

EQUALITY, DIVERSITY AND INCLUSION (EDI) MAKING A LIVING DELIVERY PLAN

INTRODUCTION

The Equality, Diversity and Inclusion (EDI) Making a Living Delivery Plan is the culmination of the Making a Living programme. The delivery plan sets out the short, medium and longer term aims and objectives of the Council, demonstrating how each service across the organisation will support staff, residents, businesses, voluntary and community (VCS) groups and stakeholders to make the borough a more equal place for everyone to make a good living and make ends meet.

The delivery plan follows directly from the work of the EDI Making a Living Strategy and initial action plan approved by Waltham Forest's Cabinet in July. The Strategy outlined the development of the programme from the State of the Borough report through the community conversations and the EDI Making a Living Summit event. The delivery plan is focused around the 4 themes from the community conversations, the Summit event and the EDI Making a Living Strategy. The 15 recommendations created by summit participants have framed the short, medium and longer-term actions which the Council have committed to tackling. Over 35 actions have been developed under the recommendations, with almost 200 interventions.

The delivery plan has been developed with services across the Council, with every directorate involved in reviewing the actions and identifying the interventions that they can commit to. By working across every directorate, this delivery plan aligns the existing workstreams around EDI and embeds making a living as a core priority for services to deliver. Joint working has been embedded across these services to embed EDI as a core aspect of service delivery for these services, shifting the dial on tackling inequalities around making a living and making ends meet. A small number of interventions within the plan need additional internal funding requirements, however services across the Council have worked creatively to ensure that the vast majority of projects can be supported through core funding or external funding programmes such as the UK Shared Prosperity Fund. It is essential that as a Council we continue to lobby central government for fair funding, and to support residents to make a good living, particularly in the face of the growing cost of living emergency.

The Council will continue to monitor progress against this delivery plan, updating every two years with a new set of actions, and evaluating the progress made against the current set. The State of the Borough report will be reviewed in 2023 to incorporate the actions taken on making a living, alongside the other council projects and programmes focused on EDI such as the health inequalities programme. Whilst the delivery plan is the culmination of the EDI Making a Living programme, by committing to update the plan every 2 years the Council is demonstrating its long-term commitment to reduce inequality between residents in Waltham Forest. Together we will continue to listen, learn and act.

KEY

Embedded within existing service delivery	<p>Action will be delivered by:</p> <ul style="list-style-type: none"> - Being embedded within service delivery - Through additional funding already obtained - Additional funding for key projects/programmes identified as priorities (e.g. Digital Inclusion Strategy/Inclusive Customer Experience Strategy) <p>Unless otherwise stated, all interventions within an action will be implemented by being embedded within service delivery.</p>
Additional investment required	<p>Projects continue to be scoped (with estimated costs where possible) and funding opportunities to be identified via:</p> <ul style="list-style-type: none"> - Additional internal investment obtained - Additional external investment obtained - Future funding ask upon completion of business case

Building Inclusive Workplaces				
Recommendation 1: Reasonable Adjustment Passports (RAP's)				
Aim: To remove the need to repeat reasonable workplace adjustment needs throughout working life, make it easier to start the conversation, reduce stress and simplify changing roles.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Implement Reasonable Adjustment Passports within the Council's operations, and push key partners and businesses to implement RAP's in the medium to longer term.	People and Organisational Development team		Implement system for digital RAPs across the Council. Mid-year review of effectiveness of RAPs, determining if an increase in self-reporting has occurred, and what benefits have been felt by staff. Become a Disability Confident Leader (level 3 accreditation) from the current level 2 standard of Disability Confident Employer.	Review of disability policies with the differently abled forum to ensure policies reflect best practice.
			Embedded within service delivery	Embedded within service delivery
	Employment, Business and Skills team			Promote the benefits of RAPs to anchor institutions, partners, and stakeholders in the borough. Embedded within service delivery
Recommendation 2: Facilitating flexible working				
Aim: To get the most from employees, remove barriers to optimising work, enable a wider range of employees and make the employer more attractive.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Modern ways of working programme and People Strategy to support Council workers to work flexibly and fit work around their needs.	People and Organisational Development team	EDI programme to deliver training to all staff, including specific manager training to enable more inclusive workplaces and encourage managers to agree to flexible working policies. Sign up to the Employers for Carers website, providing resources including advice, toolkits, e-learning and legislation to managers of people with caring responsibilities within the Council.	Work with Employment, Business and Skills team to share the Employers for Carers resources with employers across the borough, providing free advice on how to support staff who have caring responsibilities.	Update flexible working policy at the Council to support staff to manage their own hours in a way that works for them and the organisation. Upgrade the Council's Good Work Standard to 'Excellence' (level 3) from the current level 2 standard.
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
Work with businesses across the Borough to sign up to key aspects of the London Mayor's Good Work Standard to support flexible working.	Employment, Business and Skills team	Review the Good Work Standard and pick the key focus areas within this (e.g. flexible working) to push businesses in the borough to focus on. Identify if there is a simplified version of the good work standard or equivalent to support small and medium sized businesses to support flexible working.	Promote the London Mayor's Good Work Standard to promote flexible working among the business community in Waltham Forest through existing comms channels. Develop a plan for the Council to provide information on existing support programmes for businesses to understand the benefits of flexible working.	Draw together free advice on the Waltham Forest Jobs Portal for all employers in the borough to access to improve their knowledge of inclusivity, with access to training opportunities.
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
Pilot an area of the borough which has signed up to criteria supporting diversity and inclusivity such as paying the London living wage and promoting flexible working.	Employment, Business and Skills team	Review pre-pandemic work around Walthamstow Village becoming a London living wage zone and determine whether this project can be re-established. Feasibility study to test a potential good work zone around Forest Road, including key public	Work with the Creative Enterprise Zone at Blackhorse Lane to promote projects which can support small and medium businesses to support flexible working and the London living wage.	Implement an area of the borough, such as the Forest Road Zone, which is accredited to a formal scheme, where businesses are strongly encouraged to sign up to high standards of inclusive workplaces, including practising flexible working for staff.

		sector institutions such as the Council, DWP, YMCA and WF College. Feasibility study to require development of closer relationships with anchor institutions in the good work zone.	Measure the % of organisations that already pay the London living wage in the proposed Forest Road Zone. Set an annual target for the % of employees being paid the London living wage set by all large organisations in the zone, with an ultimate aim of 100% of employees being paid London living wage.	
		Embedded within service delivery	Planned delivery through obtaining additional external investment	Planned delivery through obtaining additional external investment
Recommendation 3: Make job adverts and application forms available to all by making digital and hard copies Aim: To make it easier for people to find jobs available, with everyone having access to paper as well as digital applications (choice) because not everyone can access computers and the internet				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Overhaul the Council's recruitment and applications system to enhance inclusivity and support diversity in the workplace.	People and Organisational Development team	<p>Become the first Council in the country to sign the Change the Race ratio pledge to improve diversity in senior leadership.</p> <p>All Council vacancies to be placed on the Waltham Forest Jobs portal so that residents of the borough are able to access well-paid jobs more easily.</p>	<p>Increase the proportion of jobs advertised explicitly as able to work flexibly, enabling more residents with caring responsibilities to join the Council's workforce.</p> <p>Review the Ban the box scheme run by Unlock, which removes the requirement to disclose historical criminal convictions, and determine whether the Council can implement it in some format.</p>	<p>Begin the transition to a new digital site, Oracle, for job applications, replacing Jobs Go Public. This site will enable the Council to control the information needed by applicants on job applications and could enable guaranteed interviews for care-experienced applicants.</p> <p>Identify proportion of the Council's workforce who are local residents and develop a plan to increase staff, and particularly apprentices, who live in the borough.</p> <p>Expand the changes made to Council job applications to the Waltham Forest jobs portal, which advertises jobs across multiple sectors in the borough.</p> <p>Implement a range of measures to support inclusive recruitment including using unseen recruitment mandatory for all roles.</p>
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
Share and expand support for residents when applying for jobs.	Employment, Business and Skills team	Steps into work scheme to provide CV advice, work coaches, interview coaching and other support to economically inactive residents to 350 residents.	<p>Review the Steps into work scheme in advance of funding ending at the end of 2023, so that it can be more targeted at groups who are most impacted by structural inequalities when new funding is secured.</p> <p>Maximise the Social Value programme through the Council's dedicated team, which has already delivered £25m in social and local economic value, including 41 local jobs and 29 work placements in construction and other sectors.</p>	<p>Funding for Steps into Work programme ends in December 2023. In 2024 new opportunities provided by UK Shared Prosperity Fund will enable changes to the target groups supported by the programme. Council to change processes to support those most in need.</p> <p>Scope opportunity to develop a local recruitment agency which specifically targets under-represented groups and aims to get residents from these groups into good quality jobs.</p>
		Embedded within service delivery	Embedded within service delivery	Planned delivery through obtaining additional external investment from UK Shared Prosperity Fund
	Digital team	Review the role the Council in signposting and providing digital skills for residents.	Identify a feasible delivery model for a single point of contact digital skills service.	Integrated digital skills model established, providing referral routes into and access to

				Council and external providers of digital support and skills courses.
		Embedded within service delivery with additional funding for Digital Inclusion Strategy	Embedded within service delivery with additional funding for Digital Inclusion Strategy	Embedded within service delivery with additional funding for Digital Inclusion Strategy
	Procurement team			Suppliers of the Council encouraged and incentivised to develop recruitment practices that improve the Council’s supply chains, including the adoption of industry EDI schemes. Where appropriate the Council will include the evaluation of good workplace practices as part of its procurement processes.
				Embedded within service delivery
Recommendation 4: Consultation with all staff seeking their input for creating all-inclusive workplaces, including future proofing, acoustics, lighting, heating, accessibility, braille and inclusive toilets for male, female, gender neutral and disabled staff. Aim: To support an open and honest inclusive environment for staff views and needs which supports the green agenda and is cheaper in the long run, using a loop system, recycled air and providing prayer rooms and wheelchair accessibility				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Expand commitment to inclusivity by making all Council offices as physically inclusive as possible.	People and Organisational Development team	Commit to continue to engage with differently abled forum around physically inclusive workplaces to consult prior to the development of the new civic building		Evaluate the successes of the Fellowship Square redevelopment programme and identify areas for improvement (e.g the impact of open-plan workspaces on employees, particularly neurodivergent staff.). Use this learning to improve accessibility of older Council workspaces where possible.
		Embedded within service delivery		Embedded within service delivery
Promote a culture of inclusive workplaces and healthy work environments throughout the Council and the wider borough.	People and Organisational Development team	Promote implementation of the Mindful Employer Charter, committed to in June 2022.	Completion of Future Leaders Programme, training over 160 Council staff to drive culture change and promote diverse talent within the Council.	Review benefits of Future Leaders programme and determine whether the programme was successful in gaining promotions for staff who took part. If progress has been made, develop a 2 nd round of the programme.
		Implement voluntary pronoun badges at work.		
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
	Employment, Business and Skills team			Push signing-up to the mindful Employer Charter to organisations across the borough.
				Embedded within service delivery
	Public health team	Public health team	Explore a Healthy Workplace award scheme following the withdrawal of the Mayor of London scheme and identify the key areas of health to promote to employers in the borough.	Launch ‘Healthy Workplace’ award scheme, should the exploration phase proving it is feasible and businesses in the borough have the appetite to join.
Embedded within service delivery			Embedded within service delivery	Embedded within service delivery

Developing good quality jobs for all				
Recommendation 1: Improve transport and public transport accessibility and affordability so that more employees can access jobs in the borough and more customers travel to local businesses, leading to more sales, growth and economic opportunities.				
Aim: To provide affordable transport which enables everyone to access employment and reduce pollution, increases access to local shops, increases economic growth and employment, reduces loneliness and ensures everyone can safely travel to work.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Expand on existing offer of accessible travel and active travel in Waltham Forest.	Highways and Strategic Transport teams	Analyse the current freedom passes, which provides disabled residents and people receiving the state pension free travel on public transport, to ensure that delivery of the programme can support transport accessibility and travel to local businesses.	Lobby government to enhance free travel for all unemployed people, or for unemployed people seeking work, so that the cost of travel is not a barrier for accessing work. Currently, job-seekers get up to three months discounted travel in London.	Expand the active travel programme, supporting residents through free bike services and cycle training, and giving pedestrians priority in shared spaces.
		Planned delivery through obtaining additional external investment subject to TFL support	Planned delivery through obtaining additional external investment subject to TFL support	Planned delivery through obtaining additional external investment subject to TFL support
Support residents to meet most or all of their daily needs within a short walk, wheel or cycle from their home through the 15-minute neighbourhoods programme.	Strategy, Insight and Communities team	15-Minute Neighbourhood Vision and Strategy to be published by the end of 2022. Comprehensive data mapping and analysis to understand how the borough is currently aligned to the 15-minutes model, and how public transport and active travel support this.	The 15 Minute-neighbourhoods concept embedded into Council work as the central pillar of the new Corporate Strategy by early 2023.	Review impact on inequalities of the 15-Minute Neighbourhoods programme. Ongoing monitoring and evaluation to improve amenities, including transport accessibility.
		Embedded within service delivery		
Recommendation 2: Encourage and support the creation of local internships, apprenticeships and enterprise programmes (preferably paid), as well as mapping and co-ordinating existing provision, resulting in a clear online and in person (within community hubs) directory for people to use.				
Aim: To enable people, particularly groups who historically have been unable to access programmes due to prejudice and a lack of networks, to get a foot on the jobs ladder. This will be achieved through coordinated programmes and mapping what new programmes are needed, supporting residents’ employment journeys and personal development.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Analyse existing opportunities around internships and apprenticeships and develop targeted programmes and opportunities for underrepresented and marginalised groups.	Employment, Business and Skills team	Expand targeted job fairs to groups identified in the State of the Borough (e.g South Asian women, older residents seeking employment) to give residents new opportunities and to help local employers become more diverse.	Include all apprenticeship and internship opportunities across the borough, with all employers that pay a living wage, on the Waltham Forest Jobs portal. Network of anchor institutions and key employers to be supported by the Council to increase uptake of local people on apprenticeships and paid internships.	Explore feasibility of subsidised apprenticeships in small and micro businesses within the borough, with wages subsidized by the Council to provide opportunities for young people from underrepresented backgrounds.
		Embedded within service delivery	Embedded within service delivery	Planned delivery through obtaining additional external investment
Targeted support for young people, particularly those from under-represented groups, to access local internships, apprenticeships and job opportunities.	Employment, Business and Skills team	Establish an online youth hub providing a range of features, including employment opportunities, internships and apprenticeships.	Review the Futures Programme to better target groups of young people to access internships and apprenticeships to access good quality jobs and support those who do not access employment or education after the programme.	Scope changes to the Futures Programme and promote through comms channels changes made to enhance directory of opportunities.
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
Development of a Post 16 ‘Equitable Pathways’ Strategy to support the Covid-19 generation overcome barriers to achieve their education, employment and training goals.	Education / Life Chances teams	Develop and launch a 5-year strategy and implementation plan with the aim of improving: <ul style="list-style-type: none">Access to information and range of pathways young people can choose	Begin delivery of initial actions of the equitable pathways strategy	Ongoing delivery of equitable pathways strategy, with reviews built in to ensure underserved young people meet their post-16 education, employment and training goals.

		<ul style="list-style-type: none"> Systems to support those who haven't achieved I3 Employment opportunities & progression routes for young people transitioning into the world of work 		
		Embedded within service delivery with additional funding for Equitable Pathways Strategy	Embedded within service delivery with additional funding for Equitable Pathways Strategy	Embedded within service delivery with additional funding for Equitable Pathways Strategy
Recommendation 3: Employment support programmes tailored to different needs, for example for older people, people moving back into work and young people. Aim: To remove all barriers in a holistic way to support progression to higher wage work, creating a sense of worth and acceptance and positively impacting on mental health.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Support unemployed residents and jobseekers to get back in-to work.	Employment, Business and Skills team	Get 350 people annually into work through the Steps into Work programme, supporting unemployed residents with work coaches, financial advice and mental health support to access employment.	Fair deal jobs programme to expand on Steps into Work by engaging with over 3,500 residents, training 2,000 in skills which support getting into employment.	Fair Deal Jobs programme to be reviewed so that marginalised groups can be best supported into employment. Programme expanded to support school leavers and economically inactive residents.
		Lobby the government for specific increases to the minimum wage at a regional level for London (due to higher living costs), so that low-wage jobs become better quality for residents trying to make a good living.	Update Waltham Forest Jobs portal to include additional support for key groups seeking work and include apprenticeship and internship opportunities on the site.	
	Adult Learning Service team	Delivered through additional funding already obtained	Delivered through additional funding already obtained	Planned delivery through obtaining additional external investment from UK Shared Prosperity Fund
		Identify ways to scale up the Council's approach to connecting residents so that the learning service has a high volume of low-intensity basic skills courses, and a lower volume of residents on higher-intensity support and vocational programmes.	Assess the progress of referrals, with the numbers of those eligible expected to grow due to high inflation and the cost of living crisis.	Test referral pathways between Council services to increase the number of residents who are referred to learning as a means of helping them address barriers to manage the cost of living.
Identify groups at most need of tailored employment support and work to help them into employment.	Employment, Business and Skills team	Enhance referrals from housing and revenue and benefits teams for residents who need the most support to retrain and access good quality jobs.	Continue to develop pathways for basic skills courses which are economically inclusive and support everyone's needs, and ensure good numbers of residents are accessing vocational skills to support access to entry level jobs.	
		Increase participation in learning courses to maximise value for money for skills courses.		
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
		Review existing programmes of employment support to identify opportunities to tailor programmes to the groups most impacted by structural inequalities.	Work with DWP to have more focused support for target groups and improve experiences of jobseekers with additional needs, in particular over 50's and those with long term health conditions.	Work with DWP, voluntary and community groups and Job Centre Plus to develop a 'pathway to employment' model, changing the relationship with jobseekers to offer more person-centred employment support, which is tailored to the needs of the individual.
		Sign the care leavers covenant which supports care leavers to live independently, offering education, employment and training support.	Additional funding opportunities to support key groups into employment to be assessed and bid for. External funding opportunities may include working with survivors of domestic violence,	

			people with SEND requirements and neurodivergent residents.	
		Embedded within service delivery	Planned delivery through obtaining additional external investment	Planned delivery through obtaining additional external investment
	Employment, Business and Skills and People and Organisational Development teams			Implement a ‘nearly there’ training programme for groups identified in the State of the Borough report as most impacted by structural inequalities. Training would be given in community settings on Council job adverts, with support given on how to apply for a job.
				Embedded within service delivery
Encourage businesses and employers in the borough to have more diverse senior leadership and support residents from underrepresented backgrounds to access opportunities.	Employment, Business and Skills team	Encourage businesses in the borough to pledge to diverse recruitment and pro-actively create more diversity in their senior leadership roles.		Work with anchor institutions to commit to reporting around gender and ethnicity pay gaps, and push support to businesses increase diverse representation.
		Embedded within service delivery		Embedded within service delivery
	Strategy, Insight and Communities team		Identify a corporate sponsor to bring together key anchor institutions across the borough and develop opportunities to enhance support and provisions for underrepresented groups to access opportunities.	
	Procurement team			Encourage Council suppliers to develop recruitment practices that improve diversity within the Council’s supply chains. Where appropriate the Council will include the evaluation of good workplace practices as part of its procurement processes.
Develop a Fair Deal in Work Strategy	Employment, Business and Skills team	Map existing approaches to crisis support and supporting people back into work, developing the aims of the Strategy.		Fair Deal in Work Strategy to be written and consulted on, with ongoing evaluation of Strategy aims and objectives to continually improve employment and support programmes.
		Embedded within service delivery		Embedded within service delivery
Recommendation 4: Mental health training for local employers (including the Council) developed in partnership with mental health services, so that employers can better support employees, provided by local practitioners. This will include information packs for all employees, advice on rejection, enabling people to work from home, and testimonies from people with lived experience. Aim: To ensure everyone with mental health needs that need to be managed is supported, tackling stigma and increasing empathy and improving wellbeing to promote employability, flexibility and balance in employees’ lives, boosting productivity and connecting people to further professional support if needed.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Improve wellbeing and mental health training and support within the Council, employers in Waltham Forest and the wider borough.	Employment, Business and Skills team	Share Council policies, including the modern ways of working programme, to businesses to enable them to copy good practice and improve their own services.	Share the benefits of the Thrive App, which promotes staff wellbeing and reduces absenteeism, to businesses and Council policies on mental health and wellbeing support to organisations across the Borough. Opportunity to scope partnering with businesses to offer free or discounted access to the app.	Promote the Mindful Employer Charter to partners and stakeholders across the borough to sign-up to. The scheme requires employers to have high standard of employee assistance support and mental health training for employees.
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery

	People and Organisational Development team	Promote Council implementation of the Mindful Employer Charter, committed to in June 2022.	Review the benefits for Council staff of the employee assistance programme, Thrive App and Modern Ways of working programme, so that policies can be updated to reflect the needs of the workforce.	
		Embedded within service delivery	Embedded within service delivery	
	Public health team	Befriending service to continue to use face-to-face and phone befriending for adults aged 18-59 who are socially isolated to re-engage with the community.	Improve the offer of the befriending service to include employment and training as ways of re-engaging with the community and promote potential suitable opportunities to socially isolated residents.	
		Work with comms, Employment, Business and Skills and People and Organisational Development teams to promote access to mental health support service, a scheme which provides any employee of an organisation free and confidential mental health support including face-to-face counselling, to businesses and residents across the borough.		
Reduce stigma attached to obesity and mental health across employers and society	Public health team	Utilise the findings from the new healthy weight strategy to begin conversations tackling stigma around obesity and mental health, and analyse the links between this stigma and genuine and perceived unfair treatment in the workplace.	Develop a plan to better educate employers around ensuring fair employment prospects for people with various health conditions including obesity and long-term limiting conditions.	
		Embedded within service delivery	Embedded within service delivery, and through obtaining additional external investment	

Learning, advice and skills support for those who need it most

Recommendation 1: A physical local building hub that provides tailored support, meeting the diverse needs of the wider community and empowering people to access skills, support and interests, which can lead to social inclusion and / or employment.

Aim: To provide a holistic system that identifies and picks up everyone, regardless of personal background, aiming to address and treat people as belonging to the borough. The system should build safer, integrated communities, giving confidence and belonging and making services easier to use and access by bringing them under one roof.

Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Use Council hubs and assets to provide wrap-around support for residents in a single location	Customer Experience team	Libraries and Council services to jointly update understanding of service delivery, ensuring library staff have a good understanding of, and capacity to deliver, services and resources to support marginalised and vulnerable residents.	Expand digital skills volunteers to all libraries (currently in 2) so that residents who are digitally excluded receive support at their local library.	
		Embedded within service delivery	Embedded within service delivery with additional funding for Digital Inclusion Strategy	
	Early Help team	Children's and Families Centres to provide holistic support around families who are in greatest need, working across Council, NHS, Citizens Advice and local voluntary (VCS) groups and delivering skills and support including parenting support and health measures.	Strengthen offer for older children and provide a warm and welcoming building where parents and carers can access a range of support measures, delivering services in locations where residents are most comfortable.	
		Embedded within service delivery	Embedded within service delivery	
	Adult Learning Service team	Identify funding to continue providing resources, advice and training for small businesses and start-ups in library settings through the Job Clubs programme. The BIPC service is run by library staff and is currently partly subsidised by libraries.	The ALS team to provide Job Clubs via the Adult Education Budget.	Job Clubs will continue to complement our employability offer with greater integration into the work of the Employment & opportunities team.
		Planned delivery through obtaining additional external investment	Embedded within service delivery	Embedded within service delivery
	Digital team	Trial National Data Bank project to provide free data to those who are in digital poverty at Leytonstone library.	Expand National Data Bank project to operate in libraries covering the whole borough, tackling the cost of living emergency and ensuring residents are able to access online training and job opportunities.	Continue to scope and develop provision for affordable and free access to data in council, community and resident homes/buildings.
		Delivered through additional funding already obtained	Delivered through additional funding already obtained	Delivered through additional funding already obtained
Improve experience of residents accessing services, particularly those with additional needs, to ensure no one is left behind.	Customer Experience team	Inclusive Customer Experience Strategy underway, reviewing the provision of services in Libraries to analyse how well the current offer works for residents.		Inclusive Customer Experience Strategy to decide on whether to increase centralisation of front-facing Council services, supporting services to make decisions on how they can best deliver for residents in an accessible and inclusive way.
		Embedded within service delivery with additional funding for Inclusive Customer Experience Strategy		Embedded within service delivery with additional funding for Inclusive Customer Experience Strategy
Enhance support offer around the two existing physical adult learning service buildings in the borough.	Adult Learning Service team	Pilot the Junction as a physical local building providing a universal offer, building on its existing links with the Children's and Families Centre.	Enhance gateways for pre-entry and entry-level skills for key target groups in existing buildings to enable wider participation in learning and	

			skills and develop the pathways into higher level progression.	
		Embedded within service delivery	Embedded within service delivery	
Use one-off drop-in sessions focused on specific groups for highlighting areas of support for residents.	Strategy, Insight and Communities team	Increase use of Fellowship Square as a site for drop-in sessions providing a range of support service to groups in one place. Ukrainian migrants' event and an education support event for migrants and refugees are examples of this.	Take the pilot drop-in sessions approach into the community, bringing a range of Council and external services to the community in places that work for residents (e.g. libraries, faith centres, Children's and Families hubs) to develop skills, access council services and job and training opportunities.	
		Embedded within service delivery	Planned delivery through obtaining additional internal investment, est. cost £2,000 per event	
Recommendation 2: Dedicated youth hubs that help young people and employers to take on young people on employment programmes that are paid and advertised well with thorough support, life skills and knowledge that is essential to the progression to the future of young people in Waltham Forest. This could be face-to-face and on social media, with online integration. Aim: To empower young people to be who they want and have the potential to be, teaching skills which are not taught in schools such as finance, mental and social health, and to support employers to understand the value of apprenticeships and young people.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Create 4 new youth hubs in the borough.	Strategy, Insight and Communities team	Pre-feasibility study analysing existing community-led youth hubs and service provision to be undertaken by the Council. Scope proposed approach to delivering 4 Youth Hubs in the borough.	Development of youth hubs underway.	Implementation of youth hubs. Council to support the youth hubs in engaging with the new University of Portsmouth campus, once built, to encourage local young people to access higher education.
		Embedded within service delivery	Transformation required following completion of business case.	
	Employment, Business and Skills team	Online youth hub established providing a range of services including employment, training and development opportunities.		Review of online youth hub alongside Crate and Project Zero to analyse successes and opportunities for further development, including promoting employment opportunities.
		Embedded within service delivery		Embedded within service delivery
	Life Chances team	The 2022-23 Big Youth Conversation to be used as the key mechanism for understanding the needs and wants of young people in relation to Youth Hubs, with the need for more youth activities and spaces highlighted as a key theme in the 2021 conversation.		
		Embedded within service delivery		
Expand provision of support for young people through targeted programmes and approaches.	Employment, Business and Skills team	Council's Futures Programme to expand support offer for young people to upskill in enterprise, creative, tech and green sectors.		
		Embedded within service delivery		
	Schools team		Work with schools to encourage all secondary and higher education providers to commit to all children being provided with meaningful work experience opportunities. These opportunities should not be taken away as a punishment for poor behaviour.	Work with schools to improve education on personal finances, as well as self-employment opportunities and how to set up a business.
			Embedded within service delivery	Planned delivery through obtaining additional external investment

Recommendation 3: Evaluation of the wants and needs of under-represented groups, by signposting to relevant organisations. Follow-ups should ensure the signposting is a success through monitoring and evaluation. Ambassadors from groups should represent and support them by holding all services to account and ensuring members of the community get adequate support without bias.
 Aim: To ensure all members of the community get adequate support without bias, ensuring services are held accountable and have measurable outcomes published in a simple way, in various formats, such as braille, easy-read etc.

Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Support skills-building and training for the community, particularly marginalised groups, and enable equitable access to support services.	Adult Learning Service team	Passport to Work programme to expand support for unemployed residents to access digital skills and interview skills with the aim of accessing employment.	Expand and enhance advertising around the Jobs and Courses Information Volunteers, which currently operate in libraries, to support staff to signpost opportunities and support people in gaining essential skills for making a good living, in community setting such as libraries. Review and improve the passport to work programme to monitor and evaluate the programmes designed to support those who need it most to access training, skills and opportunities.	
		Embedded within service delivery	Embedded within service delivery	
	Employment, Business and Skills team	Waltham Forest Jobs portal website to be monitored to understand who uses the site and the flow of traffic so that the offer can be refined and improved to provide more tailored support for key groups.		Review and improve the WF Jobs website to monitor and evaluate the programmes designed to support those who need it most to access training, skills and opportunities. Develop an evaluation tool for the jobs academy programme to analyse the conversion rate of people finding jobs and identify opportunities to improve the service.
		Embedded within service delivery		Planned delivery through obtaining additional external investment
	Digital team		Digital Inclusion Strategy implementation to begin, reducing number of adult residents lacking essential digital skills with specific targets for key groups. This will include the Digital Champions Network and a delivery model for a digital skills single point of contact. The Strategy may seek to expand on existing plans to identify solutions to help those who are unable to engage digitally.	Review and improve the digital inclusion policies to monitor and evaluate the programmes designed to support those who need it most to access training, skills and opportunities.
			Embedded within service delivery with additional funding for Digital Inclusion Strategy	Embedded within service delivery with additional funding for Digital Inclusion Strategy
Review Council operations to improve signposting and services, particularly for groups with additional needs.	Customer Experience team	Inclusive Customer Experience Strategy to be developed. The Strategy will include mystery-shopping to evaluate the quality of support provided for residents using digital, phone and face-to-face services. The review of customer experience will also include a mapping of which groups of residents access channels in which way, to monitor services and ensure residents engagement with the Council is inclusive, particularly focusing on residents with protected characteristics.	Quick-win actions from the Inclusive Customer Experience Strategy to be implemented. Pilot of priority front-line staff to receive additional information and training to support digitally excluded residents when contacting the Council so that members of the community get adequate support.	Implement full actions from the Inclusive Customer Experience Strategy, encouraging services to deliver services in ways which support inclusivity and accessibility. Expansion of pilot staff training for digitally excluded residents.

		Embedded within service delivery with additional funding for Inclusive Customer Experience Strategy	Embedded within service delivery with additional funding for Inclusive Customer Experience and Digital Inclusion Strategies	Embedded within service delivery with additional funding for Inclusive Customer Experience Strategy and by obtaining additional internal investment, est. cost £25,000.
	Strategy, Insight and Communities team		Work with residents, including those who engaged with the Making a Living Strategy, to identify the challenges faced by key target groups when using council services and identify potential solutions to these. Planned delivery through obtaining additional internal investment	
	Strategy, Insight and Communities, Customer Experience and People and Organisational Development teams	Develop new equality objectives for the Council, with one focused on delivering inclusive services which actively address inequality and exclusion. Embedded within service delivery		Refresh Equality Impact Assessment's (EQIA's) and enhance training on EQIA's so that the screener tool is more meaningful at monitoring the impacts of new and existing projects across the Council. Embedded within service delivery
	Public health team	Enhance 'making every contact count' training so that all front-facing staff receive training to discuss high-level issues with residents. Embedded within service delivery		
Align Adult Learning Service and Job Brokerage programme more closely.	Adult Learning Service and Employment, Business and Skills teams	Undertake a review of pathways for learners taking part in programmes from the Adult Learning Service to further learning, skills and employment opportunities. Trial new referral processes between ALS and Employment & Opportunities between Sept and Dec 2022 Embedded within service delivery	Provide all Adult Learning Service users details of the Jobs Brokerage service, Waltham Forest Jobs portal, and any other services which are applicable in supporting residents into Jobs. Embedded within service delivery	Continuously review and update the Adult Learning Service's offer of courses, training and skills-building to target support at those who need it most, and provide support which best enables residents to make a good living. Adult Learning Service to have a central target to support people who require basic skills in English, maths, employability and digital skills to progress in their careers and/or to improve their well-being (e.g. connecting with other residents or managing on a budget) Embedded within service delivery
Map the status of Waltham Forest's economic landscape.	Employment, Business and Skills team	Procure a provider to conduct comprehensive economic analysis of Waltham Forest. Provider will be asked to run extensive engagement to identify which areas and sectors to focus on by working out the needs of employers and employees in Waltham Forest. Embedded within service delivery	Provider to map the economic position of the borough and the strengths and opportunities available. This will include the workspaces, business sectors and size and location of employers. Analysis will look at the economic linkages within the borough, skills shortages and the competitiveness of job sectors. Embedded within service delivery	Implement interventions from economic analysis to tackle skills shortages and train residents in growth sectors. Embedded within service delivery

Creating a caring and fair system				
Recommendation 1: Creating a safe space where residents, especially those who are marginalised or vulnerable, can access a wide range of services and resources.				
Aim: To address the local need for an accessible hub where people can access multiple services and career opportunities without being hindered by obstacles or barriers.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Review the improve the role of Council hubs and assets as safe spaces for residents to access services and resources.	Customer Experience team	<p>Consultants to review new Families and Homes hub (due 2024) to identify best use of space in the venue.</p> <p>Children's and Families Centres to provide holistic support around families who are in greatest need, working across Council, NHS, Citizens Advice and local voluntary (VCS) groups.</p> <p>Libraries and Council services to jointly update understanding of service delivery, ensuring library staff have a good understanding of, and capacity to deliver, services and resources to support marginalised and vulnerable residents.</p>		Families and Homes Hub (due 2024) to centralise key front-facing services, including housing, bringing them under one-roof at Wood Street to better support residents in a holistic way.
		Embedded within service delivery		Embedded within service delivery
Improve experience of residents accessing services, particularly those with additional needs, to ensure no one is left behind.	Customer Experience team	Inclusive Customer Experience Strategy to be finalised, reviewing the existing provision of services offered by libraries and analysing how well the current offer works for residents.	Increase awareness of the offer available to residents at libraries and community centres across the borough through a dedicated comms push. Undertake work to support dedicated sessions for libraries and community centres to be safe spaces for marginalised and vulnerable groups.	
		Embedded within service delivery with additional funding for Inclusive Customer Experience Strategy	Embedded within service delivery with additional funding for Inclusive Customer Experience Strategy	
Use one-off drop-in sessions focused on specific groups for highlighting areas of support for residents.	Strategy, Insight and Communities team	Increase use of Fellowship Square as a safe space for drop-in sessions providing a range of support service to groups in one place. Ukrainian migrants' event and an education support event for migrants and refugees are examples of this to have already taken place.	Take the pilot drop-in sessions approach into the community, bringing a range of Council and external services to the community in places that work for residents (e.g. libraries, faith centres, Children's and Families hubs) to develop skills, access council services and job and training opportunities.	
		Embedded within service delivery	Planned delivery through obtaining additional internal investment, est. cost £2,000 per event	
Recommendation 2: The council to change its systems for accessing information and services so that people who are digitally excluded and/or not able to leave their homes can easily access all Council services.				
Aim: To address digital exclusion within Council services and change and improve services for digitally excluded residents and those who are not able to leave their homes.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Support residents who face financial difficulties in accessing information and services digitally.	Adult Learning Service team	Adult Learning Service to expand on provision of free equipment or loans of equipment to people who are struggling financially so that they can reach their potential when taking up training opportunities by providing additional 50 laptops for loan.	Review of additional requirements completed, with additional resources purchased and loaned	Commit to providing equipment to those who need it most, taking advantage of local and national schemes which can provide residents with financial support to access digital services.

		Planned delivery through obtaining additional investment via ALS reserves, est. cost £37,500		
	Digital team	Trial National Data Bank project to provide free data to those who are in digital poverty at Leytonstone library.	Expand National Data Bank project to operate in all libraries across the borough, tackling the cost of living emergency and ensuring residents are able to access online training and job opportunities.	Scope a recycling scheme of equipment and technology from anchor institutions across the borough to gift and lend equipment to disadvantaged residents, so that finances are not a major barrier to accessing digital services.
Promote digital skills to all those who are able and willing to use digital services.		Delivered through additional funding already obtained	Delivered through additional funding already obtained	Embedded within service delivery with additional funding for Digital Inclusion Strategy
	Adult Learning Service team	Use community learning for digital inclusion, giving people the necessary skills to engage with more formal qualifications such as the Essential Digital Skills Qualification.	Residents secure digital skills to access services online and connect with one another. More residents decide to take up EDSQs because of being on a community learning programme.	Review and enhance learning opportunities within the Adult Learning service, with additional support for those who are currently digitally excluded to gain essential digital skills. Community Learning 3 year Strategy to be reviewed, with revised Strategy to be proposed to the Adult Learning Board.
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
	Digital team	Provide digital skills training to an expanded group of Digital Champions, including Council staff and VCS staff and volunteers. This will be supported by a dedicated post.	Build network, and capacity of network, of digital skills champions within Council services and in VCS groups across the borough who work with digitally excluded residents. This will include online training on basic digital skills, with a further bespoke training (e.g how to apply for a blue badge) to relevant volunteer champions to support additional needs and requests.	Embed digital skills in wider volunteer offer provided by the Council. Develop measures to support digital skills development amongst Council staff. This will include needs analysis of staff, training opportunities (including Digital Champions project) and formalisation of digital skills in job descriptions and appraisals.
Review of Council services to better support digitally excluded people and those unable to leave their homes.		Embedded within service delivery with additional funding for Digital Inclusion Strategy	Embedded within service delivery with additional funding for Digital Inclusion Strategy	Embedded within service delivery with additional funding for Digital Inclusion Strategy
	Digital team		Procure an organisation to develop a digital triaging tool, powered by a directory of digital inclusion initiatives available in the borough. Work with services to build awareness, maintain directory and support use of tool. Tool to be used across the organisation to increase take-up of services and generate user insights. Prototype launch by June 2023.	Triage programme developed and expanded for use by residents and local organisations.
			Embedded within service delivery with additional funding for Digital Inclusion Strategy	Embedded within service delivery with additional funding for Digital Inclusion Strategy
	Customer Experience team	Map existing ways in which residents are supported to access council services through the Inclusive Customer Experience Strategy. This will include reviewing the phonenumber and improving the % of responses answered, as well as reviewing current pathways to information and frontline services through digital, phone and face-to-face offers. Libraries to continue to offer wide range of additional services including digital support and	Advertising of existing provision available in libraries to target digitally excluded people to make residents aware of support services available. Library staff to be supported to meet demands of residents to better reach all residents Review of Customer Experience to also understand how digital alternatives to accessing Council services are currently being advertised	Continually monitor and evaluate progress made against new Inclusive Customer Experience Strategy to refine techniques to support all vulnerable groups, in particular those unable to leave their homes, to easily access all Council services.

		signposting and seek improvements where possible.	and accessed, and make these more clear for residents who need it and library staff.	
		Embedded within service delivery	Embedded within service delivery with additional funding for Inclusive Customer Experience Strategy	Embedded within service delivery with additional funding for Inclusive Customer Experience Strategy
Recommendation 3: There needs to be a system of employment (with policies in place) with fair hours and leave and where it is easier to raise issues regarding work conditions. This should apply across all sectors for marginalised groups – to include the whole community, new and old.				
Aim: To allow employees to be treated fair and equitably, without making assumption that everyone benefits from the same support. This would deliver an improved and positive workforce.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Work with businesses, central government and key stakeholders to support good work conditions and fair policies, using Council programmes as an example of good practice where possible.	People and Organisational Development team	Implement the Modern Ways of Working programme across the Council, supporting flexible working and encouraging staff to work in the way that supports them to deliver the best work for residents.	Completion of Future Leaders Programme, training over 160 Council staff to drive culture change and promote diverse talent within the Council.	Review benefits of Future Leaders programme and determine whether the programme was successful in gaining promotions for staff who took part. If progress has been made, develop a 2 nd round of the programme.
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
	Employment, Business and Skills team	Lobby the Greater London Authority (GLA) for Waltham Forest to receive a fair share of the UK Shared Prosperity Fund, so that it can be spent on those who need it most.	Promote the London Mayor's Good Work Standard to businesses in the borough, encouraging them to sign up to the standard and support better working conditions for all employees. Part of a wider push to support businesses to treat their workers fairly.	Begin delivering projects from the UK Shared Prosperity Fund in 2024, prioritising equalities in the delivery of the funding.
		Embedded within service delivery	Embedded within service delivery	Planned delivery through obtaining additional external investment
Recommendation 4: The Council 'goes to' community spaces to engage with people who are prevented from leaving their homes or are unable to due to coercion or domestic violence. This would highlight available services rather than expecting them to come to the Council.				
Aim: To provide knowledge and services to groups, particularly those who have experienced domestic violence, giving them greater confidence to make decisions and deal with their life circumstances.				
Action and investment	Responsibility	By the end of 2022	By summer 2023	Longer-term delivery
Share and enhance support offer for survivors of domestic violence and coercive control.	Violence Against Women and Girls Partnership (VAWG) team	Violence Against Women and Girls (VAWG) partnership to share working in schools, hairdressers, shops and gyms across the borough to offer training to spot signs of domestic violence.	Stand by Her training to be delivered to all Council staff, and further develop the bystander intervention training offered to residents.	Expand on the innovative ways to tackle violence against women and girls, reviewing existing practices such as the Safe Homes programme and the Safe Streets App.
		Embedded within service delivery	Embedded within service delivery	Embedded within service delivery
Develop new and improved programmes which go into the community to deliver services where residents need them.	Public health team	Look to expand wellbeing café's offer, which currently support mental health in community spaces, to offer a wider range of support services and employment and training offers.		
		Embedded within service delivery		