Workplace so that local people can apply and access this intensive apprentice scheme. Where necessary, candidates are provided with short, bespoke training and work experience to get them work ready. Those identified as job ready go directly through the usual recruitment process. A personal trainer is allocated to each apprentice. They will act as a broker between the employer and the apprentice to address any concerns and ensure apprentices are supported in their job roles. We give apprentices on the scheme a guaranteed interview for a job.

The Bright Futures scheme: This programme is run in partnership by HR and Adult Social Services to improve the employability of local disabled people. We support people with a learning disability to access employment opportunities at the Council with additional support and mentoring. At the time of writing we have 12 people working for the council through this scheme.

Other Public Sector organisations in Newham

We also work with other public sector employers in Newham to improve opportunities for local people to work in their organisations.

Developing Staff

We believe that every member of staff has a key role to play in the provision of high quality services to residents. We want our workforce as well as our residents to be provided with the opportunities to learn new skills and fulfil their potential. Our workforce will have to adapt to the current economic climate

in order to continue to improve the services we provide. In return the council will ensure that our staff and managers have the right skills and motivation to respond to these challenges. While the Council will help and encourage individuals to develop the skills and the confidence to do the jobs we need doing, there is also an explicit recognition that individuals are responsible for their own development outside of what the Council provides. We call this agreement the Newham Deal.

We deliver the objectives of the Newham Deal through the following organisational processes:

- **Quarterly Appraisals:** Our managers with the agreement of staff set clear targets each quarter and provide objective feedback on their staff's performance. Appraisals also help identify learning and development needs to help our staff perform better in their role and further develop the skills they need to ensure continuous improvement.
- **Learning and Development Offer:** Our offer of training and development packages ensures our workforce has access to the tools that will help them improve and develop the right skills and abilities required to deliver the business of the Council.
- **Talent Development:** We will identify each year a group of individuals who have demonstrated talent and future potential and we offer them a package of development opportunities. We fast track their development as part of retaining high achievers and developing future leaders from within the organisation.
- **Staff Awards:** We value and recognise the achievements of our staff; with quarterly awards we can recognise outstanding or ongoing excellent work.
- **Strong and Visible Leadership:** We equip our managers with the skills and information to lead their teams. We encourage them to be accessible and available to staff at all levels providing a strong sense of purpose and direction.
- **Annual Self Assessment:** We annually review the Council's performance to improve upon our delivery of services to residents.
- **Effective two-way communication:** This includes a weekly bulletin from the Chief Executive to disseminate the Council's priorities through the organisation and encourage staff to feedback, suggestions as well as to congratulate staff on a job well done.

In conjunction with those processes; we provide a programme of training for Managing Diversity and Welcoming Diversity for all staff. There is a strong focus on what Equality and Diversity means for residents, service users and individuals as employees of the council. We support staff with disabilities to access the relevant work related training to enable them to make the best use of the opportunities provided by the organisation.

Engagement with staff

We regularly engage with members of our workforce to understand their views, how satisfied they are and how to enhance the opportunities we can provide them to maximise their potential and their skills. We engage our staff through:

The Staff Survey: We use the staff survey to engage with our workforce; to understand their needs, improve our knowledge of staff satisfaction within the organisation, and address their concerns such as managing poor performance, career progression and skills development. Available online, in hardcopy and other print formats when requested; the staff survey is a two way communication process. The more we know about our workforce the better we are able to improve our processes to manage and support them.

High Performing Newham Sessions: We hold a series of workshops for all staff members led by a manager from the Council's Senior Management Board. The purpose of the sessions is to provide a clear narrative around the role of the Council in delivering service improvements and making a difference for residents.

Newham Staff Forum: Our Staff forum is a two-way communication route which considers issues relating to working in the London Borough of Newham. The forum meets bi-monthly, and consists of a 'virtual' group which is used as and when required. Membership of the staff forum is kept at twenty and is refreshed annually to encourage new ideas and a fresh perspective of our priorities. The forum is

chaired by a senior manager but officers do have the capacity to conduct meetings when necessary. Whilst the main objectives of the group are to promote employee engagement and improve satisfaction within the workplace, the forum has addressed other workplace issues.

Flexible working

The council is committed to attracting and retaining the very best; and utilising the talent from within our workforce and local community. We understand that our workforce is diverse and may have different demands relating to childcare and/or other caring responsibilities. We have a Flexible working policy which enables staff to make requests which are balanced against service needs.

Grievance, disciplinary and promotion

We monitor closely the number of cases in the council relating to conduct, grievances and capability.

- Black and minority ethnic employees made up 59.6% of cases compared to their staff profile of 52.25 %
- White/British employees made 39.39% of cases compared to a staff profile of 46.75%
- 46.46% of Men had cases opened compared with a staff profile of 36.44%
- Woman made up 46.46% of opened cases compared to a staff profile of 63.56 %
- Staff with a disability made up 13.64% of cases compared to a staff profile of 8.54%.

Staff are promoted⁵ relatively inline with their overall representation in the staff profile of the organisation. By equality characteristic we know that:

- 20.2% of Asian or Asian British were promoted compare to their staff profile 20.60%
- 26.4% of Black or Black British staff members were promoted when compared to their overall staff profile of 27.73%
- 1.8% of Chinese or Other ethnic staff were promoted compared with their overall staff profile of 1.34%

- 2.7% of Mixed Heritage employees were promoted compared to 2.52% of the overall staff profile
- 47.3% of White/British were promoted compared to the staff profile of 46.79%
- 61.28% of Female staff were promoted compared to the staff profile 63.60% were promoted
- Male staff made up 38.72% of promotions compared to the staff profile of 33.40%
- 9.29% of Disabled employees were promoted compared to the staff profile 8.56%

Equal Pay

We monitor the top 5% of earners in respect of our equalities monitoring criteria and review this on a regular basis. Additionally we have implemented Single Status across the Council and through that process harmonised pay and terms and conditions.

⁵ We define a promotion as any change of job which results in an increase in the individual's spinal column point.

Appendix 1 - Delivering equality for residents through our annual Corporate Plan

The table below sets out the key actions within Newham's 2011/12 Corporate Plan which contribute to delivering the Council's Equality and Cohesion Plan in line with our statutory duties. The Council's emphasis is on ensuring mainstream activity delivers the Plans aims. The actions in the Corporate Plan are monitored on a quarterly basis and the Council will publish an annual review of how the Council's Corporate Plan and performance is contributing to achieving equality. **The below actions are the relevant extracts from the 2011/12 Corporate Plan and will be updated annually as part of the review of the Corporate Plan actions.**

Mayor's Contract 2011/12

Theme	No.	Mayor's Promise
On your side in tough economic times	1.	As part of our commitment to keeping the lowest council tax in outer London, for the third year there will be no increase at all.
	2.	Each household will receive its first parking permit for free and we will also provide 30 free visitor permits per household for those without a car. This means we will continue to have the lowest resident parking costs in London.
	3.	We will continue to provide Free School Meals to all children within our 66 primary schools worth £500 per child after tax.
	4.	We will continue to offer our residents free collection of up to six items of bulky waste, such as fridges and sofas, at a time when many other boroughs are charging for this service. The same service in other boroughs would cost you a minimum of £27 in Bexley, £30 in Redbridge and up to £56 in Havering.
Protecting opportunities for Newham's residents against national cuts	5.	We will continue to work hard to help you access jobs and training: <ul style="list-style-type: none"> • We will help to get 4,000 to 5,000 more people into work via Workplace • We will enable 1,500 people to access skills training courses, so they have the best chance of securing new and existing jobs We are working with employers at the new Stratford City Shopping Centre, to ensure local people can access new job opportunities. For example, there are already 250 job opportunities for the long term unemployed to be offered at the new John Lewis store and we are working with employers to set up a Retail Skills Academy in order to help Newham residents access jobs in retail and leisure.
	6.	We will help every Year 5 child to be a musician by providing free tuition with the use of an instrument, with a free instrument to keep for each child who completes the full 2 years.
	7.	We will fight hard to win a proper 2012 legacy for Newham's residents. We are working with West Ham Football Club and other partners to ensure the future of the Olympic stadium is in the interests of local people. We want to ensure that: <ul style="list-style-type: none"> • the stadium benefits the community by providing jobs for local people and through increased access to sport, leisure and culture for everyone. • by West Ham vacating Upton Park football ground this will act as a catalyst for improving the Green Street area.

Theme	No.	Mayor's Promise
		<ul style="list-style-type: none"> the council's support for the proposal will not cost Newham taxpayers a penny and in fact will lead to the Council making money on its contribution, which we will be able to invest back in to local services for residents.
	8.	<p>We will help every young person to be a sports person.</p> <p>We want young people to be inspired to achieve their personal best. We will pilot a new approach to this through helping young people in year 7 to identify the sports that suit them – and help them to play the sports that they like.</p> <p>We will offer a wide programme of sporting activities through our Summer of Sport programme, school based sports and access to local sports clubs and activities in our parks.</p>
	9.	<p>Despite the national government axing free swims we understand the importance of helping to provide younger residents with opportunities to be active which they may not otherwise be able to afford. We will therefore continue to provide free swims for under 16s.</p>
	10.	<p>With tea dances, lunch clubs and free swimming for the over 60s, older people in Newham stay active for longer. We will therefore continue to provide free club membership at Newham clubs for the over-60s in the borough. We will also continue to provide free swims for over 60s, despite national government cuts.</p>
	11.	<p>Over 200,000 residents attend our free events and we will continue to build on this – we want to ensure the 2012 Olympic and Paralympic Games are a party to remember for the whole community. This year the Newham London Run, Sunday Fun Day, Town Show, Under the Stars, Waterfront Festival and Fireworks Night will be even better.</p>
Continuing to Invest in your priorities – you told us what was important to you and this is what we are doing	12.	<p>We will continue to tackle crime and anti-social behaviour through our enforcement team working closely with the local police and other partner agencies. Our priorities for the year ahead will be to:</p> <ul style="list-style-type: none"> stop illegal dumping of waste on our streets tackle people who litter, flypost or graffiti deal with intimidating groups and individuals continue to deal with eyesore front gardens that encourage flytipping and littering use our licensing powers to reduce alcohol related crime and ASB.
	13.	<p>We will continue to invest in our schools to help our young people to have the best start in life.</p> <p>Despite national government cuts we will continue to improve our local schools and we will be investing a total of £70m in primaries and £175m in secondaries as part of the ongoing programme of work at the following schools:</p> <ul style="list-style-type: none"> secondary: Brampton Manor, Sarah Bonnell, Rokeby, Lister, Forest Gate, Eastlea, Langdon and Royal Docks primary: Essex, Curwen, Sheringham, Dersingham, Brampton, Vicarage and Avenue with a further 8 primaries to be confirmed by the spring.

Theme	No.	Mayor's Promise
	14.	We will fund a reward scheme for those who help to tackle serious crimes. We will offer a reward of £150 to anyone who provides information which leads to someone being arrested and charged for a knife or gun related crime.
	15.	We will increase the use of CCTV in the borough to improve community safety and reduce anti social behaviour and make it more responsive to local issues.
	16.	We will tackle anti-social dog owners by: <ul style="list-style-type: none"> • using Dog Control orders to tackle nuisance dogs and promote responsible dog ownership. • cracking down on those people who allow their dogs to foul in public places by enforcing fines. • encouraging responsible dog ownership • taking targeted action within areas where nuisance from dogs affects the local community • taking action against dangerous dogs including removal of animals where necessary.
	17.	Last year we improved 15 play areas across the borough and this year we will continue to improve our parks and open spaces with further investment in the following play and sports facilities: Plaistow Park, New City Green, Star Park, Abbey Green, Gooseley Playing Fields and Newham Leisure Centre.
	18.	We want residents to be proud of their local neighbourhood. In the face of national cuts we will continue to invest in making our streets cleaner, including continuing with seven days a week cleaning for our main streets. We will also continue to invest in improving the look and feel of both our high streets and local residential streets. This year there will be improvements in the following areas: <ul style="list-style-type: none"> • High Street North, Stratford Broadway, Canning Town, schedule of residential upgrades.
	19.	We have made recycling easier by introducing separate bins for street properties. We will also continue to provide recycling for flats and we will continue to provide doorstep advice to all residents on recycling in the borough.

Corporate Plan

Regeneration, Planning and Property

Ref	Action
1	Continue the on-going redevelopment of Canning Town and Custom House including sites assembly works, funding strategies and supporting the design and planning process for the Town Centre. Develop detailed proposals for taking forward Area 2 and continue the visioning and refreshing of the masterplan for Custom House
2	Award a casino license to secure a major new leisure and entertainment destination for London and maximise job creation and other benefits for the Newham community.
3	Work with existing businesses to make them “fit for supply” and enable them to secure an additional £1.5m worth of business. Provide advice and support resulting in the establishment of 50 new businesses. This will involve working with 800 individuals or businesses.
4	Work in partnership to open the new premises for “The Skills Place” the retail and hospitality academy within Stratford City. This will support Workplace in providing local people with the skills required to access employment opportunities and provide employers with job-ready employees.
5	Develop the Local Development Framework for Newham that sets out opportunities and parameters for the physical, social and economic development and investment in all parts of the borough including the arc of opportunity and exciting neighbourhoods and town centres.
6	Maximise the use of our assets through aligning the Property Strategy with the council’s new ways of delivering back office support for services and the Customer Access Strategy to improve accessibility to council services for all residents. Establish a one council asset register to enable optimal use and management of all our assets.

Environment

Ref	Action
7	Work with the Metropolitan Police to tackle serious violent crime.
8	Work with the Metropolitan Police to monitor and tackle all forms of hate crime and promote a zero tolerance approach through community engagement and communications/publicity.
9	Ensure a joined up approach to identifying and providing support to survivors of domestic violence, forced marriage, sexual violence and women involved in prostitution.
10	Improve waste management by: increasing recycling performance, maximising waste prevention and ensuring commercial and waste management compliance.
11	Improve the street scene by implementing a robust methodology for street cleansing with a focus on increasing quality, smarter working, improved procedures and staff training. Productivity will increase.
12	Using the Council’s Design Guide to ensure improvements to the boroughs highways and public spaces, delivering improvements to access to public spaces, including for disabled and older residents.
13	To ensure Newham’s services are fully prepared for staging the 2012 Olympic and Paralympic Games.
14	Increase the amount we recycle to 27% in 2011/12 by improving our waste collection services and encouraging waste prevention.
15	Reduce the number of households in temporary accommodation.
16	Deliver a further 208 new affordable homes.
17	Improve 600 private rented properties by ensuring the landlords meet modern standards.
18	Invest half a million pounds in adaptations for disabled residents in council properties each year.

19	Invest over £1m a year in adaptations for disabled residents in the private sector.
20	Continue to support the development of low cost home ownership housing for Newham residents in 2011-12.
21	Offer help and support to residents, who are in danger of eviction and homelessness, to keep them in their homes through: <ul style="list-style-type: none"> • referring people for specialist financial advice • housing options advice e.g. landlord / tenant reconciliation • benefit advice
22	Maintain and improve standards of service to Council tenants, following the integration of Newham Homes back into the Council.

Children and Young Peoples' Services

Ref	Action
23	Ensure that schools are fully briefed to empower efficient spending of the Pupil Premium to continue the range of targeted intervention programmes that have impacted most effectively. Learn from creative and innovative approaches to expenditure for maximum impact to close any existing gaps.
24	Work with schools, colleges and other providers of education, training and employment skills to ensure that all young people: <ul style="list-style-type: none"> • have a high quality learning route that enables them to participate, achieve and progress to higher or further education, or employment. • can access accurate and tailored advice on the different opportunities available, so they go on to develop the knowledge and skills that they and the economy need to prosper in the 21st century. • revise the Monitoring, Challenge and Intervention Framework so that it reflects the intention and capacity of the Redesign programme, incorporating the vision of The White Paper – The Importance of Teaching and the Early Years.
25	Continue to improve primary school attendance.
26	Work closely with schools to facilitate peer support and challenge across schools. Ensure high quality professional development and progression routes for professionals across sectors who work with young people on out of school learning.
27	Develop and implement our 'Safeguarding Action Plan'.
28	Develop the new Children and Young Peoples' Plan in partnership with the Children's Trust to deliver the Children's Trust joint priorities.
29	Make full use of early education and childcare provision, promoting the take up by families in most need to the free entitlement of 15 hours for every 3 and 4 year old, and the new free hours entitlement for 2 year olds from low-income families.
30	Embed and develop the successful Young Mayor, and Youth Council programme to increase the number of young people who are represented in local decision making.
31	Continue to increase the number of young people who are engaged in positive activities that: <ol style="list-style-type: none"> a) improve their employability skills b) provide an alternative to offending and improve their social skills c) improve their health and well being.
32	Reduce the number of young people entering the Youth Justice system for the first time, by increasing family intervention work with young people at risk, and working closely with the Police to reduce knife carrying, group violence etc.

33	As part of the CYPS Redesign Programme develop school improvement strategies to improve performance and outcomes across all key stages.
34	Increase the number of Newham's young people taking up apprenticeships by 20% and continue to work to increase the number of youth employment scheme placements within Newham Council.
35	Work with schools to ensure a consistent approach to having robust, rigorous and effective anti-bullying policies in place.
36	Contribute to partnership working with Children's Centres, schools and health agencies to reduce the under-18 conception and perinatal and infant mortality rates.
37	Contribute to partnership working with Children's Centres, schools and health agencies to improve child and adolescent immunisation rates.
38	Continue to improve health outcomes for children and young people by improving fitness and tackling obesity, through working in partnership with Children's Centres, schools, health agencies and leisure services.

Adults, Community and Leisure

Ref	Action
39	Increase the effectiveness of drug treatments and aftercare services for offenders from the point of arrest to their release back into the community and so end or reduce their offending behaviour.
40	Increase opportunities for mass participation in sports and physical activity, arts and cultural activities in our community centres, parks and leisure centres through a strategy for community spaces and a strategy for leisure and community services.
41	Increase the number of residents involved in volunteering by offering a wider range of opportunities including at a neighbourhood level.
42	Encourage people to participate in local events that are delivered with the police, health services and other partners to address local priorities.
43	Improve access for disabled residents to universal services, support into employment and social care services through monitoring access and engaging with disabled residents on an ongoing basis.
44	Ensure people can access high quality adult social care service provision in Newham.
45	Work in partnership with health services in Newham and the Newham Local Involvement Network (LINK) to provide better integrated care and health support to residents.
46	Improve the accessibility of adult social care services by becoming more responsive to customer needs.
47	Develop our preventative services to keep people healthy and prevent them becoming dependent.
48	Help more people to exercise choice and control and remain in their homes or live as independently as possible with appropriate and personalised support.
49	Continue to provide free swimming for under-16s and over-60s in our four leisure centres and ensure each child has access to at least two free hours of sport each week.

Resources

Ref	Action
50	Deliver a reduction in the council's carbon emissions of 40% by 2015 and work with our partners and large businesses to reduce their carbon emissions and impact on the environment.
51	Identify more efficient and effective ways to use the Council's financial resources through the Revenue and Capital Programmes and delivering value for money.
52	Implement the ICT Strategy. Key target for 2011 -12 is to increase the availability of on-line self service through a new and improved website, a new Customer Relationship Management System and an integrated view of line of business systems in the Council.

Chief Executive's 2012 and PPC, and Customer Services

Ref	Action
53	Continue to embed and develop the successful young Mayor, Children's Parliament and Youth Council programmes to increase the number of young people who are represented in local decision making.
54	Continue to deliver a mainstream approach to equality and cohesion including: <ul style="list-style-type: none"> • meeting the Council's public equality duties in line with the Council's Equality and Cohesion Plan, the Equality Act 2010 and the Human Rights Act 1998. • supporting services with training and guidance to undertake Equality Impact Assessments.
55	Deliver Newham Partnership's priorities for improving services and opportunities for residents through: <ul style="list-style-type: none"> • a streamlined and task focused approach to partnership working. • developing a revised set of partnership outcomes and measurements to replace the current Local Area Agreement.
56	Deliver the Customer Access Strategy for front line services: <ul style="list-style-type: none"> • to make council services, events and facilities more accessible to residents. • progress towards re-provision of our libraries and local service centres in alignment with the Customer Access Strategy • implement the new model for delivering Council Tax and Benefits service from one location.
57	Implement the Consultation Strategy and undertake an annual programme of consultation and research including ARS, NHPS, Liveability Survey and engagement with the voluntary, community and faith sectors.
58	Providing an effective and joined up approach to advice and guidance to ensure residents are supported to improve their circumstances for good.
59	Promote the importance of people learning English to overcome barriers and increase their personal and economic independence by reviewing ESOL services.
60	Effective use of the Council's Magazine, website and publicity sites around the borough to ensure residents are aware of services and activities. In particular ensuring the magazine appeals to all residents through undertaking regular monitoring of readership and satisfaction.
61	To develop options for a single Newham Resident's Card, incorporating functions of the council's existing cards.
62	Work with the other five 2012 Host Boroughs to implement the Strategic Regeneration Framework.

Appendix 2 – Equality Baselines, Organisational Processes and Compliance

Equality baselines in Newham

Age

Newham has a young population with over a quarter of its residents aged 18 and below (28% in 2008 GLA population projections for 2010). This compares to London overall where 22% are aged 18 years or less. 18% of Newham residents are aged 50 years or above, compared to almost 16% for Londoners overall.

The population of Newham that is aged over 65 is in slow decline since the start of the 2000s. The 2001 Census showed that 8.7% of Newham's population were aged 65 or above, and the GLA population projection for 2010 has 7.3% of the population aged 65 or over. According to the GLA Population Projections, Newham's population is expected to grow to around 332,000 in 2016, and to 359,000 in 2026.

By 2016, the proportion of residents over 65 years old is predicted to have fallen to 6.96% (8.7% in 2001 Census). Younger residents are predicted to still make up the majority of Newham residents with 45.4% being under 30 years old. (GLA population projections 2008)

Disability

The Census 2001 reported that approximately 26,000 people in Newham (10.5% of total population) live with a long term limiting illness – 4,000 residents who have a long term illness were aged 19 or under, and 12,500 were aged 65 or over. In 2006, 1,373 people living in Newham were registered Blind or Partially Sighted. (Social Services Performance Team, London Borough of Newham, 2006).

In 2007, 1,245 people living in Newham were registered Deaf or Hard of Hearing (The Information Centre, Adults Social Services Statistics 2007). Of these 305 people in Newham were registered as Deaf. The age breakdown for people registered Deaf in Newham in 2007 was:

Age	People registered Deaf
0 – 17	65
18 – 64	205
65 - 74	10
75 +	20

In 2007, approximately 7,100 Blue Badge parking permits were issued to residents of Newham. The Blue Badge scheme is a national arrangement of parking concessions for people with permanent and substantial physical impairments.

Religion or belief

According to the 2001 Census Christianity is the main religion in Newham (114,247 residents). However, Newham has a much wider distribution of different faith communities than other areas of London. Newham residents who responded to the Census provided the following information for religion or belief:

- Christian 46.8%
- Muslim 24.3%
- No religion 9%
- Did not answer 9%
- Hindu 6.9%
- Sikh 2.8%
- Buddhist 0.7%
- Jewish 0.2%
- Other religion 0.3%

The distribution of faith communities in England is closely linked to ethnic communities. However, detailed statistical information on faith communities within Newham is limited and is not currently captured through Newham Council's corporate research.

Gender

According to the Office of National Statistics (ONS) Mid-Year Population Estimates (MYE), the male proportion of Newham was approximately equal to the female population in 2000.

Year: 2000		
Total Newham population (N/%)	Male population (N/%)	Female population (N/%)
245,500 / (100%)	122,700 / (50%)	122,800 / (50%)

Source: ONS Mid-Year Population Estimates (MYE), 2000

The 2001 Census reported that Newham had slightly more females than males.

Year: 2001		
Total Newham population (N/%)	Male population (N/%)	Female population (N/%)
243,737 / (100%)	119,835 / (49%)	123,902 / (51%)

Source: Census 2001

However this figure was adjusted by ONS in the 2001 MYE for under-enumeration (young men are known to be an undercounted group). This is in contrast to the national and London pattern of a higher female ratio to male.

Year: 2001 (MYE)		
Total Newham population (N/%)	Male population (N/%)	Female population (N/%)
249,400 / (100%)	125,200 / (50.3%)	124,200 / (49.7%)

Source: ONS Mid-Year Population Estimates (MYE), 2001

The GLA has however identified the gender split within Newham as a potential problem area for the ONS prediction estimates. The GLA in contrast estimates that since 2001 Newham has had an increasing proportion of females in the population. Population projections and the relevant gender proportions within the borough are important for Newham service management and funding.

Year	Total Newham population (N/%)	Male population (N/%)	Female population (N/%)
2001	251,220 (100%)	126,161 (50%)	125,059 (50%)
2005	256,122 (100%)	126,818 (49.5%)	129,304 (50.5%)
2010	279,800 (100%)	137,056 (49%)	142,744 (51%)
2021	346,857 (100%)	167,665 (48%)	179,192 (52%)

Source: GLA Population Projections- 2001 to 2021, 2008

The current picture from the GLA Population Projections in 2008 estimated that in 2010 Newham would have a population consisting of 137,056 males (49% of population) and 142,744 females (51% of population). The female population is also predicted to increase over the next quarter of a century – with GLA Population Projections for 2026 indicating the Newham population will be made up of 172,313 males (48% of population) and 187,103 (52% of population).

Race

Newham was one of two boroughs in London in the 2001 census that had more than 50% of its population in Black and Minority Ethnic population groups (Brent was the other borough). One of the striking features of the London Borough of Newham is its ethnic diversity. Newham has greater equality in terms of each ethnic group size than any other London borough. The GLA have produced ethnic projections for London boroughs. Based on their 2008 population projections the following outline has been provided for Newham in 2010 (GLA Population Projections, 2008).

Population group	Estimated number (count), 2010	Estimated % of population, 2010
All groups	251,220	100.00%
White	98,643	39.27%
Black Caribbean	18,386	7.32%
Black African	33,106	13.18%
Black Other	7,625	3.04%
Indian	30,471	12.13%
Pakistani	21,358	8.50%
Bangladeshi	22,175	8.83%
Chinese	2,431	0.97%
Other Asian	9,643	3.84%
Other	7,382	2.94%

Sexual orientation

Detailed statistical information on the LGBT community within Newham is very limited – it is not captured with the 2001 census directly or any of the corporate strategy research programmes at London Borough of Newham. Within the 2001 Census 584 people aged 16 or over indicated they lived in a same sex couple, this is from 178,396 people in total in Newham aged 16 or over. A same-sex couple consists of two people of the same sex identifying the other as partner (ONS 2004 Census data 2001).

National estimates for the LGBT population in England and Wales overall range between 5% to 7% (DTI 2004 Final Regulatory Impact Assessment: Civil Partnership)

Estimates for the size of the LGBT community in London are much higher and range between 10% to 25% of London's population. This increase in the proportion of the London population being in the LGBT community is largely related to London being seen as a more open city to LGBT communities with more employment and cultural opportunities.

Class or socio-economic status

Newham is the 6th most deprived area in England and Wales and the 3rd most deprived in London.⁶ Our residents suffer some of the poorest quality of life outcomes in the country and levels of child poverty are unacceptably high. Too many of our residents live in households where nobody has worked. Socio-economic/ 'social class' factors affect members of all of the equality groups and impact negatively upon many Newham residents in terms of quality of life and access to opportunities.

- Child poverty has a detrimental effect on life chances and opportunities for young people – Newham has 31% of its children living under the official poverty line compared to 22% for England as a whole.⁷
- Around two-thirds (66.5%) of Newham residents are of working age. Of those residents around 56% are in employment. This compares to a proportion of 70% for London as a whole.⁸

According to the Office for National Statistics 2001 Census:

- Newham has the joint lowest proportion of its population (with Barking and Dagenham) in higher managerial occupations, and has the second highest proportion of its population in semi-routine occupations.
- The proportion of households in Newham that are made up of lone parents with dependent children is the highest in England and Wales.
- Newham is ranked highest in England and Wales for households with dependent children with no person in employment.
- Newham has the third highest proportion of population aged 16-74 with no qualifications in London

⁶ The English Indices of Deprivation 2007 HMSO 2008

⁷ DMAG Update 10-2008, Social Exclusion Update of Poverty figures for London: 2006/07. London Child Poverty Commission

⁸ Office for National Statistics, Annual Population Survey, 2009

- Of the total population who are unemployed and seeking work, Newham has the highest proportion (21%) who have never worked.
- 68% of Newham residents describe their health as “good” this is the third lowest proportion in London.
- 17.3% of Newham residents said they had a “limiting long-term illness” – a proxy for poor health and disability – and this was the fifth highest in London.

Income

Residents of Newham have the lowest average gross annual income of all London residents, with an average income of £24,958, compared to £37,622 for London. Newham is second only to Brent in terms of median incomes within London. From 2005 to 2009, average annual gross annual pay within Newham increased by 16%. This increase is above the London average, but below the four other host boroughs.

Distribution of average income is fairer than other London boroughs, with the difference between male and female earnings being, £5,919, compared to an average of £19,703 for London. However, in recent years growth in male average incomes has outpaced female incomes, widening the gap, while at the same time the gap has narrowed across London. The greatest beneficiaries to rising average income levels within Newham have been full-time workers. Full-time workers have seen their average earnings grow by 17% between 2005 and 2009, from £24,798 to £29,025. In contrast, part-time workers have seen their average incomes decline by 1.5% from £9,788 to £9,643.

- Residents in the area with the highest average household income (Royal Docks, £40,721) earn double residents in the area with the lowest household income (Green Street East, £22,561). The difference between these two areas is £18,160, leading to huge disparities within the borough.
- The distribution of income across the borough is skewed heavily towards low incomes. 40% of residents earn less than £20,000 and 50% less than £25,000. 12% of residents earn more than £50,000, 3.4% above £75,000 and 1.1% above £100,000

Migration and Change

Newham has the highest proportion of BAME residents of all London Borough's. BAME residents accounted for 70% of residents in 2008. This figure is projected to rise to 74.7% by 2026.

Over a thirty year period, between 2001 and 2031, Newham's white population is expected to decline as a proportion of the total population, from 39.3% to 25.3%. The fastest growing ethnic group is the Asian community which is projected to account for 42.6% of the population by 2031, up from 34.2% in 2001. In contrast the black community will account for 25.6% of the population in 2031 up from 23.5% in 2001.

- Newham has one of the highest population turnover rates in London. With 19% or 189 out of every 1,000 residents leaving or entering the borough between 2001 and 2007.

Labour Market

There are 164,400 residents of working age within Newham. Of these individuals:

- 95,500 (58.1%) are in employment, of which 83,500 are employees and 11,500 are self-employed
- 12,400 (11.5%) are unemployed, actively seeking work and registered with Jobcentre Plus
- 12,500 (7.6%) are economically inactive, state that they would like a job but are not registered as active jobseekers with Jobcentre Plus.
- 44,000 (26.7%) are economically inactive and are not actively seeking work. This group includes individuals who are looking after the home and family or are unable to work due to long-term disability or sickness. They are likely to face a number of barriers to employment which makes support, if accessed, increasingly intensive. Employment is not necessarily an option due to personal circumstances.

Newham's employment rate (58.1% Apr 08 – March 09) is the lowest in London, 12 percentage points below the London average (70.1%) and 5.8 percentage points below the Five Host Borough⁹ (5HB) average. However, whilst the London average has remained in the region of 69 – 70%, the Newham rate has increased by almost 8 percentage points since 2000 when it was 50.5%. Most increase in

Newham took place during 2001 and 2007, after which there has been a slight decrease.

Newham's unemployment rate (11.5% Apr 08 – March 09) is second highest in London, 4 percentage points above the London average (7.5%) and 1.9 percentage points above the 5HB average. Whilst the London average has remained in the region of 7% the Newham average has moved to a negative increase from 9.8% in 2004 to the current 11.5% but is much lower than it was in 2006/7 (13.7%).

Employment

The Newham employment structure is characterised by a high concentration of employment in real estate and business activities and public administration (especially in education, health and social work). Compared to the London average, Newham has lower than average employment in real estate and business activities and higher concentration in public administration (especially education, health and social work).

The public sector is the largest employer in Newham with 28% of workers employed in the education, health and social work industries and a further 14% employed in other public administration roles in 2007. Newham has particularly high concentrations of employment in wholesale retail and repairs when compared to the other host boroughs and London averages. Enquiries in November 2009 found that the three largest public sector employers accounted for just over 15,390 employees:

- Newham Council employees 11,000 (50% are Newham residents)
- University of East London employees 1,525 (5% are Newham residents)
- NHS Newham employees 1,280 (35% are Newham residents):

The largest private sector employers in Newham are London City Airport with 1,723 (27% of whom are Newham residents and Tate & Lyle (although exact employment figures for the Silvertown site are not available).

Equality in processes

Customer Services

Customer Services strives to ensure that front office services are fair and accessible for all customers and promote equal opportunities for staff. For customers, this includes making sure that signposting to and categorisation of our library stock is straightforward; delivering events and activities in our libraries that are relevant to residents and support the Mayor's Promises; ensuring that the information we hold is simple to understand and that the way we deliver it is efficient, friendly and takes account of individuals' needs and circumstances; and making sure that people who are eligible get the support that they need through benefits.

The Customer Access Programme is working to make it as simple as possible for customers to do business with the council. This will include changing some of the ways that business is done – such as making it easier to do things over the internet – and changing or refurbishing the buildings where business takes place to make them more accessible.

Any staff who join customer services through the Customer Access Programme will be quickly trained and embedded into the quality assurance and training needs schemes. Similarly, our commitment to local recruitment with the Council Tax and Benefits Academy and through Workplace continues and provides appropriate customer care and equality awareness training to successful applicants.

Communications

The Council's communications team makes residents aware of all the services we offer and encourages them to make full use of them. Communicating effectively what the Council is about and what it wants to achieve is essential to providing the very best services to all of our residents. Communications keeps residents, partners and staff informed about what is happening in the Borough and what the Council is doing and has achieved.

Communications is also about listening, understanding local issues and concerns and then reporting back to the community and staff on how

the Council has responded. We mainstream equality and diversity in our communications work through:

- Promoting respect for people's beliefs, differences and sexual orientation.
- Ensuring that our engagements, events, activities and publications are accessible and promote inclusion.
- Putting on big events like the Mayor's Newham Show and smaller Community Forum events brings the borough together and celebrates the diversity of the local community.
- Using a number of channels to reach specific audiences.
- Producing well-planned campaigns that are accessible to all parts of the community
- Using positive images, stories and campaigns to promote cohesion and ensure people from different backgrounds understand and appreciate what we have in common and what makes us different.

Community Leadership and Engagement

Community Engagement in Newham is Member led and uses community visits, community projects and community forum events to:

- Build participation, engagement and trust
- Raise aspirations
- Strengthen cohesion
- Encourage independence
- Promote active communities, and above all
- Understand the needs of local people

We mainstream diversity in our community engagement work through:

- Working with whole communities as well as specific groups including; voluntary and community groups, tenants and residents associations, faith groups and schools.
- Ensuring that our engagements, events and activities are accessible and promote inclusion.
- Providing free events and projects for residents to combat financial barriers to taking part and having a say.

- Involving local residents in the planning and delivery of our events and projects.
- Using a range of tools and exercises to ensure all residents (not just the "usual suspects") can participate and have their say (for example community conversations).¹⁰
- Carrying out equality impact assessments of our events and projects and acting upon the results.
- Facilitating Local Service Review meetings in each community forum area to set priorities, enable joint-working on local issues and address any inequalities using a range of evidence.

The Community Engagement Team and Councillors receive information and training on facilitating groups and on equality and diversity including the Council's approach to building sustainable equality through personal and economic capacity, trust and fairness and connecting people.

Procurement

The council provides a wide range of services to residents and businesses. In some cases these are provided directly by the council, in others through a contractor (a third party) with which the council enters a contract.

Council spending sustains and generates thousands of jobs. As a public body the council has statutory duties to ensure that its spending achieves value for money, does not lead to unfair discrimination and promotes equality of opportunity and outcomes. The consideration of equality in the procurement process is essential to these duties being met.

Some of the benefits to the council of embedding equality in the ways in which we select contractors and monitor their work are:

- Improvement in the quality of outcomes for local people
- Assurance that public money is not being spent on practices which lead to unfair discrimination
- Delivery of responsive flexible services to promote inclusion and the building of strong communities
- Ensuring that contractors comply with equality legislation and promote equality in their workforce

The council's approach is to ensure that equality is considered when:

- designing contracts – through Equality Impact Assessments of the service being contracted out and application of the council's Equality and Cohesion Plan to the contract.
- advertising contracts – all contracts must be offered in a fair and transparent way in line with council standing orders and European legislation.
- awarding contracts – potential contractors must provide the council with information on equality which is used in selection.
- managing contracts – through requiring contractors to report on the make up of their workforce and including performance measures covering equality and monitoring arrangements of those measures within contracts.

All officers undertaking procurement are required to attend training on equality and diversity in procurement to ensure they understand and apply the principles of equality in procurement and the legal requirements.

Commissioning

The council's strategic approach to commissioning is focused on:

- identifying the needs and priorities of the community through a needs analysis of research, member led community engagement and robust corporate business planning to ensure the priorities are embedded in our key policy documents such as the Sustainable Community Strategy (SCS) and the Mayor's policies
- specifying and procuring a range of services and activities to meet these needs based on policy led, evidence based solutions and an effective approach to procurement using the Delivery Plans under each SCS theme.
- monitoring and evaluating the performance and outcome of providers against the original needs and priorities through robust contract management and performance monitoring of outcomes.

Within specific services this means:

Adult Social Care

Putting people first is a shared vision and commitment to the transformation of adult social care. It seeks to set out and support independent living for all adults and the shared aims and values which inform changes to adult social care including:

- ensuring older people, people with chronic conditions, disabled people and people with mental health problems have the best possible quality of life and that equality of independent living is fundamental to a socially just society.
- local authority leadership accompanied by authentic partnership working with the local NHS, other statutory agencies, third and private sector providers, users and carers and the wider local community to create a new, high quality care system which is fair, accessible and responsive to the individual needs of those who use the services and their carers.
- newham Carers Plan 2010-13 is based on a set of principles which recognise unpaid carers as partners in support for adults and children who are vulnerable, ill or disabled to enable them to benefit from independent living and improved quality of life.

Children's Services

Children & Young People's commissioning covers the activities and processes of those who make decisions about how best to use public resources to improve children and young people's lives. The basic stages in the commissioning process which is promoted through Newham's Children's Trust can be summarised as:

- understand – understand needs, resources and priorities and agree outcomes.
- plan – map and plan sustainable and diverse services to deliver outcome.
- do – procure and develop services based on the plan.
- review – monitor service delivery of outcomes and take remedial action if necessary.

Newham's Children and Young People's Plan (CYPP) 2006-2012, strives 'to enable all Newham's children and young people to fulfill their potential in every aspect of their lives'. The CYPP priorities reflect the aims within the 'Investing in Young People' section of our Sustainable Community Strategy, which include the ability to:

- grow up safe from harm; feeling safe, healthy, active and enjoying living in Newham.
- do well at school and college and have good choices for further education, university and training.
- enjoy themselves and take part in creative and challenging experiences.
- make a positive contribution to their communities
- make the most of the job opportunities and the scope for enterprise in Newham, the rest of London and further afield.
- not be held back by discrimination.

Independent evaluation including statutory inspections have favorably commented on how the Service engages children, young people and their families in the design, development, commissioning, delivery and evaluation of key plans.

Environmental Services

Environmental services are committed to making Newham residents feel safe and improving the cleanliness of streets in the borough. We have introduced a number of initiatives and improvement programmes to ensure fair access to all to environmental services including:

- introducing a new Timed Waste Collection operations including provision of support for disabled people, older people and parents with prams and toddlers to eliminate potential barriers to accessing services.
- getting 'doorknockers' to target provision of advice and information services at doorstep of residents' who speak English as a second language to raise awareness of their responsibilities in relation to waste management and recycling.

- ensuring that the Council's Design Guide delivers improved access for disabled residents to the borough's highways and public spaces.
- implementing the Council's Anti Clutter Programme to ensure that people with mobility issues are not disadvantaged by a poorly designed and maintained street scene.
- introducing a new more outcome focused Domestic Violence Service which ensures delivery of timely and targeted responses to victims (mainly women) to help prevent and reduce repeat incidents of Domestic Violence.

The Housing Services is in the process of creating an accessible housing register which ensures better matching of available council properties and the needs of disabled applicants.

Estate Management

Newham Council owns a variety of premises across the borough. We aim to maintain and to improve accessibility at all our facilities and publicly accessible buildings by:

- undertaking proportional equality impact assessments to changes in procedures, operations, the building itself and its fixtures and fittings, and to ensure we are compliant with disability access legislation.
- providing training for receptionists and other support staff on equality and diversity awareness.
- monitoring and reviewing the maintenance of buildings, its uses and operations to ensure that opportunities to maintain and improve accessibility are developed in an appropriate, timely and cost effective way.
- communicating clearly and promptly on accessibility and any changes to procedures, including listening to feedback from members of the public and staff who use our buildings and responding to what they tell us.

Monitoring and Compliance

Equality Impact Assessment and monitoring

An Equality Impact Assessment (EQIA) is a way of measuring the potential impact (both positive and negative) that a policy, function or service may have on different protected groups.

EqIAs are an essential tool in shaping service improvements and are built into project management timescales and not done in isolation. There are a number of reasons why we undertake EqIAs:

- Legal - the legal duty on the council as a public body to pay due regard to eliminate discrimination, advance equality and foster good relations for protected groups is demonstrated through undertaking and EqIA.
- EqIAs are an important tool for identifying and setting relevant equality and customer satisfaction targets.
- Service Improvements - most importantly, through undertaking EqIAs we gain a better understanding of our residents and are in a better position to deliver improved outcomes and customer satisfaction.

We carry out EqIAs when:

- designing a new service or reconfiguring an existing service,
- determining the allocation of resources or priorities for a service, where this will lead to a significant change for local residents,
- drafting policies and procedures that will have a significant impact on specific groups of residents or service users,
- reviewing policies and procedures that will have a significant impact on specific groups of residents or service users
- the development of a major project which will impact on the local community.

This is not an exhaustive list nor will an EqIA be necessary for all business decisions. However, consideration is always given to whether a decision might have an equality impact and if so an EqIA is done.

Responsibility and accountability

The Mayor and Executive Members hold the Council to account for the delivery of the Plan and the Council's performance in terms of improving outcomes and opportunities for residents. The Chief Executive has overall responsibility for ensuring that the actions in this Plan are carried out. Equality and Cohesion Plan actions have been allocated to relevant directors across the council who are responsible for completing them and reporting on progress.

The Equality and Cohesion Plan is part of the Council's Strategic Framework and will be managed through service plans. Corporate Strategy hold the remit for equality and will monitor progress of the Plan.

Member responsibility

In their role as community leaders the Mayor and elected members of Newham Council have a key part to play in promoting equality and diversity and combating prejudice and unfair discrimination within the borough. The Executive Member for Equalities and Social Inclusion holds the Cabinet brief for equality and advises the Mayor on the direction of Equality and Diversity policy for the Council.

Corporate Manager Group

The Council has established a Corporate Senior Managers Group with representatives from each Directorate and chaired by the Executive Director for Adults, Culture and Leisure. The group leads on ensuring a mainstream approach to improving services for residents in line with the Equality and Cohesion Plan. As part of this the Group ensures that the Council's services are addressing equality and cohesion in a practical manner, which delivers real improvements for residents.

The group acts as a critical friend to challenge the performance of Directorates against corporate equality and cohesion targets and with the Head of Strategy manages a three year rolling programme of Equality Impact Assessments, including quality assurance of selected impact assessments.



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