

Notice of Meeting

CABINET

Tuesday, 18 April 2023 - 7:00 pm
Council Chamber, Town Hall, Barking

Members: Cllr Darren Rodwell (Chair); Cllr Saima Ashraf (Deputy Chair) and Cllr Dominic Twomey (Deputy Chair); Cllr Sade Bright, Cllr Cameron Geddes, Cllr Syed Ghani, Cllr Kashif Haroon, Cllr Jane Jones, Cllr Elizabeth Kangethe and Cllr Maureen Worby

Invited: Cllr John Dulwich (non-voting)

Date of publication: 6 April 2023

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Please note that this meeting will be webcast via the Council's website. Members of the public wishing to attend the meeting in person can sit in the public gallery on the second floor of the Town Hall, which is not covered by the webcast cameras. To view the webcast online, click [here](#) and select the relevant meeting (the weblink will be available at least 24-hours before the meeting).

AGENDA

1. Apologies for Absence

2. Declaration of Members' Interests

In accordance with the Council's Constitution, Members are asked to declare any interest they may have in any matter which is to be considered at this meeting.

3. Minutes - To confirm as correct the minutes of the meeting held on 21 March 2023 (Pages 3 - 10)

4. Corporate Plan 2023 - 2026 (Pages 11 - 62)

5. Conversion of Padnall Hall, Padnall Road, Chadwell Heath for Use as a Youth Centre (Pages 63 - 76)

6. **Community Safety Partnership Plan 2023 - 2026 (Pages 77 - 128)**
7. **Procurement of a Managed Training Provider (Pages 129 - 139)**
8. **Any other public items which the Chair decides are urgent**
9. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

Private Business

The public and press have a legal right to attend Council meetings such as the Cabinet, except where business is confidential or certain other sensitive information is to be discussed. The list below shows why items are in the private part of the agenda, with reference to the relevant paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended). ***There are no such items at the time of preparing this agenda.***

10. **Any other confidential or exempt items which the Chair decides are urgent**

Our Vision for Barking and Dagenham

ONE BOROUGH; ONE COMMUNITY; NO-ONE LEFT BEHIND

Our Priorities

Participation and Engagement

- To collaboratively build the foundations, platforms and networks that enable greater participation by:
 - Building capacity in and with the social sector to improve cross-sector collaboration
 - Developing opportunities to meaningfully participate across the Borough to improve individual agency and social networks
 - Facilitating democratic participation to create a more engaged, trusted and responsive democracy
- To design relational practices into the Council's activity and to focus that activity on the root causes of poverty and deprivation by:
 - Embedding our participatory principles across the Council's activity
 - Focusing our participatory activity on some of the root causes of poverty

Prevention, Independence and Resilience

- Working together with partners to deliver improved outcomes for children, families and adults
- Providing safe, innovative, strength-based and sustainable practice in all preventative and statutory services
- Every child gets the best start in life
- All children can attend and achieve in inclusive, good quality local schools
- More young people are supported to achieve success in adulthood through higher, further education and access to employment
- More children and young people in care find permanent, safe and stable homes
- All care leavers can access a good, enhanced local offer that meets their health, education, housing and employment needs
- Young people and vulnerable adults are safeguarded in the context of their families, peers, schools and communities

- Our children, young people, and their communities' benefit from a whole systems approach to tackling the impact of knife crime
- Zero tolerance to domestic abuse drives local action that tackles underlying causes, challenges perpetrators and empowers survivors
- All residents with a disability can access from birth, transition to, and in adulthood support that is seamless, personalised and enables them to thrive and contribute to their communities. Families with children who have Special Educational Needs or Disabilities (SEND) can access a good local offer in their communities that enables them independence and to live their lives to the full
- Children, young people and adults can better access social, emotional and mental wellbeing support - including loneliness reduction - in their communities
- All vulnerable adults are supported to access good quality, sustainable care that enables safety, independence, choice and control
- All vulnerable older people can access timely, purposeful integrated care in their communities that helps keep them safe and independent for longer, and in their own homes
- Effective use of public health interventions to reduce health inequalities

Inclusive Growth

- Homes: For local people and other working Londoners
- Jobs: A thriving and inclusive local economy
- Places: Aspirational and resilient places
- Environment: Becoming the green capital of the capital

Well Run Organisation

- Delivers value for money for the taxpayer
- Employs capable and values-driven staff, demonstrating excellent people management
- Enables democratic participation, works relationally and is transparent
- Puts the customer at the heart of what it does
- Is equipped and has the capability to deliver its vision

MINUTES OF CABINET

Tuesday, 21 March 2023
(7:00 - 8:09 pm)

Present: Cllr Darren Rodwell (Chair), Cllr Saima Ashraf (Deputy Chair), Cllr Dominic Twomey (Deputy Chair), Cllr Sade Bright, Cllr Cameron Geddes, Cllr Syed Ghani, Cllr Kashif Haroon, Cllr Jane Jones and Cllr Maureen Worby

Also Present: Cllr John Dulwich

Apologies: Cllr Elizabeth Kangethe

90. Declaration of Members' Interests

There were no declarations of interest.

91. Minutes (20 February 2023)

The minutes of the meeting held on 20 February 2023 were confirmed as correct.

92. Revenue Budget Monitoring 2022/23 (Period 10, January 2023) and Quarter 3 Capital Programme Update

The Cabinet Member for Finance, Growth and Core Services introduced the Council's revenue budget monitoring report for the 2022/23 financial year as at 31 January 2023 (period 10) and the quarter 3 Capital Programme update.

The Council's General Fund revenue budget for 2022/23 was £183.06m and the forecast outturn position at the end of January projected a net overspend of £10.44m once movements to and from reserves, income and an increase in corporate funding had been taken into account. That represented an improvement of circa £1.3m compared to the previous month. The Cabinet Member reiterated the key factors behind the General Fund overspend, the vast majority of which were entirely outside the Council's control, and he confirmed that the Council had received no additional funding from the Government to mitigate those unforeseen costs. The Housing Revenue Account was also projecting an overspend of £3.422m due to inflationary pressures and also an enhanced programme of compliance and safety works to the Council's housing stock.

With regard to the Capital Programme for 2022/23, the Cabinet Member advised on several proposals that would increase the overall programme from the current level of £452.6m to £464.9m. It was also noted that the forecast capital spend at the year-end was £391.9m due to delays on a number of projects and that the slippage of £73m would be reprofiled into future years.

The report also set out details of several proposed permanent and/or temporary virements between revenue budgets to support services in managing their budgets.

Cabinet **resolved** to:

- (i) Note the projected revenue outturn forecast for the 2022/23 financial year as set out in section 2 and Appendix A of the report;
- (ii) Approve the revenue budget changes (virements) as detailed in Appendix D to the report; and
- (iii) Approve a net increase of £12.3m to the 2022/23 Capital Programme, resulting in a revised Capital Programme for 2022/23 of £464.9m, made up of £374.29m for the Investment and Acquisition Strategy, £57.276m for General Fund, £2.354m for Transformation and £30.983m for the Housing programme, as detailed in section 5 and Appendices B and C to the report.

93. Dynamic Purchasing System for Disabled Adaptation Works and Services

The Cabinet Member for Adult Social Care and Health Integration presented a report on new arrangements for the provision of works for those persons living in Council-owned properties that need adaptations to the home environment to promote independence and to enable them to continue to live in their homes in safety and with dignity.

The Cabinet Member advised that since 2021, the Council had supplemented the current in-house service with the Plymouth City Council Adaptation, Repair, Maintenance and Improvement (ARMI) Dynamic Purchasing System (DPS) provided by Independence CIC (INCIC). The DPS arrangement had been in place for private properties since 2019 and extending it to Council-owned properties enabled the Council to reduce a backlog of jobs which had accumulated as a result of the Covid-19 pandemic and resourcing issues with the incumbent provider.

The use of the DPS arrangement for Council-owned properties had provided a more efficient and cost-efficient solution, enabled by flexibility, economies of scale and increased competition amongst suppliers. Therefore, the intention was for the Council to renew the access agreement to allow it to use the DPS for disabled adaptation works and services to both private and Council properties for an initial four-year term, with the option to extend for two further periods of two years.

Cabinet **resolved** to:

- (i) Agree that the Council enters into an access agreement in respect of the Adaptation, Repair, Maintenance and Improvement (ARMI) Dynamic Purchasing System (DPS) provided by Independence CIC (INCIC) for the provision of disabled adaptation works and services, in accordance with the strategy set out in the report; and
- (ii) Authorise the Strategic Director, Children and Adults, in consultation with the Chief Legal Officer, to award and enter into the call-off contracts and all other necessary or ancillary agreements with the chosen suppliers over the duration of the access agreement.

94. **Secure Children's Home for London and the Pan-London Commissioning Vehicle**

The Cabinet Member for Children's Social Care and Disabilities presented a report on the proposed establishment of a local authority-owned, not-for-profit company to oversee the development and running of new secure children's home (SCH) provision in London.

The Cabinet Member commented on the significant national shortage of SCH provision and advised that no such provision was currently available in London. As a consequence, children with complex needs who required a placement were being placed, on average, over 190 miles away from their family home, which was a major barrier to maintaining positive family and community relationships for the individual. The lack of SCH places was also a key driver to the substantial cost of placements which, for the most challenging cases, were known to exceed £20,000 per week due to demand far outweighing capacity.

The Cabinet Member explained that the company, known as a Pan-London Vehicle (PLV), would initially oversee the development of the operating model for the new SCH provision before progressing to the build and commissioning arrangements to run the service. The PLV would enable the sharing of risks and benefits associated with developing and running the SCH, with a key benefit being that places at the new provision would be prioritised for those London local authorities that joined the PLV.

It was noted that development funding for the project had been secured from the Department for Education, which meant that participating local authorities would not be required to make a financial contribution to the running of the PLV until the SCH provision was launched. The new provision would also be co-located with facilities to support children post-placement, enabling a smoother transition and a return to the family or to the most appropriate long-term placement that met the child's needs.

Cabinet **resolved** to:

- (i) Agree in principle that the London Borough of Barking and Dagenham becomes a member of a not-for-profit company, limited by guarantee, provisionally to be known as the Pan London Vehicle, to:
 - (a) develop and then oversee the running of London's secure children's home provision for a five-year period from 1 April 2023 to 31 March 2028, with a break-point after three years once the refreshed business case has been developed as well as the service pricing structure, commissioning approach, operating model, practice model and the SCH's location is confirmed. Once the provision has launched, membership shall be at a fixed annual cost of £20,000 (subject to inflation adjustment) unless an alternative model for funding the PLV, not requiring annual subscription, is agreed by members during the development phase, and
 - (b) collaborate with other PLV members on future joint commissioning programmes.

- (ii) Commit in principle to joint oversight and risk/benefit sharing of the secure children's home provision, through the PLV, for a five-year period to 31 March 2028 (with a three-year break clause), that includes the build, service development and service commissioning phases, subject to ratification from Legal and Corporate Procurement after the revision of the SCH business case, and renewable on a 10-year cycle thereafter (with a break clause at the end of the fifth year); and
- (iii) Delegate authority to the Strategic Director, Children and Adults, in consultation with the Cabinet Member for Children's Social Care and Disabilities and the Chief Legal Officer, to make the final determination on the Council's membership of the PLV, following completion of the revised SCH business case and, if appropriate, enter into all the legal agreements, contracts and other documents on behalf of the Council required to implement and run any aspect of the PLV arrangements, including exercising any break clause on behalf of the Council.

95. Renovation of Borough Tennis Courts via LTA Renovation Fund

The Cabinet Member for Community Leadership and Engagement presented a report on a 'once in a generation' opportunity to upgrade the tennis court facilities in the Borough's parks via the Lawn Tennis Association (LTA) Renovation Fund.

The LTA had secured over £30m grant funding towards the refurbishment of tennis court facilities in parks across the UK, as part of its ambition to generate one million more players by 2024. Six of the Borough's twenty-eight parks currently included tennis court facilities which, if all were in a suitable condition, would provide 19 tennis courts in total. At the present time however, only 13 courts were open for use, with four courts in Central Park currently closed due to the poor condition of surfaces and other issues while the two courts at Parsloes Park had been decommissioned several years ago.

The Cabinet Member advised that following discussions between Council officers and representatives of the LTA, the LTA had provisionally agreed to support a funding bid of £394,778 towards the necessary works at all six parks to bring them back into use with upgraded facilities. That funding would be subject to the Council contributing £132,900 towards ground works at Central Park and Parsloes Park, which were not covered by the LTA grant. As assessment of funding availability had identified Strategic Community Infrastructure Levy (SCIL) and section 106 funding of £75,400 that would cover the cost of the Council's contribution to the works at Central Park, although the match-funding of £57,500 required for the works at Parsloes Park had not currently been identified.

The Cabinet Member also referred to new tennis court management and maintenance arrangements and 'pay and play' fees that would stem from the proposed partnership, ensuring access to all and the ongoing upkeep of the facilities long into the future.

Cabinet **resolved** to:

- (i) Support the partnership with the LTA and the tennis development proposals set out in the report to deliver high quality court provision for the local

community and increase tennis participation in the borough, and the entering into of an agreement with a tennis operator to manage and maintain the borough's tennis courts;

- (ii) Support the proposed funding arrangement (Option 6) including £50,000 s106 and £25,400 SCIL to support the delivery of 17 x tennis court improvements in five of the Borough's parks (i.e. excluding Parsloes Park) to secure £336,615 funding from the LTA's Renovation Fund;
- (iii) Delegate authority to the Strategic Director, Inclusive Growth, in consultation with the Cabinet Member for Community Leadership and Engagement and the Strategic Director, Finance and Investment, to approve the inclusion of the Parsloes Park tennis courts in the Council's application in the event of additional internal funding of £57,500 being identified;
- (iv) Delegate authority to the Strategic Director, Inclusive Growth, in consultation with the Cabinet Member for Community Leadership and Engagement and the Chief Legal Officer, to let the tennis court facilities to a tennis operator on the terms detailed in the report, subject to compliance with s123 of the Local Government Act 1972; and
- (v) Delegate authority to the Strategic Director, Inclusive Growth, in consultation with the Chief Legal Officer and on the advice of the Procurement Board, to procure and enter into all necessary contracts and agreements to ensure completion of the tennis development proposals in accordance with the strategy set out in the report.

96. Welfare Support Funding 2023/24

Further to Minute 68 (17 January 2023), the Cabinet Member for Finance, Growth and Core Services reported on the latest proposals aimed at supporting local residents during the current cost-of-living crisis.

The Government had allocated funding for the financial year 2023/24 via the Energy Bills Support Scheme (Alternative Funding) (EBSS AF) and the fourth iteration of the Household Support Fund, which the Council would be responsible for administering. The Cabinet Member advised that in order to simplify the resident's journey and align policies and processes, a single Local Hardship Schemes policy document encompassing the Council's Discretionary Housing Payment (DHP), Household Support Fund (HSF), Individual Assistance Payment (IAP) and Discretionary Council Tax Relief (DCTR) had been produced, to coincide with a single application process.

Cabinet **resolved** to:

- (i) Note that the Council shall be responsible for verifying applications and making payments under the Government's Energy Bills Support Scheme Alternative Funding;
- (ii) Approve the Council's updated Local Hardship Schemes policy 2023/24, incorporating the Discretionary Housing Payment, Household Support, IAP

Local Hardship and Discretionary Council Tax Hardship schemes, as set out at Appendix 1 to the report; and

- (iii) Delegate authority to the Director of Support and Collections, in consultation with the Cabinet Member for Finance, Growth and Core Services and the Strategic Director, Finance and Investment, to vary the allocation of funding and scheme criteria where appropriate to reflect future demand.

97. Contract with Barking & Dagenham School Improvement Partnership (BDSIP) 2023/24 - 2025/26

The Cabinet Member for Children's Social Care and Disabilities introduced a report on the proposal to directly award a new, maximum five-year contract to the Barking & Dagenham School Improvement Partnership (BDSIP) for the provision of Council-commissioned services to schools.

The Cabinet Member referred to the creation of BDSIP, a not-for-profit company owned by local schools (81%) and the Council (19%), and its significant contribution since its inception in April 2018 to helping raise education standards throughout the Borough. The new contract would commence on 1 April 2023 and key aspects of the specification cover the areas of school improvement; special educational needs and disabilities (SEND) and inclusion; priorities for improvement and development; and education data services.

Cabinet **resolved** to:

- (i) Agree that the Council proceeds with the direct award of a contract with BDSIP Limited (company no: 11126768) for the services detailed and in accordance with the strategy set out in the report; and
- (ii) Delegate authority to the Commissioning Director, Education, in consultation with the Cabinet Member for Educational Attainment and School Improvement, the Strategic Director, Finance and Investment and the Chief Legal Officer, to conduct the procurement and enter into the contract and all other necessary or ancillary agreements with BDSIP in accordance with the strategy set out in the report.

98. Street Naming and Numbering Policy

The Cabinet Member for Regeneration and Economic Development introduced a report on an updated street and building naming and numbering policy, enabling the Council to continue to meet its statutory duties and, at the same time, providing clear guidance to developers and residents.

The Cabinet Member advised that the Council's Policy Task Group had assisted in the development of the proposals, which would include a digital directory of street names explaining any heritage links. The intention was for officers from Be First and the Council's Heritage Service to engage with residents, with support from the Citizens Alliance Network (BD CAN), on the themes they would want to see celebrated through the borough's regeneration projects and developments. Those themes would be reflected in an Approved Names List held for Fast Track Applications which would be reviewed annually, while there would also be a

Bespoke route for developers of large-scale developments where alternative names were proposed. The policy also set out the criteria for naming streets or buildings after a deceased person and the fees to be charged for the naming of new streets / buildings or a change of name, which would also be reviewed annually.

Cabinet **resolved** to:

- (i) Agree the Street Naming and Numbering Policy at Appendix A to the report and the proposed fees as set out in Appendix B to the report;
- (ii) Note the proposed approach to resident consultation and engagement in the naming of streets, as detailed in the report; and
- (iii) Delegate authority to the Strategic Director, Inclusive Growth, in consultation with the Cabinet Member for Regeneration and Economic Development, to make any non-material changes to the policy document prior to its publication.

99. Partnership Agreement for the Provision of a Children's Out-of-Hours Emergency Duty Service

Further to Minute 96 (16 March 2021), the Cabinet Member for Children's Social Care and Disabilities presented a report on the proposal to continue the shared Children's Out-of-Hours Emergency Duty service that covered the four London Boroughs of Barking and Dagenham, Havering, Redbridge and Waltham Forest.

The Cabinet Member advised that since 2014, the London Borough of Redbridge had led the delivery of the service on behalf of the Boroughs. Significant development and improvements to the shared service had occurred since its inception and the service had been recognised by Ofsted as being highly effective, with an audit showing 100% compliance in responding to out-of-hours referrals within 30 minutes. The service also proved to be extremely robust during the Covid-19 pandemic.

Cabinet **resolved** to:

- (i) Agree that the Council enters into a new three-year partnership agreement with the London Boroughs of Redbridge, Havering and Waltham Forest for the provision of a Children's Out-of-Hours Emergency Duty service for the period 1 April 2023 to 31 March 2026, in accordance with the strategy set out in the report; and
- (ii) Delegate authority to the Strategic Director, Children and Adults, in consultation with the Chief Legal Officer, to enter into the necessary contract and any other agreements to affect the proposals.

100. Local London - New Inter-Authority Agreement

The Leader of the Council introduced a report on an updated Inter-Authority Agreement relating to Local London, the partnership programme established in 2016 with the aim of securing local benefits and sustainable growth for the

geographical areas of its participating local authorities and developing opportunities for devolution in the north-east London sub-region.

The Leader outlined the key benefits of the Council's involvement in Local London and advised that the London Borough of Bromley wished to join the existing membership which comprised of Barking and Dagenham, Bexley, Enfield, Greenwich, Havering, Newham, Redbridge and Waltham Forest. It was noted that the London Borough of Redbridge would continue as the Accountable Body for the partnership.

Cabinet **resolved** to:

- (i) Agree that the London Borough of Barking and Dagenham enters into a new Local London Inter-Authority Agreement (incorporating the Memorandum of Understanding and Terms of Reference) agreed to by the Local London Partnership Members, as set out at Appendix A to the report;
- (ii) Agree the continued discharge of functions jointly through the creation of a new Local London Joint Committee as outlined in Schedule 2 to the Local London Inter-Authority Agreement at Appendix A to the report;
- (iii) Agree that the Council continues to contribute £50,000 as an annual membership fee for the duration of its membership of Local London; and
- (iv) Agree the following appointments to the Local London Joint Committee for the 2023/24 and 2024/25 municipal years:
 - Member: Councillor D Rodwell, Leader of the Council;
 - Substitute Member: A Cabinet Member nominated by the Leader, as required.

101. Debt Management Performance 2022/23 (Quarter 3)

The Cabinet Member for Finance, Growth and Core Services introduced the performance report covering the third quarter of the 2022/23 financial year in respect of the Council's debt management functions.

The Cabinet Member referred to the earlier report on Welfare Support Funding and the struggles faced by many local residents during the current cost-of-living crisis, which was evident in the lower collection rates across most categories of debt. While the Council would continue to do all it could to support those struggling to pay their bills, the Cabinet Member stressed the importance of collecting as much as possible to support the provision of Council services.

Cabinet **resolved** to note the performance of the debt management function carried out by the Council's Revenues service, including the pressure on collection rates as a result of the cost-of-living crisis.

CABINET**18 April 2023**

Title: Corporate Plan 2023-2026	
Report of the Leader of the Council	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Richard Caton, Head of Performance and PMO	Contact Details: E-mail: richard.caton@lbbd.gov.uk
Accountable Executive Team Directors: Fiona Taylor, Acting Chief Executive, and Alex Powell, Director of Strategy	
Summary	
<p>This report introduces the new Corporate Plan for 2023-2026.</p> <p>As the period covered by the last plan (2020-22) has finished, we need to review and reflect on our activities and approach as a Council: how these address the challenges of today and work towards the long-term vision laid out in the Borough Manifesto.</p> <p>Whilst there is no specific statutory duty to produce a Corporate Plan, it is a necessary element of good governance, and it defines the Council's medium-term priorities. The Corporate Plan is part of the Barking and Dagenham's agreed Policy Framework.</p> <p>This new Corporate Plan articulates what we need to achieve over the next three years and how we need to work to best deliver those aims, including the following:</p> <ul style="list-style-type: none"> • Vision – setting out a new vision, that bridges medium-term plans with the long-term ambitions of the Borough Manifesto. • Our community profile – to better understand who the residents we serve are, in order to plan and prioritise effectively to meet their needs and aspirations. • Priorities – seven strategic priorities to focus Council activities and resources. • Our principles – a set of eight principles to be applied to all aspects of Council work, to drive service delivery, performance, and innovation. • Equality and Diversity – setting out our approach to embedding equality and diversity considerations and placing it at the heart of everything we do. • The way we work – the values and workplace culture that is needed to deliver on these objectives. • Turning strategy into action – how we will monitor progress and connect the high-level strategy with operational planning and delivery. 	

Recommendation(s)

The Cabinet is asked to:

- (i) Endorse the new Corporate Plan for 2023-2026, as set out at Appendix 1 to the report, and authorise the Director of Strategy, in consultation with the Leader and Deputy Leaders, to make any non-material amendments to the document prior to its submission to the Assembly; and
- (ii) Recommend the Assembly to:
 - (a) Approve the Corporate Plan 2023-2026; and
 - (b) Delegate authority to the Director of Strategy, in consultation with the Leader, Deputy Leaders and Deputy Cabinet Member for Performance and Data Insight, to develop and implement an Outcomes Framework relating to the new Corporate Plan.

Reason(s)

Chapter 4, Part 2 of the Council's Constitution states that Assembly has the responsibility of "approving which plans and strategies shall form the Council's Policy Framework, requesting the Cabinet to prepare a draft (or draft amended) plan or strategy, and approving (or approving amendments to) the plans and strategies contained within the Policy Framework". The Corporate Plan is one of the strategies in the Policy Framework.

The Corporate Plan assists the Council in meeting the challenges of the present and achieving the long-term vision for the Borough, set out in the Borough Manifesto, by providing a clear set of priorities and bringing staff together behind common principles for the medium-term.

1. Introduction and Background

- 1.1. In 2017, the Borough Manifesto was developed in partnership with the local community, establishing a shared long-term vision to make the borough a place that people are proud of and want to live, work, study and stay. This continues to be a driving force behind our work as a council.
- 1.2. At the end of the period covered by the 2020-22 Corporate Plan, it is time to reflect on what has been achieved and set out a new Corporate Plan that lays out the way forward. Although there is no statutory requirement to have a Corporate Plan, it is a necessary element of good governance.
- 1.3. The Corporate Plan is a vital part of the council's "Golden Thread", translating our long-term ambitions for the borough, as set out in the Borough Manifesto, into clear objectives to drive council activity over the next three years. In turn, it will inform services' operational plans, which will be outlined through Service Plans that sit below the Corporate Plan, and individual employee performance, feedback and development objectives, aligning day-to-day operations with the long-term vision and goals for the borough.

2. Proposal and Issues

- 2.1. This new Corporate Plan establishes a clear agenda for the council over the next three years, with an understanding of the context we are working in, and the key challenges facing us, such as the rising cost of living and an increasing complexity of health and social care needs. It sets out a unifying set of priorities and values for us as a council, to bring staff, partners and the local community together behind a common goal and approach.
- 2.2. It establishes seven priorities for the council, focussed on what we want to deliver for our residents:
- Residents are supported during the current Cost-of-Living Crisis.
 - Residents are safe, protected, and supported at their most vulnerable.
 - Residents live healthier, happier, independent lives for longer.
 - Residents prosper from good education, skills development, and secure employment.
 - Residents benefit from inclusive growth and regeneration.
 - Residents live in, and play their part in creating, safer, cleaner, and greener neighbourhoods.
 - Residents live in good housing and avoid becoming homeless.
- 2.3. There are approaches and elements of good practice that will support us to deliver on those priorities. The Corporate Plan lays out set of principles, values and a working culture that will drive service delivery, performance and innovation. We will:
- Work in partnership.
 - Engage and facilitate co-production.
 - Be evidence-led and data driven.
 - Focus on prevention and early intervention.
 - Provide value for money.
 - Be strengths-based.
 - Strengthen risk management and compliance.
 - Adopt a “Health in all policies” approach.
- 2.4. A commitment to addressing structural inequality must be central to our vision for the borough, to make sure we build a community where every resident can thrive. To reflect this, the new Corporate Plan also states our approach to equality, diversity, equity and inclusion. Our Equality Objectives set out three principal types of action the council will take to promote equality within the borough, going above and beyond our responsibilities under the Equality Act 2010:
- Addressing structural inequality: activity aimed at addressing inequalities related to the wider determinants of health and wellbeing, including unemployment, debt, and safety.
 - Providing leadership in the community: activity related to community leadership, including faith, cohesion and integration; building awareness within the community throughout programme of equalities events.
 - Fair and transparent services: activity aimed at addressing workforce matters related to leadership, recruitment, retention, and staff experience; organisational

policies and processes including use of Equality Impact Assessments, commissioning practices and approach to social value.

- 2.5. Under the Public Sector Equality Duty, the Council is required to publish Equality Objectives at least every four years.
- 2.6. The plan also outlines its place within the wider strategic framework, including how it integrates with other key documents as part of the 'golden thread' that translates our long-term ambitions into meaningful day-to-day action. Its priorities and principles will inform annual Service Plans.

3. Corporate Plan Outcomes Framework

- 3.1. The Cabinet is responsible for implementing the Corporate Plan, and within its functions it has the responsibility to monitor corporate performance. A robust and effective monitoring regime is therefore required to assist Cabinet to keep oversight of performance, delivery and progress to outcomes.
- 3.2. An Outcomes Framework to accompany the Corporate Plan is in development. A recommendation of this report is to delegate authority to the Acting Chief Executive to finalise the development of the framework and to make arrangements for reporting and monitoring, including the design and development of reporting products. This is appropriate as the Chief Executive, as Head of Paid Service, has overall responsibility for matters relating to corporate performance.
- 3.3. Though the focus of corporate performance monitoring is on the Outcomes Framework, there are robust arrangements in place for monitoring operational performance. This is typically delegated to Directors and their management teams with escalation routes to the Executive Team and Portfolio Holders where there are performance issues or risks. Performance management arrangements for services are outlined in annual Service Plans.

4. Consultation

- 4.1. The Corporate Plan highlights that consistent engagement with the community and our partners must be at the heart of our approach as a council, establishing "working in partnership" and "engaging and facilitating participation" as two of the key principles that define our way of working.
- 4.2. This Corporate Plan has been developed through collaboration with a range of stakeholders. Workshops with members and conversations with leaders and managers across the council have driven the choice and framing of the Priorities, the content of our commitments and the values and principles that we articulate in the plan. A roundtable was held with our partners from the VCSE sector to discuss and gather feedback on the approach outlined and whether it resonated with their own perspectives. Reflections from these discussions have been incorporated into the Corporate Plan.

5. Financial Implications

Implications completed by: Katherine Heffernan, Head of Service Finance

- 5.1. The Medium Term Financial Strategy and the 2023-24 budget were approved by Cabinet and then Assembly in February and March 2023. There will be further updates in summer and autumn/winter. As the MTFS sets out, the Council is under severe financial pressure and will need to draw down at least £9m from its reserves in 2023-24. It is very likely that substantial savings will need to be found in future years in order to balance the budget.
- 5.2. These financial pressures are the background against which the Corporate Plan will be delivered. The plan itself and the priorities set out should provide a framework for making decisions and choices about allocation of our very limited funding and where savings can be made. The Outcomes Framework must be deliverable within the available budget and this will be a constraint on the level of ambition possible.
- 5.3. In this context the adoption of the principles underpinning the plan will be important to ensure the Council remains financially sustainable, in particular the need to be evidence led, focused on prevention, have strong risk management in place and provide clear value for money is stronger than ever.

6. Legal Implications

Implications completed by: Dr Paul Feild, Principal Standards and Governance Lawyer

- 6.1. The Corporate Plan is a non-statutory plan, but it is of central importance for the Council in determining its priorities. There is no specific statutory duty to produce a corporate plan, but it is a necessary element of good governance and of central importance for the Council in determining its priorities. The performance regime established by the Local Government Act 1999 as amended by the Local Audit and Accountability Act 2014 together with supporting legislation, requires the Council to work to achieve continuous improvement and best value. A corporate plan, its objectives and in time how the delivery measures up in terms of outcomes, are therefore one of the signifiers of a well-run local authority.
- 6.2. Furthermore, the Accounts and Audit (England) Regulations 2015 Regulations obliges the Council to produce an Annual Governance Statement for each accounting year evidencing how the Council has performed. This is to be done in accordance with proper practices. The CIPFA / Solace Delivering Good Governance in Local Government Framework 2016 guidance sets out the required practice and that includes a clear statement of the Councils purpose and intended outcomes. The Corporate Plan thus plays a vital role in the legal duty to ensure sound governance of the Council.

7. Other Implications

- 7.1. **Risk Management** – Strengthening risk management is a cross-cutting principle of the Corporate Plan, highlighting the importance of proactively identifying and managing risk appropriately. The Council maintains a Corporate Risk Register that highlights the key strategic risks that may prevent the Council from achieving its

stated objectives. These risks, controls and mitigating actions are reviewed periodically by the Audit and Standards Committee. Risk management is also embedded into the new service planning process, where services will identify and monitor risks to the delivery of work that contributes to the objectives set out in the Corporate Plan. There is proportionate reporting and escalation of issues and risks to the Senior Management Team, and to relevant Cabinet Members where appropriate. The recommendations of this report delegate authority to the Director of Strategy to develop and implement an Outcomes Framework for the purpose of monitoring performance and progress to outcomes. Once in place that monitoring regime will strengthen performance and risk management.

- 7.2. **Contractual Issues** – The vision and priorities will be underpinned by procurement activity, and this will be conducted in line with the Council’s Constitution and UK legislation (PCR2015).
- 7.3. **Staffing Issues** – The Corporate Plan sits at the heart of the council’s strategic framework, and therefore guides the work of all services and the workforce. It is a key resource which drives strategic and business planning at all levels of the organisation. The objectives and priorities of the Corporate Plan inform individual employee performance, development and feedback conversations ensuring day-to-day operations link and contribute to the medium-term and long-term vision and goals for the council and the borough.

The Corporate Plan also sets out the culture we want to foster to deliver these objectives, including accountable and inclusive leadership, harnessing the talents and resources of all, putting collaboration at the heart of everything we do, and performing at our best.

- 7.4. **Corporate Policy and Equality Impact** – The Corporate Plan sets out our approach to equality, diversity, equity and inclusion, including a set of Equalities Objectives. Setting and publishing Equality Objectives is a requirement of the Public Sector Equality Duty, as part of the Equality Act 2010. But our commitment to embedding equality and diversity goes above and beyond our responsibilities under the Equality Act. The Equality Objectives have been developed in line with, and as part of the development of the Corporate Plan, and are part of the service planning process, to ensure that equality, diversity, equity, and inclusion are at the heart of our plans for our work. A full Community and Equality Impact Assessment has also been carried out and is attached as Appendix 2.
- 7.5. **Safeguarding Adults and Children** – One of the seven strategic priorities is “Residents are safe, protected, and supported at their most vulnerable”, which sets out our work to safeguarding adults and children, our commitment to strengths-based practice and prevention, and our ambitions to improve services and support, to improve outcomes for this group of residents, and empower them to achieve.
- 7.6. **Health Issues** – The strategic priority “Residents live healthier, happier, independent lives for longer” covers the Council’s work to improve the health and wellbeing of residents, with a data-led, system-wide, and innovative approach working in partnership with other statutory and voluntary and private sector organisations. In recognition of the impact of social determinants of health, including socio-economic factors, behaviours, and quality of environment, we also commit to a “Health in all Policies approach”, across the Council, as part of our cross-cutting principles.

- 7.7. **Crime and Disorder Issues** – The strategic priority “Residents live in, and play their part in creating, safer, cleaner, and greener neighbourhoods” covers our approach to making our borough safer and challenging anti-social behaviour. Local priorities to address crime and disorder are defined within the Barking & Dagenham Community Safety Partnership Plan (CSPP) 2023-26 and underlying relevant thematic plans. The Community Safety Partnership Board and its subgroups are responsible for ensuring that progress against the CSPP is maintained and regularly reviewed. Legislation, including the Crime & Disorder Act 1998, Anti-social Behaviour, Crime and Policing Act 2014, Counter-Terrorism and Security Act 2015, Police, Crime, Sentencing and Courts Act 2022, set out the Council’s statutory responsibilities.
- 7.8. **Property / Asset Issues** – Activity on the Council’s approach to all its assets – housing, community, service and other is covered throughout the Corporate Plan; in particular, our approach to investing in our housing stock is outlined under the priority “Residents live in good housing and avoid becoming homeless”. One of the principles of good practice for all work in the Council is to strengthen risk management and compliance, including a commitment to ensuring that we meet all regulatory standards, take our legal obligations and requirements seriously, and take a proactive approach to risk management, to protect the health, safety and wellbeing of our residents.

Public Background Papers Used in the Preparation of the Report:

- Borough Manifesto (<https://www.lbbd.gov.uk/sites/default/files/2022-09/Barking-and-Dagenham-Together-Borough-Manifesto.pdf>)
- Corporate Plan 2020-22, Assembly 13 May 2020 (Minute 9)
<https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CId=179&MId=10441&Ve r=4>
- Reviewed Corporate Plan 2020-22, Assembly 25 November 2020 (Minute 36)
<https://modgov.lbbd.gov.uk/Internet/ieListDocuments.aspx?CId=179&MId=10821&Ve r=4>

List of appendices:

- Appendix 1: Corporate Plan 2023-26
- Appendix 2: Community and Equality Impact Assessment Corporate Plan 2023-2026

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Barking & Dagenham

Corporate Plan 2023/26

Cabinet | 18 April 2023

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Vision

In the Borough Manifesto in 2017, following consultation with over 3000 residents and our partners, we set out our long-term shared vision for the future of our borough – **to make Barking and Dagenham a place where people are proud of and want to live, work, study and stay.**

To achieve this, we are investing in the future of the borough and its residents. We recognise our strengths and will unleash the potential of our place and its people.

However, it is not enough to just bring new jobs and homes to the borough. Fundamental to our plans is that **no one is left behind**. We want local people to benefit from the growth and positive changes in the borough, and we know to do that we have to address the root causes of poorer outcomes, including poverty and inequality, which all too often hold back our residents.

We want to **create and foster the conditions and opportunities for people to thrive here** – and for our residents to live healthy, fulfilling lives for longer, with more choice and control, better financial resilience, in safe, supportive, and inclusive communities.

Introduction

Our vision drives the business of the Council, as we work together with our colleagues, partners, and residents to improve opportunity, prosperity, health and wellbeing and the physical environment.

In the five years since the launch of the Borough Manifesto there have been important achievements:

- More than 2,500 affordable homes have been built, with thousands more on the way.
- £4bn of inward investment has been secured with the arrival of film studios, a data centre, UCL PEARL, and the City of London Markets - all of which bring jobs and economic growth to the borough.
- £10.9m has been secured through the Levelling Up Fund to transform Dagenham Heathway.
- The Future Youth Zone, the first in London, opened in 2019 and is a £6m investment in the borough's young people.
- Educational attainment has improved, and school Ofsted ratings are among the best in London. In the 2021/22 academic year, the borough had its best performance on GCSE grades 9-5 in English and Maths.
- The Private Rented Property Licensing Scheme is driving up quality and standards of housing in the private rented sector.
- New transport links to Barking Riverside via the London Overground extension and the Thames Clipper.
- BD Money launched, providing access to affordable credit.
- We opened a network of Community Hubs across the borough, offering safe and welcoming spaces for residents to find support, access services and connect within their neighbourhood.
- The improved homelessness prevention offer has reduced the number of people living in Temporary Accommodation by 400 since 2019.

In addition to these achievements, we have also transformed the organisation. Our ambitious transformation programme, Ambition 2020, secured a longer-term financial position, saving the Council £50m year-on-year. By choosing to structure the organisation in a new way, rather than clinging to outdated models of the past, we have proven ourselves to be innovative. We will need to continue to innovate, to meet the challenges of today and tomorrow.

Despite everything we have done, a hard truth remains. Many outcomes for residents are still poor. In some cases, they have got worse.

Financial stability and security for many residents is worsening. Unemployment and economic inactivity are high, as is in-work poverty. Unsustainable debt is putting people into crisis. Many people are trapped in the housing crisis, finding it difficult to find affordable rents or get onto the property ladder. There is pressure on the limited supply of social housing. Health inequalities are widening, and ill health is adversely impacting quality of life across all ages. Domestic abuse is endemic. These issues are complex and inter-related.

Major international and national crises are fuelling these issues. Covid-19 impacted all aspects of life, and we are still recovering from the impact, as another big challenge faces us. The Cost-of-Living crisis, the worst in 30 years, will hit hard. As one of the most deprived communities in England, residents in Barking and Dagenham will feel the impact disproportionately and have less resilience to cope with the hard times ahead.

Added to this, as demand for services has continued to rise, we have already faced a decade of austerity. For every £1 we received 10 years ago, we now receive just 63p. Our income is going down as our costs are going up, meaning we are forced to make our already overstretched budget go even further. We know now that increases in demand have outstripped our transformation.

Support for the most vulnerable people in the borough accounts for nearly 80% of the Council's budget, and the proportion of spend in the area is rising. The more money we spend on care and support, the less there is for the other things the Council does. So, we need to make sure that we are prioritising our efforts and resources in the right places – the places that will have the biggest impact on improving residents' lives and outcomes. Prioritisation does not mean cuts. It means working smarter, using the insight we have to be more targeted, working in partnership to maximise influence and impact.

We need to build systems and services which can change the directions of people's lives for the better – preventing the big issues of poverty, unemployment, debt, health inequalities, poor housing, and domestic abuse from determining the lives led by our residents.

To do that, we need to think about the Council as a whole, working together, aligned in delivering our vision. Siloes need to be broken. We also need to work with our partners, both statutory and non-statutory, and in partnership with our residents. This requires a genuine commitment to a different way of working, sharing power, knowledge, and resources, and utilising local connections to deliver a better offer for residents. Together, we are better able to drive lasting change in the borough and help residents thrive.

Our community profile

Having a deep understanding of the borough's population helps us to plan and prioritise effectively so we can best meet their needs and aspirations. Since 2001 there has been significant change in the make-up and characteristics of the population. The latest [Census](#) and [Joint Strategic Needs Assessment](#) reveals these important facts about the people of Barking and Dagenham:

The population has grown significantly faster than other places

- The population size (on Census Day) was 218,900. This had grown by 17.7% since 2011 – the third highest growth rate in England and Wales.
- The population is expected to grow another 42% to 309,000 by 2041.

...Barking and Dagenham is one of the most ethnically and culturally diverse communities

- The borough has seen the greatest increase in ethnic diversity between 2011 and 2021 with the percentage of non-White British residents rising by 18.6 percentage points over that decade.
- Two in five residents were born outside of the UK. Nigeria (4.31%), Romania (4.30%) and Bangladesh (4.24%) were the three countries outside of England where most foreign-born residents were born.
- 16% of the population are Black African – the highest proportion in England and Wales.
- 10% of residents are Asian Bangladeshi – the fourth highest proportion in England and Wales.
- The most common language of residents whose main language is not English is Romanian (4.8%) followed by Bengali (3.1%).
- Islamic faith has grown in the borough since 2001 – the percentage of Muslim residents has increased by 20 percentage points. Nearly a quarter of residents are Muslim and less than half are Christian.

...and one of the youngest, with many young families

- 57,100 (26.1%) of residents were aged under 16 on Census Day – the highest proportion in England and Wales.
- There are 9,400 (12.8%) lone parent households with dependent children – the highest proportion in England and Wales
- Average household size is 2.96 – the fourth highest average household size in England and Wales

Residents experience some of the highest levels of deprivation in the country

- 46,100 (62.4%) households in the borough have at least one measure of deprivation – the highest proportion in England and Wales
- 46% of children are estimated to live in poverty - the third highest rate in England and Wales

Despite improvements, levels of education among adults are behind most other areas

- 37,000 (22.7%) residents aged 16 and over had no qualifications – the highest proportion of all London boroughs. This has improved since 2001 when 45,000 residents aged 16 or over had no qualifications.
- 54,000 (33.3%) of residents aged 16 and over had Level 4¹ qualifications – the third lowest proportion of all London boroughs. In 2001 only 12,000 residents aged 16 and over had Level 4 qualifications.

...as are levels of unemployment and economic inactivity.

- 9,100 (5.6%) people aged 16 and over were unemployed (including full-time students) – the seventh highest proportion in England and Wales – although our unemployment rate halved between June 2021 and September 2022.
- 58,100 residents were economically inactive. Of these:
 - 13,300 (8.2%) were inactive due to looking after home or family (fourth highest)
 - 7,800 (4.8%) were inactive due to other reasons (eighth highest)
 - 17,000 (10.5%) were retired (ninth lowest)
- 28,200 (18%) of economically inactive residents aged 16 and over had never worked (the 10th highest proportion in England and Wales), and 43% of people who were unemployed on Census Day had not worked in previous 12 months.

More residents are living in private rented accommodation

- The number of residents privately renting has increased by 412% since 2001 whereas home ownership has reduced by 16%, and social renting has reduced by 7%.

...and social renting is more prominent here

- 18,100 (24.5%) households rent their property from the Council – the third highest proportion in England and Wales. A further 5,200 (7.0%) households rent from another type of social landlord.

...and overcrowding is more common than in other places

- The borough has the second highest proportion of households in England and Wales living in a property without enough bedrooms (17.8%).

The self-reported health of the population is worse than most places in England and Wales and we have one of the highest levels of disability in London.

- 29.8% of households have at least one person who identifies as disabled – the highest proportion in London.
- 4.8% of residents reported that they consider themselves to be in “bad” or “very bad” health. After standardising for age, this is higher than average for London and England

To find out more about the borough and its people, visit: <https://www.lbbd.gov.uk/about-borough>

¹ Level 4 or above qualifications: degree, foundation degree, Doctor of Philosophy (PhD), Master's degrees, Higher National Diploma (HND) or Higher National Certificate (HNC), NVQ level 4 or above, professional qualifications (for example, teaching or nursing)

- We must strive to **support residents at the earliest possible opportunity** – preventing people from moving from a low level of need to an acute one. This is essential in helping them achieve better outcomes and mitigate the effects of the Cost-of-Living crisis.
- We must **improve the capacity and efficiency of the support available** at every level of need, innovating our approaches by strengthening the voice of those with lived experience.

We will continue to support and help residents with their financial circumstances by:

- Making it easier for residents to get the support they need within their own neighbourhoods and local communities, through our partners and the Cost-of-Living Alliance.
- Building capacity within our communities and partners to help support residents. This includes working with Citizen’s Advice to deliver training and advice.
- Directing people to find the correct advice and guidance needed to empower them, including BD Money, our new digital hub.
- Continuing to help build financial resilience and promote savings activities through our Credit Union Partnership.
- Minimising costs for our residents where possible – including food costs, through the development and expansion of our food support networks, energy costs through the provision of schemes such as Warm Spaces; and minimising the influence of high-cost credit providers and loan sharks, with access to affordable credit.

To reach the most people in the best possible way

We will:

- Put partnership at the core of our response, working closely with partners across the faith, voluntary and community sectors, including the Cost-of-Living Alliance.
- Strengthen the voice of our residents ensuring that our action is tailored to local needs, e.g., the Barking and Dagenham Giving’s Citizen Steering Group which distributes endowment grants, and Cost-of-Living Surveys hosted through the Citizens’ Alliance Network.
- Ensure hardship funding is administered to those that are most vulnerable.
- Use our wealth of data and insight to identify those most vulnerable and reach out in a targeted way.

Supporting residents through the Cost-of-Living crisis cuts across all Council services and priorities. The actions taken here are crucial to enabling residents to realise their potential and there are relationships with support in other areas, for example, raising skills and improving access to employment, especially for those on low incomes; addressing the high cost of housing; reducing homelessness, improving housing conditions; and improving health outcomes.

Residents are safe, protected, and supported at their most vulnerable

Deprivation and vulnerability are tightly bound together. As a deprived borough, high numbers of residents are exposed to negative impacts on their health, wellbeing, and resilience, and need the support of care and support services. This has only been exacerbated by Covid-19 and the Cost-of-Living crisis, and we are seeing increasing complexity of needs.

In the face of limited resources and difficult market forces, we need to come together with our partners to build a system that supports, protects, and safeguards children, young people and vulnerable adults. Recruitment and retention of social workers, occupational therapists and other professionals is key. A focus on strength-based practice will drive us to deliver and develop services alongside our residents, to keep them safe, free from neglect and exploitation, and able to take up opportunities and realise their potential.

Protecting our children and young people and supporting them to achieve

Increasing levels of need are seen most acutely among our children and young people. In the last four years, the number of children on Children in Need support plans has increased by more than 600, a much higher rate than population growth. We also have a high rate of children in care; 66 out of every 10,000 children in the borough. We have a responsibility to work with children to protect them from harm and enable them to achieve in later life. To this end, over the next three years we aim to:

- Deliver an improvement programme focussed on promoting relational social work practice that centres the voice of the child in decision-making.
- Improve the quality and range of placements available, so that we can offer children in care stability in homes that meet their needs.
- Develop clear, supported pathways into adult services, including access to transitional safeguarding support.
- Implement the outcomes of local practice reviews and learning from our local Child Death Overview Panel.
- Further develop our contextual safeguarding approaches to protect children and young people from all forms of exploitation.
- Work to create social and physical environments that reduce their exposure to risks to their health and wellbeing (e.g. obesity, smoking).

Supporting victims of domestic abuse and tackling underlying causes

At 16.2 offences per 1000 people, we have the highest rates of domestic abuse in London. Helping victims of abuse to escape their situations and rebuild their lives is essential. Following the findings of the Domestic Abuse Commission, and the considerable work that has already been done to strengthen our response to domestic abuse in our borough, we will be rolling out the next phase of our improvement programme to:

- Promote collaboration with our partners in the police and health to establish consistency in approach and commitment.

- Deliver a trauma-informed approach to working with victims, their families and perpetrators.
- Challenge attitudes which normalise and tolerate domestic abuse to bring about long-term change.
- Develop a Public Health approach to domestic abuse which addresses the 'causes of the causes'.

Keeping people safe and offering access to care that enables independence

A high proportion of our population are known to care and support services, resulting from earlier frailty and diagnosis of long-term conditions, and a high prevalence of special educational needs and disabilities.

In preparation for the new statutory CQC regulatory framework, we are moving towards greater place-based and partnership working, through integration with health services and collaboration with local care providers. To build a health and social care system that offers access to the right care in the right place at the right time, we will:

- Design and implement a new operating model for delivering services to support those in our community living with disabilities, and their families.
- Collaborate with partners to improve our offer to residents who have been discharged from hospital, including wraparound care, to prevent cyclical admissions into hospital and promote independence.
- Prepare for the Adult Social Care Charging Reform
- Enable people to live at their optimum level of functional independence, through a focus on recovery, in line with the new Mental Health Act, currently under consultation.
- Build on our social prescribing approach to help residents find support within their communities.
- Ensure more residents with health conditions are assessed, identified, and provided with condition management as early as possible.

Residents live healthier, happier, independent lives for longer

Central to our vision of enabling people to thrive and realise their potential, is improving the health and wellbeing of people who live and work in the borough. We want people to have the opportunity to lead healthy, happy, and independent lives for longer, whilst knowing that they can connect to the right support at the right time.

Wider Determinants of Health

Access to health and care services and support is important, but evidence shows wider factors have a greater impact on health and wellbeing. Empowering and enabling residents to live healthier, happier, independent lives for longer requires action across the wider determinants of health, such as employment, education, transport, housing, and community networks which is why we are adopting a “health in all policies” approach (see page 24). We will ensure that improving health and wellbeing is identified as an outcome in all council policies and services.

The complexity of delivering health outcomes requires a place-based partnership approach. The new NHS Integrated Care System (ICS) brings more opportunities and powers to facilitate joint action to improve health and care outcomes and experiences and influencing the wider determinants of health and in tackling health.

Our residents are exposed to more negative influences on health than those in other areas. For example, 68% of households in our borough suffer at least one of the four main aspects of deprivation – the highest in England and Wales. Residents, who are still feeling the direct and indirect impacts of Covid-19, are now facing the impact of the Cost-of-Living crisis, which will exacerbate challenges around poverty, health inequalities, housing, and employment.

We know that we have:

- **The highest premature mortality in the borough in London**, with 404 deaths per 100,000 people aged below 75, compared to 299 for London overall.
- **The lowest life expectancies in London** for both women and men.
- **The highest levels of Year 6 obesity in England.**
- Low levels of school readiness.
- High numbers of children and young people with special educational needs and/or disabilities (SEND).

A data-led, system-wide, and innovative response to living well for longer

We will:

- Deliver the Start for Life programme and the Best Chance Strategy, including the network of Family Hubs and improvements to locality based, early help provision so all children and their families or carers get the right support at the right time, including tackling early neglect, improving perinatal mental health support and uptake of immunisations, breastfeeding, and two-year old checks – as we recognise that the biggest impact can be made at the earlier stages of life.

- Review how we use data, insight, and analysis to target prevention approaches and interventions – including increasing the early diagnosis of long-term conditions (both in adults and children) through targeted action to find the missing cases.
- Develop new system-wide approaches to tackling obesity – including increasing access to safe open spaces for walking and cycling, allowing opportunities for physical activity and promoting wellbeing.
- Develop new frailty prevention approaches and piloting a new homecare and reablement model, aimed at supporting independence, safety, and wellbeing.
- Develop a new digital transformation strategy for Care and Support, becoming leaders in the field of care technology, providing accessibility, convenience, choice, and control that allows residents to have an improved independent quality of life at home and in the community – which is also cost-effective and more flexible. We will work with Care City, a Barking and Dagenham-based non-profit Community Interest Company, to deliver a programme of activity that will help us achieve our digital transformation within Care and Support and the wider health and care system.
- Continue to work with the voluntary and community sector via the BD_Collective to combat social isolation and loneliness, as improving people’s connectedness to the community is key to building independence, resilience, establishing and maintaining wellbeing.

Residents prosper from good education, skills development, and secure employment

We believe in the potential of the people of Barking and Dagenham and are committed to creating and fostering opportunities and environments where they can thrive. Fundamental to this, is to support the provision of quality learning and training that enables people of all ages to achieve.

There is much to be proud of already:

- For the first time ever, 95% of our schools are rated “good” or “outstanding” by Ofsted.
- Educational attainment has risen steadily over the years. In 2022, at GCSE, the borough gave its best-ever performance on grades 9-5 in English and Maths, above the national average for 2022. A-Level results have improved on all key performance measures since 2019.
- More young people are progressing to Higher Education from borough institutions. In 2022, over 1,100 young people in total went on to Higher Education. 81% of Year 13 pupils.
- Numbers of young people who are not in education, employment or training (NEET) or whose destination is unknown is low. The borough’s latest performance stands at 2.9% (provisional data) and is expected to be in the top performance quintile nationally.
- Inspiring Futures, the borough’s Cultural Education Partnership, has provided opportunities for thousands of our young people to work alongside diverse artists and organisations.

The impact of the pandemic and increasingly complex needs

There are still challenges. Early Years Foundation Stage and Key Stage 1 results in 2022 demonstrate the profound impact of the pandemic on the youngest members of our community.

The national picture is seeing rising numbers of children and young people with Education, Health and Care (EHC) plans. Locally, demand for EHC plans doubled in 2022 and schools in Barking and Dagenham are welcoming ever-increasing numbers of children with complex needs into mainstream schools.

Addressing the high levels of unemployment, inactivity, low pay, and low skills among the adult population

Over a quarter (26%) of the population, or more than 36,000 people, are economically inactive – 7,800 of whom would like to work – and the borough has the highest proportion of working age adults in London without formal qualifications. While there have been significant improvements since 2011, 22.7% of residents aged 16 and over still have no qualifications, and only 33% have level 4 qualifications.

Our research with out-of-work residents suggests that people with low levels of literacy, numeracy, digital skills, and English take longer to find work than other jobseekers. People who have been unemployed for a long term and those with caring responsibilities, mental and physical health issues or learning disabilities also face additional barriers to work.

We want to maximise the Council’s wide range of influences and levers to play an even stronger role in raising aspirations and increasing opportunity for people who live and learn here.

By aligning with our economic development strategy, we are working with partners to ensure local people have access to skills pathways which put them in a position to benefit from growth sectors in the local economy such as film, food, and construction. And we will draw on the borough's cultural partnerships and volunteering opportunities to provide opportunities for local people to learn, develop new skills and broaden experiences.

Over the next four years, we will:

- Work towards exceeding national standards and then London standards across all headline performance areas in the borough's schools.
- Commission Barking and Dagenham School Improvement Partnership (BDSIP) to provide schools with support and training in agreed priority areas, such as primary reading and writing support, and maintaining a sharp focus on communication and language in Early Years.
- Support greater numbers of young people, including those with Special Educational Needs and/or Disabilities (SEND), to progress at ages 16 and 18 to high quality, appropriate destinations.
- Provide positive diverse and inclusive role models for young people through good youth support which improves their mental wellbeing and enables them to realise their potential.
- Increase the number of adults supported by the Work and Skills team and its key partners into employment each year.
- Improve functional skills in the borough – supporting more residents to move towards sustainable employment by improving outreach into disadvantaged communities and expanding literacy, numeracy, ESOL and digital skills provision.
- Improve employment support for people with more complex barriers to work and those struggling with the Cost-of-Living – including a pilot programme to help households in temporary accommodation to move into sustainable housing and employment; improved outreach and support for people struggling with debt; and a new Supported Employment programme to improve employment outcomes among people with learning disabilities.
- Test and develop new approaches to support employers to improve and adapt jobs to attract diverse candidates, meet candidates' flexible working needs and create more opportunities for people with caring responsibilities, disabilities, and mental health conditions.
- Continue to show leadership on apprenticeships and internships and helping local employers to do the same, targeting the apprenticeship offer to residents, especially those from under-represented groups.

Residents benefit from inclusive growth and regeneration

We have an ambition to accelerate economic growth whilst ensuring it benefits residents and every neighbourhood across the borough. We want to enable residents to thrive by having access to high quality and affordable homes; and connect local people with the opportunities in the labour market.

Neglected for decades by national growth strategies, Barking and Dagenham's post-industrial legacy means it is dominated by micro businesses with fewer than 10 employees and jobs in the lower paid service sectors. The top three local occupations are care workers, cashiers and drivers, and the borough has one of the lowest average annual salaries in London.

However, the borough's land, location and connections to Central London, as well as our young, diverse and increasingly educated population, are also a huge opportunity. Arts Council England has identified Barking and Dagenham as a priority for investment as part of its work to support skill development and future economic growth in the arts, and the borough is at the heart of the Thames Estuary Production Corridor, with creative clusters focused on research, experimentation and advancements in new technologies.

The Council is already driving new partnerships to realise these opportunities and bring more good quality jobs to the borough – including UCL's state-of-the-art research laboratory PEARL (Person-Environment-Activity Research Laboratory), film studios at Dagenham East (currently under construction), and the planned relocation of the City of London's food wholesale markets to Dagenham Dock in 2027.

We want to continue to positively transform communities and encourage local businesses to grow; supporting and attracting long term investment that benefits our residents.

We are securing new investment, and creating new structured programmes, affordable housing, and local cultural institutions to ensure local people benefit.

The Council has secured major local endowments linked to the new film studios and the City of London's wholesale markets. Even before the new developments are operational in the borough, these are funding programmes to ensure local people understand and are able to access the new opportunities when they arrive.

The Make It Here programme was launched in 2022 in partnership with the film studios' owner-operators MBS/Hackman Capital. Supported by Film Barking and Dagenham, the programme is working with schools to support teachers, parents and young people understand the potential career opportunities linked to the film studios.

In March 2023, the Council and City of London launched a new Good Food Plan and Partnership to ensure the community benefits from access to healthier, more sustainable food and new employment, training and business opportunities linked to the wholesale markets.

More than £45m in grants and relief was distributed to local businesses to support them through the pandemic, plus additional help for businesses to mitigate job losses and become more environmentally sustainable. The Council continues to work with partners to develop affordable workspace and wrap around business support in Barking Town Centre to help small businesses access new opportunities and grow. The Ice House Quarter, House for Artists, Riverside Mills, Barking Enterprise Centre Three Sixty, and 'Make It Barking' initiatives are examples of how we are expanding and modernising commercial space to support business growth in the borough. We will continue to work in partnership to develop new business support programmes so that local entrepreneurs can thrive.

At the same time, our local house-building programme is supporting families to stay in the borough by creating new affordable homes to rent or buy. Our development contractor, Be First, is working on plans for eight 'Transformation Zones' which will deliver thousands of new homes. One in five of all affordable homes built in London is built here in Barking and Dagenham. This work is creating hundreds of jobs at least at London Living Wage, apprenticeships and supply chain opportunities in construction. Between 2020-23, Be First sites employed over 400 borough residents including more than 100 apprentices. The Council will continue to use its planning powers to ensure all development activity in the borough generates opportunities for residents.

We are ambitious for the borough.

This is a challenging time and local authorities cannot tackle high levels of structural disadvantage by themselves. Predictions suggest the UK economy will grow slower than any other G20 country except Russia in the coming years, as high interest rates, trade barriers and energy prices impact on business investment and jobs. Success will depend on the work of wider partners, the Government, and the health of the national economy.

But we are ambitious and committed to supporting improvements locally. We will:

- Create more places and spaces for our residents by building more affordable housing (40,000 by 2028) with more tenures.
- Launch new training, business support and community film programmes to ensure residents benefit from opportunities linked to the film studios.
- Launch new programmes with schools, local food businesses and entrepreneurs and community groups to improve access to healthy, affordable and sustainable food in the borough and establish a new borough food school to support this vision and enable access to good jobs in food.
- Drive improvements in the quality of existing jobs in the sectors where many people work – including better pay and progression pathways in social care.
- Deliver social value through our partnership with Care City who will help us achieve our digital transformation within Care and Support and the wider health and care system.
- With support of Arts Council England and key partners, continue to invest in and develop our cultural infrastructure on the ground, and invest in resilience building for our local cultural organisations to ensure they continue to thrive.

- Launch new business support programmes in food and care, help local businesses to understand how to access supply chain opportunities at the Council and the film studios, and improve access to modern industrial space in the borough.
- Help local businesses to access tools to help them to reduce costs, access new markets and become more environmentally sustainable.

Residents live in, and play their part in creating, safer, cleaner, and greener neighbourhoods.

The places where we live affect our health, wellbeing and happiness, and residents often tell us that the safety and cleanliness of the borough is their biggest area of concern.

Making our borough a safer place for current and future generations

We want Barking and Dagenham to be a place where people from all backgrounds feel safe and live well. We aim to do this by keeping our children and young people safe, tackling crime that affects people the most, reducing offending, and standing up to hate, intolerance and extremism.

We know that:

- Results from the 2021 Residents Survey show that crime is still the biggest area of concern for our residents.
- 42% of residents feel unsafe when outside in the local area after dark.
- There were 5,856 reported incidents of Anti-Social Behaviour in 2021/22, which was a significant decrease (-43.7%) from the previous year.

No one should feel unsafe when walking the streets of Barking and Dagenham. We have engaged with residents to identify where they feel the most unsafe and why, and we have been working hard to address these issues, including increased lighting in dark areas and overhauling our CCTV system. The launch of our Safe Haven scheme provides safe places to go to if people feel threatened, harassed or generally unsafe whilst out in the borough.

We have also invested in a new Community Safety Enforcement Team, who are working with the Police, to tackle anti-social behaviour by increasing the patrols and operational hours in hotspot areas such as Barking Town Centre and Dagenham Heathway.

Our Lost Hours campaign aims to tackle the issue of youth violence, knife crime and anti-social behaviour head on with the community, asking parents to take responsibility for knowing where their children are and what they are doing, and signposting to activities and support available.

Proactive, pre-emptive, and creative approaches to challenge anti-social behaviour

We will work together with people and communities, focusing on strengths and opportunities to build resilience in communities to challenge the corrosive effect of anti-social behaviour, intimidation and harassment caused by a minority of people.

We will:

- Continue to increase the presence and visibility of the Council on the streets.
- Maintain a tough approach to enforcement to bring perpetrators to justice and be a deterrent preventing future offences.
- Tackle serious youth violence and knife crime through a programme of interventions.

Keeping our borough clean

Environmental issues like litter, untidy gardens and fly-tipping have a negative impact on the quality of life for our residents and reduces pride and enjoyment of our public places.

We know that:

- Rubbish or litter is the biggest anti-social behaviour concern for residents.
- An average of 850kg of waste is collected per household each year, which is above the London average of 544kg.
- 26.9% of household waste is recycled every year, which is below the London average of 33%. The most recent data (as yet unpublished) shows improvement, with this figure is now nearer to 30%.

We have already rolled out a brand-new fleet of refuse trucks, improved our street cleaning service with new equipment and extended our recycling service, making it easier for residents to recycle at home.

Whilst tackling the issues that affect us locally, we must also be responsive to Government changes and take advantage of the opportunity presented by the end of the long-term waste management contract, to make changes to our waste and recycling management and achieve more cost-effective services for residents and businesses.

Council, businesses, and residents working together for a cleaner borough.

Improving the cleanliness of the borough, reducing waste and impacts on the environment cannot be achieved by the Council alone, and so we will work with local businesses and our residents to help them understand how changing behaviours is key to delivering this priority.

We will:

- Deliver 'Cleaner Communities', a long-term joint project between Public Realm, Landlord Services, Highways and Enforcement to tackle environmental crime, such as fly-tipping.
- Develop a new approach to keeping our streets and byways clean by harnessing data insight and behaviour change strategies that empower the community.
- Work with residents and local businesses to reduce waste through reusing, recycling and repair.
- Work with ELWA and the other constituent council partners on the procurement of the new waste disposal contract to ensure the borough's needs and priorities are met around waste management.
- Implement weekly food waste collections to all households, as required by the Environment Act 2021.

Becoming the Green Capital of the Capital

The impact of climate change is undeniable and although the UK has seen a reduction in carbon emissions, we know there is more we can do, individually and collectively. That is why we have pledged that the Council will become carbon neutral by 2030 and we will work to support the borough to become so by 2050.

We know that:

- We are in the top five London councils for poor air quality.
- The borough is responsible for emitting 566 kilotonnes of carbon every year.
- Housing, industry and transport each account for a third of our total carbon emissions as a borough.

We need to make some big changes.

Like other London boroughs we have a problem with high concentrations of pollutants outside schools. Air pollution is five times higher on the school run. We have introduced pedestrian and cycle-only zones at pick-up and drop-off times through the School Streets programme, in conjunction with issuing fixed penalty notices and the roll out of Controlled Parking Zones more widely across the borough.

Despite our actions to date, we cannot underestimate the magnitude of the task and our dependence on funding and technological advances to achieve our ambitions. We must also support our residents to adopt more sustainable methods of travelling and provide the infrastructure for moving to low emission transport.

Our 28 parks, and 465 hectares of open green spaces act as important natural carbon sinks and capture noxious emissions. Protecting, preserving and investing in our parks and green spaces sits at the heart of our masterplans for ten of the borough's parks. We have also committed to accelerating our tree planting programme, which has seen 48,000 trees planted over the past two years.

We need to make some big changes for greener homes, Council services, local industries and public spaces.

We will:

- Work towards the decarbonisation of the Council's fleet including refuse and street cleaning vehicles by 2030.
- Invest to improve our award-winning parks and green spaces for recreation, sports and leisure, and do all we can to maintain an attractive street scene.
- Plant up to another 50,000 trees across our streets, parks and open spaces.
- Implement Phase Two of the Controlled Parking Zone (CPZ) scheme with a focus on delivering safer school streets.
- Deploy an additional 250 Electric Vehicle (EV) charging points.

Residents live in good housing and avoid becoming homeless

Housing is an important determinant of health, wellbeing, and stability. The tragedy of Grenfell Tower and the recent death of Awaab Ishak from exposure to mould show the devastating potential consequences of unsafe housing.

On the other hand, access to affordable, safe, and stable homes provides a foundation for a community in which residents can thrive and achieve their personal, professional, and social ambitions.

Improving tenant satisfaction and landlord management services

As a social landlord to 18,000 households, we are focused on improving tenancy management and driving up satisfaction levels, by:

- Increasing the visibility of Landlord Services in wards to ensure tenant issues are dealt with promptly and effectively.
- Improving the speed and quality of repairs and maintenance to prevent stock from falling into disrepair.

Improving conditions in social housing

Though 93% of social housing stock currently meets the Decent Homes standard, we must continue to invest in these assets to maintain their condition and deliver for our tenants. We will:

- Strengthen the inspection and compliance regime to ensure that every Council-owned property meets gas, fire, and electrical safety requirements.
- Launch a damp and mould taskforce.

Improving energy efficiency

The 'Cosy Homes' programme delivered the highest uptake of free installations under the ECO3 scheme London, winning London region's best largest retrofit and insulation scheme at the 2021 Energy Efficiency Awards. In the last two years, we have delivered installations to 2,000 low-income households.

We are well-placed to build on this success. In total, we aim to deliver 2,000 more installations of energy efficiency measures, renewables and retrofits in our corporate estate and across all tenures of housing stock.

Investing in energy efficiency is a win-win; it reduces emissions in the long term and spending for residents in the here and now. This is particularly important in the face of rising energy prices and the highest rate of fuel poverty in England (22.5%). To help more residents to make improvements in their homes, we are exploring innovative options to finance retrofitting.

Making efficient use of our social housing stock

Demand for social housing is increasing. There are 5,800 applicants, currently without access to suitable accommodation, on the housing register.

To deliver sufficient properties that meet the needs of our residents, we need a data-led approach to development and allocation. We will:

- Review the Housing Allocations Policy
- Undertake long-term demand modelling, including identifying the levels of need for specialist and adapted homes for older residents and those with disabilities, to support the delivery of more of these properties.
- Help people to move into affordable rent or private sector rented accommodation where possible to promote stock turnover.

Raising standards in the private rented sector

Private renting in Barking and Dagenham has increased 412% since 2001. Expensive rents, insecure short-term tenancies, and poor conditions are acute problems in the private rented sector. We experience one of the highest rates of landlord possession action in the country, with 347 claims per 100,000 households owned by a private landlord from October to December 2022.

We are committed to raising standards in the private rented sector through a range of enforcement tools, including a borough-wide landlord licensing scheme. Where landlords fail to provide good quality housing, we have taken robust action, issuing over £200,000 of fines through issuing Civil Penalty Notices between April 2022 and February 2023.

To continue improving the quality of private rented accommodation in the borough, we will:

- Apply to renew the landlord licensing scheme to hold landlords to account.
- Target unlicensed properties to make sure we are able to inspect all non-exempt rented properties across the borough.
- Deliver training sessions to landlords to help them understand their responsibilities.
- Deliver 3,000 high quality affordable rent homes by 2025 through Reside, our innovative housing management company. As a benchmark for the local rental market, this will drive quality up and prices down, as well as providing secure tenancies.

Helping residents at risk of homelessness or who are sleeping rough

Our preventative approach to tackling homelessness in the borough has seen great success – the number of households living in temporary accommodation has decreased by 400 since 2019. Helping people move into social housing or affordable rent properties and to sustain tenancies, has saved millions of pounds on expensive temporary accommodation placements.

However, the rising cost of living is bringing increased financial pressure for many residents and with it, the risk of losing their homes. We recognise the need to provide additional support to residents during these times, and so we will:

- Continue to invest £1.4m a year in a rent deposit scheme which is helping people into affordable housing.
- Develop the list of approved private sector landlords, increasing the supply of affordable rents that we can use to exit people from temporary accommodation.
- Deliver proactive contact with people identified as having high levels of debt to help them with achieving financial stability, through the Homes and Money Hub.

Sadly, some people do end up sleeping on the streets. It is important we find and help these people with their immediate situation and to secure long term accommodation. Barking and Dagenham has been awarded more than £900,000 between 2022 and 2025 to deliver a three-year Rough Sleeper Initiative which will strengthen our response and capacity to support people who are on the streets. We have pledged that by 2025, no-one sleeps rough for more than 72 hours without a plan to exit them from rough sleeping.

Our principles

To support our priorities, a set of principles have been developed to be applied to our work across the whole Council. Together, with our values and culture, these principles will drive service delivery, performance, and innovation.

Work in partnership

Our collective response to Covid-19 and the Cost-of-Living crisis has demonstrated the strength of partnership working within the Council, and in the borough. We are committed to build on this, as we work together to develop new ways of supporting our residents and creating opportunities for them to thrive.

We need to break down existing siloes within the organisation. We will identify where we could work better and more effectively in partnership with others – other public services, community and voluntary organisations, businesses, local institutions, and our residents. And we also need to recognise where others are better placed to deliver what is needed, as the Council shifts to an increasingly enabling and facilitative role within the borough. We are one organisation in a growing social infrastructure approach, where everyone has a part to play, and where through power and resource sharing, we can collaboratively tackle the challenges facing our borough.

Engage and facilitate co-production

We commit to creating more opportunities for residents and the Voluntary, Community and Social Enterprise (VCSE) to directly shape, influence and be part of making decisions that affect their local communities.

We will work with community partners to create more places and spaces for people to meet, work together, and participate meaningfully in their local area. The developing social infrastructure in the borough, and platforms, such as Citizens' Alliance Network support our desire for genuine collaboration. Resident engagement, networks and action groups provide tangible opportunities for people to engage with their communities and council services, shifting the balance from change happening *to* people to people *making change happen*.

Ultimately, it is about shifting the mindset from empowering individuals to raising their ambitions, to recognising that that ambition already exists and that we, as facilitators, can create the spaces, relationships and processes for residents and community partners to act on it, for the benefit of their communities.

Be evidence-led and data driven

We hold a wealth of information and data about the people and place of Barking and Dagenham. This insight is key in supporting us to deliver the best possible services for our residents – services that are personalised, targeted, effective and efficient. We will enable more effective and earlier use of data to inform better decision-making, better service design and delivery - and to inform

prevention and early intervention, which leads to better outcomes and less intensive (and costly) service provision.

Being transparent about all elements of data use in data analytics and predictive analytics is hugely important to us, because how we manage the use of information is critical to the relationship of trust we have with our residents.

Focus on prevention and early intervention

We will endeavour to ensure that people get the right support, in the right place, at the right time, to stop their problems becoming crises and aim to deal with the wider, root causes of the problems, preventing future incidents.

We will make best use of customer insight and business intelligence to ensure we make informed decisions and prioritise our resources appropriately, embedding the principles of prevention, prediction, and early intervention into everything we do.

We will engage with residents, the community, and partners, drawing on their knowledge, insight, trusted connections and resources, and committing our own support and resources in turn through collaboration, to develop a whole system approach to prevention and early intervention, which is key to better outcomes and financial sustainability.

Provide value for money

Residents expect to see that taxpayers' money is well spent. Despite the scale of the financial pressures that we – and all Local Government – currently face, we are committed to maintaining high quality services and continuing to improve the outcomes for our residents. We therefore need to work even harder to maximise the impact of the limited resources we have.

We will continue to ensure that the Council is financially stable with a balanced budget, and that they are sufficient controls and processes in place to provide assurance. And when we use our significant spending power, we ensure maximum value for money and social value.

Be strengths-based

Strengths-based practice is a collaborative approach between the person supported by services and those supporting them, to identify their strengths and capabilities and what support might be available from their wider support network or within the community to help them.

The aim is to enable people to achieve their goal or desired outcomes and reduce reliance on traditional services. The Council is committed to working in a strengths-based way, firmly rooted in our belief in the potential of all Barking and Dagenham people and our commitment to empower communities to build our future together.

Adopt a "Health in all Policies" approach

Social, physical, and economic environments and conditions, collectively referred to as the 'social determinants of health' have a far greater impact than medical or social care services on how long and how well people live. Factors include socio/economic factors (income, employment, education,

isolation), behaviours (smoking, alcohol consumption, diet, and exercise), and the quality of and access to the environment (housing, green spaces, clean air, and water).

Adopting a “Health in all Policies” approach means a common commitment to maximising the positive health impact of all council functions – e.g., the building and maintenance of housing, job creation, community engagement.

Strengthen risk management and compliance

The health, safety, and wellbeing of people in our borough is paramount. We take our legal obligations and requirements seriously. We identify and manage risk appropriately and proactively and encourage a culture of accountability and ownership at all levels. We will make sure that our regulatory and statutory functions are the best they can be.

Putting equality and diversity at the heart of everything we do

Barking and Dagenham is a vibrant, dynamic and culturally rich community, and we believe this is something to be proud of and celebrate. However, we know that celebrating diversity alone is not enough. We must also acknowledge and do more to address the disparities and inequalities that exist within our communities.

We need to understand our diverse communities better, and to embed this understanding into how we shape policy and make decisions. One size does not fit all. We need to recognise that treating people equally does not solve problems of inequality. Everyone is different and, through better understanding of their experiences and needs, we can design and deliver services and provide opportunities that are better tailored to our residents, with the aim of reaching an equal outcome.

Equity, equality, diversity, and inclusion are fundamental principles in the way that we work.

Our responsibilities under the Equality Act 2010

The Equality Act 2010 places specific responsibilities onto Public Sector Organisations, which is called the Public Sector Equality Duty.

When carrying out our functions, the Equality Act says we must have **due regard** or think about the need to:

- Eliminate **unlawful discrimination**.
- **advance equality of opportunity** between people who share a protected characteristic² and those who don't.
- foster or **encourage good relations** between people who share a protected characteristic and those who don't.

Our equality commitment

We recognise the need to go beyond the responsibilities set out in the Equality Act 2010. We will ensure that equity, diversity and inclusion remains central to everything we do, from the money we spend and the people we employ, to the services we provide.

Our Equality Objectives for 2023-27 have been developed in line with, and as part of, the Corporate Plan priorities for the same period to ensure that tackling inequalities is at the heart of our vision.

- **Addressing structural inequality:** activity aimed at addressing inequalities related to the wider determinants of health and wellbeing, including unemployment, debt, and safety.
- **Providing leadership in the community:** activity related to community leadership, including faith, cohesion and integration; building awareness within the community throughout programme of equalities events.

² Protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

- **Fair and transparent services:** activity aimed at addressing workforce matters related to leadership, recruitment, retention, and staff experience; organisational policies and processes including use of Equality Impact Assessments, commissioning practices and approach to social value.

Specific areas of focus have been identified under each objective, to demonstrate the impacts being made. These will be kept under review, and we will monitor and report on progress.

Meeting our responsibilities and commitments

The Council as **a service provider**, we will:

- Understand that treating everyone the same does not address inequality. We will listen to, and understand, the needs of residents to ensure that access to services is fair.
- Involve service users and representatives in decision-making processes and service design.
- Complete Equality Impact Assessments to assess the impact of our decisions on those with protected characteristics, and to implement mitigations for adverse impacts, where possible.
- Operate an open and transparent complaints procedure.
- Require all organisations we commission to deliver services on our behalf to take the same approach to equality, diversity, and inclusion.

The Council as **a partner**, we will:

- Realise our role as a system leader in tackling inequality.
- Use research and analysis to underpin and strengthen our work to reduce inequality.
- Share knowledge and resources, where appropriate, to enable effective efforts to address inequality.
- Communicate with and engage partners in the delivery of our Equality Objectives.

The Council as **an employer**, we will:

- Aim to employ a workforce that reflects the diverse community of Barking and Dagenham, at all levels.
- Build and embed an inclusive and transparent culture where all feel comfortable and valued, and free from discrimination, bullying and harassment, and victimisation.
- Use recruitment processes that are equitable and inclusive, recognising the needs of diverse candidates.
- Promote equal access to career development opportunities for all and provide support in acquiring the necessary experience and skills needed to progress.
- Provide training to all staff and Members, to ensure that they understand their role in promoting equality, diversity and inclusion.

- Strengthen the Employee Support Networks and consult with them on policy changes impacting staff.
- Continue to implement the Social Care Workforce Race Equality Standards action plan, as one of 18 local authority pilot sites.
- Publish our gender and ethnicity pay gaps – and take appropriate action to reduce gaps, where identified.

The way we work

How our staff are led, managed, and engaged is key to the Council delivering the priorities set out in this Corporate Plan.

Our workforce needs to be clear about where we are heading and aware of the values and behaviours we expect them to uphold and demonstrate to get there.

Our foundations are strong – we are a Gold Investors in People organisation - and we strive to be even better.

Values

We want every Barking and Dagenham Council employee to embody our DRIVE values in their working life every day, and in interactions with each other, with partners and with residents.

- **Delivering** our best, every day – and doing what we promise.
- **Responding** in a prompt, positive way to our community's needs.
- **Inspiring** others with our attitudes and actions.
- **Valuing** people for who they are and what they can do.
- **Engaging** with others to improve our resilience and flexibility.

Our culture

We want to be an organisation that strives to deliver the best service and support the best outcomes for residents. In doing this, we will create a culture linked to the DRIVE values focussed on three key areas:

Accountable and inclusive leaders who harness the talents and resources of all, managing the complexities, tensions and challenges

We understand that no one person has all the answers – and the leaders of the organisation need to create a culture of leadership at every level, to harness ideas and co-create solutions. We want everyone to be their best self at work regardless of their background or cultural identity and we recognise that our diversity makes us stronger. We aim to attract the best people who truly share our values, and nurture and grow talent in the organisation.

Collaboration at the heart of everything we do

We drive a culture that encourages and facilitates partnership working, internally and externally, working beyond siloes. We collaborate, proactively problem solve, coming together to put residents at the heart of everything we do – and to co-produce with partners and residents. We work hard to understand our communities, their needs, their strengths, aspirations and how best to engage and work with them.

Performing at our best

We get the basics right, deliver on our priorities, tracking performance, measuring impact, and focussing on improvement. We use data and insight to deliver services that are personalised,

targeted, effective and efficient, and seek and act on feedback, using it as a driving force for learning. We take the time to recognise good practice that speaks to our values.

Turning strategy into action

The Corporate Plan sets out high level priorities and objectives for the organisation over the next two-four years. It provides strategic direction and explains how public resources will be used to deliver change and improvement which will achieve the vision and targets in the Borough Manifesto.

Corporate Plan Outcomes Framework

Clearly stating the Council's aims and how we intend to achieve them is important for local accountability, and by including outcomes measures we can evidence performance, progress, and impact.

Twice a year, Cabinet, who is responsible for implementing the Corporate Plan, will receive a report appraising performance and progress to outcomes in relation to its priorities. This ensures transparency and local accountability. The Chief Executive, as Head of Paid Service, is responsible for performance management in the Council and there are robust mechanisms which ensure oversight and rigour.

To find out more about the Corporate Plan Outcomes Framework, and to view past performance reports, visit: <https://www.lbbd.gov.uk/performance>

Wider strategic framework

Alongside the Corporate Plan sits a suite of policies, strategies, and plans which set out in more detail our goals and how we will achieve them. For more information visit: <https://www.lbbd.gov.uk/plans-and-priorities>

Service Plans

Beneath thematic and issue-based policies, strategies and plans sit even more detailed Service Plans which are refreshed every year. These are developed across all areas of the Council to ensure everything we are doing aligns with the vision and priorities, and that strategy is turned into action. We call this the 'golden thread' which joins high level strategy to day-to-day operational delivery.

Community and Equality Impact Assessment

As an authority, we have made a commitment to apply a systematic equalities and diversity screening process to both new policy development or changes to services.

This is to determine whether the proposals are likely to have significant positive, negative or adverse impacts on the different groups in our community.

This process has been developed, together with **full guidance** to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

About the service or policy development

Name of service or policy	Corporate Plan 2023-2026
Lead Officer	Sarah Myers, Strategy and Partnerships Manager Sarah.Myers@lbbd.gov.uk
Contact Details	Richard Caton, Head of Performance and PMO Richard.Caton@lbbd.gov.uk

Why is this service or policy development/review needed?
<p>In 2017, the Borough Manifesto was developed in partnership with the local community, establishing a shared long-term vision to make the borough a place that people are proud of and want to live, work, study and stay. This continues to be the driving force behind our work as a council.</p> <p>At the end of the period covered by the 2020-22 Corporate Plan, it is time to reflect on what has been achieved and to set out a new Corporate Plan that lays out our way forward for the medium term. Although there is no statutory requirement to have a Corporate Plan, it is a necessary element of good practice and good governance.</p> <p>The Corporate Plan will form part of the Council’s “Golden Thread”, translating our long-term ambitions for the borough, as set out in the Borough Manifesto, into clear objectives to drive council activity over the next three years. In turn, it will inform services’ operational plans, which will be outlined through Service Plans that sit below the Corporate Plan and individual employee performance, feedback, and development objectives, aligning day-to-day operations with the long-term vision and goals for the borough.</p>

Why is this service or policy development/review needed?

The council, the borough and the challenges we face have continued to evolve. The impact of the pandemic is still with us, as is evident in educational outcomes for our young people and an increasing complexity of health needs. On top of this, we are facing the worst Cost-of-Living crisis in over 30 years. As one of the most deprived communities in England, these issues are hitting our residents hard, and we are faced with limited funding and resources to meet increasing needs.

In this context, we need to think carefully about how we use our resources. This means thinking about the Council as a whole, as well as working with our partners, both statutory and non-statutory, and in partnership with our residents.

This new Corporate Plan establishes a clear agenda for the council over the next three years. It communicates how we intend to work towards the vision in the Borough Manifesto, highlighting key challenges, such as the rising cost of living and an increasing complexity of health and social care needs. It sets out a unifying set of priorities and values for us as a council, to bring staff, partners and the local community together behind a common goal and approach.

It sets out the seven priorities for the council, focussed on what we want to deliver for our residents:

- Residents are supported during the current Cost-of-Living Crisis.
- Residents are safe, protected, and supported at their most vulnerable.
- Residents live healthier, happier, independent lives for longer.
- Residents prosper from good education, skills development, and secure employment.
- Residents benefit from inclusive growth and regeneration.
- Residents live in, and play their part in creating, safer, cleaner, and greener neighbourhoods.
- Residents live in good housing and avoid becoming homeless.

To help us to achieve these priorities, we need to work in a certain way. The Corporate Plan lays out set of principles, values and a working culture that will drive service delivery, performance and innovation. We will:

- Work in partnership.
- Engage and facilitate co-production.
- Be evidence-led and data driven.
- Focus on prevention and early intervention.
- Provide value for money.
- Be strengths-based.
- Strengthen risk management and compliance.
- Adopt a “Health in all policies” approach.

A commitment to addressing structural inequality is central to our vision for the borough, to make sure we build and support a community where every resident can thrive. To reflect this, this new Corporate Plan also states our approach to equality, diversity, equity and inclusion.

Our Equality Objectives set out three principal types of action the council should take to promote equality within the borough, going above and beyond our responsibilities under the Equality Act 2010:

- **Addressing structural inequality:** activity aimed at addressing inequalities related to the wider determinants of health and wellbeing, including unemployment, debt, and safety.
- **Providing leadership in the community** – activity related to community leadership, including faith, cohesion and integration; building awareness within the community throughout programme of equalities events.
- **Fair and transparent services** – activity aimed at addressing workforce issues related to leadership, recruitment, retention, and staff experience; organisational policies and

Why is this service or policy development/review needed?

processes including use of Equality Impact Assessments, commissioning practices and approach to social value.

The Equality Objectives have been developed in line with, and as part of the development of the Corporate Plan, to ensure that equality, diversity, equity and inclusion are at the heart of our plans. Under the Public Sector Equality Duty, the Council is required to publish Equality Objectives, at least every four years.

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

What impacts will this service or policy development have on communities?

Look at what you know. What does your research tell you?

Please state which data sources you have used for your research in your answer below.

Consider:

- National & local data sets
- Complaints
- Consultation and service monitoring information
- Voluntary and Community Organisations
- The Equality Act places a specific duty on people with 'protected characteristics'. The table below details these groups and helps you to consider the impact on these groups.
- It is Council policy to consider the impact services and policy developments could have on residents who are socio-economically disadvantaged. There is space to consider the impact below.

The Corporate Plan is a key strategic document that will drive the work of the organisation over the next three years, covering our priorities and outcomes for this period. It will, therefore, have a significant impact on the local community.

Individual EIAs will be developed for each policy decision, as required. This impact assessment will highlight examples of initiatives that our illustrative of our overall approach as a council and analyse how these will have an impact across the protected characteristics.

Our approach as a council must be grounded in an understanding of our population. Based on the findings of the 2021 Census and other recent datasets, we know that Barking and Dagenham:

...has a rapidly growing population

- The population size was 218,900 on Census Day. This had grown by 17.7% since 2011 – the third highest growth rate in England and Wales.
- The population is expected to grow another 42% to 309,000 by 2041

...is one of the most ethnically and culturally diverse communities in England and Wales

- The borough has seen the greatest increase in ethnic diversity between 2011 and 2021 with the percentage of non-White British residents rising by 18.6 percentage points over that decade.
- Two in five residents were born outside of the UK. Nigeria (4.31%), Romania (4.30%) and Bangladesh (4.24%) were the three countries outside of England in which most foreign-born residents were born.

- 16% of the population are Black African – the highest proportion in England and Wales.
- 10% of residents are Asian Bangladeshi – the fourth highest proportion in England and Wales.
- The most common language of residents whose main language is not English is Romanian (4.8%) followed by Bengali (3.1%).
- Islamic faith has grown in the borough since 2001 – the percentage of Muslim residents has increased by 20 percentage points. Nearly a quarter of residents are Muslim and less than half are Christian.

...and one of the youngest, with many young families

- 57,100 (26.1%) of residents were aged under 16 on Census Day – the highest proportion in England and Wales.
- There are 9,400 (12.8%) lone parent households with dependent children – the highest proportion in England and Wales
- Average household size is 2.96 – the fourth highest average household size in England and Wales

...has a diverse population in terms of gender identity and sexual orientation

- Barking & Dagenham had the highest proportion of trans women (0.25%) and 3rd highest proportion of trans men (0.24%) in England and Wales.
- 2.3% of the population identified as LGB+ (those who described their sexual orientation as something other than heterosexual)

...has a significant proportion of residents who consider themselves to be disabled

- 13,700 (6.7%) residents consider themselves disabled under the Equality Act and consider their day-to-day activities to be limited a lot – higher than London and England after age standardisation
- 15,300 (7%) residents consider themselves to be disabled under the Equality Act and consider their day-to-day activities to be limited a little – higher than London and England averages after age standardisation

...is one of the most deprived areas in the country

- 46,100 (62.4%) households in the borough have at least one measure of deprivation – the highest proportion in England and Wales
- 46% of children are estimated to live in poverty, the third highest rate in England and Wales

These statistics demonstrate the diversity of Barking and Dagenham’s population. We are proud of this diversity. We recognise, however, that inequalities continue to exist within in our communities: in access to services and in outcomes. It’s important that we recognise that treating people equally does not solve problems of inequality. Instead, we need to work to understand the lived experiences of residents, to build a better understanding of their experiences and needs to design and deliver services, and provide opportunities, that are better tailored to our residents.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	x			A clear vision of the role of the council in delivering for residents will unite us behind a common cause to help	The Corporate Plan incorporates our approach to equality, diversity, equity and inclusion. We recognise the importance of our responsibilities under the Equality Act, as well as the need to

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			<p>our residents live well and thrive.</p>	<p>go beyond these to address structural inequality, provide leadership in the community and deliver fair and transparent services.</p> <p>The approach we outline recognises that treating people equally does not solve problems of inequality; the pursuit of equity requires us to understand our diverse communities better, so that we can design and deliver services and provide opportunities that are tailored to their needs and preferences.</p> <p>This approach of pursuing equity will also apply to workforce matters, relating to our staff and their experiences of working in the Council.</p>
Age	x		<p>We are a young borough (with the highest proportion of under 16s on Census Day), we also recognise that our population is ageing. This Corporate Plan reflects the council's commitment to building a network of support for residents at every stage of their lives.</p> <p>Programmes around Early Help, Children's Social Care and Education aim to give children the best start in life, setting them up to achieve their aspirations.</p> <p>Our approach to Adult's Social Care is focussed on enabling adults to live healthy, safe and independent lives for as long as possible.</p>	<p>A comprehensive early help offer, including perinatal mental health support and uptake of immunisations, breastfeeding and health checks on two-year olds, will support more families to give their children the best start in life.</p> <p>In Children's Social Care, our improvement programmes are promoting a relational model of social work practice that centres the voice of the child in decision-making, as we know this is the best way to keep them safe and support them to achieve.</p> <p>Through a strength-based approach and an emphasis on prevention, Adult's Social Care is focussed on helping vulnerable adults to maintain their independence and access care that works for them. working with the development of our Care Technology offer will support adults with care and support needs, including older residents, to overcome structural barriers to living independent lives. Similarly, we are working to improve our discharge offer by offering wraparound care to prevent cyclical admission into hospital.</p>
Disability	x		<p>Work to support children and adults with disabilities is covered in the priorities "Residents are safe, protected, and supported at their most vulnerable" and "Residents live</p>	<p>Our approach to adult's social care will help adults with disabilities to be safe to live healthy, independent lives as far as possible and enable them to draw on support when and how they need.</p> <p>This includes increasing the supply of adapted homes for disabled residents</p>

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			<p>healthier, happier, independent lives for longer”.</p> <p>Throughout the plan, we also recognise challenges that disproportionately affect disabled people, such as barriers to education and employment, and outline targeted programmes to address these.</p>	<p>so they can live independently. Long term modelling to identify demand levels for this type of housing will help us to meet the needs of our population.</p> <p>Locally, demand for EHC plans doubled in 2022 and schools in Barking and Dagenham are welcoming ever-increasing numbers of children with complex needs into mainstream schools. We want to support greater numbers of young people with Special Educational Needs and/or Disabilities to reach educational destinations that meet their aspirations.</p> <p>Our research shows that disabled people often face additional barriers to finding and maintaining stable employment. Through a Supported Employment Programme and work with employers to improve the opportunities available, we are aiming to support more disabled people to work.</p> <p>As an employer, we will provide additional support to overcome the additional barriers into work, and work with and consult the Employee Ability Support and Enablement (EASE) network on policies impacting staff.</p>
<p>Gender reassignment</p>		<p>x</p>	<p>No specific impacts foreseen.</p>	<p>Our Equality Commitment includes objectives to address structural inequality, provide leadership in the community and run fair and transparent services. This will include addressing the barriers that transgender people may face in accessing services, promoting inclusion within the borough and celebrating the transgender community as part of our programme of equality events.</p> <p>The commitments to partnership working and engaging and facilitating co-production are core principles of the Corporate Plan, which will encourage all staff to work closely with local community groups in designing and delivering services to meet the needs and aspirations of residents. This includes development work alongside LGBT+ groups. This also applies to the Council as an employer, who will work</p>

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				with the staff LGBT+ network, and consult on policies impacting staff.
Marriage and civil partnership		x	No specific impacts foreseen.	
Pregnancy and maternity	x		Our improvement work around our Early Help Offer and the development of a network of Family Hubs will focus on providing support to new and expecting mothers.	The locality-based Family Hubs programme will aim to make it as easy as possible for new and expecting mothers to access the support they need, for themselves and their children. A comprehensive early help offer, including perinatal mental health support and uptake of immunisations, breastfeeding and health checks on two-year olds, will support parents' health and equip them with the skills to give their children the best start in life.
Race (including Gypsies, Roma and Travellers)		x	Research shows that outcomes across England, Black, Asian and Multi-ethnic (BAME) people are worse than other groups, including that they are often poorer, more likely to suffer from underlying health conditions and report worse experiences of government services, including health, housing and social care. ¹ An emphasis on understanding the causes of these disparities and tackling structural inequalities is crucial to helping us to reduce inequalities and improve outcomes for residents.	<p>Our Equality Commitment includes objectives to address structural inequality, provide leadership in the community and run fair and transparent services. This includes addressing the barriers that Black, Asian and Multi-ethnic (BAME) people may face in accessing services, promoting inclusion within the borough and celebrating the BAME community as part of our programme of equality events.</p> <p>The commitments to partnership working and engaging and facilitating co-production are core principles of the corporate plan, which will encourage all staff to work closely with local community groups and residents in designing and delivering services to meet the needs and aspirations. This includes building relationships with groups who work primarily with BAME residents. This approach will help us to reach more of these residents.</p> <p>Access to services and opportunities (such as employment pathways into growth sectors and health checks) will be regularly monitored and analysed by ethnicity, gender, and disability to better understand experience and tailor the support available, to improve outcomes.</p> <p>As an employer, we will work with and consult the Stand Together Against Racism & Exclusion (STARE) Network on policies impacting staff and continue</p>

¹ [https://www.thelancet.com/article/S2468-2667\(20\)30287-5/fulltext](https://www.thelancet.com/article/S2468-2667(20)30287-5/fulltext)

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				<p>to implement the Social Care Workforce Race Equality Standards action plan. We will publish our ethnicity pay gap annually and an action plan to address gaps where identified.</p>
Religion or belief		x	<p>Limited specific impact foreseen.</p> <p>The Corporate Plan underlines the need for us to work closely with our partners in the community, including local faith organisations.</p>	<p>The commitments to partnership working and engaging and facilitating co-production are core principles of the corporate plan, which will encourage all staff to work closely with local community groups and residents in designing and delivering services to meet the needs and aspirations. These partnerships will help us to reach and offer support to residents with a range of faith backgrounds.</p> <p>As part of our Equality Commitment, we also highlight the council's role in providing leadership in the community. This includes promoting inclusion, cohesion and integration for faith groups.</p>
Sex	x		<p>We know that women continue to make up most victims of domestic abuse. Our priority that "Residents are safe, protected, and supported at their most vulnerable" includes a focus on tackling domestic abuse.</p> <p>We also know that women are more likely to feel unsafe moving around the borough and will be more impacted by improvements to community safety.</p>	<p>As well as delivering a trauma-informed approach to support victims of domestic abuse to escape their situations and rebuild their lives, we are pursuing long-term cultural change.</p> <p>Recognising that it is a gendered crime, our approach will seek to challenge attitudes that normalise and tolerate domestic abuse to help reduce the number of women who experience it.</p> <p>Interventions such as the Safe Havens programme and an initiative to increase the council's presence on the street are designed to improve safety in the borough. The proposed outcome measures for the corporate plan include monitoring feelings of safety at night.</p> <p>As an employer, we will work with and consult the Women's Network on policies impacting staff, and publish our gender pay gap annually, with an action plan to address gaps identified.</p>
Sexual orientation		x	<p>No specific impact foreseen</p>	<p>Our Equality Commitment includes objectives to address structural inequality, provide leadership in the community and run fair and transparent services. This includes addressing the barriers that LGBT+ people may face in</p>

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				<p>accessing services, promoting inclusion within the borough and celebrating the LGBT+ community as part of our programme of equality events.</p> <p>The commitments to partnership working and engaging and facilitating co-production are core principles of the corporate plan, which will encourage all staff to work closely with local community groups in designing and delivering services to meet the needs and aspirations of residents. This includes development work alongside LGBT+ groups. This also applies to the Council as an employer, who will work with the staff LGBT+ network, and consult on policies impacting staff.</p>
Socio-economic Disadvantage	x		<p>This Corporate Plan consistently emphasises the importance of supporting residents who face socio-economic difficulties, recognising that they often have the most contact with the council.</p> <p>In particular, disadvantaged residents will be hardest hit by the current Cost-of-Living Crisis. The programme of support that has been designed to help manage this crisis has this in mind.</p> <p>The Corporate Plan also recognises the relationship between socio-economic disadvantage and poor outcomes in other areas (e.g. vulnerability, health, housing, education).</p>	<p>Across services, we are committed to a preventative approach, aiming to identify residents at risk of hardship and to intervene before their problems escalate. This will help socio-economically disadvantaged residents to maintain control over their lives and achieve their goals, as well as preventing them from the stress of reaching a crisis point.</p> <p>The Cost-of-Living Alliance is designed to help us reach as many residents who are struggling financially as possible, by putting partnership working at the core of our approach. It also targets financial support to the most vulnerable, using data and insight to identify those in need.</p> <p>We are pursuing inclusive growth, so that every resident benefit from greater economic opportunity in the borough. By investing in skills education and working with local employers, we want to help residents to access high-quality, stable employment. This is particularly important for those currently experiencing socio-economic disadvantage, including the long-term unemployed who often face additional barriers to getting in to work. and we are providing dedicated support to help this group.</p>
Any community issues identified for this location?		x	<p>The Corporate Plan has a vision and an approach to working</p>	

				across the Council, for the entire borough.
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2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups.

If you have already undertaken some consultation, please include:

- Any potential problems or issues raised by the consultation
- What actions will be taken to mitigate these concerns

Borough Manifesto

Produced in 2017 in partnership with over 3000 residents, the Borough Manifesto sets out a long-term vision for Barking and Dagenham, with ambitious targets for what we hoped to achieve over the next 20 years. The strategic direction laid out in this Corporate Plan continues to be underpinned by the Borough Manifesto; it represents our approach to continuing to push towards this vision over the next three years.

Consultation with staff

The Corporate Plan has been developed through a process of consultation with leaders and managers across the council This has informed the choice of priorities, the content of our commitments and the values and principles that we lay out in the plan.

VCSE Roundtable

Partnership-working is emphasised as a key principle for the council in how it works. As part of the development of the plan, a roundtable was held with our partners from the VCSE sector. We discussed and gathered feedback on the priorities, the principles of how we work and our approach to service planning, to see if these resonated with their own points of views. Reflections from these discussions have been incorporated into the plan as it stands.

It was also highlighted that partners will have further opportunities to influence the council activity through the service planning process.

Annual Residents' Survey (planned)

The annual residents survey has been running since 2015 to collect data on resident perceptions of the Council, services and the local area. This information on residents' priorities and concerns will be used to reflect on the plan and inform the council's service development moving forward.

Our intention is to conduct the next survey in late summer / early autumn. To ensure responses are representative of the borough, we plan to weight the results by age, gender, ethnicity, working status and housing tenure.

3. Monitoring and Review

<p>How will you review community and equality impact once the service or policy has been implemented? <i>These actions should be developed using the information gathered in Section 1 and 2 and should be picked up in your departmental/service business plans.</i></p>		
Action	By when?	By who?
<p>Delivery of the Corporate Plan will be monitored using an Outcomes Framework. This will progress towards outcomes. On specific outcomes it is possible to draw in more granular data sets which highlight inequalities or reveal important intelligence about service users or cohorts of the population.</p>	<p>Twice a year</p>	<p>Cabinet Executive Team</p>

4. Next steps

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or appropriate committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the wider community.

Take some time to summarise your findings below. This can then be added to your report template for sign off by the Strategy Team at the consultation stage of the report cycle.

<p>Implications/ Customer Impact</p> <p>A range of complex, inter-related challenges continues to affect the lives of Barking and Dagenham residents, including financial hardship, long-term health conditions, a lack of affordable housing and domestic abuse. We know we can only address these by working together, united behind a common agenda. The priorities and principles outlined in this Corporate Plan give a clear picture of how we need to work and what we need to achieve over the next three years. Driven by this plan, we aim to build a community where residents can thrive, by delivering long-term change in line with the vision set out in the Borough Manifesto.</p> <p>We also know that these issues do not affect all of our residents equally, or in the same way. As a diverse borough, we recognise that we have a responsibility to use data and insight and work with residents to identify disparities, understand these different experiences and design systems that work for different groups. This impact assessment highlights key examples of how the approach laid out in the Corporate Plan will impact groups with protected characteristic. However, it cannot stop here. We need to maintain this rigorous attention to tackling structural inequality, providing leadership in the community and delivering fair and transparent services through the delivery of this plan.</p>
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5. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Divisional Director who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. project sponsor, head of service)	Date
Sarah Myers	Strategy and Equalities Manager	30 March 2023
Richard Caton	Head of PMO and Performance	30 March 2023
Alex Powell	Director of Strategy	30 March 2023

CABINET

18 April 2023

Title: Conversion of Padnall Hall, Padnall Road, Chadwell Heath for Use as a Youth Centre	
Report of the Cabinet Member for Educational Attainment and School Improvement	
Open Report	For Decision
Wards Affected: Chadwell Health	Key Decision: Yes
Report Authors: Erik Stein - Head of Participation, Opportunity and Wellbeing, Education Commissioning Richard Rollison - Senior Construction Manager, Be First	Contact Details: Tel: 07772229185 E-mail: erik.stein@lbbd.gov.uk E-mail: richard.rollison@befirst.london
Accountable Director: Jane Hargreaves, Commissioning Director, Education	
Accountable Executive Team Director: Elaine Allegretti, Strategic Director, Children and Adults	
<p>Summary:</p> <p>In 2022 the Department for Culture Media and Sport (DCMS) launched the Youth Investment Fund (YIF). This is a £378m allocation available until March 2025 that allows 45 Local Authority areas nationally to bid for capital funding (with a revenue element) to refurbish and/ or build new youth facilities that deliver positive activities for young people.</p> <p>Working alongside Be First, the Council has developed a proposal to the YIF to completely redevelop and refurbish Padnall Hall in Marks Gate into a new Youth Centre for the borough. Revenue funding is also being bid for to enable the Council to employ an engagement worker to lead on community development and engagement with young people. It has been agreed that the Council will lead on the delivery of the building works and this report sets out the proposed arrangements for the procurement of the consultant architects and design team alongside the building contractor to carry out the works.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree to the conversion of the derelict Padnall Hall into a new Youth Centre for the borough, subject to a successful grant application via the DCMS Youth Investment Fund to fully fund the conversion project; (ii) Agree the procurement of architectural, engineering, surveying and building works contractors for the refurbishment of Padnall Hall, in accordance with the strategy set out in the report; and 	

- (iii) Authorise the Commissioning Director, Education, in consultation with the Cabinet Member for Educational Attainment and School Improvement, the Strategic Director, Finance and Investment and the Chief Legal Officer, to agree the framework, conduct the procurement and award and enter into the contract(s) and all other necessary or ancillary agreements with the successful bidder(s).

Reason(s)

To assist the Council to achieve its priorities of 'Prevention, Independence and Resilience', and 'Inclusive Growth'.

1. Introduction and Background

- 1.1 Led by DCMS and launched in February 2022, the aim of the Youth Investment Fund (YIF) is to create, expand and improve local youth facilities and their services, in order to drive positive outcomes for young people, including improved health and wellbeing, and skills for work, employability and life.
- 1.2 The YIF seeks to level up 'left-behind' areas where youth need is high and provision is low, creating a level playing field for young people to have equal access to youth services, trusted youth workers, and dedicated youth facilities that deliver positive outcomes. It is part of Government's wider £560m commitment around developing a national 'youth guarantee'. The £378m Youth Investment Fund forms part of this, but is focused on 45 target areas only. Barking and Dagenham is one of only two London boroughs in scope.
- 1.3 The YIF seeks to develop and/ or refurbish 300 youth facilities nationally within the 45 target areas. Whilst the YIF is a capital fund, revenue funding until March 2025 is being made available to support bids and delivery. More than one bid will be considered per target area, with VCS organisations, LAs and even schools able to bid (including collaboratively). A small amount of funding (£10m) was released for phase one of the programme earlier this year, for small capital projects. Five local VCS organisation were successful in directly applying for small capital grants, no larger than £50k.
- 1.4 Bids for Phase 2 of the YIF programme opened in the Autumn of 2022, with bids between the value of £300k and £8m invited. Through consultation with the Strategic Director, Commissioning Director for Education and the then Cabinet Members for Health and Social Care and Educational Attainment and School Improvement in early 2022, it has been proposed that the Council submit a bid focused on the Marks Gate area. It is recognised that this locality is the most isolated from the borough's Youth Zone (borne out by data provided by the Youth Zone) and lacks any kind of bespoke youth facility that is fit for purpose.
- 1.5 Scoping of potential sites in Marks Gate took place in consultation with BeFirst, as well as Community Solutions. After some discussion, it was proposed that Padnall Hall on Padnall Road would be an ideal site for redevelopment into a bespoke youth centre. Not only has the Hall not been in use for 15 years, it is in a good location and offers a solution that factors in environmental sustainability considerations. It also requires little planning, as it will not constitute a major change of use. A full

condition survey was undertaken in December 2022 to provide an initial estimate around the costs needed to bring the Centre back into use. A full report from a Quantity Surveyor was also commissioned and received in February 2023, with final costings agreed in March.

- 1.6 The Council is in a limited position to deliver activities from the Centre once it opens. Therefore, the Council has partnered with a consortium of local Voluntary and Community Sector organisations who will run and staff provision at the Centre. This includes the Future Youth Zone, who are the lead delivery partner. Revenue funding secured through the YIF cannot be used to contract these organisations, but these partners are confident they will be able to fundraise to deliver provision. They have also been consulted around the Centre layout and design.
- 1.7 The Council will instead use revenue funding through YIF to put in place a youth development worker. This post will provide a bridge between children and young people and contractors to ensure that young peoples' voices are strongly represented within the Centre's design and build, generating anticipation and excitement for the Centre's opening, projected to be between September and December 2024. This will include the development and leadership of a young people's development group, based on the model successfully employed by the Future Youth Zone during its development. The Social Value derived from the contractors can support the work of the Young People's Development Forum.
- 1.8 DCMS has been in dialogue with the Council for nearly a year regarding the development of our proposals, as are keen to see us bid. In June and again in November 2022, the Council alongside Be First hosted a visit by DCMS and HM Treasury to Padnall Hall at their request. Visits were also made to the Future Youth Zone to see it in action. They were very pleased with the visit and our proposals. After a lengthy and iterative bidding process, our proposal is expected to be agreed and signed off by DCMS in March 2023, subject to Cabinet approval. It is important to note that delays to approval could impact on the Council's ability to deliver the project within the timescales for the fund i.e. by March 2025.
- 1.9 Procurement Board recently supported the use of the NHS Fusion 21 framework being used for the procurement of the architects, engineers, project quantity surveyor and employers' agent. The Board further supported the procurement of the works via a single stage design and build contract utilising an open tender for the procurement of the required building work via the Council's "Bravo" e-procurement portal using a detailed specification. This is the route most likely to attract an appropriately skilled and sized contractor most suited to deliver this project effectively and economically. The works contract will also be advertised on the Government's Contract Finder web site on a voluntary basis.

2. Proposed Procurement Strategy

2.1 Outline specification of the works, goods or services being procured

- 2.1.1 Delivery of this project will require the procurement of three principal building related contracts. Initially the Council will need to procure the services of an architect and design team to design, specify, procure and supervise the works on site in addition to obtaining all the required building related statutory consents such as planning approval. The scope of these services will cover architecture,

mechanical and electrical engineering, structural engineering and the appointment of a Principal Designer as required by the Construction Design and Management Regulations 2015. Separately the Council will also need to engage a quantity surveyor and employers' agent to provide cost and contractual advice. A separate direct appointment is recommended as it is important that the Council receives independent cost advice from the quantity surveyor.

2.1.2 The building works will be procured via a single design and build contract, with works being specified within the Invitation to Tender, the scope of works will include:

- Structural alterations to the building;
- Replacement roof and installation of sun pipes;
- Improvements to the energy efficiency of the building and envelope to target BREEAM outstanding;
- Replacement of external windows, doors and shutters;
- Installation of new toilets and showers inclusive of accessible facilities;
- Plastering, internal joinery, internal decorations, new floor coverings and wall tiling;
- Replacement electrical systems inclusive small power and lighting;
- Installation of new fire and intruder alarm systems;
- Replacement heating, ventilation, cooling and hot water systems.

2.2 **Estimated Contract Value, including the value of any uplift or extension period**

2.2.1 The costs of the building works contract is estimated to be £1.589m with the costs of the contracts relating to the engagement of the architects and design team estimated to be £190k and the quantity surveyors/employers agent appointment £40k. £1.964m is therefore the total amount that is being bid for (plus £123.5k in revenue funding as outlined above). This funding envelope includes significant amounts of contingency.

2.3 **Duration of the contract, including any options for extension**

2.3.1 The duration of the works contract is anticipated to be approximately thirty weeks, with a 12-month defects liability period as per standard practice within the construction industry.

2.3.2 The duration of the professional services contracts (design team and architects and Quantity Surveyor) will be approximately 32 months.

2.4 **Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for services, are the services for social, health, education or other services subject to the Light Touch Regime?**

2.4.1 No

2.5 Recommended procurement procedure and reasons for the recommendation

2.5.1 The 'open process' tender for the required building works will be managed via the Council's "Bravo" e-procurement portal using a complete set of tender documents inclusive drawings and specifications. As this is the route most likely to attract an appropriately skilled and sized contractor most suited to deliver this project effectively and economically. The contract will also be advertised on the Government's Contract Finder web site, on a voluntary basis as this is a below threshold contract.

2.5.2 Separate mini-competitions run through the NHS Fusion 21 framework will be used for the procurement of the architect and design team. With the project quantity surveyor and employer's agent being appointed separately again via a mini-competition through this framework.

2.6 The contract delivery methodology and documentation to be adopted

2.6.1 The building works will be let on a design and build basis with the proposed form of contract being the JCT Design and Build Contract, incorporating standard LBBB contract amendments.

2.6.2 The architects, related design team and Quantity Surveyors will be appointed using the JCT Consultants appointment form of contract again with standard LBBB amendments.

2.7 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract

2.7.1 The proposed work will bring a long unutilised community centre back into use as a youth centre, supporting young people in one of our most deprived and isolated Wards. In doing so, this supports and compliments the Council's own aims and objectives in this area. The works will also support local youth organisations by providing a suitable space from which to deliver high quality youth provision. As one of only 45 LAs eligible for the Youth Investment Fund (and one of only two in London), it is important we seize the opportunity to bring further investment into the borough for our young people. It is unlikely a fund of this type or scale will be available for some time.

2.8 Criteria against which the tenderers are to be selected and contract is to be awarded

2.8.1 Building works tenders will be assessed on the basis of both price and quality, on the basis of 80% cost, 10% social value and 10% Quality. With quality being assessed in relation to each bidders' experience and qualifications of site team and response to specific project related questions.

2.8.2 The tenders for the provision of architectural and related design team disciplines will be assessed on the basis of price, quality and social value on the basis of 20% cost, 10% social value and 70% Quality for the architects. Tenders for the provision of Quantity surveying services will be assessed based on 70% quality and 30% price as this contract is estimated to be below £100K. With quality in both cases

being assessed in relation to each bidders' experience and qualifications of proposed consultants' team and responses to specific project related questions.

2.9 How the procurement will address and implement the Council's Social Value policies

2.9.1 10% of the potential marks awarded in the proposed evaluation criteria in relation to both the works and services contracts where the relevant contract exceeds £100,000 will consider the social value benefits being offered by the preferred contractor or consultant with particular emphasis being placed upon their employment of labour drawn from the local community, sourcing of materials within the local area, and in particular opportunities for engagement of young people in learning experiences with the contractor. The contractor should meaningfully engage young people in the design and build of the Centre, including the creation of artwork.

2.9.2 The evaluation process will take note of the Council's legal obligation to consider Social Value under the Public Services (Social Value) Act 2012.

2.10 Contract Management methodology to be adopted

2.10.1 Be First will be responsible for overall contract management and will work with the Council's corporate procurement department in relation to the procurement of the works and services. Whilst works are on site, monthly meetings will be held with the contractor to monitor progress. Regular site visits to inspect the quality of works being undertaken will also be undertaken by Be First alongside the appointed architects, surveyors and engineers on the project. Payment for works will be through monthly valuations of work executed on site by the project quantity surveyor and these will be certified by Be First.

3. Options Appraisal

3.1 Do nothing and not submit any proposals to the YIF

3.1.1 This option was considered and rejected. Given that Barking and Dagenham is one of only two London boroughs in scope, the YIF provides a once in a generation opportunity to considerably develop and expand on our youth services assets, including in our most deprived Wards. To not submit would subject the Council to reputational damage, particularly as the DCMS is keen for us to bid following their site visits.

3.2 Alternative Contractual Arrangements

3.2.1 Alternative construction contract arrangements have been considered. Construction Management and Management Contracting were both rejected. The factors that would usually influence an employer to select these routes namely speed and the need for flexibility do not apply in this instance sufficiently to outweigh the lack of cost certainty associated with both these routes. The traditional procurement route was considered but rejected as it was not felt best able to achieve the anticipated project programme and the borough wishes to transfer elements of design responsibility and risk onto the appointed contractor.

3.2.2 To support the above contractual arrangements, there are a number of different suites of standard form contracts available for use within the UK construction industry. However, the most commonly used suite and the ones the Council uses predominately are the contracts produced by the Joint Contracts Tribunal (JCT). JCT produce a range of contracts intended to cover building projects across a range of sizes and complexities and provide a number of different options as to the extent of risk an employer may wish to hold. In this instance, the intention is to choose the design and build contract for the works so as to transfer design risk over to the contractor creating a single point responsibility for any defects. For the appointment of the architects and consultant design team it is intended to utilise the JCT Consultants Appointment.

3.3 **Alternative Procurement Route**

3.3.1 A negotiated procurement route in relation to these works and services was considered but rejected as the circumstances that would justify negotiation were not felt to apply in this instance to either set of contracts.

3.3.2 The potential option of using the Council's Local Educational Partnership to procure these works and services was also considered. This was rejected on the basis that for a contract of this size and scale, the overheads, on costs and complexity associated with the use of this arrangement would be outweighed by any potential value achieved. Furthermore, it is also important that the Council retains a high degree of control over the eventual design and specification of the works.

3.3.3 The use of Barking and Dagenham Management Services for the procurement of the works has also been considered and rejected as the nature of the works will require detailed design, drawings and specifications, meaning we would have to procure the architects and design team separately anyway. Furthermore, the project will be funded with external funding, with the external funder likely to require a more conventional procurement approach.

3.3.4 The use of various frameworks such as the London Housing Consortium (LHC) frameworks or London Construction Partnerships (LCP) frameworks were considered. The use of one of the LHC suite of frameworks for the procurement of the works, was rejected as they tend to be based around procuring specific elements of work, rather than the more general building refurbishment and alterations we have for this project. Whilst the LCP suite of frameworks, does contain suitable framework agreements for the procurement of both the works and the services, it was felt likely to exclude some potentially interested bidders. As it is known that contractors not on this framework would be interested in tendering and capable of doing the works. Its use would therefore exclude these contractors.

3.3.5 The use of Be First building works frameworks was also considered, however not felt to be the optimum choice of procurement route for the works. The contractors on Be Firsts frameworks tend to be large and heavily focused on new build housing projects. For a project of this size and scale, it was felt unlikely that they would be competitive with their higher overheads and opportunities to bid for larger projects more in line with their business strategies.

4. Waiver

4.1 Not applicable.

5 Equalities and other Customer Impact

5.1 Children and young people of Chadwell Health Ward, in particular the Marks Gate Estate, are amongst our most deprived. The provision of a new youth centre hosted on the Estate will bring enormous benefits to the community. There will be positive impacts on crime and disorder, community cohesion, and mental and physical health. By bringing a dormant Council asset that has fallen into considerable disrepair back into use, we will raise civic pride. The redevelopment of Padnall Hall also supports the expansion of a thriving voluntary youth sector on the Estate, who will have a high-quality venue from which to deliver a range of positive activities.

6. Other Considerations and Implications

6.1 **Risk and Risk Management** - this project will be project managed by 'Be First'. The procurement strategy is designed to ensure that the project is successfully delivered within budget. A detailed risk and issues strategy will be developed by the project team as works progress.

6.2 **Safeguarding Children** – by transforming a dormant Council asset into a thriving new youth centre for the borough, in one of its most isolated Wards, young people will be safeguarded through the creation of an additional safe space. Provision at the Centre will also provide additional protective factors.

6.3 **Health Issues** – the creation of an additional youth facility in one of the borough's most deprived Wards will deliver significant health outcomes for the young people of Barking and Dagenham through the provision of an engaging range of positive activities.

6.4 **Crime and Disorder Issues** – Chadwell Health Ward has seen a number of high profile and tragic incidents of serious youth violence of the past few years, including the murder of Jodie Chesney. The provision of a new youth centre for the Marks Gate Estate will impact positively on incidences of crime and disorder.

6.5 **Property / Asset Issues** - The works will reduce the backlog of maintenance to the council's property portfolio. Additionally, the project will bring a dormant Council asset back into productive use by the community. All necessary processes will be undertaken to ensure that the Asset's utilities and subsequent billing will be appropriately implemented and managed.

7. Consultation

7.1 The proposals in this report were considered and endorsed by the Assets and Capital Board on 12 October 2022, the Corporate Strategy Group on 20 October 2022 and the Procurement Board on 20 March 2023

8. Corporate Procurement

Implications completed by: Francis Parker – Senior Procurement Manager

- 8.1 The proposed routes to market are suitable for the services and works being procured as part of this project.
- 8.2 Officers are satisfied that the proposed routes to market will offer the best value for money to the Council.
- 8.3 The works are below the FTS threshold value and it is proposed that the services contracts be tendered through an existing framework. No requirement to advertise in the FTS is required.

9. Financial Implications

Implications completed by: Alison Gebbett, Capital Accountant

- 9.1 This report seeks approval to start procurement to allow development of Padnall Hall into a youth centre. The building is a Council-owned asset which is currently unused, so there are no asset purchase costs, only development costs.
- 9.2 The estimate of total capital cost for the project is £1.964m inclusive of all fees.
- 9.3 The capital costs of the project will be fully funded through Government grant funding as part of the Youth Investment Fund (YIF). The grant bid has yet to be formally approved but discussions are underway with the relevant government department. In the event that the bid is rejected or only partially funded, the project will not go ahead and any costs incurred will be a charge to revenue.
- 9.4 There is no impact on Council borrowing levels from this scheme and therefore no associated borrowing costs such as Minimum Revenue Provision.
- 9.5 Once the asset is operational, there is potential for revenue grant funding to fund a youth development worker post. Any revenue costs relating to running costs of the building are expected to be minimal due to the energy efficiency of the development. Some running costs are likely to be recouped through income from hiring out the space.

10. Legal Implications

Implications completed by: Lauren van Arendonk, Locum Contracts & Procurement Lawyer

- 10.1 This report seeks to approve the procurement strategy for the Padnall Hall refurbishment project.
- 10.2 The value of the contract exceeds £500,000 and therefore, under the Council's Contract Rules the procurement strategy must be approved by Cabinet.
- 10.3 For procurements requiring Cabinet/HWB approval, the Contract Rules also state that the Procurement Strategy Report must confirm that the proposal has been

agreed in principle by the Procurement Board and that the proposed solution fits in with corporate strategies.

- 10.4 The terms of the Public Contract Regulations 2015 apply and must be observed. Regulation 18, in particular, being the principles of procurement. Any open procedure is subject to Regulation 27.
- 10.5 The procurement of the works will be by a single stage design and build contract utilising an open tender for the procurement of the required building work via the Council's "Bravo" e-procurement portal using a detailed specification, as well as the Government's Contract Finder website. This is in compliance with Contract Rules requiring the advertising of any competitive tendering process and adhering to principles of transparency, openness and non-discrimination. A JCT Design and Build Contract shall be used with the Council's standard JCT amendments.

Public Background Papers Used in the Preparation of the Report: None.

List of appendices:

- **Appendix 1 – Equality Impact Assessment**

Community and Equality Impact Assessment

As an authority, we have made a commitment to apply a systematic equalities and diversity screening process to both new policy development or changes to services.

This is to determine whether the proposals are likely to have significant positive, negative or adverse impacts on the different groups in our community.

This process has been developed, together with **full guidance** to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

About the service or policy development

Name of service or policy	Proposal to redevelop Padnall Hall
Lead Officer	Erik Stein
Contact Details	Erik.stein@lbbd.gov.uk

Why is this service or policy development/review needed?
The Council is bidding for funding from the DCMS Youth Investment Fund to completely refurbish a dormant asset, Padnall Hall in Marks Gate, into a new youth centre for the borough.

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

What impacts will this service or policy development have on communities?
 Look at what you know. What does your research tell you?

Please state which data sources you have used for your research in your answer below

Consider:

- National & local data sets
- Complaints
- Consultation and service monitoring information
- Voluntary and Community Organisations
- The Equality Act places a specific duty on people with ‘protected characteristics’. The table below details these groups and helps you to consider the impact on these groups.
- It is Council policy to consider the impact services and policy developments could have on residents who are socio-economically disadvantaged. There is space to consider the impact below.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general	X			This will provide an additional community asset in one of our most deprived Wards	
Age	X			The provision of a new youth centre in Marks Gate will massively benefit young people	
Disability	X			The Centre will be fully accessible, and provision will be inclusive of SEND young people	
Gender reassignment		X			
Marriage and civil partnership		X			
Pregnancy and maternity		X			
Race (including Gypsies, Roma and Travellers)		X			
Religion or belief		X			
Sex		X			

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

Sexual orientation		X			
Socio-economic Disadvantage	X			Marks Gate is one of the borough's most deprived and isolated areas. Opening a new Centre will improve outcomes for young people and families living on the estate.	
Any community issues identified for this location?		X			

2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups.

If you have already undertaken some consultation, please include:

- Any potential problems or issues raised by the consultation
- What actions will be taken to mitigate these concerns

The proposal is focused on a dormant and derelict Council asset, that has sat empty for 15 years and generates complaints from the community in terms of overgrowth and vandalism. Whilst there will likely be some concerns raised around the development of a youth centre, they is likely to be overwhelming support as residents have been calling for a greater amount of youth provision for years. In addition, only very minimal planning consent will be required for the building as the majority of the refurbishment is internal.

As part of the bid, we are planning to secure funding for a post that will lead on consultation with young people. They will form a Young People's Development Group that will guide and input into the development of the Centre's design and build. Running parallel to this, Be First the borough's regeneration partner, will lead on community consultation through their incumbent Community Engagement Coordinator. This will help alleviate any concerns and ensure the Centre's development is participatory and runs smoothly.

3. Monitoring and Review

<p>How will you review community and equality impact once the service or policy has been implemented? <i>These actions should be developed using the information gathered in Section 1 and 2 and should be picked up in your departmental/service business plans.</i></p>		
Action	By when?	By who?
Monitoring of youth participation numbers, including key demographic measures around age, ethnicity, gender and SEND	December 2025	Head of Participation, Opportunity and Wellbeing
Analysis of ASB in the local area following the opening of the Centre	December 2025	Head of Participation, Opportunity and Wellbeing

4. Next steps

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or appropriate committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the wider community.

Implications/ Customer Impact
<p>The full redevelopment of a dormant Council asset is a positive step, not only in terms of providing a resource for young people but also in raising civic pride. No services will be impacted negatively through this development. Whilst there may be some objections for a minority of residents living immediately opposite the Centre, it is very likely there will be overall support from the wider community in Marks Gate. In turn, positive outcomes will be demonstrated across a number of protected characteristics.</p>

5. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Divisional Director who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. project sponsor, head of service)	Date
Jane Hargreaves	Director of Education Commissioning	24/02/23

CABINET**18 April 2023**

Title: Community Safety Partnership Plan 2023 - 2026	
Report of the Cabinet Member for Enforcement and Community Safety	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
Report Author: Chris Lyons, Community Safety Partnership Manager	Contact Details: E-mail: chris.lyons@lbbd.gov.uk
Accountable Director: Gary Jones, Operational Director Enforcement and Community Safety	
Accountable Executive Team Director: Alison Stuart, Chief Legal Officer	
<p>Summary</p> <p>This paper provides an overview of the recent work to create the Community Safety Partnership Plan 2023-26 at Appendix 1.</p> <p>The CSPP 2023-26 retains the existing crime and disorder priorities of:</p> <ul style="list-style-type: none"> Priority 1 - Keeping children and young people safe. Priority 2 - Tackling safety in the neighbourhood & community. Priority 3 - Reducing offending. Priority 4 - Standing up to hate, intolerance and extremism. Priority 5 - Tackling violence against women and girls. <p>The activities defined within the Community Safety Partnership Plan will influence crime and disorder levels in the borough. The Community Safety Partnership Board and its subgroups will be responsible for ensuring that progress against the plan is maintained and regularly reviewed.</p>	
<p>Recommendation(s)</p> <p>The Cabinet is asked to:</p> <ul style="list-style-type: none"> (i) Endorse the Community Safety Partnership Plan 2023-26, as set out at Appendix 1 to the report; and (ii) Recommend its adoption by the Assembly. 	
<p>Reason(s)</p> <p>The CSPP is linked to Council priorities “Prevention, Independence and Resilience” and “Participation and Engagement” as well as linking to theme 8 of the Borough Manifesto: Crime and Safety.</p>	

1. Introduction and Background

- 1.1 The Community Safety Partnership Plan (CSPP) represents a significant commitment by partners including the Council, Police, Fire, Probation and Health authorities as well as local voluntary groups to working together to improve the lives of our residents.
- 1.2 Every three years the Community Safety Partnership (CSP) Board is required to develop an overarching Community Safety Partnership Plan under the Crime and Disorder Act 1998. The plan provides an overview of the work and priority areas that fall under the responsibility of the CSP.
- 1.3 The CSPP incorporates local data, an insight on the roles and responsibilities of the board and its subgroup structure and how the Council will work in partnership to address local community safety priorities. The plan is published on the Council website to keep residents informed on the progress of the CSP in reducing crime and disorder.
- 1.4 Within the three-year plan cycle, annual reviews of the CSPP are conducted through the CSP and its subgroups to ensure that the governance structure of the CSP and its responsibilities remain valid and any new workstreams are reflected in the plan.

2. Proposal and Issues

- 2.1 In advance of the CSPP 2023-26 being written, a full Crime & Disorder Strategic Assessment (CDSA) is undertaken by the Council's Community Safety Analyst to understand trends and patterns in crime and disorder locally and to support priority setting. The CDSA took place between July and October 2022, and the learning from this year's assessment is set out below:
- 2.2 In Barking and Dagenham in 2021/22 all major crime types had exceeded pre-Covid 19 levels, except for the following offence types:
 - Burglary offences
 - Robbery offences
 - Theft offences
 - Vehicle offences
- 2.3 In 2021/22 there was a grand total of 20,560 offences reported to and recorded by the Police which is an increase of 1,931 offences (+10.4%) on the 18,629 offences reported in 2020/21.
- 2.4 The majority of the additional 1,931 offences reported were seen in:
 - Violence Against the Person Offences which accounted for 724 (37.5%) of the additional 1,931 offences. Most of which was from the Violence Without Injury (VWOI) minor offence type accounting for 27.5% of the overall increase in offences reported. This will be mainly due to ongoing improvements in the recording of offences by the police.

- Theft offences which accounted for 399 (20.7%) of the additional 1,931 offences. Ongoing improvements in recording of offences by the police will be contributing to these increases but figures were still lower than pre Covid 19 levels.
- Public Order offences which accounted for 242 (12.5%) of the additional 1,931 offences. This is likely to reflect ongoing improvements in the recording of offences by the police.
- Vehicle offences which accounted for 234 (12.1%) of the 1,931 additional offences. These are thought to be well reported and recorded by the police and reflect a genuine increase in crime but still lower than pre covid 19 levels.
- Arson and Criminal Damage offences which accounted for 220 (11.4%) of the additional offences reported. The majority of which is criminal damage which can be affected by ongoing improvements in the recording of offences by the police.

2.5 Based on this year's assessment of offence volume, cost and estimated harm, the recommendation is for the existing priority crime and disorder types to remain priorities. This includes:

- Priority 1 – Keeping children and young people safe.
- Priority 2 - Tackling safety in the neighbourhood & community.
- Priority 3 - Reducing offending.
- Priority 4 - Standing up to hate, intolerance and extremism.
- Priority 5 - Tackling violence against women and girls.

2.6 With the data and insights gathered through the CDSA process, the Community Safety Partnership Team moved forward with drafting the CSPP 2023-26 for further consultation and engagement. The re-write of the Community Safety Partnership Plan has focussed on the following areas:

- The CSP governance structure, priorities and cross cutting themes will be reviewed to consider if the structure and priorities areas are still valid and no changes are required.
- The data focusing on the makeup of the borough and communities and community safety data have been reviewed and updated in line with the refreshed annual Crime and Disorder Strategic Assessment.
- The priority groups provide an overview of the roles and responsibilities for each subgroup.

2.7 The flightpath for the CSPP 2023-26 is set out below:

- Crime & Disorder Strategic Assessment (October 2022)
- Workshops held with CSP Board members (December 2022)
- Draft plan circulated to CSP board members (January 2023)
- Corporate Performance Group report and discussion (January 2023)
- Resident engagement through One Borough Voice Platform and virtual resident event (February 2023)
- Oversight & Scrutiny Committee (February 2023)
- Formal sign-off of CSP Plan at the CSP Board (March 2023)

➤ Approval via Cabinet and Assembly (April and May 2023)

2.8 In December 2022, the draft CSP Plan was circulated to all CSP subgroup chairs and members. This included an in-person engagement workshop with CSP board members to gather feedback and insights into emerging issues and priorities for the borough.

2.9 CSP Board members were asked to focus on four questions which would help steer the CSPP development:

- Is anything missing in the plan that has been identified as a priority in the strategic assessment?
- Are the cross-cutting themes covered sufficiently, and how are they best delivered - VAWG, cost of living, perceptions/engagement, drugs? Where should the responsibility sit?
- Does the CSP feel as though it has sufficient oversight of delivery against the plan? Could future meetings be organised differently?
- Are we doing enough engagement? Should we be asking for more feedback on priorities, suggestions for delivery?

2.10 High-level feedback from CSP board members in December 2022 included the following, which have been incorporated into the final version of the CSPP:

- Women's safety and serious violence are emerging priorities which need to feature more prominently in the next Community Safety plan.
- There is a need to increase visibility of the Police, council, and partners working within our community.
- Cost of living: concerns about the impact on local crime, in particular low level offending and the exploitation of young people.
- Tackling organised crime: Street begging is an issue within the borough and there is an organised crime element which sits behind it such as deploying people to certain areas and also filters down to lower-level crime.
- The local authority and partners should increase their support of grassroots organisations to carry out work that tackles crime and exploitation.
- Amendments should be made to the CSP subgroups to ensure they remain fit for purpose and sharing of good practice from the Barking Town Centre Meeting, Ending Gang and Youth Violence Panel.
- Priority 2 of the CSP plan - 'Tackling Crimes that affect people the most' is vague and should be re-named to 'Tackling safety in the neighbourhoods / community', picking up issues such as anti-social behaviour.
- The VAWG priority area has seen improvements with the launch of the strategic board and the new local authority domestic abuse lead. The CSP board will need to be kept engaged in the strategy and workplan of this group moving forward.

2.11 The Community Safety Partnership Plan online consultation survey received 231 visits to the consultation with 37 engagements. Residents were in support of the community safety priorities and actions. The highest level of support was received for the following priorities:

- A dedicated approach to reduce knife crime and organised offending across the borough.

- Focus on improving visibility of police, council, and partners in the local community.
- Having a connected community that respect each other and celebrates different backgrounds.
- Educate and communicate the issues around domestic abuse and challenge abusive behaviours.
- Issues that are affecting residents the most included fly tipping, anti-social behaviour, and drug use.

2.12 From the online consultation survey, the comments received from residents included:

“These places look ok 9-5.00 but after dark - the night city changes when the sun goes down round here. Barking station area, the steps to the right of Upney Station, Leftley Estate, just about any TESCO cashpoint in the borough.”

“Near the Barking station, there are always police which is a clear sign there is drugs or gang activity quite prominent in the area. There are peddlers everywhere you turn, outside the shops, outside the bar which is next to the Boots, that is a very significant area where we know things happen there.

“I would never want to walk alone at night for fear of being mugged or robbed, especially because there seem to be so many kids around in hoods and covered masks. I don't think it's safe for women.”

“Police are only attending when a call is made. Although sometimes they still don't. Policing should be preventative rather than reactive but it appears not. More police and some CCTV would help.”

“More community police presence. They should never remove the police hub on Woodward/Hedgeman's road.”

2.13 A summary of the survey responses is set out at **Appendix 2**.

2.14 Feedback from the Council's Overview & Scrutiny Committee in February 2023 included:

- Highlighting the importance of communication between all stakeholders and praised the acknowledgement of this in the Plan.
- Noting the need to listen to residents' voices through the virtual resident engagement event and encouraged the Committee to promote this event in their communities.
- Noting concerns about the perceived increase in violence towards women and girls.
- The community is conscious about the abstractions of Police officers out of the borough to Police large scale events and the impact this has on local safety.
- The visibility of Police is felt to have reduced and needs to be improved.
- The rise in online crime and the online safety of young people online is an area which needs to have a clear emphasis through the Community Safety Partnership.
- Burglaries have not increased and the need for a continued focus on this area.

- Vehicle crime and particularly the theft of catalytic convertors are an ongoing concern to residents.
- The emergence of cannabis factories in private sector housing and how the Police, Council and partners increase the detection and response to this issue.

2.15 The responsibility for the delivery and progress of the Community Safety Partnership Board Plan 2023-26 will sit with the Community Safety Partnership Board and its relevant subgroups, led by Cllr Syed Ghani and Chief Superintendent Stuart Bell. The senior managers responsible for delivery and progress of the plan from a Council perspective will be Alison Stuart, Chief Legal Officer and Monitoring Officer, and Gary Jones, Operational Director for Enforcement and Community Safety.

3. Options Appraisal

- 3.1 Do nothing – this assumed not to be a valid option as the Council has a statutory duty under the Crime & Disorder Act 1998 to produce audits and strategies to plan for future input to the reduction of crime in our area.
- 3.2 Proceed with the creation of the Community Safety Partnership Plan 2023-26 – to set out the priorities and activities to meet the Council's statutory responsibilities and to further reduce crime and related issues.

4. Consultation

- 4.1 As referred to above, there has been extensive consultation and engagement in the development of the CSPP 2023-26 including:
 - (i) Consultation and discussions with Community Safety Partnership Board members including the Police, Probation, Health, Voluntary, Council services and Community Sector organisations took place through a dedicated Community Safety Partnership Board Plan workshop on 7 December 2022.
 - (ii) Internal discussions at portfolio meetings with the Lead Cabinet Member for Enforcement and Community Safety Cllr Ghani. Internal discussions with Operational Director, Enforcement & Community Safety, Community Safety Operations Manager.
 - (iii) Presentation of the CSPP 2023-26 at Overview and Scrutiny Committee on 8 February 2023. Committee members were invited to provide input and their comments were noted and incorporated into the final plan.
 - (iv) A virtual resident workshop and Q&A session held on 21 February 2023 chaired by Councillor Worby and included presentations by the Community Safety Partnership Manager, Community Safety Operations Manager, LBBD Comms Team, Domestic Abuse Improvement Lead and representatives from the Police.
 - (v) Wider and formal public consultation with residents, visitors, partners and community and voluntary organisations about their experiences of safety in the borough and their priorities for the future. The consultation closed on Tuesday 28 February 2023 through the One Borough Voice Platform and the public's feedback was incorporated into the final plan.

5. Financial Implications

Implications completed by: Afzal Hussain, Senior Accountant

- 5.1 This report seek approval to the Community Safety Partnership Plan 2023-26.
- 5.2 The activities defined within the CSPP will influence crime and disorder levels in the borough. The Community Safety Partnership Board and its subgroups will be responsible for ensuring that progress against the plan is maintained and regularly reviewed.
- 5.3 The plan will be funded through grants and thus have no financial implications on the Council's budget. Finance will be working closely with the service to ensure grants are claimed and spent according to the grant conditions.

6. Legal Implications

Implications completed by: Kayleigh Eaton, Principal Contracts and Procurement Solicitor

- 6.1 The Council has a statutory duty to work in partnership to reduce and prevent crime and disorder, including anti-social behaviour and other behaviour adversely affecting the local environment, in its area, placed upon it by Section 17 of the Crime and Disorder Act 1998. That Act also places requirements on the Council to develop Community Safety Partnerships, for the discharge of this duty. These partnerships are made up of representations of police, local authorities, fire and rescue authorities, health services and probation services. There is a duty for this partnership to develop a Community Safety Partnership Plan
- 6.2 This Community Safety Partnership Plan 2023 – 2026 represents the Borough Crime and Disorder Reduction Strategy which, in accordance with Part 2, Chapter 4, section 2.1 (ii) (a) in the Constitution, forms part of the Council's overall Policy Framework. As such the Assembly is responsible for approving the CSPP.

7. Other Implications

- 7.1 **Risk Management** - Proceeding with the recommended actions assists in mitigating Corporate Risk CR.4 – Significant Incident in the Community'.
- 7.2 **Corporate Policy and Equality Impact** – The Crime & Disorder Strategic Assessment (CDSA) referred to in paragraph 2.1 above was used to inform the development of the Equality Impact Assessment at **Appendix 3**.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- **Appendix 1** – Draft Community Safety Partnership Plan 2023-26
- **Appendix 2** – One Borough Voice resident consultation report
- **Appendix 3** – Equality Impact Assessment

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London Borough of Barking and Dagenham Community Safety Partnership Plan 2023-2026

APPENDIX 1



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**Barking &
Dagenham**



MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Contents

1	Foreword
2	What do we aim to achieve?
3	What does our Borough tell us?
4	What does our Crime and Disorder Strategic Assessment tell us?
5	What does our local data tell us?
6	Subgroup Structure and Priorities groups
7	How do we work in partnership?
8	Consultation
9	Information and advice

1. Foreword

The London Borough of Barking and Dagenham (LBBD) has a new identity. It is a borough which is at the heart of London's growth, creating 50,000 new homes by 2037 which will provide new housing for approximately 120,000 residents. Barking and Dagenham will become the 'gateway to London'.

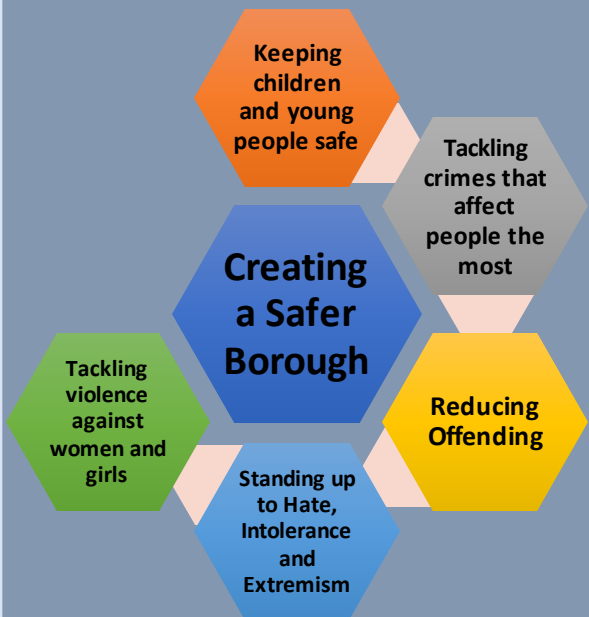
The borough is also becoming a creative hub; a place where the arts and commercial industry can thrive. Almost one-third of Barking and Dagenham residents are under the age of 20, which is the highest proportion of 0 to 19s in the United Kingdom.

The war in Ukraine, rising inflation and the cost of living crisis has led to a significant and wide-ranging impacts across the country and Barking and Dagenham is no different. Now more than ever it is important we are all working towards the same goals. Providing a safe environment for residents, businesses and visitors is essential.

If we are to achieve the ambitious plans that are ahead of us we need a strong and effective partnership that can deliver a safe and secure environment, take a long term approach to tackling the underlying causes of crime, and supporting victims so that they can rebuild their lives.

The recent setup of the Barking & Dagenham cost-of-living alliance, and the call on community groups across the borough to pledge their support to residents at this difficult time has highlighted the role every member of the community has to play - and this will have to continue in order to rise to the challenges we are facing. Working in partnership across the Community Safety Partnership (CSP) and with other partnership boards and our communities we can ensure Barking and Dagenham comes through the current situation strong and united, and build on that together to make our borough a safer place for current and future generations.

Councillor Syed Ghani and Chief Superintendent, BCU Commander - East Area BCU Stuart Bell
Chairs of the Barking and Dagenham Community Safety Partnership



The aims of the LBB Community Safety Partnership is to;

- **To create a safer borough, an environment where people and communities can flourish;**
- **To work in partnership to deliver key priorities to improve levels of crime and disorder**
- **To deliver local, regional and national priorities**

Every year the Partnership produces a Crime and Disorder Strategic Assessment which is used to inform the Community Safety Partnership Plan. The assessment is an annual audit of crime and disorder looking at community safety trends based on recent data, the views of our residents and the emerging community safety challenges. The assessment enables the CSP to set priorities locally, compared to the national and regional priorities set by Central Government, the Mayors Office for Policing and Crime (MOPAC), other key agencies such as the Metropolitan Police Service (MPS), London Fire Brigade (LFB), Counter Terrorism Units and National Crime Agency. The CSP conducts a 6 month review of the assessment to analyse the performance against key areas, targets and current data establishing emerging issues that may have an impact of crime and disorder in future years.

The Crime and Disorder Strategic Assessment has identified and offers clear direction on the key local priorities for Barking and Dagenham CSP. The local priorities that have been adopted by Barking and Dagenham CSP are non-domestic abuse violence with injury, serious youth violence and knife crime, burglary, anti-social behaviour.

In addition to local priorities the plan sets out the 5 priority areas for the CSP for 2023-2026. Alongside the local and overarching priorities the plan has identified the three key cross cutting themes which each subgroup will have an element of focus on over the next three years.

Improved perceptions of safety: Local surveys indicate that residents feel less safe in the borough after dark when compared to other similar boroughs. The CSP and its subgroups are committed to developing a long-term plan to improve perceptions of safety.

Increase safety for victims: Support to victims is an important theme and focus for each priority area under the CSP. We aim to ensure that victims are supported following a crime or incident and are able to access support services.

Reduction in violence: Monitoring local data to support partnership working and development of a local Serious Violence and Knife Crime action plan that sets out tasking such as introduction of injunctions to keep young people safe, reduce reoffending, supporting vulnerable residents and reduce youth offending.

2. What do we aim to achieve?





Our changing population: In 2001-2006 we saw a 23% rise in population and predict a further 10% rise by 2020. From year 2017 to year 2022 we have a predicted additional 17,800 people to reside in the borough. The population increase will be the size of 10 further wards in Barking and Dagenham which is equivalent to the size of Exeter.



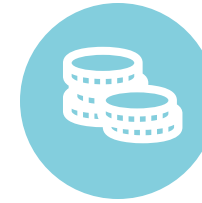
Brexit: It is unclear at this time what the overall impact will be for community safety. However, it is important that all organisations are aware of emerging issues and trends, particularly those related to community cohesion, reports of hate crime and hate incidents.



Substance Misuse: Barking and Dagenham are seeing a change in trends reported for substance misuse. Less are presenting to services that use crack and heroin and there is an increase in reported use of synthetic drugs such as spice and nitrous oxide. This could be because they are perceived as being legal because of the term “legal highs”. As a result services are having to tackle more challenging behaviours than previously experienced.



Mental Health and Wellbeing: An average 1 million people in London are living with mental health needs. From 2013 to 2015 LAS data shows that London experienced a 64% rise in the number of crimes involving mental health and a 31% increase in number of vulnerability reports. In 2017, a projected 3,723 people were accessing mental health services in Barking and Dagenham.



Finance and Resource: Services are experiencing a reduction in budget and resources whilst pressure is increasing. Police numbers have reduced by 3,000 and London Fire Brigade had to make £100 million savings in 2008/09 resulting in a reduction of frontline staff. The Probation Service has undergone significant changes as an impact of financial strain.



Regeneration: The “Healthy New Town” at Barking Riverside will offer 10,800 new homes and around 6000 new jobs. It is important that the CSP are at the forefront of the regeneration programmes from the design and maintenance including fire safety and crime reduction measures.



Cost of living crisis: The Institute for Government defines the ‘cost of living crisis’ as the fall in ‘real’ disposable incomes (adjusted for inflation and after taxes and benefits) that the UK has experienced since late 2021. The cost of living has become an issue of major political concern in the UK in 2022. The subsequent war in Ukraine and consequential energy challenges, followed by rising inflation and interest rates, have added to the mounting concern and resulted in large scale government interventions. Whilst the lasting impacts of the current cost-of-living crisis on communities is unknown, London’s mayor has warned of a rise in shootings and stabbings amid concerns that the increasing cost of living could lead to more violence and make it easier for gangs to lure vulnerable young people.



Changes to Criminal Justice System in London: The unification of Probation Service and redesign of service delivery across London has taken place. The Probation Service is now focused on shaping how they work in partnership to address offending behaviour and potential commissioning of services.

Page 90

3. What does our Borough tell us?

Housing, Health and Education



Only 46.4% of the borough population own their own homes.



25% of children in B&D live in poverty.



781 per 1,000 0-4 years attended A&E



Attainment score of 8 per pupil



B&D is ranked 30 out of 33 boroughs for homelessness across London at 14.7%.



Female Life expectancy 81.9
Male life expectancy 77.5

M 64.8% 5 year olds
F 78.8% Achieving a good level of development

2022 data shows B&D is ranked 27 of 33 boroughs across London for unemployment at 6.8%



The highest birth rate in England and Wales 2021



Only 61.5% of residents are physically active



3.2% NEET below London average

Population

66.2 per 10,000 under 18s are Looked after children



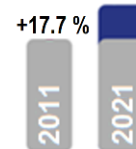
29.8% are under 18 years



Highest number of 0-17 year olds in England and Wales

There is a predicted rise of 27.3% in the overall population between 2019-2029

Population Increase



International migration increased by 135% from 2013-16.



Transport and environment



From 2020, London rail and tube lines will connect around 29,000 people to the borough.

2021/22 the Office and Rail and Road (ORR) reported that 13,473,374 entries and exits were made at Barking station



B&D are ranked 12 out of 32 for open space within the borough at 48.8%.

Barking and Dagenham are ranked 9 out of 33 for levels of fly tipping.

B&D has the highest waste production across London

* Reader must take into consideration the impacts on COVID-19 on data and crime trends

4. What does our Crime and Disorder Strategic Assessment tell us?

Crime against the person



Increase in burglary of 10.8% in 2021-2022 compared to previous year

Increase in theft of a motor vehicle by 16.9% from 2021-22 compared to previous year



Sexual offences increased 7.7% from 2021-22 compared to previous year.

Possession of weapons has reduced by 18.1% in 2021-22 compared to previous year



Possession of knife offences reduced by 15% in 2021-22 compared to previous year



In 2021-22 violence against person increased by 11.3% compared to previous year

Offender profile

- Those most at risk of Serious Violence (victims and offenders) extend in the age range of 18-30 year olds.
- Serious Youth Violence are at peaks between the ages of 15 and 20 years
- Half of all serious wounding including GBH with intent, attempted murder, stabbings and shootings were carried out by those aged between 10-24 years.
- Repeat victimisation rates for ASB, Domestic Abuse and TNO were shown to be higher than the London average

Crime



Serious youth violence has seen an increase from April 2019- March 2020 by 5.7%.

Arson and criminal damage decreased by 11.4% in 2021-22 compared to previous year



Police data shows increase in the number of incidents involving mental health and vulnerability.

Recorded crimes increased by 10.4% in 2021-22 compared to the previous year



Crime and disorder rates are higher than the boroughwide average in Abbey, Thames and Gascoigne wards.

Class A drug overdoses have increased in 2019/20 compared to the previous year by 9%.



Anti-social Behaviour

- ASB calls to the police fell in 2021-22 compared to previous year
- In 2017 there were 172 deliberate fires recorded.
- 2017: 5 fires in buildings with commercial and residential use. The council and LFB are working together to focus on these types of dwelling to reduce the risk of fire.
- Graffiti and Noise reports have increased
- LBBDD has high rates per 1,000 population compared with the rest of London for these incidents

* Reader must take into consideration the impacts on COVID-19 on data and crime trends

An important role for the CSP is to ensure that we address and improve the perceptions of crime and safety for people who live, work and visit the borough. Improved perception of safety will support the building of community confidence and cohesion in the borough. Addressing perceptions of safety and building resilience in our communities are shared priorities across the partnership boards and a focus within the Borough Manifesto and Joint Health and Wellbeing Strategy 2019-2023.

Page 92
5. What does our local data tell us?



2021 resident's survey showed crime as top area of concern which is increasing each year

Only 43% of residents felt safe outside in their local area after dark compared to 35% in 2018.



82% said they felt safe outside in their local areas during the day compared to 81% in 2019



In 2021 the council carried out an analysis to identify reasons for lower levels of perceptions of safety. The following reasons were identified as areas of concern by residents;

36% of the 1,000 respondents felt that people being drunk and rowdy in public places was a problem in the local area.



Lack of visible policing, security and a reduction in public services



The fear of being robbed, stabbed and the visible signs of drug activity and alcohol consumption.



53% felt that people dealing or using drugs was a problem for the area.



Poor lighting, isolated areas and signs of poor maintenance.



Rubbish or litter is the biggest anti-social behaviour concern.

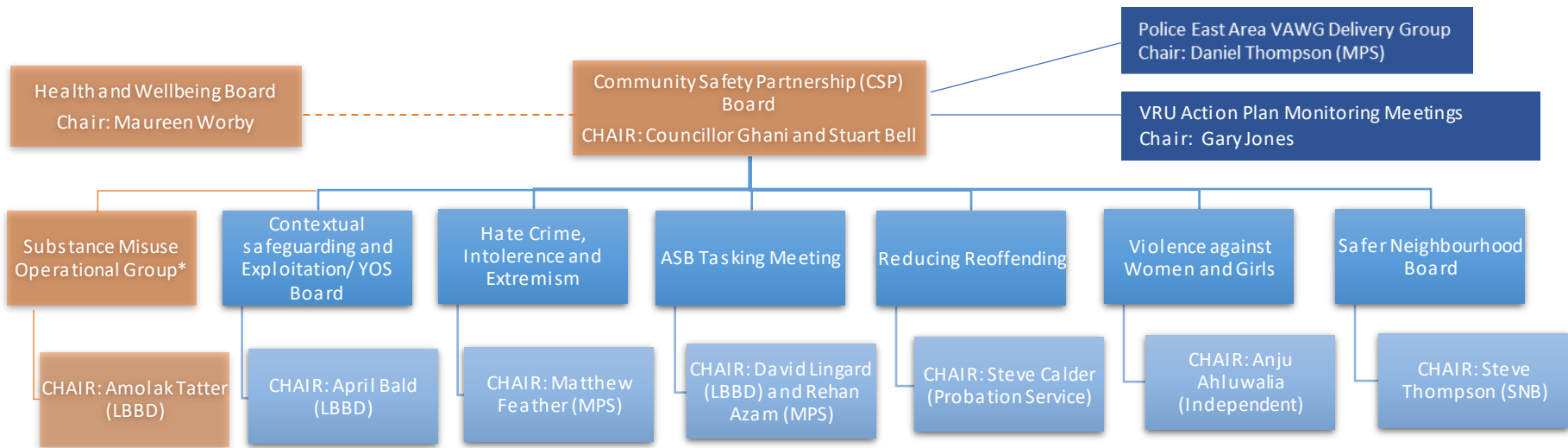
- The London Ambulance Service have seen a rise in alcohol related calls, with just under 1,200 calls received in 2017, a 4.5% rise compared to 2016, however drug related offences have seen a 27% reduction.

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6. Subgroup Structure and Priority Groups

COMMUNITY SAFETY PARTNERSHIP (CSP)

Board and Subgroup Structure Chart



*Substance misuse operational subgroup added for 2023, to reflect the Government’s new Combatting Drugs Partnership strategy.

Responsibility sits with the Contextual Safeguarding and Exploitation subgroup and YOS Board

- Review the teaching of online safety in schools and focus on improvements around how young people can protect themselves from unsafe content and promote safe online spaces.
- Lead on the implementation of a contextual safeguarding approach across the Council and its partners
- Coordinate and support a multi-agency contextual safeguarding response to reduce children's experiences of significant harm that happen outside the family context.
- Coordinate the development of the multi-agency exploitation strategy and oversee the implementation.
- Oversee the contextual safeguarding working group which aims to collaboratively develop, test and embed contextual safeguarding systems, processes and tools.
- Work with local businesses and community groups ensuring they play a role in providing safe places and locations for our children
- Identify and remove blockages or obstacles which increase risks of exploitation and serious youth violence for our children.
- Ensure young people's voices are heard and that they influence service development and partnership responses.
- Ensure early intervention and prevention, reduce levels of youth offending and re-offending rates and support positive resettlement of those leaving custody.
- Oversee work of the ending gang and youth violence meeting that works with medium to high risk individuals to apply meaningful interventions and support with education, employment, training, housing, mentoring and reducing offending.
- Oversee the delivery of the NRM pilot for duration of 18 months from June 2021.
- Implement and oversee the Harmful Sexualised Behaviour (HSB) pilot in conjunction with Safer London and Youth at Risk Matrix (YARM) workers.
- Implement the Your Choice programme within the Adolescent service.
- Oversee the delivery of the Step Up Stay Safe (SUSS) initiative including commissioned programmes that work to reduce offending and exclusions with schools.
- Support a new community and voluntary sector forum that can share intelligence to reduce offending and risk of exploitation.

Monitoring our focus

- Listen to the views of young people and their families and include young people in co-production of plans and interventions
- Good quality services to victims of young offenders in line with victims code of practice
- Assurance of 'good' quality services to reduce risk of youth offending and exploitation through a robust quality assurance and outcomes focussed framework
- Work with health colleagues to understand and meet our young people's physical and mental health needs
- Early recognition of special education needs and disabilities ensuring appropriate services and support are available
- Review local service offer to identify gaps in services to inform local bids
- Monitor relevant actions through the local serious violence and knife crime plan
- Link in with the Youth Offending Service board which reports on key performance indicators as defined by the Youth Justice board
- Monitor local data from SUSS, commissioned providers and EGYV to agree where resources and support needs to be focused

Priority 1

Keeping children and young people safe

Priority 2

Tackling safety in
the
neighbourhood &
community

Page 6

Focus

Responsibility sits with the ASB Tasking Meeting

- Work in partnership to create safer public spaces for all residents including a focus on the safety of women and girls
- Focus on improving visibility of police, council and partners in the local community
- Review the impact of cost-of-living crisis on crime and disorder and link in with wider partnership work to support residents most at risk
- Sub-group has responsibility for the multi-agency response to begging, including cross boarder organised gangs
- Relevant actions within the local serious violence and knife crime action plan to ensure partners are using resources effectively to deliver on commitments outlines in the plan
- Determine any trends, hotspot areas, offending and victim cohorts
- Deliver and coordinate a partnership response to MOPAC priorities and improve perceptions of safety
- Improving fire safety and fire prevention
- Reduce levels of Anti-Social Behaviour (ASB) including ASB around local licenced premises and identified hotspots
- Review licenced premises to ensure any violence/crime is managed and reduced
- Conduct an in depth review of local data and dashboards to monitor high harm crimes to inform allocation of council and partnership resources.
- Reduce levels of complex ASB and hate crime through a local standing case conference to resolve high risk/complex cases and provide support to victims, including reducing levels of repeat victimisation
- Provide support to commissioned services and projects that improve community safety is designated areas to improve the environment (Community Payback, Safe Haven, Street Space and PSPOs)

Monitoring our focus

- Ensure the community is engaged in the work we do and that their feedback and input is used to develop our services
- Proactively communicating success stories and good work which improves residents perception of safety and the reputation of partners.
- Monitor data through the MOPAC and MPS Crime dashboards and looking at monthly updates on high harm crime across boroughs allows us to monitor trends and whether crimes are decreasing or increasing
- Review local data to monitor changes to perceptions of safety
- MOPAC weapon enabled crime allowing the CSP to identify levels of weapon enabled crimes to monitor success.
- Review MPS data on repeat callers to ensure the reduction of repeat callers into MPS.
- Use local data to look at causes of crime and ASB using the Victim, Offender, Location and Time model
- Review local data/intel to access where resources from the Council and MET are best deployed to have most impact.
- Monitor repeat callers into the MPS to ensure support services are available.
- Use LFB data on fire trends and tasking to monitor levels of offences
- Monitor commissioned providers performance and delivery



Priority 3

Reducing Offending

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Focus

Responsibility sits with the Reducing Reoffending subgroup

- To work in partnership implement the statutory **Serious Violence Duty** and to develop a Serious Violence Local Needs Assessment and Plan on an annual basis.
- Implement the **Combatting Drugs Partnership** structure in line with the release of the **Home Office 10-year drugs strategy**.
- To work in partnership to support the Pan-London Met Police priority to reduce burglary offences and the impact of these offences on the local community.
- Increase support to offenders with access to accommodation, education, training, employment, finance, debt and drug and alcohol services.
- To work in partnership to support the reduction of offending and reoffending, particularly within priority indicators and areas of focus (Non-Domestic Abuse Violence With Injury, Theft of Motor Vehicle, Robbery of Personal Property).
- To improve statistics in the reduction of recidivism.
- Improve rates of individuals involved in alcohol and drug treatments through the criminal justice system.
- Continue to explore co-location opportunities to improve a multi-agency approach to managing offenders.
- Implement the IOM structure in line with the MOPAC review (roll out ECINS Information Sharing for IOM).
- Subgroup to have oversight of the multi-agency response to knife crime and serious organised offending across the borough.
- Promotion of focused task and finish groups to ensure proactive response to emerging strategic challenges/borough dynamics.
- Subgroup to undertake a review of current data sets and develop a set of KPIs

Monitoring our focus

- Monitor the LBBD CSP serious violence and knife crime action plan
- Monitor partner data sets across key performance areas in relation to reduce reoffending
- Monitor adult cases referred to the ending gang and youth violence case management meeting and IOM to understand the picture of offending and outcomes of interventions applied
- To track and review criminal justice cases referred to drug and alcohol treatment providers of successful completions
- Monitor the number of people engaged in full time employment, education and training and keeping up stable accommodation at the point of disengagement with statutory services

Priority 4

Standing up to
Hate,
Intolerance and
Extremism

Focus

Responsibility sits with the Hate Crime, Intolerance and Extremism and Tension Monitoring subgroup

- Increase staff and residents understanding hate crime and hate incidents for both online and in-person
- Inform staff across the borough to understand how to report hate crime and hate incidents outside of the Police
- Encourage more victims of hate crime and hate incidences to report
- Encourage more residents to be supportive bystanders and witnesses to hate crime and hate incidents
- Provide a co-ordinated approach to supporting victims and preventing hate crime and incidents
- Reduce the levels of repeat victimisation of hate crime and hate incidents
- Identify and work with those most vulnerable to hate crime and incidents
- Link in with Prevent to safeguard individuals from risk of extremism as outlined in the Home Office PREVENT agenda and contained within the priorities and action plan of the Barking & Dagenham PREVENT strategy;
- Develop a partnership approach to understanding the risk of radicalisation.
- Identify vulnerability to all forms of extremism or radicalisation, develop tools to prevent people being drawn into terrorism
- Develop a stronger focus on community cohesion activities that prevent extremism and hate crime
- Identifying extremism in school settings to support schools in reducing racist and hate incidents
- Log and map racist and hate graffiti to identify hotspot locations and develop a partnership response
- Creating a partnership approach to tackling a rise in tensions involving racism or hate crime incidents

Monitoring our focus

- Data to monitor increased reporting of victims of Hate crime is monitored through the Metropolitan Police Hate Crime and Special Crime Dashboard to monitor areas including racist and religious, faith, disability, sexual orientation and transgender hate crimes.
- Monitor data through the MOPAC Hate Crime Dashboard for figures at a borough level and further information on victims and offenders.
- Monitor the number of residents who have been referred and accessed services and support
- Monitor levels through schools of early identification of hate crime and extremism through reporting
- Review referrals into local Standing Case Conference on complex hate crime cases to understand content of cases and processes that have been undertaken to support residents.
- Monitoring the racism and hate graffiti map to identify hotspots and emerging trends including tensions
- Monitoring tensions through faith, community and voluntary sector organisations
- Monitoring tensions reported through the council reporting mechanisms

Priority 5

Tackling
violence
against women
and girls

Focus

Responsibility sits with the Violence against women and girls (VAWG) subgroup

Priority 1: Support Survivors

- Improved effectiveness and efficiency through services
- Reduction in repeat victimisation and levels of high risk cases
- Increased confidence in services
- Improved joined up response to survivors

Priority 2: Educate and Communicate

- Reduction in victimisation and repeat victimisation
- Improved resilience in individuals, families, and communities.
- Reduced socioeconomic costs related to VAWG
- Disruption of the normalisation of violence.

Priority 3: Challenge Abusive Behaviours

- Reduction in repeat offending
- Reduction in victimisation and repeat victimisation
- Reduction in risk to children and survivors where families choose to remain together

Priority 4: Include Lived Experience

- Earlier positive engagement with survivors
- Services are designed to work towards positive outcomes as set by survivors
- Services are cost effective as a result of being more visible, accessible and responsive to the needs of survivors.

Monitoring our focus

- Reduction in repeat victimisation through police reporting
- Decreased percentage of young people reporting an acceptance of abusive behaviours through the biennial school health survey
- An increased conviction rate through the criminal justice system.
- Improved engagement rate through specialist advocacy services
- Police Data – prevalence rates and volume data for domestic and sexual incidents and offences at borough level across London.
- Average number of offences in previous 12 months per survivor (this is reducing at a faster rate than East London)
- MARAC repeat referral rates. Recommendations from sector leads SafeLives state 28-40% repeat MARAC referral rate is appropriate.
- Children's Care and Support data
- Specialist Service Data

The Domestic Abuse Commission has a clear focus on data gathering in order to build a wider picture of domestic abuse locally. The first three months of Refuge delivering our specialist services have offered much insight into the wider VAWG data available and a performance framework will be developed to provide regular updates to the relevant boards.



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How do we work in partnership?



Delivering on our priorities

The CSP board holds overall responsibility on monitoring and delivering on the priorities outlined in the Community Safety Partnership Plan and other local strategies and plans such as the Serious Violence and Knife Crime Action Plan and VAWG strategy. This requires partner organisations to work together to share the skills, powers and resources that are available to them in order to effectively deliver. The LBBB CSP has established a structure consisting of five priority subgroups, Youth Offending Service Board and Safer Neighbourhood Board (SNB), that brings together partners at a strategic, performance and operational level. This includes senior representatives of criminal justice agencies, the council, Health, LFB, MPS, SNB, and voluntary and community organisations to support the delivery and drive to improving levels of crime and disorder across the borough.

The borough has an active SNB, providing a platform for residents to meet with the Police and Council to discuss local priorities and hold the Council and partners to account to deliver. It also provides a vital link between Independent Advisory Groups (IAG) Neighbourhood Watch, Stop and Search, Ward Panels and Community Groups to support the community safety agenda.

Working with other Partnership Boards on shared priorities

The CSP board works closely with the four other key strategic partnership boards, the Safeguarding Adults Board (SAB), Safeguarding Childrens Partnership (SCP) and Health and Wellbeing Board, to focus on cross cutting areas such as violence against women and girls, child sexual and criminal exploitation, tackling serious violence and keeping children and young people safe to ensure that all areas are supported by an effective partnership approach. The partnership understands that some priorities require a safeguarding focus and long term health intervention to ensure that the underlying causes are addressed.

A number of the priorities, cross cutting themes and emerging trends outlined in the plan are shared across the strategic partnerships. To ensure a collaborative approach between the partnerships the board managers of the CSP, SAB and SCP meet on a regular basis to review each boards work plans, look at the cross cutting areas of work and ensure these are presented to each board and review and discuss share priorities and each boards response.

8. Formal Consultation – Community Safety Partnership Board members

Community Safety Partnership Board Consultation Workshop December 2022 – High level findings

- Women’s safety and serious violence are emerging priorities which need to feature more prominently in the next Community Safety plan.
- There is a need to increase visibility of the Police, council, and partners working within our community.
- Cost of living: concerns about the impact on local crime, in particular low level offending and the exploitation of young people.
- Tackling organised crime: Street begging is an issue within the borough and there is an organised crime element which sits behind it such as deploying people to certain areas and also filters down to lower-level crime.
- The local authority and partners should increase their support of grassroots organisations to carry out work that tackles crime and exploitation.
- Amendments should be made to the CSP subgroups to ensure they remain fit for purpose and sharing of good practice from the Barking Town Centre Meeting, Ending Gang and Youth Violence Panel.
- Priority 2 of the CSP plan - ‘Tackling Crimes that affect people the most’ is vague and should to be re-named into ‘tackling safety in the neighbourhoods/community’ picking up issues such as anti-social behaviour.

8. Formal Consultation – Residents, businesses and visitors

Barking & Dagenham Community Safety Partnership Plan Online Consultation – February 2023

We received 231 visits to the consultation with 37 engagements. Residents were in support of the community safety priorities and actions. The highest level of support was received for the following priorities:

- Dedicated approach to reduce knife crime and organised offending across the borough
- Focus on improving visibility of police, council, and partners in the local community
- Having a connected community that respect each other and celebrates different backgrounds
- Educate and communicate the issues around domestic abuse and;
- Challenge abusive behaviours

Issues that are affecting residents the most included fly tipping, anti-social behaviour and drug use.

Feedback included:

“These places look ok 9-5.00 but after dark - the night city changes when the sun goes down round here. Barking station area, the steps to the right of Upney Station, Leftley Estate, just about any TESCO cashpoint in the borough.”

“Near the Barking station, there are always police which is a clear sign there is drugs or gang activity quite prominent in the area. There are peddlers everywhere you turn, outside the shops, outside the bar which is next to the Boots, that is a very significant area where we know things happen there. I would never want to walk alone at night for fear of being mugged or robbed, especially because there seem to be so many kids around in hoods and covered masks. I don't think it's safe for women.”

“Police are only attending when a call is made. Although sometimes they still don't. Policing should be preventative rather than reactive but it appears not. More police and some CCTV would help.”

“More community police presence. They should never remove the police hub on Woodward/Hedgeman's road.”

8. Formal Consultation – Overview & Scrutiny Committee

Barking & Dagenham Overview & Scrutiny Committee Comments - February 2023

- The Overview & Scrutiny Committee highlighted the importance of communication between all stakeholders and praised the acknowledgement of this in the Plan.
- The committee noted the need to listen to residents' voices through the virtual resident engagement event and encouraged the Committee to promote this event in their communities.
- Concerns were noted about the perceived increase in violence towards women and girls.
- The community is conscious about the abstractions of Police officers out of the borough to Police large scale events and the impact this has on local safety.
- The visibility of Police is felt to have reduced and needs to be improved.
- The rise in online crime and the online safety of young people online is an area which needs to have a clear emphasis through the Community Safety Partnership.
- Burglaries have not increased and the need for a continued focus on this area.
- Vehicle crime and particularly the theft of catalytic convertors are an ongoing concern to residents.
- The emergence of cannabis factories in private sector housing and how the Police, Council and partners increase the detection and response to this issue.

Information and Advice

Community Safety Partnership: For more information and advice on the Community Safety Partners please visit <https://www.lbbd.gov.uk/community-safety-partnership>

Domestic Abuse and sexual violence : For information and advice on where to get help for domestic violence please visit the service directory on the LBBB council website using the following link: <https://www.lbbd.gov.uk/residents/community-safety-and-crime/dv/getting-help/>

Healthy Lifestyles: For information and advice on leading a healthier lifestyle please visit the service directory on the LBBB New Me London website using the following link: <https://newme.london/>

Health and Wellbeing: For information and advice on health and wellbeing please visit <http://careandsupport.lbbd.gov.uk/kb5/barkingdagenham/asch/adult.page?adultchannel=5>

Hate Crime and Hate Incidents: For more information on understanding hate crime and incidents and how to report please visit <https://www.lbbd.gov.uk/hate-crimes-and-incidents>

Reporting Crime: <https://www.lbbd.gov.uk/report-crime>

Substance Misuse: For information and advice on where to get help for Substance misuse please visit the service directory on the LBBB Care and Support Hub website using the following link <https://www.lbbd.gov.uk/drugs-and-alcohol-help>

Prevent Referral: To make a referral or discuss a referral to prevent please contact prevent@lbbd.gov.uk

Public Spaces Protection Order (PSPO) – For more information on PSPOs across the borough please visit <https://www.lbbd.gov.uk/public-spaces-protection-orders-pspos>

Victims of Crime: For information and advice if you are a victim of crime please visit <https://www.victimsupport.org.uk/>

In an emergency call 999

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Community Safety Partnership Plan Resident Consultation

SURVEY RESPONSE REPORT

22 January 2023 - 28 February 2023

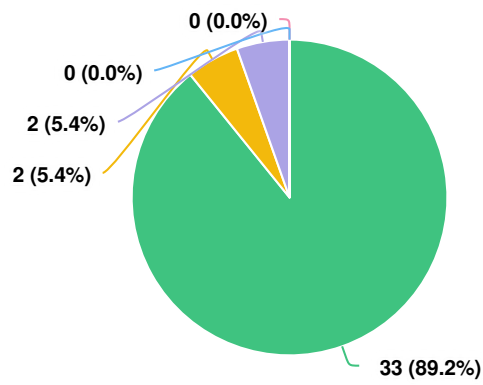
PROJECT NAME:

Community Safety Partnership Plan 2023-2026



SURVEY QUESTIONS

Q1 Are you responding to this consultation as a...



Question options

- Resident of the borough
- A visitor of the borough
- A community of voluntary organisation
- A business
- A partner

Optional question (37 response(s), 1 skipped)
Question type: Radio Button Question

Q2 Please provide your postcode

Anonymous Rm107ah
2/01/2023 06:45 PM

Anonymous lg118JX
2/01/2023 10:00 PM

Anonymous RM6 5TJ
2/01/2023 11:06 PM

Anonymous RM9 4JS
2/02/2023 12:20 AM

Anonymous RM108TH
2/02/2023 09:27 AM

JanBro259 RM10 7FN
2/02/2023 01:48 PM

Anonymous IG11 0GE
2/02/2023 08:50 PM

Anonymous lg117qd
2/05/2023 06:35 PM

Anonymous Rm8 3lt
2/05/2023 10:23 PM

Anonymous IG11 0AP
2/06/2023 09:10 AM

Anonymous lg11 0fq
2/06/2023 09:25 AM

Anonymous IG110UX
2/06/2023 10:36 AM

Anonymous IG11 0YJ
2/06/2023 10:39 AM

Anonymous Rm8 3sa
2/06/2023 02:16 PM

Anonymous IG11 0YA
2/06/2023 05:59 PM

Anonymous lg110ww
2/07/2023 12:29 PM

Anonymous RM6 5TJ
2/08/2023 09:15 PM

Anonymous Rm9
2/09/2023 02:21 PM

Anonymous RM7 9DH
2/09/2023 02:49 PM

Anonymous lg11 7qn
2/10/2023 07:49 AM

Anonymous RM6 5PT
2/10/2023 09:19 AM

Anonymous RM8 2JL
2/10/2023 01:07 PM

Anonymous W3 7RT
2/13/2023 02:42 PM

Anonymous Rm9
2/14/2023 02:06 PM

Anonymous Rm10 7la
2/14/2023 02:36 PM

Anonymous RM94AJ
2/14/2023 10:32 PM

Anonymous IG11 7ZE

2/16/2023 07:08 PM

Anonymous Ig118ug

2/16/2023 07:57 PM

Anonymous IG11 0FA

2/19/2023 09:17 AM

Anonymous IG11 0NT

2/19/2023 04:33 PM

Anonymous IG11 0ZQ

2/19/2023 09:22 PM

Anonymous RM8 1DG

2/21/2023 04:02 PM

Anonymous IG11 8AF

2/23/2023 01:56 PM

Anonymous RM9 5UU

2/26/2023 03:06 PM

Anonymous Ig11 0qa

2/26/2023 03:49 PM

Anonymous IG11 8NW

2/27/2023 07:09 AM

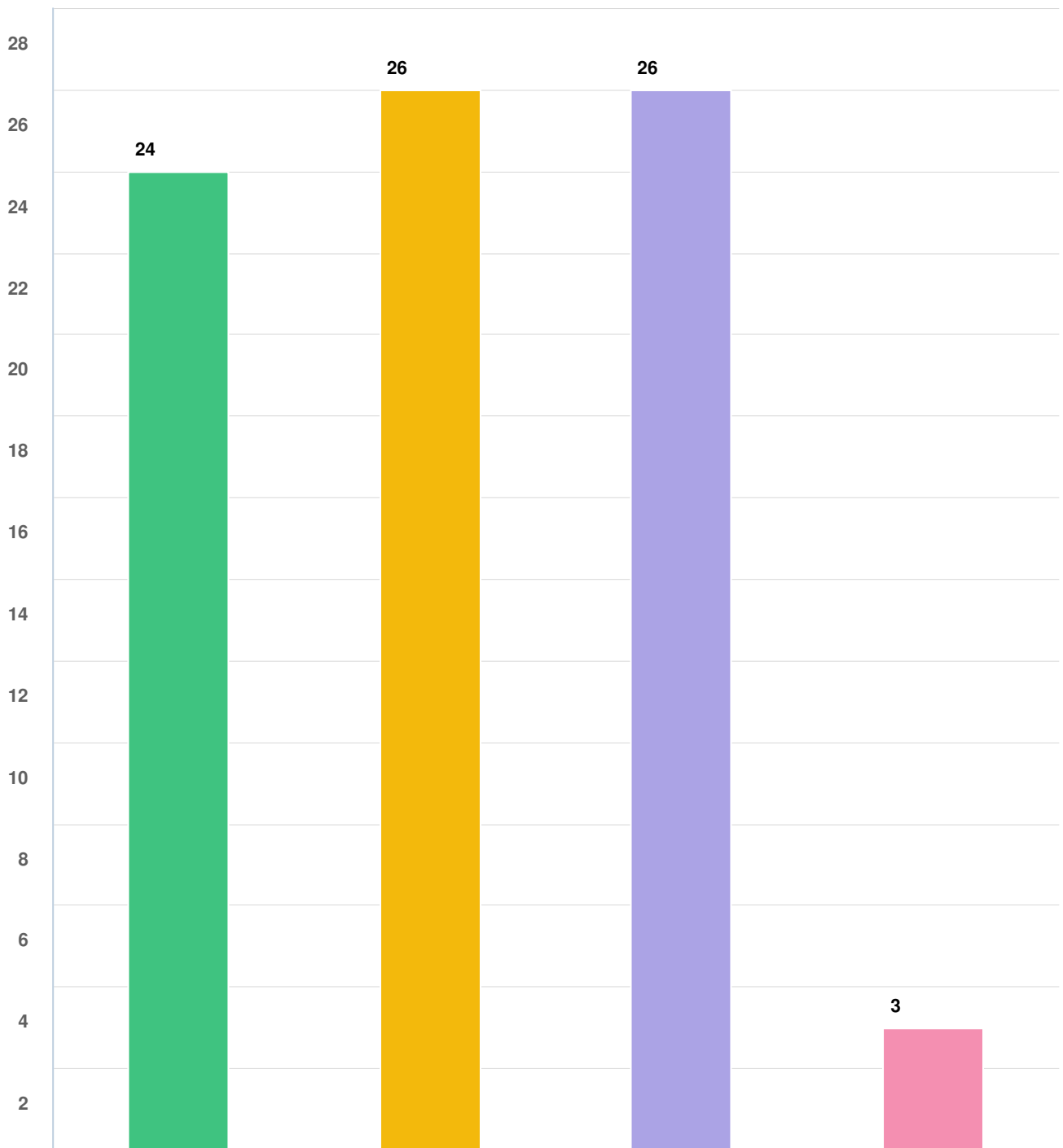
Anonymous RM6 5TJ

2/27/2023 12:02 PM

Optional question (37 response(s), 1 skipped)

Question type: Single Line Question

Q3 Keeping children and young people safe

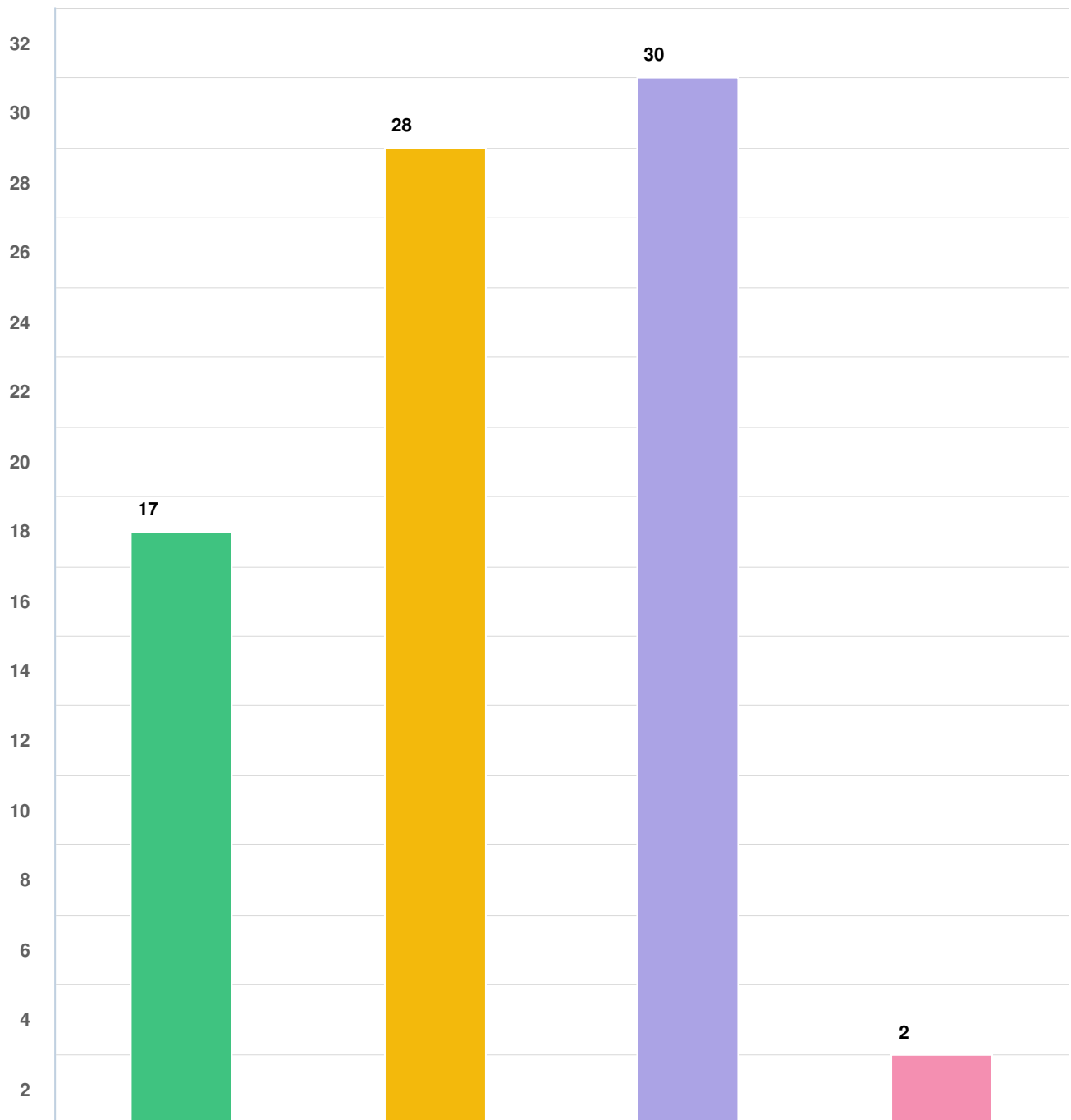


Question options

- Focus on the harm to children outside the home
- Reducing youth offending
- Supporting young people by providing opportunity into education, employment, training and mentoring.
- Other (please state)

Optional question (37 response(s), 1 skipped)
Question type: Checkbox Question

Q4 Tackling safety in the neighbourhood and community

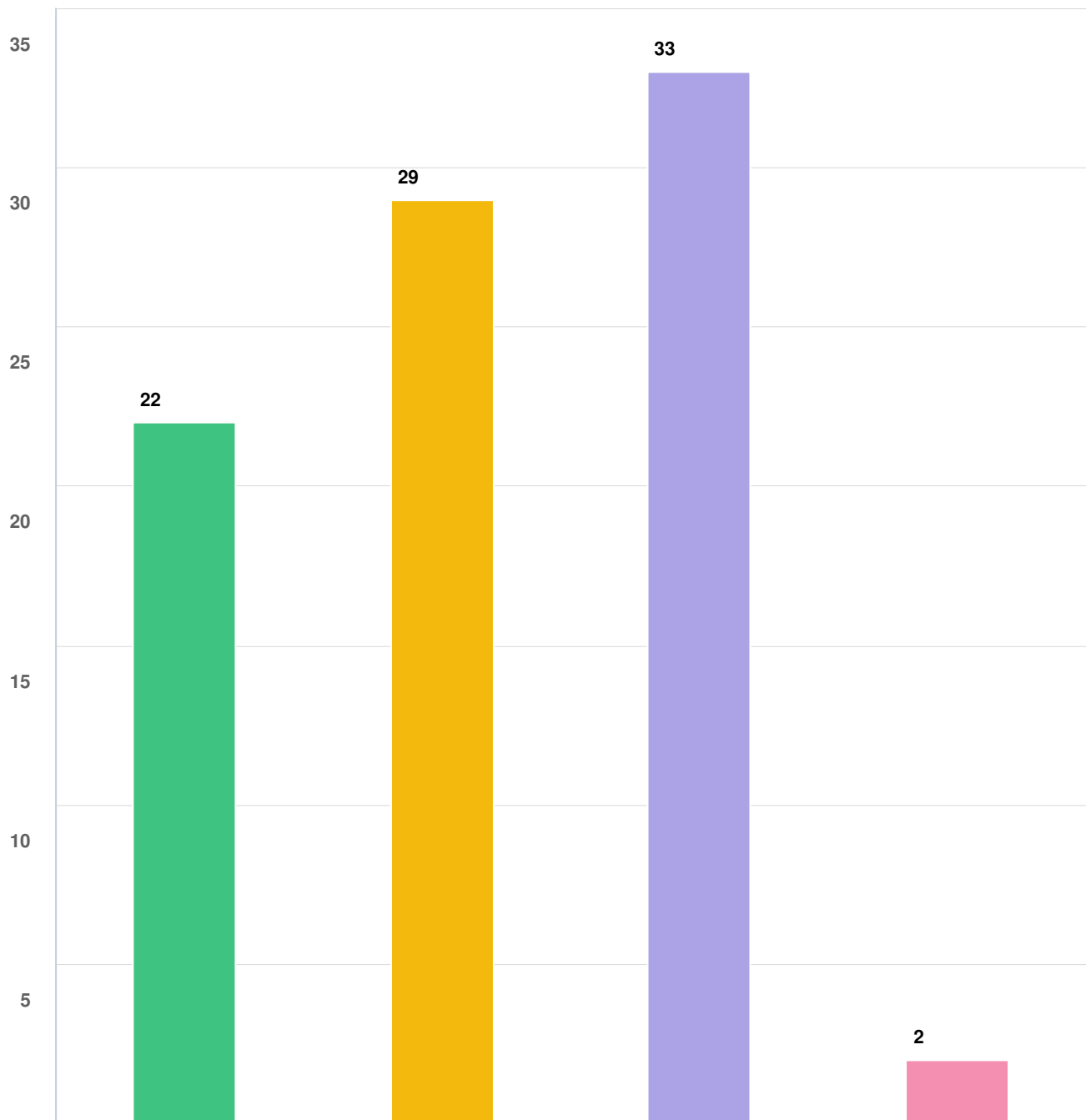


Question options

- Review impact of cost-of-living crisis on crime and support residents most at risk
- Tackle public anti-social behaviour including, spitting, begging, urination, use of alcohol.
- Focus on improving visibility of police, council, and partners in the local community
- Other (please state)

Optional question (37 response(s), 1 skipped)
Question type: Checkbox Question

Q5 Reducing re-offending

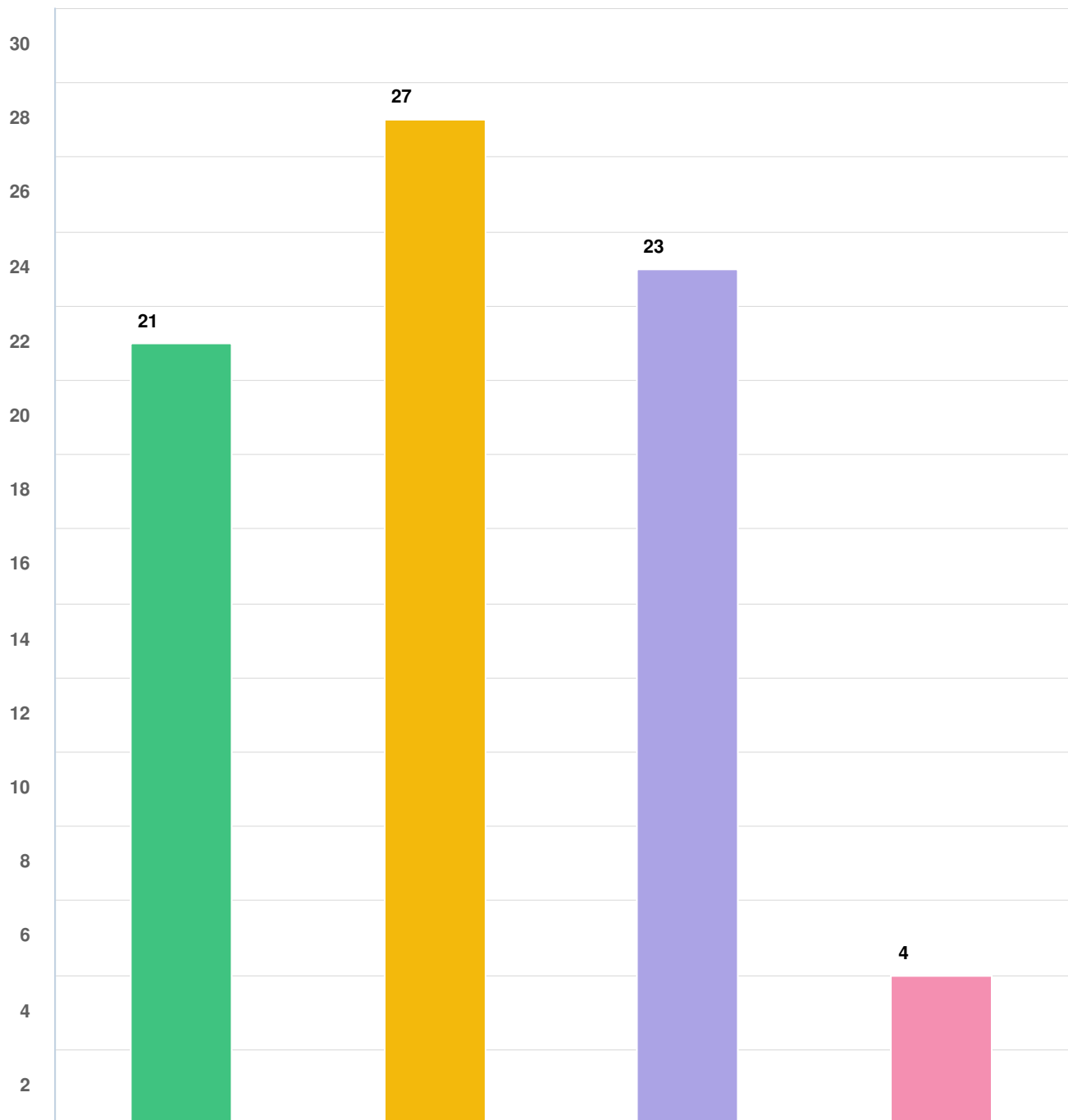


Question options

- Reduce burglary and improve the service from the police In the community
- Reduce crime that affect people the most: (Non-Domestic Abuse Violence With Injury, Theft of Motor Vehicle, Robbery of Personal Property).
- Dedicated approach to reduce knife crime and organised offending across the borough
- Other (please state)

Optional question (37 response(s), 1 skipped)
Question type: Checkbox Question

Q6 Standing up to hate, intolerance and extremism

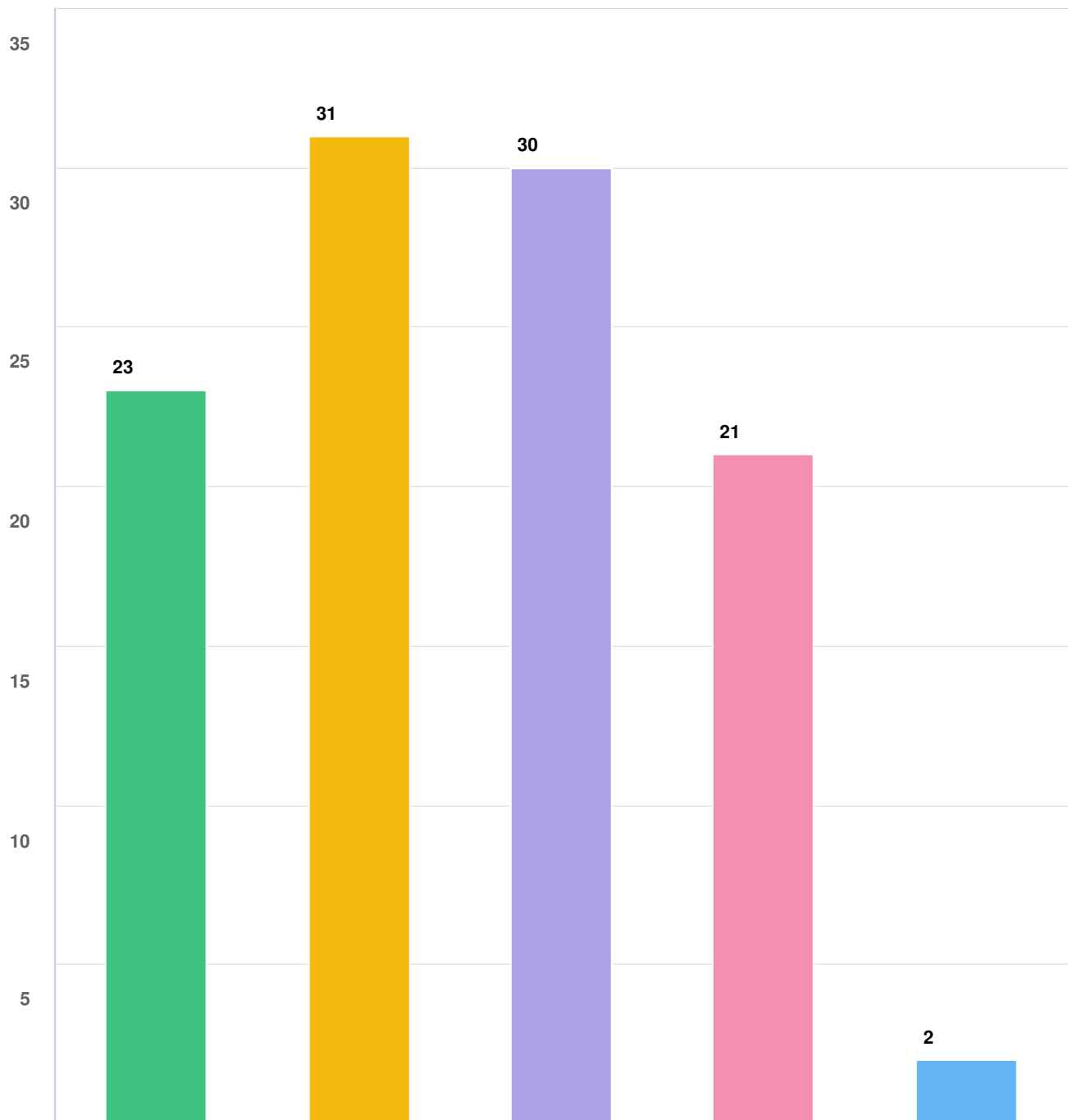


Question options

- Support residents to understand hate crime, how to report and get help.
- Having a connected community that respect each other and celebrates different backgrounds
- Prevent hate preaching and extremist activity in the community
- Other (please state)

Optional question (36 response(s), 2 skipped)
Question type: Checkbox Question

Q7 Tackling violence against women and girls

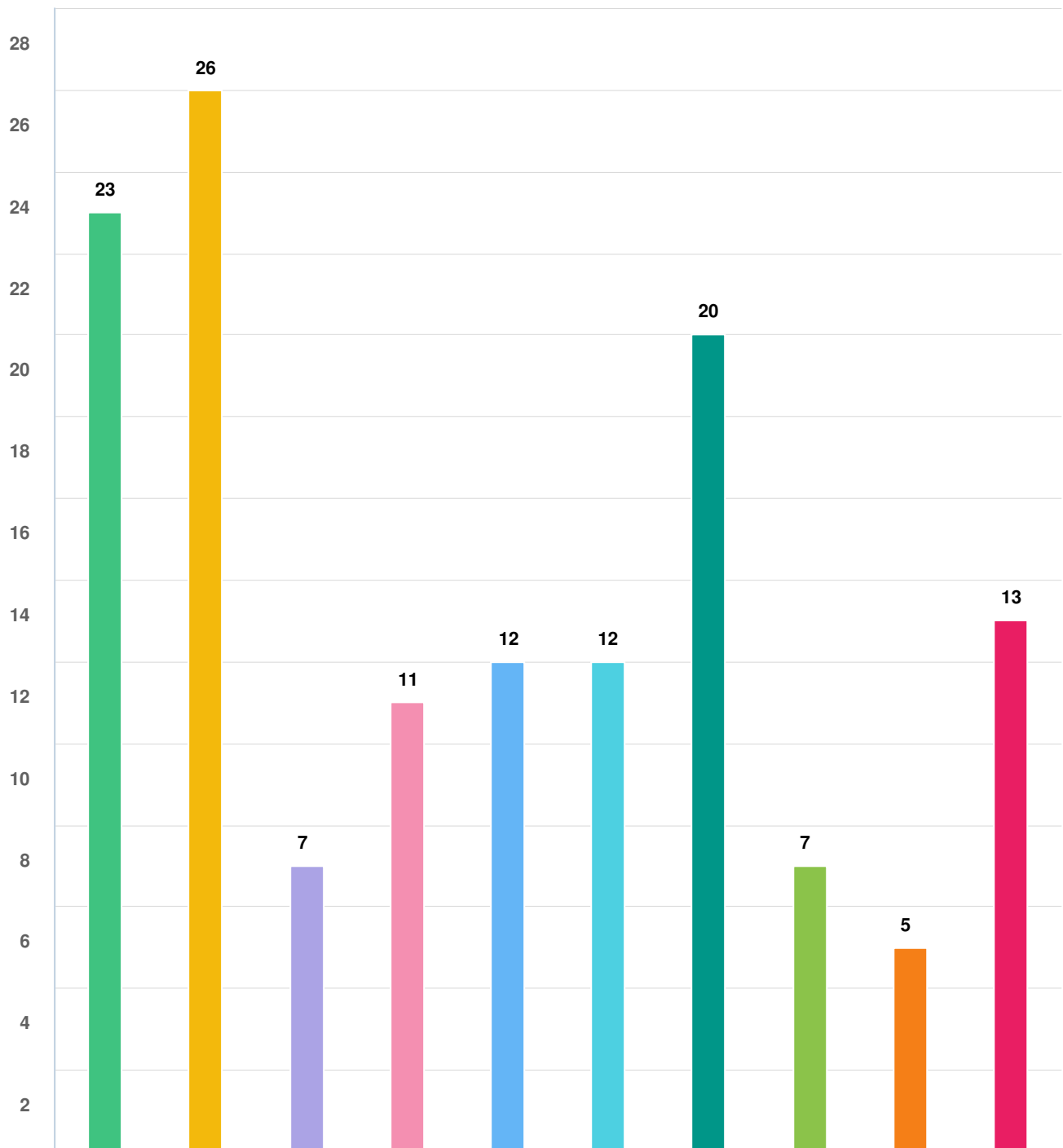


Question options

- Support survivors of domestic abuse
- Educate and communicate the issues around domestic abuse
- Challenge abusive behaviours
- Support survivors of domestic abuse and include their lived experience
- Other (please state)

Optional question (37 response(s), 1 skipped)
Question type: Checkbox Question

Q8 What are the issues in the local area that are affecting you the most?



Question options

- Anti-social behaviour ● Fly-tipping ● Public order offences ● Violent behaviour ● Knife crime ● Robbery
- Drug offences ● Criminal damage ● Hate crime ● Other (please provide details)

*Optional question (37 response(s), 1 skipped)
Question type: Checkbox Question*

Q9 | Where are these issues in your local area occurring?

Anonymous

2/01/2023 06:45 PM

Rm107ah

Anonymous

2/01/2023 10:00 PM

Barking and local areas in borough

Anonymous

2/01/2023 11:06 PM

Knife crime all over the Borough. Antisocial behaviour and fly tipping and rubbish in RM6 postcode area. Specifically East Road Chadwell Heath and surrounding roads

JanBro259

2/02/2023 01:48 PM

These places look ok 9-5.00 but after dark - the night city changes when the sun goes down round here. Barking station area, the steps to the right of Upney Station, Leftley Estate, just about any TESCO cashpoint in the borough

Anonymous

2/06/2023 09:10 AM

Near Barking station, my friend was attacked

Anonymous

2/06/2023 09:25 AM

Samuel Garside house

Anonymous

2/06/2023 10:36 AM

Dangerous driving is around the George Carey School. Car theft is all over the barking riverside estate, I live in the Caspian quarter

Anonymous

2/06/2023 10:39 AM

Everywhere you look/smell!

Anonymous

2/06/2023 02:16 PM

Green lane and local parks

Anonymous

2/07/2023 12:29 PM

All around phase 2 of barking riverside.

Anonymous

2/08/2023 09:15 PM

Late/early hours in the RM6 area

Anonymous

2/09/2023 02:21 PM

Young people being intimidated, robbed and attacked on the streets when coming home from school in their uniform. Also these young

people are targeting adults. They make the community feel unsafe and young people are scared to walk home or to the shops!
Becontree Station, sheppey road, Martins corner, goesbrook Road and alleyway. By the shops on Woodward road

Anonymous

2/10/2023 07:49 AM

Town centre and drug dealers in my road quite blatant

Anonymous

2/10/2023 09:19 AM

all over

Anonymous

2/14/2023 02:06 PM

Heathway. Everywhere in Dagenham

Anonymous

2/14/2023 02:36 PM

Near my house, Oxlow lane/Marston Avenue

Anonymous

2/14/2023 10:32 PM

Drunks and drug addicts in the park

Anonymous

2/16/2023 07:08 PM

Near the Barking station, there are always police which is a clear sign there is drugs or gang activity quite prominent in the area. There are peddlers everywhere you turn, outside the shops, outside the bar which is next to the Boots, that is a very significant area where we know things happen there. I would never want to walk alone at night for fear of being mugged or robbed, especially because there seem to be so many kids around in hoods and covered masks. I don't think it's safe for women.

Anonymous

2/16/2023 07:57 PM

As above

Anonymous

2/19/2023 09:17 AM

Right outside my doorstep at Barking Riverside

Anonymous

2/19/2023 09:22 PM

Drugs use Around the Wilds at Northgate Road

Anonymous

2/21/2023 04:02 PM

Barking and Dagenham, literally every area is unsafe and full of knife crime/drug crime/gang crime.

Anonymous

2/23/2023 01:56 PM

London Road, Barking Town Centre, Barking

Anonymous

2/26/2023 03:06 PM

The council

Anonymous

2/27/2023 07:09 AM

By the station, in the parks

Optional question (25 response(s), 13 skipped)

Question type: Essay Question

Q10 | Do you have any comments?

Anonymous

2/01/2023 06:45 PM

You not be picking special groups to protect. Everyone has a right to feel/ be safe.

Anonymous

2/01/2023 10:00 PM

How can I help my local area ie Harts lane

Anonymous

2/01/2023 11:06 PM

We never see any enforcement to lorries and cars parked on double yellow lines or throwing rubbish away. Been designated an anti social behaviour area because the trees keep being knocked over or removed because drivers coming to the shops can't park. Never see a street cleaner. Underpass lights not good in the one at the end of east road to Marks gate Ed and don't feel safe coming through in the dark. Have asked fir the light that are nog working to be repaired and the light covers cleaned but still waiting.

JanBro259

2/02/2023 01:48 PM

Please commit to community action - resource local community-led Voluntary and Community Sector Organisations out on the ground locally NOT just the leviathan charities and public sector - who after all have the benefit of our tax dollar to support them

Anonymous

2/06/2023 09:10 AM

I would love to have some street lights on Benson Street, it's pitch black at the moment and very scary when walking home

Anonymous

2/06/2023 09:25 AM

Every single time We reported an issue the police never looked intonate problem

Anonymous

2/06/2023 10:36 AM

There is no visible sign of any police presence in the area, lack of CCTV and other deterrents to crime

Anonymous

2/06/2023 02:16 PM

There should be more patrols to keep watch on these things

Anonymous

2/07/2023 12:29 PM

Police are only attending when a call is made. Although sometimes they still dont. Policing should be preventative rather than reactive but it appears not. More police and some cctv would help

Anonymous

2/09/2023 02:21 PM

More community police presence. They should never remove the police hub on woodward/hedgemans road

Anonymous

2/10/2023 07:49 AM

Let's see more police in the community make a presence move the low life away from our streets

Anonymous

2/10/2023 09:19 AM

their are no police in this area no ctv working people drive up and down the pavement and the council is incompetent of filling its roll in this part of the Borough

Anonymous

2/14/2023 02:06 PM

Rather than surveys actually do something

Anonymous

2/14/2023 02:36 PM

Drop kerb parking is issue blocking our drive and littering next to tesco and corral oxlow lane, need cctv.

Anonymous

2/16/2023 07:57 PM

Better communication needs to be had from the police and council when a complaint has been made, especially when it is an ongoing complaint. I understand agencies are busy and so am as I work too and I have much better things to do with my time than complain but a quick email with an update would mean such alot instead of residents including myself having to keep chasing for information all of the time and make us feel like we are being listened to so that our mental health is kept healthy. Thank you.

Anonymous

2/19/2023 09:17 AM

Anti social behaviour, people doing drugs, drinking, urinating and defecating in public spaces, walking dogs without leads that lead to attacks on people and other dogs, car theft, knife crime - all happening at Barking Riverside, "a place to be, become and belong"... NOT!

Anonymous

2/19/2023 09:22 PM

We need regular police presence along Fielders acre.

Anonymous

2/23/2023 01:56 PM

I have been complaining about these issues to the council for a number of years. Desperate and in need of urgent help. No voice is being heard. We are being ignored. We live in unhealthy and dangerous conditions. Please help.

Anonymous

2/27/2023 07:09 AM

The playgrounds are disgusting, I worry my son will cut himself on broken glass every time. I've reported it and nothing is done.

Optional question (19 response(s), 19 skipped)

Question type: Essay Question

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Community and Equality Impact Assessment

As an authority we have made a commitment to apply a systematic screening process to both new policy development or changes to services.

This is to determine whether the proposals are likely to have a significant impact on different groups within our community.

This process has been developed, together with **full guidance** to support officers in meeting our duties under the:

- Equality Act 2010.
- The Best Value Guidance
- The Public Services (Social Value) 2012 Act

As well as supporting you to look at whether there is, or will be, a significant impact, the guidance will also consider ways in which you might mitigate this in the future.

About the service or policy development

Name of service or policy	Community Safety Partnership Plan 2023-26
Lead Officer	Chris Lyons, Community Safety Partnership Manager
Contact Details	Chris.lyons@lbbd.gov.uk

Why is this service or policy development/review needed?
<p>Every three years the Community Safety Partnership (CSP) Board are required to develop an overarching Community Safety Partnership Plan under the Crime & Disorder Act 1998. The plan provides an overview of the work and priority areas that fall under the responsibility of the CSP.</p> <p>The Community Safety Partnership Plan incorporates local data, an insight on the roles and responsibilities of the board and its subgroup structure and how the Council will work in partnership to address local community safety priorities. The plan is published on the council website to keep residents informed on the progress of the CSP in reducing crime & disorder.</p> <p>Within the three-year plan cycle, annual reviews of the Community Safety Partnership Plan are conducted through the CSP and its subgroups to ensure that the governance structure of the CSP and its and responsibilities remain valid and any new workstreams are reflected in the plan.</p> <p>In advance of the Community Safety Plan being written, a full Crime & Disorder Strategic Assessment (CDSA) is undertaken by the Council’s Community Safety Analyst to understand trends and patterns in crime & disorder locally and to support priority setting.</p> <p>The Community Safety Partnership Plan represents a significant commitment by partners including the Council, Police, Fire, Probation and Health authorities as well as local voluntary groups to working together to improve the lives of our residents.</p>

1. Community impact (this can be used to assess impact on staff although a cumulative impact should be considered).

<p>What impacts will this service or policy development have on communities? Look at what you know? What does your research tell you?</p> <p><i>Consider:</i></p> <ul style="list-style-type: none"> • National and local data sets • Complaints • Consultation and service monitoring information • Voluntary and Community Organisations • The Equality Act places a specific duty on people with ‘protected characteristics’. The table below details these groups and helps you to consider the impact on these groups.
<p>Demographics</p> <p>A review of demographic information available through the borough data explorer has been considered as part of this equality impact assessment. The annual Community Safety</p>

COMMUNITY AND EQUALITY IMPACT ASSESSMENT

Partnership Crime & Disorder Strategic Assessment (CDSA) provides a multi-agency overview of crime and disorder in the borough as well as the identification of specific hotspot areas of concern.

Potential impacts	Positive	Neutral	Negative	What are the positive and negative impacts?	How will benefits be enhanced and negative impacts minimised or eliminated?
Local communities in general			X		<p>Enforcement activities are generally the option of last resort and are not taken in isolation without linking to the supportive approaches highlighted above.</p> <p>Staff involved in enforcement activities receive appropriate training and guidance and are aware of the Children's Act 2004 and the Care Act 2014 relating to vulnerable adults or children.</p>
Age	X				Young people are disproportionately affected by higher harm crime types including robbery and knife crime. Priority 1 of the CSPP focusses on keeping children and young people safe, such as the Council's approach to contextual safeguarding, criminal and sexual exploitation, gangs, and work to reduce and prevent serious violence.
Disability	X				Disabled people are affected by hate crime and this plan contains actions that address local tensions, hate crime, intolerance and extremism. This includes a focus on increasing understanding of hate crime and hate incidents both online and in person and encouraging victims to report.
Gender reassignment	X				As above, hate crime actions are included in the strategy.
Marriage and civil partnership	X				Those who are pregnant may be at higher risk of domestic abuse. Priority 5 of the CSPP is aimed at tackling violence against women and girls and includes a focus on supporting survivors, educating, and communicating, challenging abusive behaviors and including lived experience of survivors.
Pregnancy and maternity	X				As above, actions are included in the strategy.

COMMUNITY AND EQUALITY IMPACT ASSESSMENT				
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Race (including Gypsies, Roma and Travellers)	X				As above there are specific actions to tackle hate crime, and as such people defined by race, colour, ethnic or national origins are affected more (assessed positive impact).
Religion or belief	X				As above there are specific actions to tackle hate crime, and as such people defined by race, colour, ethnic or national origins are affected more (assessed positive impact).
Sex	X				As above, hate crime actions are included in the strategy.
Sexual orientation	X				As above, hate crime actions are included in the strategy.
Any community issues identified for this location?					No further issues identified.

2. Consultation.

Provide details of what steps you have taken or plan to take to consult the whole community or specific groups affected by the service or policy development e.g. on-line consultation, focus groups, consultation with representative groups?

Consultation and discussions with Community Safety Partnership Board members including the Police, Probation, Health, Voluntary, Council services and Community Sector organisations took place through a dedicated Community Safety Partnership Board Plan workshop on 7th December 2022.

Internal discussions at portfolio meetings with the Lead Cabinet Member for Enforcement and Community Safety Cllr Ghani. Internal discussions with Operational Director, Enforcement & Community Safety, Community Safety Operations Manager.

Community Safety Partnership Plan 2023-26 was presented at Overview and Scrutiny Committee on 8th February 2023. Committee members were invited to provide input and their comments were noted and incorporated into the final plan.

A virtual resident workshop and Q&A session held on 21st February 2023 chaired by Councillor Worby and included presentations by the Community Safety Partnership Manager, Community Safety Operations Manager, LBBD Comms Team, Domestic Abuse Improvement Lead and representatives from the Police.

Wider and formal public consultation with residents, visitors, partners and community and voluntary organisations about their experiences of safety in the borough and their priorities for the future. The consultation closed on Tuesday 28th February 2023 through the One Borough Voice Platform and the public's feedback was incorporated into the final plan.

3. Monitoring and Review

<p>How will you review community and equality impact once the service or policy has been implemented? <i>These actions should be developed using the information gathered in Section 1 and 2 and should be picked up in your departmental/service business plans.</i></p>		
Action	By when?	By who?
Review of the annual Community Safety Partnership Crime & Disorder Strategic Assessment (CDSA).	Annually in financial Quarter 2	Community Safety Partnership Board members
Review and refresh of the Community Safety Partnership Plan 2023-26	Annually in financial Quarter 3	Community Safety Partnership Board members
Regular reviews of CSP subgroup forward plans and action plans	Bi-monthly and quarterly	Community Safety Partnership Board subgroup members

4. Next steps

It is important the information gathered is used to inform any Council reports that are presented to Cabinet or appropriate committees. This will allow Members to be furnished with all the facts in relation to the impact their decisions will have on different equality groups and the community as a whole.

Take some time to précis your findings below. This can then be added to your report template for sign off by the Strategy Team at the consultation stage of the report cycle.

<p>Implications/ Customer Impact</p>
<p>In summary, whilst we will be targeting protected characteristics and particular residents in the borough based on identified need, we anticipate the Community Safety Partnership Plan 2023-26 will have a positive impact on residents to improve safety for all.</p>

5. Sign off

The information contained in this template should be authorised by the relevant project sponsor or Divisional Director who will be responsible for the accuracy of the information now provided and delivery of actions detailed.

Name	Role (e.g. project sponsor, head of service)	Date
Chris Lyons	Chris Lyons, Community Safety Partnership Manager	30/03/2023

CABINET**18 April 2023**

Title: Procurement of a Managed Training Provider	
Report of the Cabinet Member for Finance, Growth and Core Services	
Open Report	For Decision
Wards Affected: None	Key Decision: Yes
Report Author: Jenny O’Hanlon, Lead L&D Co-ordinator	Contact Details: Tel: 020 227 2621 E-mail: jenny.ohanlon@lbbd.gov.uk
Accountable Director: Gail Clark, Director of Workforce Change	
Accountable Executive Team Director: Fiona Taylor, Acting Chief Executive	
<p>Summary:</p> <p>The Council is required to train staff and this is undertaken in a number of different ways – informal learning, training and briefings provided by its own staff as subject matter experts, e-learning and, where it is necessary, some training is provided by external trainers. When engaging external trainers, the Council is required to ensure that it is compliant with the Council’s Contract Rules and the Public Contracts Regulations 2015 and provide value for money.</p> <p>The Council has engaged a managed training provider in the past and the current contract ends in September 2023. In order to continue to access high quality and value-for-money training options, it is proposed to utilise the ESPO Managed Training Services Framework, number 383_21.</p> <p>The managed service provider model has significant advantages in being able to source approved trainers quickly at an optimum rate. As such the proposal is for the contract to be accessed through out all Council services, and in doing so increasing the contract value. As a draw down contract, there is no obligation to spend at the higher level but it is important that flexibility is there so that the Council can operate within its contracting rules and regulations. There is an allowance for some contingency as well, as spend may increase.</p> <p>Training staff to comply with local and national policies and legislation, and to deliver services safely and efficiently significantly reduces risks to the Council and ensures that we comply with good employment practice. As well as ensuring that we can comply with the mandatory training needs, as a Gold Investor in People employer it is important that training needs identified through service plans and Performance, Feedback and Development (PFD) conversations can be met.</p> <p>Local government like many other sectors are facing a recruitment crisis, a key retention and attraction strategy is to ensure that staff are developed and provided with high quality training to do their jobs well.</p>	

<p>Recommendation(s)</p> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"> (i) Agree that the Council proceeds with the procurement of a contract for a Managed Training Provider in accordance with the strategy set out in the report; and (ii) Authorise the Director of Workforce Change, in consultation with the Cabinet Member for Finance, Growth and Core Services and the Chief Legal Officer, to conduct the procurement and award and enter into the contract and all other necessary or ancillary agreements with the successful supplier to fully implement and effect the proposals.
<p>Reason(s)</p> <p>To assist the Council to achieve its priority of “Well Run Organisation”.</p>

1. Introduction and Background

- 1.1 In November 2015 LBBB entered into a contract with Premier Partnership as a Managed Training Provider. Through Premier Partnership, LBBB were able to use a pool of trainers, that had gone through robust quality checks before being signed up to them. For new course requirements, LBBB would send a spec to Premier Partnership and they would come back within 5 working days with some options of the best trainers. Learning and Development would then be able to see who best fitted the training requirement, speaking to the trainer directly if required. For ongoing courses, there would then be the ability to quickly organise repeat dates.
- 1.2 In September 2020 another tender process was undertaken via the ESPO framework and again Premier Partnership were successful. The value of this contract was £240,000 over 4 years. During the term of this contract, because this was seen as an effective and value for money approach other areas of the Council used the contract and so the contract value was being used quicker than anticipated. Procurement colleagues encouraged other services who were procuring training related items, to go via the Framework to ensure value for money.
- 1.3 In 2022 Procurement Board agreed a request for an increase to the contract value, to ensure we were compliant with the spend. This was due to other services drawing on the contract. Procurement Board agreed an increase in the value of the contract to £360,000 on the condition that the contract would only run for 3 years and then would be retendered for a higher value to ensure some contingency to cover further Council requests.

2. Proposed Procurement Strategy

2.1 Outline specification of the works, goods or services being procured

- 2.1.1 The successful provider will source a wide range of training services but will also be able to provide a capped volume of training themselves. The training will comprise of courses delivered across the organisation, which includes, but is not exhaustive of:

- Leadership and Management Training
- Restructure and Review Support Programme
- Mandatory Training Programme
- Equalities Programme

Timetable

Cabinet approval	April 2023
Issue further competition documents	May 2023
Deadline for responses to further competition	June 2023
Evaluate further competition responses by	July 2023
Award report written and approved	July 2023
Contract commences	September 2023

2.2 **Estimated Contract Value, including the value of any uplift or extension period**

2.2.1 £780,000 in total over 3 years with the option to extend for another year if there is still a sufficient amount left on the contract value at the point of the tender needing to take place again.

2.2.2 Funding will be met from existing revenue budgets.

2.3 **Duration of the contract, including any options for extension**

2.3.1 Three years with a one-year option to extend.

2.4 **Is the contract subject to (a) the (EU) Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for services, are the services for social, health, education or other services subject to the Light Touch Regime?**

2.4.1 Yes

2.5 **Recommended procurement procedure and reasons for the recommendation**

2.5.1 To carry out a further competition from the ESPO Managed Training Services Framework (framework number 383_21). This Framework was let compliantly with the Public Contracts Regulations 2015 and expires on 11 September 2023 with an option to extend up to 11 September 2025. The framework provides complete managed training services and is open for use by public sector organisations. The following are the suppliers named on the framework:

- Capita
- Premier Partnership t/a Premier People Solutions
- QA
- Reed Specialist Recruitment Limited
- Me Learning Limited
- Oxford Applied Training
- SkillGate Ltd

2.5.2 The proposed Framework levies no commitment on the value of the contract.

2.6 **The contract delivery methodology and documentation to be adopted**

2.6.1 The contract will be let utilising the ESPO call off agreement. The contract will be managed by the Learning and Development Team.

2.7 **Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract**

2.7.1 With a Managed Training Provider, it will be possible to respond to training needs extremely quickly as there will be access to a wealth of approved providers. Commissioning teams can, of course, put in additional quality assessment steps within the framework to ensure they meet our needs before agreeing to work with them.

2.7.2 The provision of the Managed Training Service means that the successful supplier will source and evaluate suitable training providers on behalf of LBBD. This service will also achieve savings in terms of time and resources to procure individual contracts.

2.7.3 Additional non-cashable savings will be achieved by not having to carry out a full open or restricted procurement exercise.

2.8 **Criteria against which the tenderers are to be selected and contract is to be awarded**

2.8.1 40% Price, 60% Quality in accordance with the Framework. Included in this, will be 10% for Social Value aspects.

2.9 **How the procurement will address and implement the Council's Social Value policies**

2.9.1 As part of the process we will ensure we provide the Council's Social Value Toolkit to all suppliers named on the framework. Social Value will be evaluated as part of the quality criteria.

2.10 **Contract Management methodology to be adopted**

2.10.1 There will be quarterly contract review meetings held along with annual contract reviews. The contract will be managed by the Learning and Development Team.

3. **Options Appraisal**

3.1 The following options were considered:

3.1.1 **Do Nothing - rejected** - there is an ongoing need for mandatory training provision and to allow existing agreements to lapse would place the Council in a non-compliant position. We have the option to extend for a fourth year, but this will exceed the current contract value in place.

3.1.2 **Procure training via competitive tenders - rejected** - the implications would mean procuring multiple low value contracts which would not result in achieving

value for money. There would be additional costs and staff resource to carry out fully compliant tendering exercises.

3.1.3 **Use alternative Frameworks:**

Rejected - CCS – Framework number RM6145 – Learning & Development

Framework commenced on 14 April 2020 and expires on 16 April 2024. This framework offers a complete managed learning service or other tailored options as required and is available to public sector organisations. The only supplier on this framework is Ernst & Young LLP.

Rejected as only one supplier on the Framework which means there is no option to run a further competition with other suppliers to ensure best value.

Rejected – Learning & Training Services DPS – Framework number 6219

Framework commenced on 29 October 2021 and expires on 28 October 2025. This framework is open for use by public sector organisations. There are many suppliers on this framework.

Rejected as does not meet LBBB's requirements. It does offer a managed training provider service, but there isn't a list of suppliers available to see. This means a capability assessment would need to be undertaken for the providers that have signed up to the framework.

Rejected - YPO – Framework number 999 – Training DPS

Framework commenced on 9 April 2020 and expires on 8 April 2024. This framework is open for use by public sector organisations. There are many suppliers on this framework.

Rejected as does not meet LBBB's requirements as the Framework is not a managed training provider and requires a number of mini competitions on each lot within the framework, which would require staff resource to administer lots of mini competitions.

3.1.4 **Use ESPO Framework – recommended option**

Recommended as Framework covers LBBB's requirements and a further competition is able to be carried out to establish best value for LBBB.

4. Waiver

4.1 Not applicable

5. Consultation

5.1 The proposals in this report were considered and endorsed by the Procurement Board at its meeting on 20 March 2023.

6. Corporate Procurement

Implications completed by: Sam Woolvett – Category Manager

6.1 A further competition from ESPO Framework 383_21 – Managed Training Services, is likely to yield the best value for money for this requirement and is suitable for this level of spend.

- 6.2 This approach complies with LBBD's Contract Rules. As the value of this procurement exceeds the threshold for the services under the Public Contract Regulations 2015 (the Regulations), standstill periods will be adhered to.
- 6.3 Corporate Procurement will be assisting the services area throughout the tender process and assisting in drafting the further competition documents.

7. Financial Implications

Implications completed by: Nurul Alom – Finance Manager

- 7.1 The report seeks approval for the Council to proceed with the procurement of a contract for a Managed Training Provider in accordance with the strategy set out above. The current Managed Training Provider contract comes to an end in September 2023. The report seeks approval for the use of ESPO Managed Training Services Framework, number 383_21. The estimated cost of the proposal is £780,000 in total over 3 years (£260k per annum) and will be met from HR revenue budgets as well as other budgets from services across the organisation.

8. Legal Implications

Implications completed by: Lauren van Arendonk, Locum Contracts & Procurement Lawyer

- 8.1 This report seeks a recommendation to proceed with the procurement of a contract for a Managed Training Provider, through the established ESPO Managed Training Services Framework, number 383_21. Any procurement must be via an approved procurement method, such as an established Framework. This method will most likely achieve Council Objectives.
- 8.2 The current call-off contract expires in September 2023 and given the historical success of previous procurement for management training service contracts using a Framework, ESPO presents a straightforward procurement route, in comparison to an open market procurement, reducing the risks of challenge. A mini competition shall be undertaken once the use of the Framework has been approved.
- 8.3 Under the Council's Contract Rules, procurements from Frameworks are exempt from the full application of the Rules provided the framework has been properly procured under the Regulations and the procurement is made in accordance with the Framework's terms and conditions.
- 8.4 The contract has a value of up to £780,000, for a term of three years from 1 September 2023 with an option to extend for a further period of up to 12 months, subject to funding constraints. All contracts with a total contract value of £100,000 or more must be sealed by Legal Services.

9. Other Implications

- 9.1 **Risk and Risk Management** - In order to be compliant with legislation and the Council's Contract Rules, it is necessary to conduct a procurement process. Risks of this recommendation not being approved are that the council would be non-compliant.

9.2 **TUPE, other staffing and trade union implications** – Not applicable

9.3 **Corporate Policy and Equality Impact** - The majority of the learning and development that we propose to commission through this portal will be aimed at internal customers (employees and managers). The L&D team will continue to commission external trainers who meet the expectations set out in the Council's E&D in Employment policy which includes ensuring that courses are accessible and meet delegates' needs.

An evaluation was carried out by ESPO which included compliance with Equalities and Diversity legislation. The framework also has a comprehensive clause on compliance with legislation to prevent discrimination.

The EIA screening tool has been completed for this contract and was determined that a full EIA was not required. This is based on the evaluation that was undertaken by ESPO and therefore we can be confident that any trainer we use meet expectations in this area. If there were ever any instances where this was not the case, then we have a route to feed this back via the managed service and they need to assess it. We then have the option of continuing with other providers without the delays of further procurement activities.

9.4 **Safeguarding Adults and Children** – trainers relating to the Children's and Adult's areas will be supplied as part of the contract.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

Appendix 1 - EIA Screening Tool

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Equality Impact Assessment Screening Tool

Equality Impact Assessments help the Council to comply with its public sector duty under the Equality Act 2010 to have due regard to equality implications. EIAs also help services to be customer focussed, leading to improved service delivery and customer satisfaction.

The Council understands that whilst its equalities duty applies to all services, it is going to be more relevant to some decisions than others. We need to ensure that the detail of Equality Impact Assessments (EIAs) are proportionate to the impact of decisions on the equality duty, and that in some cases a full EIA is not necessary.

This tool assists services in determining whether plans and decisions will require a full EIA. It should be used on all new policies, projects, functions, staff restructuring, major development or planning applications, or when revising them.

Full guidance on the Council's duties and EIAs and the full EIA template is available at [Equality Impact Assessments](#).

Proposal/Project/Policy Title	Provision of a Managed Training Provider	
Service Area	Learning & Development	
Officer completing the EIA Screening Tool	Jenny O'Hanlon, Lead L&D Co-ordinator	
Head of Service	Sue Cooper, Head of OD & Change	
Date	22/02/2023	
Brief Summary of the Proposal/Project/Policy Include main aims, proposed outcomes, recommendations/decisions sought.	The proposal is to use a Managed Training Provider so that we can quickly respond to training needs, as it allows access to a wealth of approved providers who have undergone a number of quality checks as part of the onboarding process.	
Protected characteristic	Impact	Description
Age	Positive impact (L)	The successful provider and their associates will be asked to ensure that anecdotes and examples provided within training sessions are inclusive for all ages.
Disability	Positive impact (L)	The successful provider and their associates will need to ensure that

		<p>they think about accessibility. This would also include the training materials that are used within training events, supporting accessibility technologies such as screen readers and subtitles. All delivery will be in accessible buildings or online.</p> <p>Clear records of participants are recorded to ensure that we can report on fair accessibility for training.</p>
Gender re-assignment	Positive impact (L)	The successful provider and their associates will need to ensure that they are inclusive and use gender-neutral terminology where appropriate.
Marriage and civil partnership	Positive impact (L)	Not applicable
Pregnancy and maternity	Positive impact (L)	As required, sessions may need to be repeated so can be accessed at a later date for those who have had a maternity / paternity absence.
Race	Positive impact (L)	<p>The successful provider and their associates will need to ensure examples of scenarios used are representative of the Black, Asian and multi-ethnic community.</p> <p>Clear records of participants are recorded to ensure that we can report on fair accessibility of training.</p>
Religion	Positive impact (L)	<p>When scheduling events, religious holidays will be considered to maximise participation opportunity.</p> <p>Think about the structure of the session to take into account any periods of worship.</p>
Sex	Positive impact (L)	<p>The successful provider will need to ensure examples of scenarios used are representative of both sexes.</p> <p>Clear records of participants are recorded to ensure that we can report on fair accessibility of training.</p>
Sexual orientation	Positive impact (L)	The successful provider and their associates will need to ensure that they are inclusive.

Socio-Economic Disadvantage¹	Not applicable (N/A)	
How visible is this service/policy/project/proposal to the general public?		Low visibility to the general public (L)
What is the potential risk to the Council's reputation? Consider the following impacts – legal, financial, political, media, public perception etc		Low risk to reputation (L)

If your answers are mostly H and/or M = **Full EIA to be completed**

If after completing the EIA screening process you determine that a full EIA is not relevant for this service/function/policy/project you must provide explanation and evidence below.

Training can help to promote a more inclusive culture, where all individuals are valued for their contributions and provided with the support they need to succeed. This can help to reduce stigma and discrimination, and promote a more positive working environment.

The majority of the learning and development that we propose to commission through this portal will be aimed at internal customers (employees and managers). The L&D team will continue to commission trainers who meet the expectations set out in the Council's E&D in Employment policy, which includes ensuring that courses are accessible and meet delegates' needs.

The supplier would also be used to provide training in EDI topics, such as 'Being an Inclusive Leader' or 'Being an Inclusive Team Member'. This would ensure that council staff operate appropriately amongst an equal and diverse workforce, creating a safe space where staff can feel happier in their roles and feel confident in reporting inappropriate or offensive behaviour. This would in turn make staff think about how they provide their service to residents, whether that be in the way they communicate with residents or in how they plan and operate their services for residents.

Equalities questions are included in the process to onboard managed training providers onto the ESPO Framework. The framework also has a comprehensive clause on compliance with legislation to prevent discrimination. Therefore, we can be confident that any trainer we use meet expectations in this area. If there are ever any instances where we receive complaints that a trainer is not aligned with our E&D policy, then we have a route to feed this back via the managed service provider and they would need to address it. We then have the option of continuing with alternative providers, without the delays of further procurement activities.

We can choose to include further questions around Equalities, Diversity and Inclusion into the framework, when going through the tender process.

¹ Socio-Economic Disadvantage is not a protected characteristic under the Equality Act. London Borough of Barking and Dagenham has chosen to include Socio-Economic Disadvantage as best practice.

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