

**Notice of Meeting**

**OVERVIEW AND SCRUTINY COMMITTEE**

**Wednesday, 13 September 2023 - 7:00 pm**  
**Council Chamber, Town Hall, Barking**

**Members:** Cllr Glenda Paddle (Chair); Cllr Dorothy Akwaboah (Deputy Chair); Cllr Andrew Achilleos, Cllr Donna Lumsden, Cllr Fatuma Nalule, Cllr Ingrid Robinson, Cllr Paul Robinson, Cllr Muazzam Sandhu, Cllr Phil Waker and Cllr Mukhtar Yusuf

**Co-Opted Members** (for education matters only): Glenda Spencer, Sarfraz Akram, Sajjad Ali and Richard Hopkins

**By Invitation:** Cllr Kashif Haroon and Cllr Maureen Worby

Date of publication: 1 September 2023

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**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 12 July 2023 (Pages 3 - 8)**

**4. Adult Social Care - CQC Assurance and Improvement Update (Pages 9 - 53)**

5. **Waste Strategy (Pages 55 - 81)**
6. **Work Programme (Pages 83 - 84)**
7. **Any other public items which the Chair decides are urgent**
8. **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 Overview & Scrutiny Committee, 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 legislation (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.***

9. **Any 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

- 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 support the delivery of these priorities, the Council 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.

The Council has also established the following three objectives that will underpin its approach to equality, diversity, equity and inclusion:

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

## MINUTES OF OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 12 July 2023  
(7:00 - 9:17 pm)

**Present:** Cllr Glenda Paddle (Chair), Cllr Dorothy Akwaboah (Deputy Chair), Cllr Andrew Achilleos, Cllr Fatuma Nalule, Cllr Ingrid Robinson, Cllr Paul Robinson, Cllr Muazzam Sandhu and Cllr Mukhtar Yusuf

**Also Present:** Cllr Saima Ashraf and Cllr Elizabeth Kangethe

**Apologies:** Cllr Phil Waker, Sajjad Ali, and Richard Hopkins

### 7. Declaration of Members' Interests

There were no declarations of interest.

### 8. Minutes (7 June 2023)

The minutes of the meeting held on 7 June 2023 were confirmed as correct.

### 9. Readiness for the SEND Area Inspection

The Commissioning Director, Education (CDE), delivered a presentation which covered the following issues:

- Local Area SEND Inspections - key questions;
- Local Area SEND Self Evaluation Form (SEF) and Action Plan;
- Local Area SEND SEF – Priorities;
- The SEND Local Area Inspection Framework;
- Local Area Action Plan;
- Thematic Review of Alternative Provision (Ofsted, Care Quality Commission and Social Care);
- Priority Actions; and
- Inspection Preparation.

In response to questions from the Committee, the CDE and the Head of SEND stated that:

- The Covid-19 pandemic had exacerbated the challenges within SEND services and the system was now clearly seeing some of the impacts, including an unprecedented level of need;
- The Council works closely with Health partners to deliver services to children and young people with SEND; however, there were significant challenges both in Health and within the Council, including a large number of vacancies which were very difficult to recruit to, and the Borough had been historically underfunded compared to neighbouring boroughs, which meant that budgets were always lagging behind demand;
- There were two main approaches the Council and its partners were taking to respond to the challenges in recruitment- the first could be described as 'growing our own' where those with an interest and a basic level of experience in providing SEND services would be supported to train and

qualify as Education Psychologists to then return and provide services in the Borough, and the second was to recruit to more senior positions and think creatively about how these posts could deliver SEND services more widely;

- There was more the Council and partners could do to include the voices of a wider range of young people and families when evaluating SEND services, and there were actions being taken around this, for example, the person recruited to the new Family Liaison Post would be tasked with creating groups for young people to join from September this year, which would be used for direct feedback. Furthermore, services were required to complete a SEND Self Evaluation Frameworks, which were working documents and regularly updated as a result of new learnings;
- It was acknowledged that schools were under pressure; however, much of this pressure related to factors such as the impacts of the Covid-19 pandemic and the cost of living. Schools received a level of basic SEND funding and this was topped up depending on their individual SEND need levels, which would be evidenced by audits;
- The development of a fourth special school in the Borough, being funded by the DfE, was in the pipeline and had been delayed. It was expected that the school would be open in 2025 and have places for 100 pupils, including those with profound learning difficulties;
- The data used to evaluate the SEND service was taken from various sources, including the SEND needs assessment which considered a range of factors such as travel time to get to particular schools, commissioning of arts provision, and the impacts on the family and the outcomes of services;
- Informal approaches had been made to boroughs with lower levels of need to consider whether they could trade specialist SEND services with the Council; unfortunately, this was a very difficult market and the Council had been unable to purchase services from other boroughs to date;
- Mayesbrook School and Five Elms School had some very high-quality SEND provision, and the deaf ARP particularly, had been acknowledged by inspectors as excellent;
- The Council did use unregistered alternative SEND provision; however, it only did so after undertaking quality assurance checks and if any provision was found to be below standard, it would decommission the provision. It was important to note that sometimes unregistered provision can be more flexible and therefore more tailored to the needs of particular children;
- It was acknowledged that more robust checks needed to be in place to ensure funding allocated to schools for SEND provision was effectively put towards children with SEND to strengthen the trust and confidence held by both the Council and families in the system; and
- The Council had put in place arrangements which provided schools with additional funding without the need for an Education, Health and Care Plan, the aim being getting resources to schools as rapidly as possible.

## **10. Tackling Unemployment and Inactivity in Barking and Dagenham**

The Council's Strategic Head of Inclusive Economy, Employment and Skills (SHES) delivered a presentation on Tackling Unemployment and Inactivity in Barking and Dagenham, which covered:

- Context;

- Unemployment as a borough priority and the Corporate Plan;
- Inclusive Economy, Employment & Skills;
- Supporting the hardest to reach – a review;
- Strengths of the existing offer;
- Areas for development;
- Good practice;
- expanding our cross-council work;
- Challenges; and
- Job Shop performance overview 2022-23

In response to questions from the Committee, the SHES stated that:

- The figure of 4.9% in the report referred to the percentage of people in the Borough who were unemployed and the figure of 24.8% referred to those who were economically inactive – these were two different groups, with the latter referring to those who were not required to look for work. It was important to note that the term ‘economically inactive’ included people who may not be looking for work but added much value to their local communities in other ways and were not a burden to public services;
- National childcare provision and entitlements have a huge impact on employment levels. For example, the take up of free childcare for those on Universal Credit had historically been low as people were put off by the requirement to pay up front and then request reimbursement. It was assumed that the proposed increase in childcare provision to 30 hours for 3- to 4-year-olds could have a positive impact on employment levels; however, this would also depend on other factors including the number of places and how childcare providers respond to the changes;
- Black/Black British females were those most likely to be qualified to Level 4+, followed closely by Black/Black British males and Asian/Asian British males and females but also, the highest rate of unemployment in Barking & Dagenham was amongst residents of mixed ethnicity (both sexes) and Black/Black British residents (both sexes). Service users of the Council’s job brokerage service reflected the demographic of the Borough, and the Council was doing some targeted work to ensure disadvantaged communities were engaging with employment support, such as working closely with the Adult College, debt advice service, social care, community outreach approaches, and building partnerships with faith groups. The Strategic Director for Inclusive Growth noted that the above data was taken from the last Census and it was important to note that as the Borough was a fast changing one, trends since the Census may have already shifted and furthermore, that the significant number of new residents moving into the Borough to take advantage of its growing housing offer, would not have benefitted from much of the investments made in transforming the Borough’s schools and educational provision;
- The visibility of the Council’s employment support services needed to be improved. There were plans to update the Service’s digital presence to make it more interesting and engaging. More work also needed to be done with the Council’s Communications team in relation to using social media more creatively, and conversations around this had already began. Having said this, visibility in relation to employment support in some sectors such as the new film studios, was high. The Job Brokerage Service also held regular in-person job fairs to engage residents, including a large one in

- Barking Town Centre recently attended by over 500 people, where employers were present to speak to people about a range of careers;
- There was a dedicated website where residents could find out about opportunities linked to the new film studios. The Council had worked closely with the film sector's skills body, ScreenSkills, to understand what the skills gaps were to help create pathways into secure careers. Work was now taking place with the industry and local training providers to develop training pathways in set building (joinery and carpentry), lighting (electrical installation) and production finance. There was also a longer-term ambition to create pathways to more senior jobs such as set, lighting and production design. Once established, the ambition would be to try to support 20-50 residents a year into meaningful careers in the film sector, as well as brokering job and supply chain opportunities, and supporting understanding of the sector through local school careers programmes;
  - The Council's main source of quantitative data for the employment review was the Census, but this was also supplemented by qualitative work with target groups, wider evidence from services and the Council's own administrative data;
  - The Council was working with primary and secondary schools around improving food education, which was supported by resources from the City of London linked to the relocation of London's wholesale markets. There were plans to build a food school, working with Barking and Dagenham College and create future pathways into careers in the food industry. With regards to retention levels, the Council strived to support people into careers with good job prospects, for example, many of the opportunities being targeted in the film and food sectors were ones that could lead to better positions for those who wish to advance their careers in that industry. The Council's Inclusive Growth and Adult Social Care teams were jointly implementing an Action Plan to improve the pay, quality, security and progression opportunities of jobs in social care, in order to improve retention levels and attract more people to apply;
  - The sector programmes led by the Council's Inclusive Growth Service focussed on areas where there was projected to be jobs growth in the Borough. The Council was working with young people and parents to support them to understand the self-employed nature of jobs in the film sector, which may only appeal to those with an entrepreneurial mindset who were interested in working in the film sector. It was key for entry level jobs and the support the Council provides to be designed in a way that gave the person the relevant experience to progress in their career pathway in the sector and grow their income;
  - The food sector had both jobs that were highly skilled and well paid and low paid jobs with low security. The Council's food sector strategic aims were to both create pathways into good jobs, as well as improving job quality standards in other parts of the sector – for example, by promoting Barking and Dagenham's Council-owned, London Living Wage school catering service;
  - It was acknowledged that sustained employment outcomes were not where the Council wanted them to be. Various factors impacted this, including the use of fixed term contracts, as well as people's personal circumstances such as being a carer, which meant that their employment did not fit in with the other things going on in their lives; and,
  - The Council's Job Brokerage Service provided quality accredited, one-to-



one, tailored support with job applications, interviews and various testing methods.

Members posed a number of further questions, which the SHES would respond to in writing at a later time.

*[Following the meeting, a correction was made to the statement made in 2.1 of the report, which should have read "Of people aged 16 and over who were not in employment, Barking & Dagenham had the 3rd highest proportion (in England & Wales) who had never worked (42%)"].*

## **11. Heritage Services Overview**

The Cabinet Member for Community Leadership & Engagement introduced a report providing an overview of Heritage Services, expressing pride in the Borough's history and heritage which offered historical sites such as Eastbury Manor House, Valence House, as well as the future Woman's Museum. The Borough was one of the fastest changing in the country, making equality and diversity at the heart of everything the Council did, as reflected in its refreshed Corporate Plan. Having said that, culture and heritage was an area that had been de-prioritised in the face of austerity and financial challenges, which meant that these services had to find creative solutions to continue these services and make them at the heart of our communities.

The Head of Culture (HC) delivered a presentation on the Council's Heritage Service, which covered the following:

- Staff roles and services on offer;
- Adapting services to meet the needs of residents going forward;
- Becontree Forever Programme;
- Financial challenges arising from chronic underfunding;
- Key areas of focus over the next 3 years;
- Risks and Obstacles and strategies to overcome these; and
- Difficult decisions ahead to protect the Borough's heritage.

*Standing Orders were suspended at this juncture, to allow the meeting to continue beyond 9.00 pm.*

In response to questions, the Director for Inclusive Growth (DIG) and the HC, stated that:

- Delaying the Women's Museum was not the solution to the Heritage Service's financial challenges, which had been primarily caused by chronic underfunding spanning over more than a decade, and using very traditional models of funding, which were no longer viable. To bring the Service to a more financially stable position, the Council would need to make some difficult decisions, increase its fund-raising efforts, and build solid working partnerships by engaging with third sector organisations, the community and volunteers. Some Community Infrastructure Levy funds had been identified to support the Women's Museum so that there would be no in-year budgetary pressures for the next two years by opening this site. After two years however, the Museum would need to find a financially sustainable model to continue running. Ideas around how this could be achieved were already being considered, such as the renting of spaces to companies

- looking for workshop spaces;
- The Council did recognise the good name of the National Trust and worked closely with them where possible – for example, Eastbury Manor House was listed on the National Trust website and they had also taken on Stoneford Cottage; however, as conditions, the green spaces and kitchen would need to be refurbished.; and
- There was wide kudos and recognition that the Council's heritage sites were valuable spaces for the community, for example Valence House had been nominated for the family friendly museum award; however, the challenges in Heritage services were a result of an accumulation of underfunding over a number of years and would take time to address.

Councillor Achilleos commented that he felt strongly that consideration should be given to postponing the opening of the Women's Museum for one or more financial years until the local authority had built more financial resilience into the heritage sector. Whilst he recognised the importance and significance of the museum delivery for local women and the Council's ongoing commitment to equality and diversity, until it could bring down the annual overspend across the sector by utilising a combination of grant funding and more innovative asset management, he was concerned that the addition of a new museum would not be financially responsible. He also stated that he would feed back to the office of the MP for Dagenham and Rainham, where Valence House was located, the need to use its communications functions to encourage investment and support statements to support bids for improvements to the site.

Members made a number of further comments in relation to overcoming the current financial challenges within the Council's heritage services, summarised below:

- It was clear that the HC had worked tirelessly to raise funds. The Service was encouraged to look at commercially advertising the sites for new purposes; and
- Difficult decisions would need to be made in relation to staffing; however, staff need to be utilised in a new, more commercial way to raise income- for example, by encouraging businesses to use the sites for their conferences or workshops, or perhaps even looking at offering one of the sites to the public as a wedding venue, which the Borough did not currently have.

## **12. Work Programme**

The Work Programme was agreed.

## OVERVIEW AND SCRUTINY COMMITTEE

13 September 2023

<b>Title:</b> Adult Social Care – CQC Assurance and Improvement	
<b>Report of the Cabinet Member for Health and Social Care Integration and Interim Operational Director of Adult Social Care</b>	
<b>Open Report</b>	<b>For information</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Joanne Starkie (CQC Assurance Programme Lead)	<b>Contact Details:</b> E-mail: joanne.starkie@lbbd.gov.uk
<b>Accountable Director:</b> Susanne Knoerr (Interim Operational Director of Adult Social Care)	
<b>Accountable Executive Team Director:</b> Elaine Allegretti (Strategic Director, Children and Adults)	
<p><b>Summary</b></p> <p>The Care Quality Commission (CQC) is now able to assess local authority performance in delivery adult social care responsibilities. They are aiming to assess all local authorities in England over a two-year period, starting later this year.</p> <p>To prepare for CQC assurance, a self-assessment (Appendix 1 and 2) and improvement plan (Appendix 3) have been developed and are presented in for sign-off. The self-assessment sets out where we are doing well and how we know this, where need to improve and the plans in place to address this. The improvement plan sets out the outcomes we want to achieve in adult social care in future and the actions to be taken over the next 3-5 years to move towards this and address areas identified in the self-assessment. Both are structured around the four themes the CQC will look at as part of their assessment, and both have been informed by the view and experiences of staff, people who need care, carers, partners and providers along with performance data and benchmarking insights.</p> <p>This report follows an initial pre-scrutiny briefing on CQC assurance presented to Overview and Scrutiny Committee in March 2023.</p>	
<p><b>Recommendation(s)</b></p> <p>The Overview and Scrutiny Committee is recommended to:</p> <p>(i) Note and provide feedback on the adult social care self-assessment and improvement plan, further to it being considered by Cabinet on 17 October 2023.</p>	
<p><b>Reason(s)</b></p> <p>The adult social care self-assessment and improvement plan are in accordance with the following Council principles:</p> <ul style="list-style-type: none"> <li>- Work in partnership – the improvement plan includes actions to strengthen this.</li> </ul>	

- Engage and facilitate co-production – Engagement has been carried out to develop the self-assessment and improvement plan, and the improvement plan includes commitments to strengthen co-production.
- Be evidence-led and data driven – the self-assessment has been informed by evidence and data.
- Focus on prevention and early intervention – the improvement plan includes commitments to prioritise prevention.
- Strengthen risk management and compliance – the self-assessment and improvement plan aim to articulate and better manage risk and compliance with the 2014 Care Act.

CQC assurance is providing a framework through which to drive improvement in adult social care in Barking and Dagenham. This, in turn, is included to contribute towards the Council priority, ‘residents and safe, protected and supported at their most vulnerable’ and ‘residents live healthier, happier, independent lives for longer’.

## 1. Introduction and Background

- 1.1. The Care Quality Commission (CQC) is now able to review and assess local authority performance in delivering adult social care responsibilities. They are aiming to assess all local authorities in England over a two-year period starting later this year following five ‘pilot’ inspections over the summer.
- 1.2. The CQC have published an [assessment framework](#), which will be updated again following the pilots. The assessment framework is made up of four themes and nine ‘quality statements’ against which local authorities will be assessed. These are set out in Appendix 4. To reach a judgement, the CQC will:
  - Gather feedback from staff, stakeholder, partners and people who use social care.
  - Look at evidence of processes and outcomes.
  - Carry out case tracking on a small number of cases.

An overview of the CQC assessment framework was presented to Overview and Scrutiny at the March 2023 meeting. At the meeting, it was noted that a further report would be presented to the Committee, following the completion of the self-assessment, once they had received the outcomes of the independent reviews and following more information around the CQC inspection process.

- 1.3 The CQC will request evidence in advance of inspection, including a self-assessment. The self-assessment is intended to set out where we are doing well, how we know this, what improvements are needed and what plans are in place to address this. No template has been provided by CQC for this, but guidance is for it to be no longer than 20 pages. The Local Government Association has issued guidance on how to complete the self-assessment, which as informed the draft presented here (Appendix 1).
- 1.4 The self-assessment (Appendix 1) starts with a two-page introduction to Barking and Dagenham, health and wellbeing in the borough and a summary of adult social care. The remainder of the self-assessment is structured around each of the nine quality statements. A resident-facing summary of the self-assessment (Appendix 2) has been developed as an accessible alternative.

- 1.5 An improvement plan for adult social care (Appendix 3) has been written in light of the self-assessment and wider feedback. It is structured around the four CQC themes and describes the outcomes we want to achieve and the actions we will take to do this over the next 3-5 years. The lead for each action in the improvement plan and the deadline for completion is being finalised.
- 1.6 Both the self-assessment and improvement plan have been informed by the views and experiences of staff, people who need care, carers, partners and providers, along with performance data and benchmarking insights. The engagement carried out is described in Section 4.

## **2. Proposal and Issues**

- 2.1 The Committee is asked to comment on and agree the self-assessment (Appendix 1) and improvement plan (Appendix 3).
- 2.2 Some of the main areas of good practice highlighted in the self-assessment are as follows:
- There is a timely and robust approach to assessments and reviews, driven by strengths-based practice;
  - Choice and independence is promoted through use of direct payments and technology-enabled care;
  - There is a strong commitment to supporting unpaid carers, and satisfaction levels are comparatively high;
  - There is strong relationship with providers, underpinned by engagement, support and quality assurance;
  - Joint work with health is strong in a number of areas and integration is progressing at a strategic level;
  - Safeguarding is practice-led and there is good practice in relation to complex cases and self-neglect;
  - Our workforce is committed, responsive and stable; and
  - A learning, self-aware organisational culture enables continuous improvement.
- 2.3 Some of the main areas of improvement in the self-assessment being addressed in the improvement plan are as follows:
- Improving communication and information related to adult social care;
  - Moving to a more cohesive, targeted offer of prevention in every local area;
  - Developing our offer of reablement and short-term support;
  - Improving our response to adults at risk of abuse or neglect by developing a Multi-Agency Safeguarding Hub;
  - Improving how we work with working-age adults with a disability by designing the service;
  - Planning for more bed-based capacity in the borough to meet the demands of a growing, changing, ageing population;
  - Having a clear articulation of what we do in policy and procedure; and
  - Moving from engagement towards co-production with people who need support and carers.
- 2.4 In addition, the self-assessment and improvement plan seek to address how the key risks in adult social care are being managed. Our most significant risks are around our capacity to manage a future increase in demand and complex needs and

financial risks arising from budget pressures. The self-assessment concludes that our success has been to manage these risks whilst continuing to provide good support.

- 2.5 It should be noted that the self-assessment will continue to be updated with new insights. After it has been agreed at Cabinet, it will be updated every six months (or more frequently if needed).
- 2.6 Key insights from the self-assessment and improvement plan are intended to be reflected in all key strategic documents, including the next Market Position Statement and Safeguarding Adults Board Annual Report.
- 2.7 The primary audience for the self-assessment is both the CQC and adult social care staff. To ensure that accessible information is available for residents and other key stakeholders who may not have the technical knowledge of adult social care, a resident-facing summary of the self-assessment has been drafted (Appendix 2). The intention is to finalise and publish this after the full self-assessment has been approved.

### **3. Options Appraisal**

- 3.1 Option to not have a self-assessment or improvement plan: This is not recommended as it risks leaving Barking and Dagenham under-prepared for CQC assessment.
- 3.2 Option to agree or amend the self-assessment and improvement plan: This is recommended. It will likely be a requirement of CQC assessments that a self-assessment be submitted. This alongside the improvement plan provides an opportunity to improve on key areas in adult social care, to the benefit of people who need support and carers.

### **4. Consultation**

- 4.1 Whilst no formal consultation has taken place, a detailed programme of engagement has occurred and continues to take place.
- 4.2 To date, this has included:
  - A series of staff workshops in adult social care, including a Development Day on 27 July 2023 attended by over 100 practitioners;
  - A number of meetings with people who need care and carers. This includes with the Forward Together group (for adults with a learning disability) and the Carer Forum. An analysis of existing feedback has already been carried out;
  - Ongoing engagement with Care Provider Voice, Healthwatch and the B&D Collective. A provider focus group took place in July 2023 with Care Provider Voice; and
  - A workshop with partners in relation to the Safeguarding Adults Board and CQC assurance.
- 4.3 Further engagement is planned, including:
  - Engaging with health partners via the Executive Group and Adults Delivery Board (reporting to the committee-in-common of the Health and Wellbeing Board and Integrated Care Board sub-committee).

- Further engagement with people who need support, carers and residents. A series of focus groups is being planned for October 2023 with a view to shaping the delivery of the improvement plan.
- Further engagement with Care Provider Voice, Healthwatch and the B&D Collective.

4.4 Ongoing engagement with neighbouring boroughs is also taking place to share good practice. A North East London CQC Assurance Leads group meets fortnightly, reporting to the North East London Directors Group. A pan-London group is also enabling good practice and information-sharing at a regional level.

4.5 The proposals in this report were considered and endorsed by the Adults Improvement Board and Cabinet Member for Health and Social Care Integration in July 2023 and by the Executive Management Team at its meeting on 17 August 2023.

## 5. Financial Implications

5.1 There are no direct financial implications arising from this report. The actions in the improvement plan can be met through existing and/or agreed resources and do not require additional resources.

5.2 It is possible that local authorities who receive a poor rating following CQC assessment will need to consider further expenditure to take corrective action on issues found.

## 6. Legal Implications

Implications completed by: [Nicola Monerville, Principal Solicitor](#)

6.1 This report is for review and consideration and Cabinet is recommended to note and feedback on the adult social care self-assessment and improvement plan before they proceed to 17 October 2023 Cabinet for final agreement.

No decision is required.

The Health and Care Act 2022 has given the CQC new powers which allow assessment of care at local authority level. As part of the assessment they look at how well local authorities meet their duties under the Care Act 2014.

## 7. Other Implications - None

7.1 **Risk Management** – There is a reputational risk associated with CQC assessment if the local authority were to receive a poor inspection outcome. The self-assessment and improvement plan are intended to minimise this risk. There is a risk of intervention if the local authority were to receive a poor inspection outcome, in line with [recently published government guidance](#). The self-assessment and improvement plan are intended to minimise this risk.

7.2 **Staffing Issues** – CQC assurance preparation is currently being led by a one-year fixed-term postholder. A new Safeguarding and Quality Assurance team has been approved within adult social care: Part of the team will include a Quality Assurance

and CQC Lead. The permanent postholder will ensure that the self-assessment is continually updated and will continue to oversee delivery of the improvement plan.

**7.3 Corporate Policy and Equality Impact** - The self-assessment includes analysis on what works well and where improvements are needed in relation to the CQC quality statement on 'equity in experience and outcomes'. It also includes analysis on workforce equality. The improvement plan then sets out actions to address issues identified in the self-assessment. The actions in the improvement plan in relation to equalities are:

- Improve recording of protected characteristics on Liquid Logic;
- Carry out annual insight work to understand inequalities in adult social care (access, experience, outcomes), including safeguarding;
- Agree clear objectives to promote equality, diversity and inclusion in adult social care and review progress each year; and
- Develop and agree the Workforce Race Equality Standard action plan.

**7.5 Safeguarding Adults and Children** - The self-assessment includes analysis on what works well and where improvements are needed in relation to the CQC quality statement on safeguarding. The improvement plan then sets out actions to improve the safety and wellbeing of adults at risk in the borough: These are listed under the 'ensuring safety' theme in Appendix 3.

**7.6 Health Issues** - The improvement plan aims to have a positive impact on the health and wellbeing of residents through – for example – prioritising the prevention of health and care needs and promoting integrated working with health.

**Public Background Papers Used in the Preparation of the Report:**

- [Care Quality Commission assessment framework for local authority assurance](#)

**List of appendices:**

- 1. Self-assessment of adult social care in Barking and Dagenham
- 2: Summary of the self-assessment.
- 3: Adult Social Care Improvement Plan
- 4: Overview of CQC themes and quality statements.



## Self-Assessment of Adult Social Care

Adults in Barking and Dagenham who need support are enabled by an exceptionally committed, responsive and stable workforce to lead fulfilling lives and be as independent as possible.

There is a timely and robust approach to social care needs assessments and reviews, driven by strengths-based practice. People who need support do not have to wait for assessments or reviews in a number of areas, and conversations focus on people's stories. A high proportion of people exercise choice by using a direct payment to organise their care. Innovative use of care technology helps people to live independent lives. Communities in Barking and Dagenham can access a range of support to prevent, reduce and delay the need for care and support. Our commitment and support to unpaid carers is clear in our Carer Charter.

People benefit from the support we give to the care market. Robust quality assurance enables good quality support that makes a positive difference to people's lives. Collaboration with health and with the community and voluntary sector is strong and we are on a journey toward integrating with health where it makes sense to do so. We are committed to tackling inequality and are developing robust plans in social care to address this for our workforce and communities.

People are supported to be safe, including through robust support when people are discharged from hospital. Excellent work to safeguard people with complex needs and tackle self-neglect in the borough helps ensure that the needs of our communities are addressed.

A strong organisational learning culture enables collaboration and innovation so that care and support continually improves.

We have operated for a number of years with significant financial pressures, and both the Covid-19 pandemic and cost-of-living crisis have had a big impact on our services and the communities we serve. We face risks around market sustainability whilst trying to meet the increasingly complex needs of a changing and ageing population. Our success has been to manage these risks whilst continuing to provide good support.

Our most significant risks are around our capacity to manage a future increase in demand and complex needs and financial risks arising from budget pressures. The areas we are working to improve and to manage these risks include:

- Moving to a more targeted offer of prevention in every local area.
- Developing our offer of reablement and short-term support.
- Moving from engagement towards co-production, being community-led in all we do.
- Improving our response to adults at risk of abuse or neglect by developing a Multi-Agency Safeguarding Hub.
- Improving how we work with working-age adults with a disability who need support by redesigning the service.
- Planning for more bed-based capacity in the borough to meet the demands of a growing, changing and ageing population.

This self-assessment explains in more detail what we do well in adult social care and where improvements are needed, how we know this, and our future to maintain or improve this. The next page provides an overview of the borough to put this in context.

### Facts and Figures

- 2,845 adults received long-term support throughout 2021-22.
- 8,000 people work in adult social care in 2021-22.
- 44% of people received homecare, 21% of people received support in a care home and 29% of people organised support with a direct payment.
- We have 10 care homes for older people and 11 care homes mainly for adults with a learning disability, mental health or substance misuse issue.
- 113 homecare providers were registered in the borough as of June 2023. 13 providers are on our commissioning framework.
- 64.5% of survey respondents in the 2022-23 Service User Survey reported being extremely or very satisfied with their care and support.
- 246 carer assessments were completed in 2022-23. 1,000 carers were supported.
- 6419 contacts were made with the Adult Intake Team in 2022-23, of which 26% led to an adult social care or safeguarding referral.
- 1239 referrals to adult social care were made in 2022-23
- 1511 safeguarding concerns were raised in 2022-23. 252 enquiries started.
- In 90% of cases, the risk was reduced or removed following a safeguarding enquiry.
- We support a higher proportion of our older residents versus the London average, impacted by high deprivation levels.
- The cost of support per person getting support in Barking and Dagenham is lower than the London average.

## 1.2 About Barking and Dagenham

Barking and Dagenham is a fast-growing, vibrant, innovative, and diverse borough in East London. Approximately 219,000<sup>i</sup> people live here - an increase of 18% in ten years - and the population is expected to continue to grow in future.

We are one of the most ethnically and culturally diverse communities in England: 16% of the population are of a Black African ethnic background – the highest proportion in England – and 10% of residents are of an Asian Bangladeshi ethnic background. 45% of our residents are Christian and 24% are Muslim. A comparatively high proportion of residents have a gender identity different to the identity assigned to them at birth.

Barking and Dagenham is a comparatively young borough, with over a quarter of the population aged under 16<sup>ii</sup>. Our older population is comparatively small: 9% of residents are aged 65 and over. The diversity of the borough changes with age: 29% of those aged 16-64 are of a White British ethnic background, compared with 71% of those aged 65 or over.

The borough faces some significant challenges. Residents experience some of the highest levels of deprivation in the country: The borough ranks 17 out of 152 local authorities in England on overall deprivation<sup>iii</sup>. This picture is interwoven with comparatively high unemployment rates, fuel poverty and debt. There are also high levels of domestic abuse in Barking and Dagenham, and tackling this is a priority for the local authority.

We have high levels of population ‘churn’ and a significant number of residents arrive in Barking and Dagenham after seeking asylum or via refugee schemes<sup>iv</sup>. This can impact on people’s understanding and trust of the support available to them – something we continually try to address.

Our plan for the future of our borough aims to address challenges and build on opportunities. The vision is to make Barking and Dagenham a place people are proud of and where they want to live, work, study and stay. Our 2023 Corporate Plan sets seven priorities to meet this vision, available [here](#).

## 1.3 Health and wellbeing in Barking and Dagenham

There are significant health inequalities and challenges in the borough. Healthy life expectancy from birth was 58 years for men and 60 years for women in 2018-20, compared to a London average of 63.5 and 64 years respectively. This is impacted by deprivation levels and other wider determinants. Levels of physical inactivity, the proportion of adults living with overweight or obesity, and air pollution levels are all significant issues for adults.

The self-reported health of the population is worse than most places in England, and 30% of households have at least one person who identifies as disabled – the highest proportion in London<sup>v</sup>. Barking and Dagenham ranked first in 2019 in terms of prevalence rates for heart disease, COPD, lung cancer and strokes for all London boroughs. The modelled prevalence of common mental health disorders is higher than the national average, whilst GP recorded prevalence and the proportion of adults in contact with mental health services is below the national average<sup>vi</sup>. The prevalence of multiple unhealthy behaviours and health conditions makes supporting individuals more complex. This self-assessment describes how the local health and care system is addressing this.

The [North East London Integrated Care Strategy](#) describes six cross-cutting themes that align to our local plans<sup>vii</sup>. These include themes on tackling health inequalities, putting a greater focus on prevention and co-production with local people. The 2023-28 Barking and Dagenham [Joint Health and Wellbeing Strategy](#) focuses on three themes: Best start in life, living well and ageing well<sup>viii</sup>. The priorities in the strategy include improving outcomes for people with long-term conditions, addressing unhealthy weight and smoking, preventing and addressing domestic abuse and addressing wider determinants of health.

## Section 2: Working with People

## 2.1 Assessing needs

Support is being made easier for people to find and access.

People who need support can phone our Adult Intake Team via a single phone number, [email](#) or speak to staff in two local 'community hubs'<sup>ix</sup>. Carers can also contact our [Carer Centre](#). The team support a high number of residents: 6,400 got in contact in 2022-23. Feedback is that staff are responsive, but we have also heard feedback from residents and partners that it can be difficult to get hold of the right person or team after initial contact. We are making improvements to how people find and request support as a result: The 'front door' of social care in the Adult Intake team will be reshaped so teams are easier to get hold of, there is more joint working with health and a bigger focus on prevention. We are developing an online self-assessment option over the next year. We will also promote, develop and have more community hubs in every local area to make it easier for residents to get help and advice on their doorstep.

Eligibility thresholds are communicated and applied in a largely clear and consistent way.

People can find clear online information explaining the [assessment process](#), what to expect, people's [rights](#) and how to appeal against a decision via our complaints process. Staff explain this to people in-person. We are going to make this information more accessible by producing printed information, including in easy read and in community languages. Largely consistent use of eligibility thresholds is enabled through staff training and supervision. This was a theme of good practice in 65 case file evaluations carried out in early 2023. Staff use of eligibility thresholds continues to be monitored through supervision and routine case file evaluations.

Assessments are comparatively timely, and work is underway to further improve this.

Comparatively few people wait for a social care assessment, and we continue to monitor this<sup>x</sup>. 88 people waited for a social care assessment in 2022-23 - lower than the England average described in a [2022 ADASS report](#). Our Crisis Intervention Service and Discharge-to-Assess approach mean no-one is left without support whilst waiting. People who need an Occupational Therapy assessment are more likely to wait, impacted by recruitment pressures and high demand. There were 626 outstanding assessments as of June 2023. A project is aims to address this by developing more trusted assessors and a bigger focus on prevention.

We put an emphasis on people's wellbeing and strengths and stories.

People's wellbeing, self-determination and strengths is a core focus. Our approach to 'strengths-based practice' is described in our Practice Standards<sup>xi</sup>, supplemented with training<sup>xii</sup>. The Adults Strengths-based Practice Social Work Forum<sup>xiii</sup> enables our Social Workers to share and develop good practice and to act on insights. We will further embed our Practice Standards in how we work and will monitor this via case file evaluations and supervision. The wellbeing principle is embedded in our work: The staff approach is described in our Practice Standards<sup>xiv</sup>. Supervision and our case file evaluations look at the application of this principle on an ongoing basis. We will do more in future to understand the impact of our approach and how people experience it.

Care and support plans are regularly reviewed.

78% of people getting long-term support over 2021-22 had a review of their care and support, well over the London average of 59%. We continuously work to monitor and improve this. In 2022-23, support did not change for 73% of people after a review. Care increased for 7% and decreased for 21%<sup>xv</sup>. We have recently heard from people who need support that reviews over the phone do not make it easy to have a meaningful conversation<sup>xvi</sup> and have reaffirmed with staff the expectation that annual reviews be face-to-face.

People who need support work with well-trained staff.

We prioritise staff learning and development so people are supported in the best way possible. 42 training courses were attended by 864 adult social care staff in 2022-23<sup>xvii</sup> on topics including positive risk-taking, trauma-informed approach and behaviours that challenge. 69% of staff who provided feedback strongly agreed and 31% agreed that they gained skills or knowledge through training positively influence the way they carry out their jobs<sup>xviii</sup>. The annual learning and development offer is agreed with managers, using areas for development and local priorities to agree this.

People are supported through advocacy to speak out on how they are supported.

Advocacy is offered and well-used in Barking and Dagenham. 240 people used advocates in Care Act assessments in 2022-23, and a further 129 used independent mental health advocates<sup>xi</sup>. Case file evaluations in early 2023 identified advocacy as an area of good practice.

Co-production and gathering feedback is an area for improvement.

Every assessment and support plan should be co-produced with people who need care and support. Our Practice Standards set out our approach to this. 96% of people getting homecare or a direct payment contacted over 2022-23 said they were very involved in deciding their care plan<sup>xx</sup>. We need to improve how we monitor this through supervision, case file evaluations and consistently gathering feedback on people's experiences. This will be set out in a planned Co-production Plan.

People can appeal against an assessment decision by speaking staff or making a formal complaint.

Our [website](#) and staff explain people can ask for an assessment decision to be reconsidered through speaking to the practitioner and/or by [making a complaint](#). One person made a complaint about the outcome of a reassessment in 2022-23. Complaints and lessons learned are monitored at Operational Management Team meetings and our Adults Improvement Board.

Carers are recognised and supported.

Carers are offered separate carer assessments by practitioners or via a referral from the Carer Centre. 246 carers had an assessment in 2022-23: Activity is monitored through performance reports<sup>xxi</sup>, case file evaluations and supervision. 69% of respondents in the last Carer Survey reported always or usually being involved in discussion about the person they care for, above the London average of 61%. There is always more to do to reach more carers. The 2022-25 Carer Charter [Action Plan](#) is our plan to continue to identify and support carers, described more in Section 5.1.

People are supported to have choice and control over their care and support.

Many people report having good levels of choice over support: 66% of respondents in our last service user survey said this, higher than the London average of 61%. A high proportion of people organise their support through a direct payment: 29% of people in living in the community had this in 2022-23<sup>xxii</sup>, above the London average of 25%. A review into client contributions in 2022 found issues with how some people understood direct payment roles and responsibilities. This led to a full review of the system informed by feedback from staff, Personal Assistants and providers. We redesigned our Direct Payment Support Service as a result to reflect what people told us was most important: Simplicity, transparency, hands-on support and comprehensive reviews. The Direct Payment Support Service is currently out for tender<sup>xxiii</sup>: It addresses issues found in the review and prioritises support to direct payment holders, with an emphasis on recruitment support. New resident information on direct payments and new staff training is now available and more is being developed.

An accessible and transparent framework is used to charge people for care and is being reviewed.

People are informed of our approach to charging via staff and via our accessible online [policy](#). There is no separate process for people to appeal against a financial assessment decision: The policy explains that people can speak to the Financial Assessment team or make a complaint. In 2022-23, 54 complaints were raised in adult social care overall<sup>xxiv</sup>. The charging policy is being reviewed and an updated policy is due to be in place by 1 April 2024. Developing new, printed information to residents on charging will be looked at as part of this following feedback from partners and carers that communication on charging is an area for improvement. In the meantime, we are improving communication on what people can expect to pay by working on an online calculator that is due to be published in autumn 2023.

We are improving how we work with adults with a disability by reconfiguring the service.

Improvements are being made to the service supporting working-age adults with a disability. The service has moved from being an all-age service to a separate service for adults to ensure good levels of management capacity and oversight. We have increased staff capacity in the team overall and are recruiting a permanent team after relatively high use of agency staff. A desktop review of cases and practice was carried out in June 2023: This recommended improvements on how information is recorded on our Liquid Logic system and improvements on how reviews are carried out. These are being taken forward through a Disability Service Improvement Plan.

## **2.2 Supporting people to live healthier lives**

Information and advice related to support is improving.

People can phone, go online or visit a local [Community Hubs](#) to get information and advice. These innovative hubs run from local buildings, enabling residents to get in-person information on social care, housing, benefits and more. Council staff, including social prescribers, work alongside partners to offer holistic support. Our Community Hub model was commended in a 2022 peer review<sup>xxv</sup> and the impact can start to be seen in feedback: 63% of respondents in the last service user survey said information and advice is easy to find, an improvement on the year before and in line with the London average. Feedback is that not everyone is aware of Community Hubs<sup>xxvi</sup> and we will continue to raise awareness. We will expand the number so there is one in each of our 19 wards and strengthen joint working with health. Hubs are central to our aim of developing community-led support in each local area so residents can connect with each other, with the CVS and services to get help at an early stage. We are also improving resident printed information following feedback that this is sometimes preferred, and improving how easily people can get hold of the right person or team by phone.

People get effective and holistic information and advice at the ‘front door’ of adult social care.

When people who need support contact our Adult Intake Team, staff use our innovative OneView system to support residents in a holistic way: The system brings together data from five service areas including housing, benefits and adult social care. It provides a single view of a person that enables staff to support residents in a truly person-centred way<sup>xxvii</sup>. The effectiveness of this approach can be seen in quarterly monitoring reports: In 2022-23, 69% of those in contact with the Adult Intake Team resulted in signposting, information and advice; 15% resulted in a referral to adult social care<sup>xxviii</sup>. We are working with health to create a shared set of data and hope to have this in place by next year. Insights from data will then be used to target interventions at those at risk of developing health and care needs.

Carers can access a range of information, advice, and support to stay well.

New and existing carers of all ages are supported to stay well through respite, direct payments, information, advice, training and peer support. 1000 carers accessed this in 2021-22<sup>xxix</sup>. Our most recent Carer Survey compares positively with London averages on the proportion of carers who are positive about control over their lives, looking after themselves and feeling safe<sup>xxx</sup>. Much of the preventative support offered to carers of all ages is provided through our local [Carer Centre](#), working closely with health partners. We will continue to work with partners to identify and support more carers at an early stage: The 2022-25 [Carer Charter](#) and [Action Plan](#) is our plan to address this.

Many activities are available to support healthier lives, but they are not always known or targeted.

People have access to a wide range of good quality, universal [activities and services](#) that support healthier lives. The activities address issues identified in our [JSNA](#), including support with physical activity and healthy eating – often provided by our vibrant voluntary and community sector (described more in Section 4.2). Staff feedback and case file evaluations indicate that these activities aren't always well-understood, and people aren't always connected with them in assessments and reviews - partly as they aren't articulated in one place. Activities are now being mapped<sup>xxxi</sup>, alongside work to improve the consistency of information and advice given to communities. We will work across the partnership to target activities at groups identified through insights and our [JSNA](#) to be more at risk of poor health and/or developing care needs, ensuring activities are available in each local area.

We understand social isolation in the borough and are taking action to improve this.

Our [JSNA](#) describes social isolation needs and how this is community concern. 25% of respondents to our last carer survey reported feeling socially isolated, 15% of respondents to our last survey to people with support needs reported often or always feeling lonely, and loneliness a common concern in interviews carried out with 16 people leaving hospital in 2021<sup>xxxii</sup>. A range of initiatives to tackle social isolation are provided through our voluntary and community sector. We fund befriending and community activities and are starting a pilot with the community and voluntary sector to proactively contact 100 people at risk of social isolation. The impact can start to be seen in feedback: The proportion of people with care needs who have as much social contact as they want has risen over the last two years to 42%, above the London and England average for 2021-22.

Equipment and adaptations aim to reduce or delay the need for care and support.

People can access a clear and comprehensive offer to support them to live independently at home. This includes our [handyperson scheme](#), our offer of [equipment](#) in the home and our approach to major adaptations - articulated in our [Aids and Adaptations Policy](#). The policy allows us to enact six new

additional grants to the current mandatory Grant usage, enabling more residents with disabilities to stay in their own home, in an environment that is better adapted to meet their needs. Our new care technology offer strengthens this approach: It is described next and is part of a wider move toward evidence-based, proactive, and targeted interventions to reduce and delaying care needs.

People are supported to live independently through technology-enabled care.

People have access to a wider range of innovative technology that supports their independence. We have changed over the last year from offering only Careline to offering a wider range technology-enabled care focused on data-led prevention. Our [offer](#) now includes a range of sensors, alerts and voice-activated technology: 627 new residents have been connected, and over 3,000 residents are being support overall<sup>xxxiii</sup>. All residents receive a call six weeks after having technology to get feedback: As of May 2023, 79% reported equipment improved their independence at home, 80% said it improved their quality of life and 79% said it had improved the quality of life for family and/or carers. A culture of 'technology first' is promoted, and 164 staff completing care technology training in 2022-23. We are prioritising predicative analytics, gathering data from technology to enable proactive interventions to prevent things like falls and ill-health from extreme weather. Our aim is to integrate data and insights from care technology into OneView, enhancing holistic support to residents. Our [procurement proposal](#) and [service specification](#) and our digital roadmap describe these plans<sup>xxxiv</sup>.

We are developing a more cohesive prevention strategy.

We have a range of preventative initiatives that are well-used (for example, there were 4,600 referrals from GPs to social prescribers in 2021-22). We are now pulling these together and will articulate our approach in a more cohesive strategy: This will set out our future plans to prevent, reduce and delay care needs. As previously mentioned, preventative activity is currently not targeted at the groups most at risk and the outcomes of activity are not always clear. Our future approach will address this and is being developed with health partners. It will be articulated in an Adult and Communities Partnership Plan owned by our Adult Delivery Group<sup>xxxv</sup>, part of our place-based partnership.

We are developing a new approach to reablement.

We focus on creating a 'reablement ethos' across everything we do. For example, supported living for people with mental health issues focuses on empowering people to maximise their independence. The Crisis Intervention Service has been our main short-term support: A six-week, community-based service to ensure everyone in immediate need of support gets this. We know the outcomes for people going through the service could improve: In 2022-23, 55% of people completing short-term support had less or no support, compared to a London average of 73%, and 81% older people were at home 91 days after hospital discharge to crisis intervention<sup>xxxvi</sup> (these metrics are likely also influenced by our Crisis Intervention Service being open to all). As a result of this, we are developing a reablement short-term service focused on empowerment and helping people get back on their feet. We piloted an integrated reablement service between January and March 2023, and over 70% of people supported did not require ongoing care.<sup>xxxvii</sup> We are extending the pilot to March 2024 to enable further analysis. We continue to develop a 'reablement ethos' across services, including in the new homecare retender and in support available to people following hospital discharge<sup>xxxviii</sup>.

Adults with a learning disability are well-supported to live independently in the community.

Adults with a learning disability and carers are supported through a range of services to live independent lives. The proportion of adults aged 18-64 with a learning disability living on their own or with friends and family is comparatively high at 89% for 2022-23, above the London average of 77.5%. This continues to be monitored to ensure performance is maintained. We want to support more adults with a learning disability into employment: A dedicated employment worker is supporting this.

Work is underway to understand the increasing proportion of older people moving to care homes.

The proportion of older people moving into care homes is going up, with 821 admissions per 100,000 of the older population in 2022-23<sup>xxxix</sup> compared to a London average of 401 in 2021-22. Staff feedback is that this is being influenced by increasingly complexity and acuity post-Covid-19, pressure on unpaid carers and the prioritisation of getting people discharged from hospital via the Hospital Discharge Fund. To address this, we are developing a more robust approach to reablement, described earlier in this section. We plan to provide intensive, wraparound homecare as an alternative to residential care for those discharged from hospital<sup>xl</sup>, and are also developing a pilot reablement model in residential care. Work will be carried out to understand and address the drivers behind these trends in more detail.

## 2.3 Equity in experiences and outcomes

There are strong Council-wide commitments to equality that we apply to adult social care. People are supported by staff committed to equality and diversity. Our [2023 Corporate Plan](#) describes our commitment to put this at the heart of everything we do. It sets three equality objectives: Addressing structural inequality, providing leadership in the community and fair and transparent services. Progress against objectives is regularly reviewed and will be reviewed again in the next year<sup>xli</sup>. Our commitment is reflected in what we expect from the organisations we commission, described in Service Specifications<sup>xlii</sup>. The commitment is also reflected in our approach to our workforce: We were one of seven local authorities across London to pilot the [Workforce Race Equality Standard](#) in 2020, and are developing a programme of work to continue to develop this. Our 2022 Anti-Racist Framework<sup>xliii</sup> articulates the commitment across social care, public health and education to promoting equality for our workforce and residents. New staff are required to complete training on equality and diversity, mental health awareness, sexual orientation and trans and non-binary awareness.

Whilst this does not give the full picture, some of the impact of this work can be seen in our annual Residents Survey: In 2021, 82% of respondents said their local area is a place where people from different backgrounds get on well together – up from 72% in 2017.

We will develop priorities and objectives that are specific tackling inequalities for people who need care and support over the next year as part of our overall vision and improvement plan for adult social care.

Inequality in Barking and Dagenham is well-understood.

People are supported by a council that has a detailed understanding of local communities. Our [analysis of the 2021 Census](#) sets out that we are a young and diverse borough with a high levels of population ‘churn’, as detailed in Section 1 of this self-assessment. Our understanding of health inequalities is described in our [JSNA](#) and annual Public Health Director Report<sup>xliv</sup>: The wider determinants of health including income, work and housing are challenges facing many in our communities. The risk of long-term conditions increases with age and with deprivation, and people of South Asian or Black African ethnic backgrounds are at a higher risk of developing many long-term conditions and experiencing worse outcomes compared to people of White ethnic backgrounds. Life expectancy is lower than average for people with serious mental health issues and for people with a learning disability.

We understand equality of access in some health and care services. The Public Health Director report<sup>xlv</sup>, for example, describes the profile of people accessing local health checks, weight management and stop smoking services; and sets out actions to target underrepresented groups. We will improve our understanding of inequalities in adult social care specifically in terms of access, experience and outcomes: This is a priority for the coming year.

Barriers to getting care and support are understood and are being addressed.

We use research and insights to understand barriers to support. Research indicates that barriers include lack of information, perceptions of cultural inappropriateness and normative expectations of care<sup>xlvi</sup> – particularly impacting people of Asian, Black or minority ethnic backgrounds and people who identify as LGBT+.

As noted in Section 1.1, we have high levels of population ‘churn’ and a significant number of residents arrive in Barking and Dagenham after seeking asylum or via refugee schemes. Staff feedback is that people new to the borough may have less awareness of where to get support and that people fleeing harm in their country of origin can mistrust statutory services. We recognise that this mistrust may be exacerbated by the political history in the borough, by the findings of the [recent review](#) into the Met Police and the Stephen Port inquest. Feedback is that residents often first go to community, voluntary and faith groups for support and advice. We work with local groups and individuals to address this and help build trust, including working with our [B&D Collective](#).

The support we commission is informed by our understanding of inequality.

People get support that has been designed with inequalities in mind. Service specifications<sup>xlvii</sup> describe the support that we commission: These set out the needs of our local communities and how support will be provided in a way that is inclusive. Service specifications and procurement reports are accompanied by Equality Impact Assessments<sup>xlviii</sup>. Providers are expected to have Equality and Diversity in Service

Delivery policies and provide support that is accessible and inclusive<sup>xlix</sup>. Our next Market Position Statement will describe in more detail how the diverse needs of people will drive the future design of care and support in the borough.

Work to make care and support more inclusive is developing.

People who need support can contact us in-person at one a local [Community Hubs](#), over the phone or online. Community Hubs in particular are designed to reach the most marginalised, including people who are digitally excluded. Residents and partners tell us that mistrust of public services can be a barrier to getting in contact: One of the ways we are tackling this is through working with the community and voluntary sector via the [B&D Collective](#). Residents tell us that not having English as a first language can be a barrier, so we have both an interpreting offer (via a contract valued at an [estimated £175,000 per year](#))<sup>l</sup> and a strong offer to [support people with English skills](#). Residents tell us that sight or hearing loss can also be a barrier, and our contract with the [Language Shop Limited](#) supports residents in this area. Through the B&D Collective, the local community organisation Ultimate Counselling was appointed to lead on resources to better support residents who have No Recourse to Public Funds and did so by engaging with 157 local residents with lived experience of this.

Support is more inclusive through having a workforce that reflects the diversity of our communities: In 2021-22, 78% of the Barking and Dagenham workforce was of a Black, Asian or minority ethnic background, 74% were female and 26% were male, whilst the average age was 45<sup>li</sup>.

The barriers to support that people experience are addressed in assessments and plans.

People who need care and support drive their assessments and plans, and discussions include considerations of protected characteristics. Support plans are tailored around these discussions. Our case file evaluations seek assurance that information has been communicated in an accessible way, that there is evidence of anti-discriminatory practice and that protected characteristics have been considered in interventions and case work: Positive practice has been found in relation to this<sup>lii</sup>.

We seek out insights on people's experience of equality and discrimination and act on these.

Staff ask people who need support about any experiences of discrimination, the extent to which diversity is respected and support is inclusive. This happens during staff visits to assess the quality of commissioned providers<sup>liii</sup>. Findings are written up and an action plan to address any issues is agreed with the provider and monitored. People are also asked during regular 'spot check' phone calls to people getting homecare or a direct payments: In 2022-23, 760 people were asked 'do you have any cultural needs?', and of the 21 that did, 19 said these were being fully met<sup>liv</sup>.

Work has started to identify people more likely to receive poor care locally.

We have carried out work to understand equity in access, experience and outcomes in Barking and Dagenham. Analysis indicates that in 2022-23, there was a slight underrepresentation of people of an Asian/Asian British ethnic background for older people accessing adult social care and a more significant underrepresentation of people of an Asian/Asian British ethnic background and people of a 'White Other' ethnic background for working-age people. Likewise in safeguarding: 2022-23 data indicates an underrepresentation of people of an Asian/Asian British and Black/Black British ethnic background in safeguarding concerns and enquiries, particularly pronounced when looking at adults aged 16-64.

We have gathered national insights on equity of experience and outcomes, including research that people of Black, Asian or minority ethnic backgrounds and people who identify as LGBT+ can experience poor care. We are agreeing a number of equality objectives and plans to address this. We will gather local insights on inequality and improve how the protected characteristics of people who need support is recorded on our Liquid Logic system. We will set this against our robust understanding of local communities and health inequalities to see the whole picture and take action.

We will improve how we listen to groups of people most likely to experience inequality.

We work well with people at an individual level to understand inequality – as evidenced through case file evaluations – but limited work is carried out to listen to groups of people most likely to experience inequality and those who are seldom-heard. This will be developed over the next year through a planned Adult Social Care Co-production Plan. This and the insights described in the last section will be used to develop clear priorities and a plan to improve the experience and outcomes for people who are more likely to have poor care.



## Section 3: Providing support

### 3.1 Care provision, integration and continuity

We have a detailed understanding of our communities.

As mentioned in Section 2.3, our understanding of the needs of our communities is detailed in our [analysis of the 2021 Census](#), in our [JSNA](#) and annual Public Health Director Report<sup>lv</sup>. This informs the support that we commission, evidenced in Service Specifications<sup>lvi</sup>. Our next Market Position Statement will describe how the diverse needs of people will drive future support in the borough in the medium to longer-term. We are developing plans for more community-led commissioning, focusing on what communities want and need and working with the voluntary and community sector to address this.

We engage on our commissioning plans with the people impacted by them.

People who need support, carers, health partners, housing and other stakeholders engage with us to design support. Plans for adults with a learning disability or autism, extra-care supported housing for older people<sup>lvii</sup>, for care technology<sup>lviii</sup>, for direct payment support<sup>lix</sup> and for community equipment<sup>lx</sup> are examples of this, described in Service specifications and tender documentation. Work is underway to recommission homecare, develop reablement, further strengthen care technology and strengthen support to people when they leave hospital. Our planned Adult Social Care Co-production Plan will describe how we will move from engagement and consultation towards co-producing support in future.

A stable, supported workforce in the local authority helps ensure continuity of care.

Local authority staff are well-supported in their roles in a range of ways, as described in the latest Investors in People report and gold accreditation<sup>lxi</sup>. This is explored in more detail in Section 5. As a result of this support, the workforce is stable and retention levels are good (the turnover rate in 2022-23 was 12%). Positive staff feedback is reflected in the most recent Social Work Health Check<sup>lxii</sup>. We are now working towards platinum Investors in People accreditation<sup>lxiii</sup>.

The care market is well-supported to provide continuity of care.

We understand and support our market well. Having identified a risk on the viability of providers, research on homecare sector viability<sup>lxiv</sup> was commissioned in 2021. The research found that a significant amount of resource was being used by providers on recruitment. A Social Care Action Plan<sup>lxv</sup> was developed from the research. We have partnered with [Care Provider Voice](#) to provide recruitment support to all providers in the borough: They find job applicants, match candidates and work with a local college to offer pre-employment training. The job brokerage resulted in nearly 300 job offers over the course of 2022-23 across Barking and Dagenham, Havering and Redbridge.

Career progression and retention is supported through training and access to the Care Certificate: Providers can access free e-learning and uptake is monitored.<sup>lxvi</sup> Work is now starting to provide independent business advice to providers, and to promote flexible working options to support recruitment and retention<sup>lxvii</sup>. The recruitment, retention and skills of Personal Assistants are supported through the Direct Payment Support Service, after research identified this as an area to improve<sup>lxviii</sup>.

Overall, as a result of this work data shows that whilst vacancy rates in Barking and Dagenham are similar to the London average, retention compares positively: The turnover rate in Barking and Dagenham adult social care sector in 2021-22 was 12% - the second lowest in London and well below the average of 25%<sup>lxix</sup>. We will continue to implement the Social Care Action Plan going forwards.

The care market is supported to be financially sustainable.

Support to the sector to be financially sustainable is described in our [Market Sustainability Plan](#) and Uplift Policy<sup>lxx</sup>. We increased our rates for 2023-24 for our older adult care market by 16.2% compared to the year before – one of the largest uplifts in northeast London. We are committed to paying London Living Wage and are implementing this. Direct payments were recently uplifted to ensure all Personal Assistants are paid at least the London Living Wage. We also supported the workforce in 2023 through the cost-of-living crisis: local providers could bid for up to £1,500 per organisation to support staff with items including food vouchers and travel cards: 40 providers accessed funding benefitting 800 care workers. We will continue to work with partners over the coming year to identify funding opportunities to help support residents and providers.

One provider has handed back a contract in the last 12 months, explained more in Section 4.1.

We engage well with the market to provide support that promotes independence and choice.

We engage well with providers through [Care Provider Voice](#) and through local provider forums. In 2022-23, 85 providers attended our first bi-annual forum open to any provider registered in the borough. A forum specifically for providers of mental health and disability support is being established. A newsletter is regularly sent out. We engage with the community and voluntary sector more broadly through the [B&D Collective](#), collaborating to better support communities and residents. Our 2022 peer review commented on the trusting relationships between commissioners and providers, and feedback from providers is consistently positive about the level of engagement and the open, collaborative relationship between commissioners and providers. In addition, providers are represented via [Care Provider Voice](#) in policy decisions made by the committee-in-common of Barking and Dagenham Integrated Care Board Sub-Committee and Health and Wellbeing Board, described in Section 3.2.

Robust quality assurance helps people get good quality support.

Our approach to quality assurance includes reviewing data weekly, gathering fortnightly feedback from 20 people who get homecare or direct payments, and annual in-depth staff visits to assess the quality of commissioned providers (more frequently if needed). 58 visits to providers took place in 2022-23<sup>lxxi</sup>. Findings are written up based on this visit<sup>lxxii</sup>, and an action plan to address any issues is agreed with the provider and monitored<sup>lxxiii</sup>. Monthly reports describing provider risk and concerns are reviewed at a Provider Risk and Concern meeting, with relevant remedial action agreed and taken. Our approach was affirmed by the 2022 peer review that found 'strong quality assurance processes between commissioners and providers'<sup>lxxiv</sup>. We will continue and develop this approach in future.

Over 2022-23, five providers were rated 'red' under our risk assessment process and were subject to an intensive improvement plan and heightened level of inspection. Four providers were rated red then suspended from taking new people. Three providers remain suspended as of June 2023<sup>lxxv</sup>. Placement suspensions is shared with London ADASS, who share with relevant boroughs. The effectiveness of intensive improvement plans and support can be seen with Chaseview, which moved from being rated inadequate by CQC in November 2022 to rated good in June 2023<sup>lxxvi</sup>.

The quality of support is comparatively good.

The impact of the work described in this section is that the quality of care homes and extra-care supported housing is generally positive: A comparatively high proportion are rated good by CQC<sup>lxxvii</sup>. The proportion of homecare providers overall who are rated good by CQC is lower than the London average<sup>lxxviii</sup>, however, this is impacted by there being a comparatively high number of homecare providers overall in the borough (113 as of June 2023). 13 homecare providers are on our commissioning framework, of which three are registered in the borough. 12 of the 13 are rated good by CQC as of June 2023. In addition, we have a good level of supported housing in the borough and a small amount of shared lives provision<sup>lxxix</sup>.

People who need support are comparatively positive about their experience of support.

The impact of the work described in this section is reflected in the positive feedback received on people's experience of care and support. 64.5% of survey respondents in the 2022-23 Service User Survey reported being extremely or very satisfied with their care and support: An increase on the year before and above the London average for 2021-22 of 58%. Of the 806 homecare and direct payment users who received 'spot check' phone calls to gather feedback in 2022-23, overall satisfaction levels were above 90% and 97% said carers treat them with dignity and respect<sup>lxxx</sup>. Carer satisfaction levels were below the London average in our last survey, and the Carer Charter and action plan seeks to address this.

We will look at developing more bed-based capacity in the borough.

We are highly likely to need more, local bed-based capacity in future given our growing and ageing population and the closure of Chaseview care home. This includes support to people with high and/or complex needs, and support for newer communities reaching older age. We will work with housing colleagues to plan for this and articulate these plans in a Vulnerable Housing Strategy.

There is more to do to understand the impact of different types of support on people who need it.

We understand the impact of support in some areas, but not all. In the last survey sent to people who need support, 89% said support helps them have a better quality of life and 79% said it helps them

have control over daily life. We will improve how we gather and use data on the impact of support through collecting insights from care technology and from providers, analysing data on our innovative OneView platform and doing more to analyse the views and experiences of people who need support.

## **3.2 Partnerships and communities**

Strong partnership working at a strategic level helps services work seamlessly for people.

The governance and accountability structure enables strong partnership working, shared learning and collaboration. The Integrated Care Board [membership](#) includes our Cabinet Member for Health and Social Care Integration, representing outer North East London local authority partners. Our Barking and Dagenham Integrated Care Board Sub-Committee met as a committee-in-common with our Health and Wellbeing Board for the first time in June 2023, taking forward joint working in a coordinated way. Members include [Healthwatch](#) and [Care Provider Voice](#). The delegated decision-making and accountabilities of the committee-in-common are described in their respective Terms of Reference<sup>lxxxix</sup>. The Barking and Dagenham Executive Group drives partnership priorities forward, and the Adults Delivery Group delivers these<sup>lxxxii</sup>. A group to deliver shared priorities on long-term conditions and a group looking at proactive care has recently been established, reporting to the Adults Delivery Group<sup>lxxxiii</sup>.

We collaborate with health on shared priorities.

The [North East London Integrated Care Strategy](#) describes six themes that align to our local adult social care improvement plan<sup>lxxxiv</sup>. These include tackling health inequalities, putting a greater focus on prevention and co-production with local people. Locally, our [Joint Health and Wellbeing Strategy](#) has recently been refreshed and an Adult and Communities Partnership Plan for the Adult Delivery Group to deliver is being developed. Our Better Care Fund plan describes our shared objectives within the BCF framework and how these will be met<sup>lxxxv</sup>. We work with health partners on a range of topics including hospital discharge, falls prevention and workforce planning and support (an example of this is described in below). Our new Director of Health and Care Integration post is leading work on this area and we are building up joint partnership capacity. and an aligned structure between the Integrated Care System and our commissioning service on ageing well has been agreed.

We work collaboratively with health to help people as well as possible.

Two examples demonstrate how people are benefitting from joint work with health. Firstly, we are piloting apprentice nursing associates in [Kallar Lodge](#) care home – working with Skills for Care and others – which will lead to apprentices becoming registered nursing associates<sup>lxxxvi</sup>. This is supporting career development and staff retention, whilst enabling people at the home to get relevant health interventions quickly and easily. The second example is the [London Care Record](#): We worked with health and Kallar Lodge to pilot staff in the care home having access to people’s health records: Feedback was that this led to more effective care planning, prevention and faster discharge from hospital. The pilot is now being rolled out across the borough.

Staff feedback is that collaborative working with health also takes place well in local areas (through our locality teams) and in the Emergency Duty Team. This includes joint working with primary care, mental health and community health services.

We work collaboratively with health on hospital discharge.

We work well with partners to discharge people safely from hospital. Hospital-based practitioners meet with health colleagues daily to organise this and feedback is that there are minimal delayed transfers of care. We work with Havering, Redbridge and health to run an Integrated Discharge Hub for the three boroughs. Trusted assessors of care needs work in hospital wards to support people to be discharged from hospital without delay. Feedback from partners is that communication problems still sometimes happen when people are discharged from hospital, and we continue to work to improve this.

Our BCF plan describes the jointly funded services that support people following hospital discharge, including the ‘Home, Settle and Support’ service to support residents on their arrival home from hospital and integrated reablement pilot. Our jointly commissioned Home First approach means that people with support needs are discharged home if possible, with a range of support to help their recovery and rehabilitation. A full care assessment takes place between 4-6 weeks later in a person’s home to make sure ongoing support needs are met. People who need nursing care to leave hospital can access this quickly, and we work with health and with Havering and Redbridge local authorities on this. People are

supported in nursing care for six weeks to regain their independence. A full care assessment takes place at this point, as part of our 'discharge to assess' approach. People are often then supported to move back home or into residential care. This approach has been successful, and our plans are articulated in our BCF plan. We are also working with health to develop better information and advice to carers when people are discharged from hospital.

We are collaborating more with health partners to support working-age adults.

We work with health partners at a strategic level to highlight the needs of adults with mental health issues and adults with a learning disability, including the Transforming Care programme led by the Integrated Care System. An example of how we work together as a system whilst not being an integrated team is mental health: The estimated prevalence of common mental health disorders is high in the borough, yet the rate of hospital admissions is low because health and care put a focus on responsive, home-based treatment and support. We will continue to collaborate on key issues, including support for adults with autism. We will articulate our plans for future collaboration in the Adult and Communities Partnership Plan for the Adult Delivery Group. We will formalise joint working with health through a Section 75 agreement where it makes sense to do so (currently no Section 75 agreements are in place).

We work collaboratively with the community and voluntary sector to support people.

Our vibrant community and voluntary sector are an important part of our borough. There are 225 charities generating a turnover of £24.5 million, alongside around 5,000 formal or informal organisations with an estimated 46,000 members. The [B&D Collective](#) is one of the ways we engage with the sector, enabling collaboration and building capacity to better support residents. An example of this in practice is our innovative [Community Hubs](#) – as mentioned in Section 2.2 – whereby the council and CVS work well together to provide information and advice to residents. The [Collective](#) enables organisations looking at common issues to come together. They are leading on our Community Locality Leads programme, whereby a community-based infrastructure is being set up to help address health inequalities and the impact of the cost-of-living crisis on residents. To date, work has included over 1500 conversations with residents to discover who they turn to in a crisis, discovering and mapping all the connecting places in the borough, and prototyping with residents.

[Healthwatch](#), the [B&D Collective](#) and [Care Provider Voice](#) are valued partners. They provide insights on resident experiences and represent the CVS and local care providers on forums including our Integrated Care Board Sub-Committee, Adult Delivery Group and Safeguarding Adults Board.

Good partnership working with neighbouring boroughs improves the support people receive.

We work closely with our neighbouring boroughs, particularly Havering and Redbridge, with joint commissioning and quality assurance arrangements. We share a single major acute provider - Barking Havering and Redbridge University Trust - and a large community and mental health Trust, NELFT NHS Foundation Trust. Some of the support we commission is shared across the three boroughs, as set out in our BCF plan<sup>lxxxvii</sup>. A significant number of out-of-borough placements are in these boroughs. The three local authorities and Newham meet regularly via the 'Quality Surveillance Group' to share learning and insights on the quality of support across the area. We need to do more to analyse trends in out-of-borough placements overall and will do this over the next year. We work collaboratively and with health partners on common priorities: For example, our Hospital Discharge Working Group oversees the management of discharge challenges, trouble-shooting and developments.

New protocols and agreements will clarify roles, responsibilities and pathways in writing.

We will write new protocols and agreements with health in each operational service area to articulate roles, responsibilities, and pathways in writing. Staff feedback is that joint working is strong and that good staff retention levels promote good relationships and consistent practice, however we recognise that having expectations confirmed in writing would be useful. This will be done over the next year.

There is more to do to understand and act on the impact of partnership working.

We will improve how we understand the impact of partnership working via data and insights, including the impact on people who need support. Falls prevention is an example of this: We ranked seventh of all London local authorities for the rate of falls in 2019, and are starting work with health to collect, analyse and use falls data to target preventative interventions. Future plans will be in the Adult and Communities Partnership Plan.

We will strengthen joint working with housing to meet people's accommodation needs in future. Joint working with housing planners to plan for and address the housing needs of people who need care and support – now and in future – is an area for improvement that we are working on. A Vulnerable Housing Strategy will be agreed and implemented to address this.

## **Section 4: Ensuring safety**

### **4.1 Safe systems, pathways and transitions**

Safety and safeguarding adults is a priority in Barking and Dagenham.

People are supported by a local authority that prioritises safety. For example, we are prioritising [supporting people through the cost-of-living crisis](#), recognising the risks to wellbeing, neglect and safety arising from this. One of the six priorities in our 2023 Corporate Plan is: 'Residents are safe, protected, and supported at their most vulnerable'. We are working to embed safeguarding as a priority across the whole Council, including across housing services that are dispersed across the council.

People who need support benefit from robust planning for emergencies and critical incidents.

Our Corporate Resilience Group plans for emergencies and critical incidents including heatwaves, serious floods and largescale fires – all of which have happened in the borough in the last two years. Adult social care are an active part of planning, ensuring that the needs of those with lived experience of care and support are considered and acted upon.

We work as part of a wider system focused on safety.

We come together with health partners, the police, housing others through our Safeguarding Adults Board (described in Section 4.2), Community Safety Partnership Board<sup>lxxxviii</sup>, [Children's Safeguarding Partnership](#) and health partnerships (described in Section 3.2) to focus on safety: For example, tackling domestic abuse is a priority across the partnership and associated joint strategies. We address changes in the system that could impact on safety: For example, following the May 2023 Metropolitan Police announcement that they will shortly no longer attend 999 calls linked to mental health incidents unless there is a threat to life, we are both discussing with the police whilst preparing for what this change means for residents and demand for social care.<sup>lxxxix</sup>

There is a strong culture of learning that supports people to feel safe.

We continuously learn about and improve how we do things. Robust learning on safeguarding has been prioritised through peer reviews, external challenge, and external and internal case file evaluations. We have worked with partners to learn from Safeguarding Adult Reviews, Domestic Homicide Reviews and Learning Disability Mortality Reviews. For example, learning from one Safeguarding Adult Review was to establish a complex cases group<sup>xc</sup>: This has been carried out and is in place. A second example is that learning from a Domestic Homicide Review led to a wider Domestic Abuse Commission<sup>xcii</sup>, and in adult social care this has resulted in raised awareness amongst social workers and practitioners via a Domestic Abuse Quick Guide for Practitioners<sup>xcii</sup>. A third example is case file evaluations: 65 safeguarding cases were reviewed by an external evaluator in spring 2023. Actions to address common themes<sup>xciii</sup> are being taken forward in an action plan. We are now planning further case file evaluations with Safeguarding Adult Board partners. We share learning back with partners: For example, learning from Safeguarding Adults Reviews are shared at the provider forums described in Section 3.1.

People preparing for adulthood are supported to be safe.

Young people with support needs start to plan support and moving into adulthood at an early stage. Two dedicated workers in learning disability and/or autism and in mental health services co-ordinate this. Work is overseen by a Specialist Transitions Panel<sup>xciv</sup>. As described in Section 2.1, we have moved from being an all-age disability service to a separate service for adults to ensure good levels of management capacity and oversight, and the dedicated workers continue to work across both areas. We will confirm the approach to transitions in writing through a local procedure over the next year.

People ready to leave hospital are supported to stay safe.

The [Home, Settle and Support service](#) aims to help people feel more safe and secure when they get home from hospital – particularly if they live alone - supporting with things like food shopping, travel and picking up prescriptions. Social work staff phone people discharged home from hospital in the first

24 hours to do a 'welfare check' and follow this up with a full assessment visit after 4-6 weeks. Interviews with 16 people in 2021 with people leaving King George and Queen's hospitals highlighted communication and care planning as two key issues: People did not always know about or feel involved in their care plan, were not always clear on what to expect or who to contact – particularly people with no support networks to help with this.<sup>xcv</sup>. As a result, people are now given clear, printed information<sup>xcvi</sup> on what to expect after being discharged from hospital and who to contact in the event of concerns or changes.

People moving between social care services are supported to be safe.

People who move out of Barking and Dagenham are supported to stay safe through our case transfer process. This involves a multi-disciplinary meeting and working with the person and the local authority area they are moving to. Over the next 12 months we will confirm this process in writing through a local procedure. As mentioned in the last section, we also need to do more to analyse trends in out-of-borough placements overall and will do this over the next year.

Safety is core to what we expect from commissioned providers.

Safeguarding is central to our Service Specifications, setting out expectations that providers are supported to meet. The review of the direct payment system – described in Section 2.1 – identified the need to improve safety assurances for those organising their care through a direct payment. The newly designed Direct Payment Support Service<sup>xcvii</sup> will ensure new Personal Assistants registered on a system we are setting up will have undertaken safeguarding training (existing Personal Assistants will have access to the same training). The service will help people undertake 'right to work' and DBS checks. As described in Section 3.1, we provide a robust, free training offer to providers as part of our approach to ensuring safety. Our Safeguarding Adults Board is looking at developing and assuring a robust safeguarding learning and development offer to all stakeholders in the borough.

Safety is robustly monitored and assured.

'Safeguarding failures' is one of 13 risks on our Corporate Risk Register and is monitored through our risk management approach. The Safeguarding Adults Board monitors risk across the partnership and scrutinises quality and performance data via the Performance and Quality Assurance Sub-group. In summer 2023, for example, this led to the Board requesting information and assurance on the quality of care. The Safeguarding Adults Board will develop a risk register over the next 12 months.

As described in Section 2.1, we have a robust approach to assuring the quality of support that was commended in a 2022 peer review on ensuring safety. Safety is the core criteria through which providers are risk assessed (for example: providers rated 'amber' are meet the following: 'people who use the service are safe, but care provision may not always meet safety and quality standards'). Information is monitored in-borough at Provider Risk and Concern meetings and with neighbouring boroughs in Quality Surveillance Group meetings. Section 2.1 explains the outcome of this. Safeguarding in practice is monitored via supervision and case file evaluations: Common themes in case file evaluations are being addressed through the Adults Improvement Plan. We are developing how we identify and address any trends in relation to safeguarding and Personal Assistants.

Safety is maintained in the event of a provider closing and the process is explained in our local policy.

Our Provider Failure Policy<sup>xcviii</sup> sets out clear processes to ensure people get continuity of care in the event of a provider closing. The policy was last implemented in summer 2023 following [Chaseview care home](#) – run by HC-One - informing the local authority of its intention to close in April 2023, citing financial and resourcing issues. Chaseview is the largest care home in the borough, supporting older people and people living with dementia. We are working closely with residents, families, HC-One, health partners and other relevant councils to agree alternative homes for residents impacted by closure and to ensure their safety. Regular updates are provided to our Safeguarding Adults Board.

People are comparatively positive about feeling safe and the impact of support.

The impact of the work described in this section is reflected in the positive feedback received on how safe people with support needs feel in Barking and Dagenham: 70% of survey respondents reported feeling safe in 2022-23, above the 2021-22 London average of 65%. 83% of respondents said support helped them feel safe and secure: An increase on the previous year and similar to the 2021-22 London average of 82%. Similarly, in the last carer survey, 82% of respondents reported having no concerns about their personal safety compared to a London average of 76%.

## 4.2 Safeguarding

We will raise awareness, so more residents know what safeguarding is and how to raise a concern. People are informed about what safeguarding is and how to raise concerns is on our [website](#) and by staff explaining this (for example, in [Community Hubs](#)). Feedback from a group of people with lived experience of safeguarding from across London is that there is more to do to raise awareness of safeguarding, and local feedback is that mistrust of services can be a barrier to people coming forward. We will develop more information and will raise awareness overall, targeting seldom heard groups and working with community and faith groups. Our Safeguarding Adults Board will progress this and is planning a Safeguarding Conference in October 2023 that will be open to everyone.

We are improving the response when a safeguarding concern is raised by developing a MASH. Safeguarding concerns are usually first raised with our Adult Intake Team, part of the Community Solutions service. This is a clear and accessible ‘front door’ for people to raise concerns. 1510 concerns were raised in 2022-23, representing 23% of all contacts that year<sup>xcix</sup>. A theme from 65 case file evaluations in 2023 was that concerns are promptly considered and sent to relevant teams<sup>c</sup>. However, a common theme in staff feedback, in our 2022 peer review<sup>ci</sup> and in 2023 Partners in Care and Health findings<sup>cii</sup> is that concerns are sometimes triaged by the Adult Intake Team and reviewed again by another team when referred. This partly explains the low conversion rate from concerns to enquiries, which was 17% in 2022-23<sup>ciii</sup> (feedback is that another issue impacting this is enquiries being carried out but mis-recorded as concerns in error). Learning from this and feedback that this process risks being disjointed and to strengthen joint working with partners<sup>civ</sup>, we are now developing a Multi-Agency Safeguarding Hub as a new ‘front door’ for safeguarding concerns. We expect this to be in place over the next 12-18 months.

People subject to safeguarding concerns and enquiries are supported in a timely way.

A theme from 65 safeguarding case file evaluations in 2023 was that the majority of cases were addressed within policy and procedure timescales<sup>cv</sup>.

Deprivation of Liberty Safeguarding (DoLs) applications are timely compared to the London average. We partnered with University of Bournemouth to increase the number of trained Best Interest Assessors in our workforce, and as a result have no backlog of people in residential or hospital settings waiting for DoLs assessments. We are working to make the same improvements for people in community settings. The proportion of DoLs applications completed in 21 days was 29% in 2022-23, compared to a London average of 24% for 2021-22. Assessments often take longer due to complex cases and waiting for partner information, and timescales are a common challenge across England.

We concentrate on improving lives and protecting the right to live in safety through our practice. People are supported through safeguarding concerns and enquiries by staff that are responsive and practice-led, improving people’s lives whilst protecting their right to live in safety. This has been a common theme in case file evaluations, 2022 peer review<sup>cvii</sup> and in 2023 Partners in Care and Health work<sup>cviii</sup>. Our Principal Social Worker works with Safeguarding Adult Managers across adult social care, and safeguarding is everyone’s business. Good staff retention levels and good policy, procedure ([pan-London](#) and local<sup>cviii</sup>), practice standards support this – all of which were commended in our 2022 peer review. Case file evaluations have found inconsistent staff practice on safeguarding that could impact people’s experiences and outcomes. Staff training, supervision and the development of the MASH section aim to address this. As noted in the last section, learning from case file evaluations<sup>cix</sup> is being taken forward in an action plan: This includes developing staff legal literacy and changing our Liquid Logic IT system to improve the recording of practice.

People with complex needs are safeguarded effectively following learning.

We have developed and reviewed an approach to supporting people with complex needs who are subject to safeguarding concerns in response to learning from a Safeguarding Adult Review. A Safeguarding Adults [Complex Cases Group](#) meets to support staff to safeguard people with complex needs, including young people transitioning to adult services. The group enables effective information

sharing between partners and it identifies, monitors and reviews risks related to people with the most challenging needs. Our 2022 peer review<sup>cx</sup> found the group works well and is an example of good practice, and that the response to high-risk safeguarding cases was rapid and responsive. Likewise, the 2023 Partners in Care and Health work<sup>cxii</sup> highlighted that the approach to complex cases is valued.

The approach to tackling self-neglect and hoarding has improved after work with partners.

We strengthened our approach to safeguarding people at risk of self-neglect and/or hoarding in response to partner feedback, themes arising from Safeguarding Adult Reviews and because neglect or acts of omission are the biggest single risk type in safeguarding enquiries. The Safeguarding Adults Board analysed the characteristics of people involved in self-neglect enquiries in February 2022 and subsequently included a description of risk factors and characteristics in the recently updated Self-Neglect Policy and Hoarding approach. Staff training on this is offered, and in 2022-23, 21 staff completed training on the law and good practice on self-neglect and hoarding. The impact of this can be seen in the proportion of safeguarding enquiries with self-neglect as the main risk, dropping from 12% in 2021-22 to 8% in 2022-23. We continue to monitor practice through case file evaluations.

People are supported to participate in safeguarding processes, and we continue to develop this.

People are supported through advocacy to participate in safeguarding processes: Between 2020-23, 100% of people who lacked capacity had an advocate available during safeguarding enquiries<sup>cxiii</sup>. A common theme in the 65 case files evaluated in 2023 was that the views of the adult at risk of abuse or neglect was consistently sought and recorded<sup>cxiii</sup>. In 2022-23, 93% of people going through a safeguarding enquiry were asked if they would like to express their desired outcome<sup>cxiv</sup>: This is higher than the London average of 86%, but work continues to improve this so that everyone is asked.

Joint working with partners happens to improve safeguarding.

We work with partners on the best way to safeguard adults at risk. Partnership working is underpinned by clear, multi-agency [policy and procedures](#) and information sharing agreements<sup>cxv</sup>. Safeguarding strategy meetings involve partners wherever needed, and our complex needs group includes partner agencies. As previously mentioned, we are developing more joint working when people first raise a safeguarding concern by developing a MASH.

People are supported to feel safe through safeguarding enquiries, and risks are managed.

The effectiveness of work to safeguard adults can be seen – to an extent – in our performance. In 90% cases, the risk was reduced or removed, likewise, 95% of people achieved their desired outcomes when a safeguarding enquiry was concluded in 2022-23 – similar to the 2021-22 London average of 84%. In 2022-23, 9% of safeguarding enquiries were repeat enquiries from the preceding 6 months<sup>cxvi</sup>. We think this reflects the good practice described in this section, although staff feedback is that the complexities of safeguarding can be difficult to demonstrate or explain in data.

There is more to do to understand the views of people who have been through safeguarding.

At an individual level, we will do more to ask people about the impact of the safeguarding enquiry from their perspective, and act on this information. At a strategic level, our Co-production Plan will set out how we will support the Safeguarding Adults Board to carry out more engagement with people, finding out what being safe means to people and how we will move toward co-production.

There is more to do to ensure people are informed of safeguarding outcomes.

A common theme from our 2022 peer review<sup>cxvii</sup>, from case file evaluations and from people who need care and support is that we need to improve how we inform people and partner organisations of safeguarding outcomes when a concern or enquiry has started. We are looking at this in more detail to understand where the communication breakdown is taking place and how we can best address this.

We work in partnership with our Safeguarding Adults Board to safeguard people.

Our [Safeguarding Adults Board](#) seeks assurance that local safeguarding arrangements and partners act to help and protect adults at risk. [Members](#) are drawn from across the partnership and levels of engagement are good. The Board has three sub-committees looking at safeguarding adults reviews, at performance and quality assurance and at complex cases. The SAR sub-group oversees the learning from [safeguarding adult reviews](#) in Barking and Dagenham, ensuring that SAR action plans<sup>cxviii</sup> are delivered. The Board is currently refreshing its [Strategic Plan](#) and finalising the 2022-23 [Annual Report](#). Feedback from Safeguarding Board partners in June 2023<sup>cxix</sup> was that the Board works well



together, that learning from Safeguarding Adults Reviews is positive, that the response to the cost-of-living crisis has been positive and that domestic abuse resources have improved. Feedback was for the Board to prioritise prevention and community awareness-raising, hearing the voice of the person with lived experience, safeguarding training for staff and stakeholders and tackling the inequalities described in Section 2.3. The Board is considering this in the next strategic plan.

## Section 5: Leadership

### 5.1 Governance, management and sustainability

Strong leadership and political engagement drive responsive, sustainable care.

The leadership of adult social care is stable and experienced, promoting a culture of responsiveness, learning and openness. Our 2021 Investors in People Gold report found staff had a high level of respect for – and confidence in – leaders, managers and each other; and that we continue to invest in building leadership capability across the council<sup>cxix</sup>. Our 2022 peer review found strong, committed, engaged leadership in adult social care, and good management supervision and support. We are committed to increasing the diversity of our leaders and are developing a plan to develop work on the Workforce Race Equality Standard, described later in this section. We have started succession planning<sup>cxxi</sup>. We have strong political leadership with a highly experienced Cabinet Member for Health and Social Care Integration.

Our organisational values reflect how we work.

Our [DRIVE values](#) are the guiding principles and standards that staff bring to their working life every day. These are: Deliver, respond, inspire, value and engage. Our 2021 Investors in People Gold report found a strong and clearly defined set of core values which underpin our vision and organisational culture, drive our ways of working across the local authority and are being ‘lived and breathed’ by people across the organisation. To move towards platinum, we are now working to create an environment where people feel genuinely confident about directly challenging colleagues who they believe are not demonstrating behaviours in line with the DRIVE values.

Effective governance enables good management, assurance, and openness.

Our governance structure puts our values in practice. Adult social care is part of the People and Resilience Directorate, covering adult social care, commissioning, children’s social care, education and public health. The core component of our governance structure<sup>cxixii</sup> is our People and Resilience Management Group, chaired by our Director of Adult Social Service to ensure effective delivery of Care Act duties and the [2023 Corporate Plan](#)<sup>cxixiii</sup>. The group is accountable to the Executive Board chaired by the Chief Executive. Operational Management Team<sup>cxixiv</sup> meetings govern adult social care and commissioning respectively, coming together frequently and reporting to the People and Resilience Management Group. Regular portfolio meetings take place between senior managers and our Cabinet Member for Health and Social Care Integration. The structure and culture of the organisation encourages learning and collaboration, not a culture of silo working.

The Adult Intake Team – the ‘front door’ for adult social care described in Section 2.1 - is part of the Community Solutions Directorate. We organised external reviews<sup>cxixv, cxixvi</sup> on the impact of this structure and are now moving the adult social care functions back into the People and Resilience Directorate as part of a developing Multi-Agency Safeguarding Hub, so that there are clearer accountabilities and more effective governance. Section 2.1 also describes how we have moved from being an all-age disability service to a separate service for adults to ensure good levels of management capacity and oversight.

Comprehensive performance information is understood and acted on to improve care and support.

A dashboard with performance indicators, targets and information on outcomes and pathways is reviewed at quarterly Adult Social Care Performance and Assurance meetings, and at portfolio meetings with our Cabinet Member for Health and Social Care Integration. Information is monitored and action is taken as a result. For example, the number of adults with a learning disability in employment was identified as an area for improvement. A dedicated learning disability supported employment worker was recruited as a result and is now working to support more people into work. Partnership and

local authority information on safeguarding is collated and reported to the Performance and Quality Assurance sub-group of the Safeguarding Adults Board.

Our 2021 Investors in People Gold report found clear alignment between individual, team and organisational performance objectives and KPIs, supporting effective performance management at all levels.

We have developed our approach to articulating and managing risk at a service level.

Our Corporate Risk Register<sup>cxxvii</sup> articulates our key risks and our risk management approach<sup>cxxviii</sup>. Strengthening risk management and compliance is one of the principles articulated in our [2023 Corporate Plan](#). We have recently developed a departmental adult care and support risk register to articulate the core risks in adult social care and how these are being managed, and these are being overseen by our Adults Improvement Board. As described in Section 3.1, there is a robust approach to managing provider risks. Risk is well-managed at an individual level by staff working with people who need support.

Budget management supports adult social care to be sustainable.

There is a thorough oversight of budget activity to help ensure social care is sustainable. We focus on providing value-for-money in the broadest sense: For example, each contract with providers is required to outline what it contributes to the wider fabric of our community as part of our commitment to social value. The amount spent per person in receipt of adult social care in 2021-22 was slightly below the London average<sup>cxxix</sup> and our spend on short-term care has been considerably below the London average for the last two years<sup>cxxx</sup>: Short-term spend trends is partly due to recording issues, and partially reflective of not having a comprehensive reablement offer. The reablement offer is now being strengthened. No savings have been taken from adult social care over the last 12 months<sup>cxxxi</sup>.

We have a stable, supported workforce and continue to prioritise this.

Good staff retention levels and good management support enable good quality support. Our 2022 peer review commented on our stable, committed workforce and good management supervision and support. Our 2021 Investors in People Gold report<sup>cxxxii</sup> found that staff feel well supported in their roles, that the council is genuinely committed to the welfare and ongoing development of its workforce, that the way in which people's skills are actively managed and developed allows individuals to realise their full potential and ensures the organisation retains and nurtures talent. Investors in People commented on the significant numbers of people who talked positively about the career development and progression opportunities at the council.

The diversity of our workforce – reflecting our communities – is our strength, and we are committed to improving the experience of staff from a Black, Asian or minority ethnic background and increasing the diversity of our leadership. We were one of seven local authorities across London to pilot the [Workforce Race Equality Standard](#) in 2020, and are developing a programme of work to continue to develop this. Our 2022 Anti-Racist Framework<sup>cxxxiii</sup> articulates our commitment to promoting equality for our workforce and residents.

We are committed to supporting carers and have a clear plan to put these commitments into place.

The [Carers Charter 2022-25](#) describe health and social care commitments to support unpaid carers. The Charter is formed of 'I' statements that were co-produced with carers and stakeholders. An accompanying Carer [Action Plan](#) is being carried out, monitored by a Carer Strategy Group. Our 2022 peer review found excellent joint work with carers and carer providers on co-produced support.

One of the main objectives in the action plan is to promote the identification of hidden carers, following feedback and data from the last Census that 14,200 residents identify as carers. Health and social care have improved the identification of unpaid carers by promoting support services in GP surgeries. Staff training on identifying hidden carers was run across partnership organisations in 2022 and is running again in 2023. In 2022-23, this led to 579 new carers identified and recorded at GP practices and 406 new carers being identified via Carer of Barking and Dagenham.

Carers reported a better quality of life than the London average in a number of areas in the last Carer Survey (control over daily life, feeling safe and social contact) but there is still work to do in these and other areas through the Carer Action Plan. Recent feedback is that the availability of respite beds to

enable carers to have a break has reduced over the last year, impacted by an increase in the number of people going into a care home overall: Work is underway to develop the respite market in light of this.

## 5.2 Learning, improvement and innovation

There is an excellent learning culture in Barking and Dagenham.

Continuous learning is core to our organisational culture and enables continuous improvement. Robust staff training is reviewed every year<sup>cxxxiv</sup> and is based on the needs of our communities and best practice. Trauma-informed practice, no recourse to public funds and cultural competency are all part of the 2023-24 training offer. Our training budget for adult social care is £68,000 – higher than the £65,000 budget in 2021-22.

We invite external challenge and use this to improve what we do. We were the pilot site for a new model of London ADASS peer reviews in 2022. The review recommended the introduction of a new case file evaluation tool. We implemented this and now routinely use them to improve practice and inform things like staff learning and development. A second example is that in early 2023 – following the peer review – we organised for 65 safeguarding cases to be reviewed by an external evaluator in spring 2023. Actions to address common themes<sup>cxxxv</sup> are now being taken forward in an action plan and our Adult Improvement Plan. A third example is that in early 2023, we invited Partners in Care and Health to support us to identify good practice and areas for improvement in relation to safeguarding: Recommendations are being taken forward through our Adult Improvement Plan.

Section 4.1 describes learning with partners on safety. Section 3.2 describes the structure through which learning is carried out and shared with health partners, which continues to develop.

Our approach to learning is recognised by others. Our 2021 Investors in People Gold report commended our emphasis on collaboration and inter-team working to deliver excellent services and support continuous improvement, and our 2023 Partners in Care and Health work commented that we are a self-aware organisation.

We engage in sector-led improvement.

We are active in London and national ADASS work programmes, including in London ADASS Branch meetings. We shared learning back to the sector on peer reviews after being the pilot site in London for a new model. Our DASS will be leading a peer review over 2023-24. Our Principal Social Worker co-chairs the London PSW Network: Through this network we developed and now use a case file evaluation tool and continually share good practice. The [ADASS roadmap](#) is now informing future plans and Improvement Plan. Our work with neighbouring boroughs to drive improvement is described in Section 3.2.

A culture of innovation is encouraged and supported.

Our innovation is reflected in our care technology work, in our Community Hub model and in OneView work to enable a holistic view of a person who needs care and support (as describe in Section 2.2). Our 2021 Investors in People Gold commended the way in which the council embraces change and sees this as an opportunity to innovate and continuously move forward.

A current example on innovation is our ‘New Town Culture’ work to strengthen cultural and creative practice in adult social care. The work is focused around three themes: The voice of lived experience, professional curiosity and direct practice, and aims to develop practice over 2023-24 through continuing professional development and through research and evaluation – partnering with Goldsmiths, University of London.

Feedback from providers, the community and voluntary sector is that they are keen to innovate and reimagine care and support in partnership with us<sup>cxxxvi</sup>. We are continuing to progress work on this.

We gather and use insights to make positive changes and are continuing to develop this.

We use insights from research and best practice, benchmarking, risk, feedback, and information on performance and outcomes to inform our plans. Section 2.1 describes how insights and research on

direct payments led to improvements and a new Direct Payment Support Service. Section 2.2 and 4.1 describes how insights on people’s experience of hospital discharge has led to communication improvements and new work to tackle social isolation. Section describes Section 3.1 describes how insights on homecare sector viability has led to work that has improved recruitment and retention in the sector. We have partnered with others to gather these insights (for example, with [Care City](#) and Rec Cross) and share learning and plans with others.

There is a clear vision for the local authority in the [2023 Corporate Plan](#). We are developing a single vision for adult social care over the next six months, co-produced with staff, people who need care and support and stakeholders.

We will improve how we gather, learn and act on people’s feedback.

We gather feedback from people who use care and support through the surveys we send out to people who need care every year and from the carers every two years. We gather and view trends on complaints. Our Provider, Quality and Improvement team have volunteers who gain feedback from people who use direct payments and homecare via 20 spot-check phone calls a fortnight. We also routinely gather feedback from people on different types of support, including on care technology.

We are going to do more to systemically gather these insights together, analyse and act on them. We will start gathering and reporting compliments as well as complaints. We will implement new ways of gathering feedback more systematically on people’s experiences of assessments, reviews, and safeguarding.

We will develop an approach to co-production in adult social care.

There are good examples of engagement and consultation across the service. Our Service Specifications are informed through engaging with the people impacted by them. Our recent extra care sheltered housing tender went through a large consultation process with residents and a resident was on the tender panel. Likewise, two direct payment users will be on the Direct Payment Support Service tender panel. We engage with groups around the borough, including with [Healthwatch](#) and with the Forward Together group supported by the [Independent Living Agency](#) , and have worked with Red Cross to engage with people on their experience of hospital discharge. We act on insights from engagement and consultation to improve what we do, as described in this section.

Work on the Carer Charter and Action Plan was co-produced with carers and stakeholders and is an example of good practice and we aim to replicate in other areas. Indeed, our 2022 peer review found good co-production in places and a commitment to strengthening this further.

Overall, we want to develop how we engage with people who need care and support and with carers. We are developing an Adult Social Care Co-production Plan to articulate this.

**Document control**

Version	1.7
Last updated	21 August 2023
Status	Draft
Author	<a href="mailto:Joanne.starkie@lbbd.gov.uk">Joanne.starkie@lbbd.gov.uk</a>

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i 2021 Census  
ii 2021 Census: 26.1% aged 16 or under - the highest proportion in England and Wales  
iii Indices of Deprivation (IMD), 2019  
iv As of June 2023, there are an estimated 590 people seeking asylum in LBB, 350 Homes for Ukraine refugees and an estimated 500 arrivals through other schemes. We support an average of 80 individuals subject to NRPF at any given time.  
v 2021 Census  
vi JSNA 2022  
vii Adult Social Care Improvement Plan 2023 (draft)

ix Adult intake process map  
x 2022-23 performance report  
xi Practice Standards  
xii 2022-23 staff training details  
xiii Adults Strengths-based Practice Social Work Forum  
xiv Practice Standards  
xv 2022-23 performance report  
xvi Forward Together views, June 2023  
xvii 2022-23 Adult Training Numbers  
xviii 2022-23 Adult Training Feedback Form responses  
xix Advocacy levels (referrals minus those ineligible) for 2022-23  
xx Spot-check spreadsheet 2022-23  
xxi 2022-23 performance report  
xxii 2022-23 performance report  
xxiii Direct Payment Support Service Specification  
xxiv 2022-23 adult social care complaint report (in development)  
xxv London ADASS peer review, May 2022  
xxvi Feedback from Forward Together, June 2023  
xxvii Description of OneView  
xxviii 2022-23 performance report  
xxix SALT return: [Social care activity](#)  
xxx Carer Survey results 2022  
xxxi Current list of healthy lives activities in LBB  
xxxii 2021 Red Cross Patient Experience Interviews  
xxxiii Care Technology Programme Update, May 2023  
xxxiv To follow in July 2023  
xxxv Adult Delivery Group terms of reference  
xxxvi 2022-23 performance report  
xxxvii 2023-25 Better Care Fund Plan  
xxxviii Homecare tender and hospital discharge fund plans  
xxxix 2022-23 performance report  
xl 2023-25 Better Care Fund Plans  
xli Progress against equality objectives, August 2021  
xlii Service specification for extra care, service specification for all-age technology service  
xliii 2022 Anti-Racist Framework  
xliv Annual Director of Public Health Report, 2022  
xlv Annual Director of Public Health Report, 2022  
xlvi Ageing and Society journal, 2016  
xlvii All-Age Care Technology Service Specification  
xlviii Example: [All-age care technology](#) Cabinet papers  
xlix Example: Extra-care service specification

li [My local area \(skillsforcare.org.uk\)](#)  
lii Case file evaluation tools and results  
liii PAMMS Provider Checklist & Criteria  
liiv Provider Q&I Team spot check spreadsheet 2022-23  
liv Annual Director of Public Health Report, 2022  
lv All-Age Care Technology Service Specification  
lvi ECSV [Cabinet report 1](#) and [Cabinet report 2](#)  
lvii All-Age Care Technology Service Specification  
lviii Direct payment support service procurement strategy and service specification  
lix CES [Cabinet report](#) and Service Specification  
lx Investors in People report.  
lxi 'The Standards for Employers of Social Work' standards / Social Work Health Check results, 2022  
lxii Tbc – our approach to having a workforce strategy – i.e. Social Care Action Plan, ADASS strategy, planned ICS strategy

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lxiv Providing a viable domiciliary care sector in LBB, Care City, 2021  
lxv Health and Social Care Sector Action Plan 2021-24 and Care Sector Action Plan update, February 2023  
lxvi Grey Matter Learning  
lxvii Timewise Social Care pioneers report and Timewise Social Care Flexible Job Design training content  
lxviii Personal Assistants and Direct Payments Research Report  
lxix [Skills for Care Adult Social Care Workforce Data Set, 2021-22](#)  
lxx Uplift Policy and Direct Payments Uplift Report to Executive Group (agreed option 2)  
lxxi SAB Quality of Care report, June 2023  
lxxii PAMMS Provider Report  
lxxiii PAMM Provider Action Plan  
lxxiv London ADASS peer review, 2022  
lxxv SAB Quality of Care report, June 2023  
lxxvi CQC ChaseView report, June 2023  
lxxvii LG Inform, as of May 2023  
lxxviii LG Inform, as of May 2023  
lxxix As of July 2023, there were 5 long-term and 1 respite shared lives placements in the borough. The Grace Eyre Foundation is commissioned to run this.  
lxxx Provider Q&I Team spot check spreadsheet 2022-23  
lxxxi Terms of Reference for Health and Wellbeing Board / ICB sub-committee / committee-in-common  
lxxxii Terms of Reference for Executive Group and Adult Delivery Group  
lxxxiii Terms of Reference for LTC group and pro-active care group  
lxxxiv Adult Social Care Improvement Plan 2023 (draft)  
lxxxv 2023-25 Better Care Fund Plan  
lxxxvi Nursing Associates information  
lxxxvii 2023-25 Better Care Fund Plan  
lxxxviii 2023-26 Community Safety Partnership Plan  
lxxxix Sir Mark Rowley Letter briefing, June 2023  
xc Complex Cases Terms of Reference  
xci Domestic Abuse Commission  
xcii Domestic Abuse Quick Guide for Practitioners  
xciii Safeguarding case file evaluation findings, May 2023  
xciv Specialist Transitions Panel ToR  
xcv 2021 Red Cross Patient Experience Interviews  
xcvi 2 leaflets: 'Hospital Discharge – Information about you & your care'  
xcvii Direct Payment Support Service Specification  
xcviii Provider Failure Policy  
xcix 2022-23 performance report  
c Case file evaluation report, 2023  
ci London ADASS 2022 peer review findings  
cii Partners in Care and Health, informal cabinet report, 2023  
ciii 2022-23 performance report  
civ Partners in Care and Health, informal cabinet report 2023  
cv Case file evaluation report, 2023  
cvi London ADASS 2022 peer review findings  
cvii Partners in Care and Health, informal cabinet report, 2023  
cviii User Guide to Adult Safeguarding, Quick Guide to Adult Safeguarding, Safeguarding Practice Standards  
cix Safeguarding case file evaluation findings, May 2023  
cx London ADASS 2022 peer review findings  
cxii Partners in Care and Health, informal cabinet report, 2023  
cxiii 2022-23 performance report  
cxiv Case file evaluation report, June 2023  
cxv 2022-23 performance report  
cxvi Safeguarding information sharing agreements  
cxvii 2022-23 performance report  
cxviii 2022 London ADASS peer review  
cxviii SAR action plans for 'Jack' and 'William' as of June 2023  
cxix SAPAT summary, June 2023  
cxx 2021 IIP Gold report  
cxix Succession planning report and papers, May 2023  
cxixii Governance and accountability structure in adult social care  
cxixiii PRMG Terms of Reference  
cxixiv OMT Terms of Reference  
cxixv LGA peer review 2021, and Partners in Care and Health insights 2023  
cxixvi 2022 London ADASS peer review  
cxixvii Corporate Risk Register  
cxixviii Risk Management Approach  
cxixix LG Inform, 2021-22  
cxxx LG Inform, 2021-22  
cxxxii Last MTF Cabinet report  
cxxxiii 2021 IIP Gold report  
cxxxiii 2022 Anti-Racist Framework  
cxxxiv 2023-24 staff training calendar  
cxxxv Safeguarding case file evaluation findings, May 2023  
cxxxvi Evidence pack – Provider Focus Group and B&D Collective meeting notes, 17 July 2023

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**Adult Social Care – a summary of how we are doing and our plans to improve.**

**1. ....**

This summary describes what adult social care is, what works well and where improvements are needed. It describes how we will make improvements over the next 3-5 years.

**2. What is adult social care?**

Adult social care in Barking and Dagenham supports adults to lead safe, fulfilling lives. We help people with a physical disability, learning disability, mental health issue, frailty or long-term condition. Around 3,000 residents get support from adult social care in Barking and Dagenham each year.

People who need support with day-to-day life because of illness or disability normally start by having a conversation with a Social Worker or Occupational Therapist about the things they need help with and what is important to them (called 'social care assessments'). We then work together to put the right support in place for each individual. This could be information and advice; support to live independently at home through equipment, technology and help from care staff; or it could be support provided in supported housing or a care home. A large range of support is available, depending on the needs and wishes of the individual. We also support those who care for their friends or family.

Some adults may be at risk of abuse or neglect due to their illness or disability. We work to 'safeguard' people at risk of abuse or neglect and take action when there is a concern that abuse is happening.

Most of the legal duties councils must fulfil in adult social care are described in the 2014 Care Act.

**3. How well do we work with people?**

Information about adult social care and feedback from people has shown the following:

What works well	Where improvements are needed
<ul style="list-style-type: none"> <li>- People who need support can easily contact our Adult Intake Team with a question or query.</li> <li>- People generally do not wait a long time to see a Social Worker to have an assessment.</li> <li>- Social Workers and Occupational Therapists are generally good at helping people talk through the things that are important to them. They care and are committed to supporting people.</li> <li>- A good range of technology helps people to be independent in their own home.</li> <li>- A lot of people organise their own support through a direct payment.</li> <li>- There is a clear policy explaining what is charged for adult social care.</li> <li>- We are committed to making sure different groups are treated equally.</li> </ul>	<ul style="list-style-type: none"> <li>- Information and advice on our website and leaflets are not always up to date.</li> <li>- It is not always easy to know which team to speak to about specific issues or to get hold of the right person on the phone.</li> <li>- People sometimes have to wait for an Occupational Therapy assessment.</li> <li>- The social work team supporting adults with a learning or physical disability is being improved for staff and residents.</li> <li>- We need to put a bigger focus on preventing, reducing and delaying the need for adult social care.</li> <li>- We need to put a bigger focus on short-term support (often called 'reablement') to help people regain their independence.</li> <li>- The process of charging people for care could be smoother and more clearly communicated.</li> </ul>

#### 4. How well do we provide support?

Information about adult social care and feedback from people has shown the following:

What works well	Where improvements are needed
<ul style="list-style-type: none"> <li>- We work well with local companies who provide support to people (e.g. local care homes) and help them provide good quality services.</li> <li>- People in Barking and Dagenham are more likely to say they are extremely or very satisfied with the support they get than elsewhere in London.</li> <li>- A high proportion of adults with a learning disability live independently in the community.</li> <li>- Frontline staff and senior managers all generally work well with the NHS and others to provide support to people.</li> <li>- We are committed to being more joined-up and 'integrated' with the NHS where it benefits residents.</li> </ul>	<ul style="list-style-type: none"> <li>- We need to develop more good quality housing for people who are ill or disabled in future years.</li> <li>- We want to improve support by understanding what difference it makes to people's lives.</li> <li>- We need to understand why the proportion of older people moving into care homes has risen over the last six months.</li> <li>- We want to work with the NHS to agree how to improve the support provided to adults with autism.</li> <li>- The roles and responsibilities of social care and the NHS would benefit from being written in policy and procedures in some areas.</li> </ul>

#### 5. How well do we ensure safety?

Information about adult social care and feedback from people has shown the following:

What works well	Where improvements are needed
<ul style="list-style-type: none"> <li>- People in contact with adult social care are more likely to say they feel safe than elsewhere in London.</li> <li>- We have a good system to keep people safe when they are discharged from hospital and in the event of a local care company closing.</li> <li>- Concerns that an individual is being abused or neglected is generally acted on quickly by Social Workers and are robustly investigated.</li> <li>- People who may be neglecting themselves or who have complex needs and are at risk of abuse are well-supported.</li> <li>- People who may be being abused or neglected are supported to express their views and what they want.</li> </ul>	<ul style="list-style-type: none"> <li>- We need to give better information to residents on what adult abuse and neglect ('safeguarding') is and what to do in the event of a concern.</li> <li>- We are working with other organisations to help prevent adult abuse and neglect from taking place.</li> <li>- We want to do more to prevent the abuse or neglect of people who employ Personal Assistants to provide care.</li> <li>- The process of one team asking another to investigate a safety concern can sometimes be disjointed.</li> <li>- We want to improve how we support people who have been abused or neglected by getting feedback on people's experience.</li> </ul>



## 6. What is the leadership of adult social care in Barking and Dagenham like?

Information about adult social care and feedback from people has shown the following:

What works well	Where improvements are needed
<ul style="list-style-type: none"> <li>- Senior managers are compassionate and supportive.</li> <li>- Our workforce is generally stable, with low staff turnover compared to elsewhere in London. This means staff develop good working relationships with people.</li> <li>- Staff and managers are open to learning and trying out innovative ways of doing things.</li> <li>- We have a good understanding of our own performance, where we are doing well and where we need to improve.</li> <li>- The council is committed to supporting those who care for their friends or family (sometimes called 'carers' or 'unpaid carers').</li> </ul>	<ul style="list-style-type: none"> <li>- We want to work together with people who need social care to design support services and make strategic decisions.</li> <li>- It is difficult to recruit staff into some roles.</li> <li>- We want to make sure all our policies and procedures are up to date.</li> <li>- We want to improve our IT system so that it is easier to record and show information.</li> <li>- We want to develop a shared vision for adult social care with the people who need it.</li> </ul>

## 7. What happens next?

We will continue the things that work well in adult social care. Our 'Adult Social Care Improvement Plan' describes the action we will take to improve adult social care in Barking and Dagenham over the next 3-5 years, focusing on the areas in this summary. The improvement plan includes actions to:

- ✓ Improve communication and information related to adult social care.
- ✓ Put a bigger focus on prevention, targeting support at people most at risk of needing social care.
- ✓ Offer more short-term support that helps people regain as much independence as possible.
- ✓ Re-design the service that supports working-age adults with a disability.
- ✓ Tackle waiting lists where they exist.
- ✓ Continue to improve support to people with a direct payment.
- ✓ Continue to expand the range and use of technology to help keep people safe at home.
- ✓ Review our Charging Policy and the improve information on what people might pay towards the cost of care.
- ✓ Agree a plan explaining how we will support adults with autism in future.
- ✓ Agree a plan to develop more good quality housing for people who are ill or disabled in future.
- ✓ Develop a Multi-Agency Safeguarding Hub to improve how we respond to concerns of adults at risk being abused or neglected.
- ✓ Raise awareness so more people know what abuse and neglect is and what to do if concerned.
- ✓ Review all our policies and procedures.
- ✓ Work in equal partnership with people who need support and carers to improve what we do.

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# Adult Social Care Improvement Plan

**Barking & Dagenham**

August 2023  
Version: 0.6  
Status: Draft

Page 41

one borough; one community; no one left behind

# Introduction

Adult social care in Barking and Dagenham supports adults with a physical disability, learning disability, mental health issue or long-term condition and unpaid carers to lead safe, fulfilling lives.

We focus on building relationships with people who need support, taking the time to meet with them and listen to their stories, recognising that each person is more than the sum of their needs and conditions. Support aims to:

- Prevent, reduce and delay the need for care and support.
- Help people feel more in control of their daily lives.
- Empower people to be as independent as possible.
- Help people feel safer.

The vision for social care from Social Care Future is described opposite, developed by people who draw on or work in social care. The staff behaviours that are important to people in Barking and Dagenham and the impact of support is also described opposite. This document is our plan in Barking and Dagenham to consistently demonstrate these behaviours and impacts, moving towards the vision.

This plan describes what we want to achieve and the action we will carry out to get there, focused around four themes:

- Working with people.
- Providing support.
- Ensuring safety.
- Leadership.

Collectively, the plan describes how we will continually improve care and support across Barking and Dagenham.

“We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us”

- [Social care future](#) vision

## Behaviours

Staff who:

- Care
- Listen
- Understand
- Focus on people's stories and outcomes
- Responsive
- Accessible
- Inclusive
- Treat people with dignity and respect
- Collaborative
- Work as a whole system

## Impact on people:

Support that is:

- Empowering and enabling
- Preventative
- Builds resilience
- Promotes independence
- Improves wellbeing and quality of life
- Enables community connections

one borough; one community; no one left behind

**Barking &  
Dagenham**

# Background

## Building on strengths

The strengths we want to build on include:

- We are one of the most ethnically and culturally diverse communities in England, and this diversity is reflected in our workforce
- People who need support and carers in Barking and Dagenham are supported by an exceptionally committed, responsive and stable workforce.
- The support people access benefits from the support we give to the care market.
- People are supported to be safe, and we have improved how we safeguarding people with complex needs or who are at risk of self-neglect.
- Our organisational culture prioritises openness and learning.

## Addressing systemic challenges

The core, systemic challenges in adult social care are that:

- We continue to operate with significant financial pressures.
- Feedback is that people who need support have increasingly complex needs, partly as a result of the pandemic.
- There are significant health inequalities and challenges in the borough. Healthy life expectancy from birth was 58 years for men and 60 years for women in 2018-20, compared to a London average of 63.5 and 64 years respectively. This is impacted by deprivation levels and other wider determinants.

2,845 adults received long-term support throughout 2021-22.

8,000 people worked in adult social care in 2021-22.

44% of people received homecare, 21% of people received support in a care home and 29% of people organised support with a direct payment.

246 carer assessments were completed in 2022-23. 1,000 carers were supported.

1239 referrals to adult social care were made in 2022-23

1511 safeguarding concerns were raised in 2022-23. 252 enquiries started.

In 2021-22, Barking and Dagenham spent 14% of its expenditure on adult social care.

In 90% of cases, the risk was reduced or removed following a safeguarding enquiry.

64.5% of survey respondents in the 2022-23 Service User Survey reported being extremely or very satisfied with their care and support.

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# Theme 1: Working with people

## What do we want to achieve?

- ✓ Community capacity better supports prevention and wellbeing.
- ✓ People at risk of developing health and care needs are better supported.
- ✓ More residents with health conditions are assessed, identified, and provided with condition management as early as possible.
- ✓ More people know where to go for information and support, and what to expect.
- ✓ Information, advice, care and support is more inclusive and easier to find and access.
- ✓ Assessments and support planning puts people in the lead.
- ✓ Support, information and advice from staff is more consistent.
- ✓ People who need care and support feel less socially isolated.
- ✓ People more likely to receive poor care are identified and the reasons behind this tackled.
- ✓ People interact with staff who:
  - Care
  - Understand
  - Listen.

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### Assessing needs:

We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

### Supporting people to live healthier lives:

We support people to manage their health and wellbeing so they can maximise their independence, choice and control. We support them to live healthier lives and where possible, reduce future needs for care and support.

### Equity in experience and outcomes:

We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this.

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# Working with people actions

## Prioritise prevention:

1.1 Develop and carry out a prevention approach and plan, including a map of support, a communication plan to raise awareness, and a targeted approach.

## Develop reablement as part of our approach to prevention:

1.2 Carry out and analyse the extended reablement pilot, agreeing a longer-term approach to reablement.

1.3 Embed a reablement ethos in all new, relevant commissioning service specifications.

## Improve information, advice and communication with residents:

1.4 Review LBBS website information on adult social care

1.5 Develop easy to understand, new printed resident information on where to get support, charging, assessment processes, accessing interpreters and adult safeguarding.

1.6 Develop an online self-assessment tool.

1.7 Review and improve how easy it is for residents to contact us by phone.

## Tackle waiting lists and improve how Occupational Therapy is utilised:

1.8 Carry out the Occupational Therapy Improvement Project.

## Improve how we work with adults with a disability:

1.9 Carry out the learning disability review project and improvement plan.

## Continually improve practice:

1.10 Carry out and learn from case file evaluations.

1.11 Revise the Practice Standards.

1.12 Reaffirm expectations on carrying out face-to-face annual reviews.

1.13 Develop an appeals procedure for assessments.

## Improve information and procedures related to charging for social care:

1.14 Complete the Charging Policy review.

1.15 Carry out insight work to understand and address issues in relation to charging, client contribution collection and processes.

1.16 Develop an online 'calculator' to give early information on charging.

1.17 Develop an appeals procedure for charging.

## Strengthen how we understand and tackle inequality:

1.18 Improve recording of protected characteristics on Liquid Logic.

1.19 Carry out annual insight work to understand inequalities in adult social care (access, experience, outcomes), including safeguarding.

1.20 Agree clear objectives to promote equality, diversity and inclusion in adult social care and review progress each year.

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# Theme 2: Providing support

## What do we want to achieve?

- ✓ More people live at home or in a place they call home.
- ✓ People who need care benefit from a care market that is well-supported and focused on outcomes.
- ✓ Potential of digital technology is harnessed.
- ✓ Care and support puts a focus on choice and supporting people to be as independent as possible.
- ✓ Carers have a better choice of respite options.
- ✓ The future care needs of Barking and Dagenham are planned for in partnership with housing.
- ✓ 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.
- ✓ Care and support is more joined up.
- ✓ Roles and responsibilities are clearly articulated.
- ✓ People with autism have a clear offer of support from health and care services.

Care provision, integration and continuity:  
We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.

Partnerships and communities:  
We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement

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# Providing support actions

## Move towards support more older people to live independently at home:

2.1 Carry out insight work to understand why the number of older people moving into care homes is rising, and what can be done to address this.

## Strengthen our understanding of residents in care homes outside LBBB:

2.2 Carry out insight work to understand trends in out-of-borough placements.

## Shape and support a diverse local care market:

2.3 Refresh the Market Position Statement, including how the diverse needs of our communities will be met by a diverse market.

2.4 Carry out the Social Care Action Plan to support the local care market.

2.5 Carry out work to develop the respite market and options for carers.

## Empower people to exercise choice safely with a direct payment:

2.6 Start and monitor the new Direct Payment Support Service.

## Enable people through technology to be as independent as possible:

2.7 Carry out the care technology programme, including the development of predictive analytics and OneView.

## Plan to meet future housing needs for people who need support:

2.8 Develop a Vulnerable Housing Strategy with housing colleagues, to meet the housing needs of adult social care users in future.

## Improve our understanding of the impact and outcomes of support:

2.9 Improve how we gather, understand and use data on the impact and outcomes of support, via co-production, care technology and OneView.

## Improve our articulation of roles and responsibilities with health partners:

2.10 Agree an approach to Section 75 agreements with health in relevant adult social care operational services.

2.11 Develop written protocols and procedures between adult social care operational services and health partners on roles, responsibilities and pathways where there are gaps.

## Improve information sharing with health partners:

2.12 Carry out the phase 2 pilot on social care staff accessing health records.

## Move towards a community-led locality model with health:

2.13 Work with colleagues to develop and carry out deliver a joint Adults and Communities Partnership Plan, owned by the joint Adults Delivery Group.

## Improve support to adults with autism:

2.14 Work with colleagues to develop and carry out a joint Autism Partnership Plan, setting out how adults with autism will be supported.

# Theme 3: Ensuring safety

## What do we want to achieve?

1. The council and community-based organisations work as a whole system in supporting people to be safe.
2. Roles, responsibilities and processes when a person moves between different services are clearly articulated.
3. More residents and professionals know what adult abuse and neglect is, and what to do in the event of a concern.
4. Staff more consistently make safeguarding personal.
5. Safeguarding concerns are addressed through a multi-agency safeguarding hub.
6. The experience of people going through safeguarding processes is better understood.
7. People going through safeguarding processes are well-supported.
8. The system better safeguards people employing a Personal Assistant.
9. People hear back on what has happened after they raise a safeguarding concern.

**Safe systems, pathways and transitions:**  
We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.

**Safeguarding:**  
We work with people to understand what being safe means to them as well as with our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We make sure we share concerns quickly and appropriately.

# Ensuring safety actions

## Continually improve safeguarding practice:

3.1 Carry out the Safeguarding Case File Evaluation Action Plan

## Improve the response to safeguarding concerns at the 'front door':

3.2 Develop a Multi-Agency Safeguarding Team (MASH) model at the front door of adult social care.

## Strengthen safeguarding in relation to Personal Assistants:

3.3 Develop a Personal Assistant Charter on safeguarding and introduce a more robust system of monitoring safeguarding trends.

## Improve how we collect and act on feedback:

3.4 Introduce a system of gathering and recording feedback from people at the end of a safeguarding enquiry on their experience and outcomes.

## Improve how we communicate the outcomes of safeguarding:

3.5 Carry out insight work to understand where the communication breakdown is when telling people what has happened after they raise a concern.

## Articulate our approach to situations where safety risks are heightened:

3.6 Agree written protocols and procedures on how continuity of care is assured when people transition to adult service, when people move out-of-borough or move between agencies.

## Ensure safeguarding adults is seen as everyone's business:

3.7 Work with council colleagues to ensure safeguarding adults is embedded as a council-wide issue, including across all housing services

## Support the Safeguarding Adults Board to carry out priorities:

3.8 Carry out community engagement, awareness-raising and prevention activity, including via the October Safeguarding Conference

3.9 Carry out and monitor Safeguarding Adult Review actions plans relevant to adult social care ('Jack' and 'William')

3.10 Support the Board to strengthen co-production and hearing the voice of people with lived experience of safeguarding.

## Improve waiting times for community-based DoLs:

3.11 Apply the learning from tackling waiting lists for hospital and residential care DoLs assessments to community-based assessments.

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# Theme 4: Leadership

## What do we want to achieve?

1. Carers are better supported, and the outcomes of the Carer Charter are achieved.
2. Care and support is re-imagined with people who draw on it.
3. People who need care and support co-produce services in equal partnership with staff.
4. The workforce is recognised and rewarded.
5. Risks are better understood and managed.
6. Systems, processes and staff practice reflects best practice
7. The diversity of leaders better reflects the diversity of the workforce.

### Governance, management and sustainability:

We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.

### Learning, improvement and innovation:

We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research

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# Leadership actions

## Continue to strengthen how carers are identified and supported:

4.1 Carry out the Carer Charter Action Plan

## Strengthen our approach to risk management at a service level:

4.2 Develop and monitor an adult care and support risk register.

## Reconfigure the all-age disability service to improve support:

4.3 Carry out the new operating model for adults with disability.

## Support and develop our workforce:

4.4 Develop and agree the Workforce Race Equality Standard action plan.

4.5 Agree an approach to developing a Workforce Strategy and supporting new, integrated roles.

4.6 Carry out the annual succession planning exercise.

4.7 Agree a more efficient system of flagging when staff require a DBS check.

4.8 Carry out and review the impact of the New Town Culture work in adult social care.

## Improve how data is recorded and used:

4.9 Carry out work to improve the Liquid Logic system.

4.10 Review and update relevant consent to share information forms to reflect best practice.

## Work in equal partnership with people who use care and support:

4.11 Start an annual system of gathering, analysing and acting on people's feedback on their experience of care and support.

4.12 Develop annual adult social care complaints and compliment reports, analysing key themes.

4.13 Develop and carry out a Co-Production Plan, setting out how co-production will be progressed across all four of these themes.

## Build consistent staff practice through policy and procedure:

4.14 Agree and carry out a policy and procedure development and review timetable.

4.15 Communicate eligibility for support between teams, services and agencies.

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# How the improvement plan will be carried out

## Carrying out the plan

- A delivery plan accompanying this plan sets out who is leading on each action and when actions will be carried out.
- The groups listed in Fig. 1 (opposite) are responsible for delivering the plan.

## Monitoring the plan

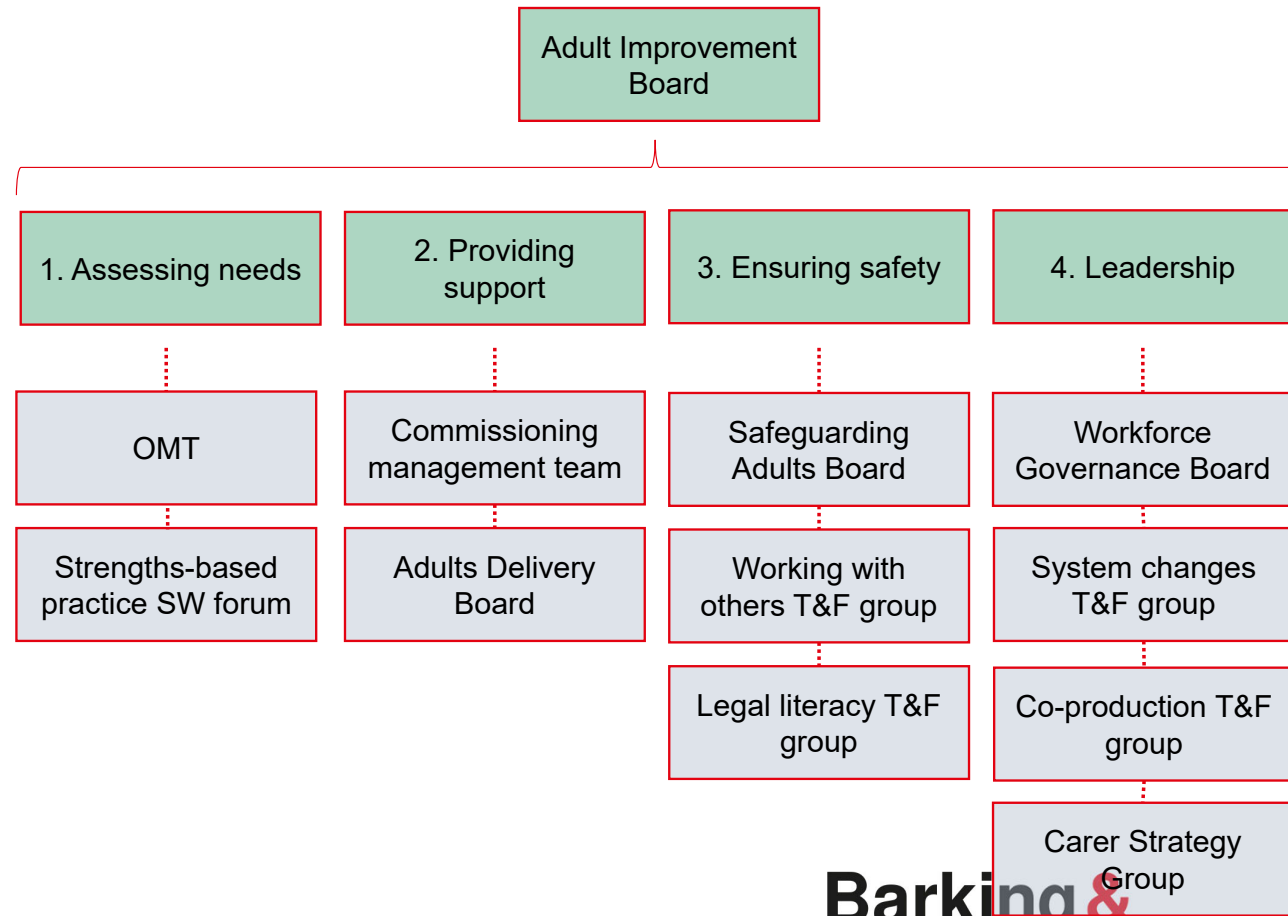
- The Adult Improvement Board will oversee delivery of the plan, including through quarterly monitoring reports.

## Communicating the plan

- The plan will be published on the Barking and Dagenham website. An accessible summary, including one in easy read, will be produced.

## Reviewing the plan

- The plan will be reviewed annually, informed by insights and co-production with people who need care and support and carers.



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<p><b>Working with People:</b> assessing needs, care planning and review, arrangements for direct payments and charging, supporting people to live healthier lives, prevention, well-being, information and advice, understanding and removing inequalities in care and support, people’s experiences and outcomes from care</p>			<p><b>Providing Support:</b> market shaping, commissioning, workforce capacity and capability, integration and partnership working</p>	
<p><b>Assessing needs</b></p>	<p><b>Supporting people to live healthier lives</b></p>	<p><b>Equity in experience and outcomes</b></p>	<p><b>Care provision, integration and continuity</b></p>	<p><b>Partnerships and communities</b></p>
<p>We maximise the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.</p>	<p>We support people to manage their health &amp; wellbeing so they can maximise their independence, choice and control. We support them to live healthier lives &amp; where possible, reduce future needs for care &amp; support.</p>	<p>We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support &amp; treatment in response to this.</p>	<p>We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.</p>	<p>We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement</p>
<p><b>Ensuring Safety:</b> section 42 safeguarding enquiries, reviews, safe systems, continuity of care.</p>			<p><b>Leadership:</b> strategic planning, learning, improvement, innovation, governance, management, sustainability</p>	
<p><b>Safe systems, pathways and transitions</b></p>	<p><b>Safeguarding</b></p>		<p><b>Governance, management and sustainability</b></p>	<p><b>Learning, improvement and innovation</b></p>
<p>We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.</p>	<p>We work with people to understand what being safe means to them as well as with our partners on the best way to achieve this. We concentrate on improving people’s lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect. We make sure we share concerns quickly and appropriately.</p>		<p>We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.</p>	<p>We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research</p>

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## OVERVIEW AND SCRUTINY COMMITTEE

13 September 2023

<b>Title:</b> Waste Strategy	
<b>Report of the Cabinet Member for Public Realm and Climate Change</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
<b>Report Author:</b> Rebecca Johnson – Director of Public Realm	<b>Contact Details:</b> E-mail: Rebecca.johnson@lbbd.gov.uk
<b>Accountable Director:</b> Rebecca Johnson – Director of Public Realm	
<b>Accountable Strategic Leadership Director:</b> Leona Menville – Strategic Director of My Place	
<p><b>Summary</b></p> <p>LBBDD as the Waste Collection Authority (WCA) have a statutory responsibility to collect waste from the Borough and work in conjunction with East London Waste Authority (ELWA) who are the statutory Waste Disposal Authority (WDA).</p> <p>In January 2022 Cabinet approved the Joint Strategy for East London's Resources and Waste (the Joint Strategy) for the period from 2027 to 2057 around the future of waste management. This joint strategy was developed by ELWA and the Constituent Councils, collectively the Partner Authorities (Barking and Dagenham, Havering, Newham and Redbridge Councils).</p> <p>The Joint Strategy's aims and objectives were;</p> <ul style="list-style-type: none"> <li>• to promote and implement sustainable municipal resources and waste management policies in East London as part of our contribution to transitioning to a more Circular Economy;</li> <li>• to minimise the overall environmental impacts of resources and waste management;</li> <li>• to engage residents, community groups, local business and any other interested parties in the development and implementation of the above resources and wastes management policies; and</li> <li>• to provide customer-focused, cost-effective, best value services</li> <li>•</li> </ul> <p>Whilst the Joint Strategy technically does not come into play until 2027, this report provides an update on the progress and plans for how LBBDD in conjunction with ELWA and the other Constituent Councils aims to achieve the objectives of the Joint Strategy. This report also provides an update on current operational performance, as well as current and future national legislative requirements that will impact the Borough.</p>	
<b>Recommendation(s)</b>	
The Overview and Scrutiny Committee is recommended to:	

- (i) Note the contents of the report and the actions being taken to contribute to the Joint Strategy within Barking and Dagenham
- (ii)

**Reason(s)**

The Councils approach to waste strategy supports the Councils Corporate priority of 'Residents live in, and play their part in creating, safer, cleaner, and greener neighbourhoods'.

**1. Introduction and Background**

- 1.1. LBBD as the Waste Collection Authority (WCA) have a statutory responsibility to collect waste from the Borough and work in conjunction with East London Waste Authority (ELWA) who are the statutory Waste Disposal Authority (WDA).
- 1.2. In January 2022 Cabinet approved the Joint Strategy for East London's Resources and Waste (the Joint Strategy) for the period from 2027 to 2057 around the future of waste management. This joint strategy was developed by ELWA and the Constituent Councils, collectively the Partner Authorities (Barking and Dagenham, Havering, Newham and Redbridge Councils).
- 1.3. The Joint Strategy encompasses the national and local aims of preserving resources by minimising waste, promoting resource efficiency and moving towards a circular economy, all of which will help to protect the natural environment and reduce carbon emissions.
- 1.4. Driving the Council's progression around waste management are several national and regional policies including the national Resources and Waste Strategy (RWS). Published in 2018, it includes many new proposals that will change how local authorities deliver recycling and waste services, and how communities interact with them.
- 1.5. These include the setting up of a Deposit Return Scheme (DRS) for drinks containers, extended producer responsibility (EPR) for the costs of managing packaging waste and establishing more consistent household and business recycling services across the country (Consistency).
- 1.6. The Mayor of London also published the London Environment Strategy (LES) in 2018, which covers a broad range of environmental issues including waste management. The LES includes an aspiration for London to be a 'zero waste city' by 2050. The regional waste policies contained within the LES are similar to the national Consistency proposals, and waste authorities in London must demonstrate 'general conformity' with them. The national and regional strategies both set ambitious targets for reuse and recycling, which LBBD will contribute towards.
- 1.7. Underpinning the RWS and LES, the overarching Environment Act 2021 has brought in measures for improvement of the environment in relation to waste, resource efficiency, air quality, water, nature and biodiversity, and conservation. This includes the legal requirement for separate weekly food waste collections from households, communal properties, and flats above shops. LBBD committed to delivering against this legislative requirement in an approved report to Cabinet in February 2022.

## 2. Current operational performance

2.1. Table 1 shows the current service delivery model and disposal/treatment type.

Service	Frequency	Container	Treatment
General waste	Weekly	Households - 140lt wheeled bin Communal – 660lt-1100lt wheeled bins	MECHANICAL BIOLOGICAL TREATMENT (MBT) Removes metals, glass and stone for recycling and then dries waste to produce a refuse derived fuel and a compost-like output
Dry Mixed Recycling	Fortnightly	Households – 240lt wheeled bin Communal – 660lt-1100lt wheeled bins	MATERIALS RECOVERY FACILITY Uses machines and some manual labour to separate out different recyclable material streams
Chargeable garden waste	Fortnightly (Mar-Nov)	240lt wheeled bin	OPEN WINDROW COMPOSTING Garden waste is laid out in long rows, turned regularly to produce compost to be used in agriculture

Table 1

2.2. The East London boroughs face some considerable challenges relative to other parts of England and London in achieving the high recycling rates and reductions in residual waste more widely attained elsewhere. This is due to certain barriers associated with our Borough including low home ownership, high percentage of flatted / communal properties, a low age profile and properties with small or no gardens, all of which studies have shown are associated with lower recycling figures.

2.3. However over recent years, LBBD in conjunction with ELWA have worked hard to increase recycling performance, of which there has been an improvement. Table 2 shows the recycling performance over the last five reporting years, of which LBBD has seen over a 9% increase in recycling. In addition, it shows a decrease in waste production by person, which is an important factor in the waste hierarchy.

Reporting year	% household waste sent for reuse, recycling or composting (Ex NI192)	Collected household waste per person (kg) (Ex BVPI 84a)
2018/19	23.70%	404.8
2019/20	25.20%	422.9
2020/21	26.90%	416.7
2021/22	30.50%	390.3
2022/23	33.22%*	

Table 2

\*Unofficial performance figure – figure to be ratified by DEFRA and generally published up to a year in arrears

2.4. This improved performance can be attributed to several factors including increasing the number of materials accepted in the comingled recycling stream for the kerbside

recycling service in 2021, proactive engagement with residents around recycling by internal teams and separation of recyclates from the bulky waste stream at the disposal point.

### **3. Waste Disposal Contract post 2027**

- 3.1. ELWA is the statutory joint waste disposal authority for the London Boroughs of Barking & Dagenham, Havering, Newham and Redbridge (the Constituent Councils) and has a statutory duty to make arrangements for the treatment and disposal of the Local Authority Collected Waste (LACW) collected by (or on behalf of) the four Constituent Councils.
- 3.2. These arrangements are currently discharged through the Private Finance Initiative (PFI) Integrated Waste Management Services Contract (IWMS Contract), which was awarded to ELWA Ltd. (the IWMS Contractor) in December 2002 for a period of 25 years and due to expire on 23 December 2027. The IWMS Contract is operated by Renewi (the IWMS Operator).
- 3.3. As the contracting authority, ELWA in 2022 commenced the complex work associated with the procurement of future waste disposal arrangements and contract expiry of the current contract. This is being undertaken in conjunction with the Constituent Councils and in July 2023 Cabinet agreed the Outline Business Case (OBC) put forward by ELWA for ratification by the Constituent Councils.
- 3.4. The OBC represents the first step towards the implementation of the procurement plan and has been produced to determine the preferred service delivery model for the new services at the expiry of the IWMS Contract.
- 3.5. The key objectives that this exercise aims to achieve is around reducing future waste arisings, increasing recycling rates, reducing carbon impact, maximising opportunities for local regeneration, increasing social value and to manage waste in the most economically efficient way possible. The options proposed within the OBC creates an opportunity for a new stage of waste disposal management and partnership working between ELWA and the Constituent Councils.
- 3.6. The key takeaways from the proposals are for disaggregated contracts split by material type with a mix of various contract terms, to reflect adaptation to market forces and legislative requirements of those material streams.
- 3.7. This approach aims to provide greater flexibility around cost and the ability to adapt to potential changes in the market and legislation, all whilst incentivising and encouraging Boroughs to reduce waste and increase recycling.

### **4. Separate Food Waste Collections**

- 4.1. The Environment Act 2021 and the Resource Waste Strategy set out key legal requirements around the future of waste collections and disposal.
- 4.2. The Act requires Local Authorities to provide a weekly separate food waste collection from all households by March 2025 – this includes communal blocks and flats above shops.

- 4.3. The Resource Waste Strategy sets out further potential requirements around key recyclates but is subject to the outcome of the Consistency consultation, which is still outstanding.
- 4.4. The requirement around food waste is now in law, but the implementation of that requirement is subject to further regulations.
- 4.5. In February 2023, Cabinet approved a report that noted these legislative requirements and accepted that a further report on how LBBDD would adhere to these. At that time, the current unofficial target set by DEFRA was to have this implemented by March 2025, however a published delay in the implementation of EPR to October 2025 and further delays on the outcome of the Consistency consultation has meant that local authorities are unsure as to whether the current target date is still applicable.
- 4.6. A separate food waste recycling disposal stream is part of the scope for the new ELWA waste disposal procurement programme, but work is currently being explored by ELWA and the Constituent Councils around the feasibility of introducing this pre contract end and its subsequent implications.
- 4.7. LBBDD are currently in the process of commissioning consultants to undertake a modelling exercise on the waste collection service to obtain an understanding on the potential operating model and financial implications of introducing a food waste service.
- 4.8. A key variable to executing this service is Governments previous commitment to capital and revenue funding to assist in implementation, which due to the current delays and uncertainties around wider policy changes remains uncertain.

## **5. Behaviour Change**

- 5.1. The Joint Strategy and new waste disposal contract arrangements won't come into play until post 2027, which potentially means that any significant improvements in recycling performance because of the operating model will not be realised for many years.
- 5.2. LBBDD recognises that it has a responsibility to continue to drive up performance despite the current restrictions and is committed to undertaking activities that will build a positive foundation for how we engage with our residents now, to enable the right platform to communicate and deliver successful operational service changes in the future.
- 5.3. In April 2023 the new Behaviour Change Cabinet Member Working Group was established where a 12-month Public Realm Communication and Engagement Plan was approved for implementation.
- 5.4. For objectives around waste strategy to be successful, it will require significant behaviour change from Borough users. We need to empower residents and Borough users to take a more active role in doing their bit to keep the borough clean, by managing their waste correctly and working alongside the council.

- 5.5. The Plan is the fourth phase of the Cleaner, Greener Campaign which was first launched in 2019 and aims to build on the success of the earlier phases of the campaign to ultimately make the borough a cleaner, greener place to live, work and visit.
- 5.6. It is about calling on residents to do quick, easy things to help, from putting the right things in the right bin, to recycling more, joining community litter picks and reporting anti-social behaviour like fly-tipping.
- 5.7. The key elements of the plan are as follows;
  - 5.7.1.1. Three bursts of campaign activity between Spring 2023 and Spring 2024 alongside ongoing communications.
  - 5.7.2. Support residents to minimise the amount of waste they produce and show them how to dispose of their rubbish in the right way, recycling and reusing where possible.
  - 5.7.3. Increase the number of residents and groups (including schools, businesses and community groups) to take an active role in helping to clean up their local areas and use them as advocates to help share key messaging.
  - 5.7.4. Contribute to an improvement in street cleanliness by reducing fly-tipping, littering and eyesore gardens.
- 5.8. The campaign launched in June 2023 in conjunction with the Great Big Green Week, with key achievements including launching a new A to Z guide on what to do with different waste items on our website, holding an Eco Fair for residents, distribution of a 'Green One Borough' newsletter, social media engagement, an online waste and recycling quiz competition, promotion of Friends of Parks groups and other community initiatives and promotion of waste minimisation initiatives.
- 5.9. The Plan's next steps are to undertake focus groups with residents via the Community Hubs, to facilitate conversations around getting a better understanding of local behaviours and issues around waste and recycling and feeling about climate change. This will be used to inform the borough-wide advertising campaign in Autumn.
- 5.10. This next stage will also be developing and launching the new Waste Champions initiative for LBB, which is about enlisting local residents from across the Borough to work in partnership with the Council to increase the effectiveness and efficiency of Council waste strategies.
- 5.11. Finally, the Plan will be used as part of a wider Council pilot around a new approach to engagement with our younger population via social media, more specifically Instagram, to increase our reach to our predominant demographic.

## **6. Consultation**

- 6.1. The Joint Strategy went through a formal public consultation during July to September 2021 and the Joint Strategy was approved by Cabinet in January 2022.
- 6.2. This report was considered and endorsed by the Executive Team week commencing at its meeting on 28 August 2023.

## **7. Financial Implications**

Implications completed by: Katherine Heffernan, Head of Service Finance

- 7.1. The net operational budget for the Council's waste service in 23-24 is £4.556m. Currently the service is forecast to have a marginal overspend on staffing (£50k) but is otherwise broadly on budget. The Green Garden waste service is expected to be self funding from user fees.
- 7.2. The service has received growth funding in the MTFS. For 2023-24 there was growth of £0.791m to fund service improvements and recognising the increase in service resulting from household growth.
- 7.3. The implementation of the various legislative changes and the national, regional and local strategies set out in the paper is likely to require investment that will need to be built into the MTFS. There is currently a high-level growth line of £1m in each of the next two years. However, this is essentially only an estimate and will need to be replaced by more detailed modelling and implementation planning. The timescale when this funding is required also needs to be confirmed.
- 7.4. The resources available to the Council to meet its growth requirements is extremely limited and so the waste service will need to consider how they can reduce the need for it by prioritisation and efficiency improvements. Although waste services are a statutory requirement there are many models for how they can be delivered. The implementation of an entirely new Food Waste Collection will be an additional cost but there may be opportunities to offset it by other changes within the service.

## **8. Legal Implications**

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

- 8.1. The development of a strategy for future waste management is an essential component to the proper administration of the Council as a Waste Collection Authority and a Constituent Council of the four boroughs (Barking & Dagenham, Havering, Newham and Redbridge) who together form the Joint Waste Disposal Authority (ELWA). ELWA is under a duty required by section 51 of the Environmental Protection Act 1990 to make arrangements for the disposal of waste collected by the Constituent Councils in its area. Furthermore, as ELWA is a best value authority, there is a further duty on the Authority under the Local Government Act 1999 in that it works to secure continuous improvement and achieve the best combination of quality and value for money in its function of waste disposal. Developing a coherent future waste joint strategy which serves both the interests of ELWA and the Constituent Councils requires proper consultation which ensures that the emerging joint strategy is fair and reasonable in how it impacts the residents of the four Constituent Councils. Furthermore section 32 of the Waste and Emissions Trading Act 2003 places a duty on both waste collection and disposal authorities to have a joint strategy for the management of municipal waste and carry out such consultation as they consider appropriate.
- 8.2. As explained in the body of this report the predominate function of waste disposal is carried out by ELWA through ELWA Ltd a long term PFI contract. It is an encompassing integrated waste management contract. This will come to an end in

December 2027 and work is progressing at pace to manage a smooth transition to a replacement service.

- 8.3. Regarding the Environment Act 2021, paragraph 4 above states the position. The picture is that it is increasingly unlikely the mandatory weekly waste food collection regime will be implemented in 2025. There will be significant procurement issues in terms of availability and standardisation of equipment and containerisation.

## **9. Other Implications**

- 9.1. **Risk Management** – Risks around adherence to legislative requirements need to be managed accordingly to ensure compliance at a National and Regional level. This is being managed by engagement with key stakeholders and partners including ELWA, GLA and DEFRA as well as monitoring of changes in policy and legislation.
- 9.2. **Contractual Issues** – The procurement and contract expiry programme related to the current and future waste disposal arrangements with ELWA have a significant impact on waste collection within Barking and Dagenham. This process is being managed by ELWA as the contracting authority in conjunction with the Constituent Councils.
- 9.3. **Corporate Policy and Equality Impact** – A proactive approach to waste strategy is a driving force around the Corporate Plan in supporting the objective of ‘Residents live in, and play their part in creating, safer, cleaner, and greener neighbourhoods’. Potential service changes around waste collections will be assessed accordingly in relation to impact on residents to ensure applicable requirements are addressed.
- 9.4. **Health Issues** – Effective waste management and a proactive waste strategy contributes to the climate agenda by incorporating requirements around reducing carbon emissions as a result of waste collection and disposal activities where possible. This helps contribute to objectives around air quality and the subsequent impact on resident health.

### **Public Background Papers Used in the Preparation of the Report:**

[Joint Strategy for East London’s Resources and Waste](#)

### **List of appendices:**

- Appendix 1 - Public Realm Communication and Engagement Plan 2023/24



**PUBLIC REALM COMMUNICATION AND ENGAGEMENT PLAN**  
**2023/24**

<b>Title</b>	<p>Cleaner, Greener Barking and Dagenham   Phase 4</p> <p>Working together to keep our borough clean</p>
<b>Summary</b>	<p>This phase of Cleaner, Greener Barking and Dagenham aims to build on the success of the earlier phases of the campaign to ultimately make the borough a cleaner, greener place to live, work and visit.</p> <p>The Cleaner, Greener campaign was launched in autumn 2019 to improve residents' satisfaction of the work the Council does to clean up the borough, from street cleansing and waste services to tackling fly-tipping.</p> <p>Now in phase 4, one of the campaign's primary aims is to change residents' perceptions of some of the frontline services the council provides, following years of poor service delivery which have since rapidly improved.</p> <p>The campaign also aims to highlight the reciprocal relationship the council wants to have with its residents, moving away from a paternalistic relationship. Cleaner, Greener empowers residents to take a more active role in doing their bit to keep the borough clean, working alongside the council. It calls on residents to do quick, easy things to help, from putting the right things in the right bin, to recycling more, joining community litter picks and reporting anti-social behaviour like fly-tipping.</p> <p>Phase 1</p> <ul style="list-style-type: none"> <li>• Showcased the work of our frontline public realm services to keep our streets clean and built a positive relationship between staff and residents.</li> <li>• Showed residents how to dispose of their rubbish in the right way.</li> <li>• Encouraged residents to take more of an active role in keeping their local neighbourhoods cleaner.</li> </ul> <p>Phase 2</p> <ul style="list-style-type: none"> <li>• Focused on enforcement, showing residents how they can help clean up the borough by reporting fly-tips and eyesore gardens online.</li> </ul> <p>Phase 3</p> <ul style="list-style-type: none"> <li>• Celebrated some of the groups of residents and schools who have been taking action to make the borough a cleaner, greener place to live in a new <a href="#">Wall of Fame</a>.</li> <li>• Increased awareness of good recycling behaviours and improved waste disposal (putting the right things in the right bins).</li> </ul> <p>Phase 4 will:</p> <ul style="list-style-type: none"> <li>• Consist of three bursts of campaign activity between Spring 2023 and Spring 2024 alongside ongoing communications.</li> <li>• Support residents to minimise the amount of waste they produce and show them how to dispose of their rubbish in the right way, recycling and reusing where possible.</li> </ul>

	<ul style="list-style-type: none"> <li>• Contribute to increasing the number of residents and groups of people (including schools, businesses and community groups) that take an active role in helping to clean up their local neighbourhoods and use them as advocates to help share key messaging.</li> <li>• Contribute to an improvement in street cleanliness by reducing fly-tipping, littering and eyesore gardens.</li> </ul>
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<b>Research</b>	<p><b>Resident Insight Survey</b></p> <p>The most recent Resident Insight Survey (RIS) from 2021 shows that residents remain dissatisfied with cleanliness issues:</p> <ul style="list-style-type: none"> <li>• Litter and dirty streets are the second most important issue for residents with 29% of respondents saying it was their key concern. Although this has improved by 1% since 2019, it is 5% higher than the 2018 survey figure).</li> <li>• 65% of residents reported rubbish or litter lying around as a very / fairly big problem (this was a 1% improvement from the 2019 survey).</li> <li>• 55% of residents reported fly-tipping as a very/fairly big problem (a decrease of 2% in 2019)</li> <li>• 40% of residents felt that dog fouling was a very/fairly big problem (a slight 1% decrease from 2019)</li> </ul> <p>The percentage of people who have seen or heard information about the work the Council is doing to create a cleaner, greener Barking and Dagenham, including the Wall of Shame CCTV appeal to tackle fly-tipping, littering and anti-social behaviour dropped to 38% in the 2021 survey – compared to 44% in the 2020 survey.</p> <p><b>Keeping the Streets Clean Insights</b></p> <p>Following direct observation of bins and fly-tipping hotspots in 2021, our Insight Team reported:</p> <ul style="list-style-type: none"> <li>• most fly-tips appear to be household waste</li> <li>• once fly-tips are cleared, they come back quickly at hotspots</li> <li>• people find it easier to dump waste on the streets than taking it to the tip</li> <li>• enforcement around fly tips is difficult.</li> </ul> <p>The team found this was consistent with a 2018 <a href="#">Keep Britain Tidy Survey</a> with London residents who had fly-tipped, which showed that 43% of fly-tips are black bags dumped next to household bins on collection day and <a href="#">Defra research</a> showing that 62% of UK fly-tipping incidents are household waste.</p> <p><b>Fly-tipping reports</b></p> <p>The London Borough of Barking and Dagenham reported 2,714 instances of fly tipping in 2021/22, ranking 30 out of the 33 London Boroughs for total number of fly tips. This was a 22% reduction from 2020/21.</p> <p>The cost of fly tipping for LBBD was estimated to be over £350,000 for 2021/22, which</p>
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includes the direct resource cost for the fly tipping collection round and the associated disposal cost. This is an extensive cost and does not include the costs of collection/disposal of any fly tipping collected that has not come through the formal reporting process.

### **Wall of Shame CCTV series**

Social media analytics tell us our Wall of Shame series, which is now up to 104 episodes, has amassed a total viewing figure of over 375,000 as of mid-March 2023, but the real success goes beyond likes and retweets.

As a direct result of the videos, we've fined over 75 of the culprits featured on the show, thanks to residents recognising them and providing information about who they are.

The series enables us to take a more flexible approach to our enforcement. We have seen improvements to fly-tipping levels in areas that feature on the show, which means CCTV cameras can then be deployed to new and emerging hot-spot areas as needed.

We've also had resident buy-in to support the campaign's drive to clean up the borough – so much so that we even had a husband report his wife, who was then issued with two fixed penalty notices, and a resident was issued with three fixed penalty notices after their neighbour recognised them and anonymously reported them.

### **Focus groups with residents**

In July 2019, we commissioned focus groups to test the narrative of the campaign and the relationship that the Council wants to build with residents.

Across the four representative groups of residents, cleanliness of streets was a key concern. Most residents said the borough's streets are dirty and feel the area is worse than other parts of London.

A lot of residents linked dirty streets with safety concerns, for example some residents were reluctant to use their local park because of drug paraphernalia and other litter.

Some residents felt the council is unresponsive and it would be futile to contribute more to their area as the council would let them down.

A number of residents did feel there should be a shared responsibility for keeping streets clean. Residents agreed we need to show how we're tackling issues, for example through the Wall of Shame, but also said we need to celebrate projects (eg community litter picking) and community champions that are helping to make our borough cleaner and a better place to live.

More recent insights indicate that residents still have the same concerns. We have the quantitative data on fly-tipping hotspots but we feel there's a gap in our insights in terms of understanding people's behaviour. So, we'd like to commission further focus groups to gather qualitative data and unpick why people might not be recycling correctly, or fly-tipping more in some areas than others.

It's important that we gather this insight to inform our communications and tailor our messaging and change behaviour tactics.

	<p><b>Waste Production (provisional 2022/23 data from Waste Minimisation Team)</b></p> <p>On average, Barking and Dagenham households produce 668 kilograms of residual waste per household. This has dropped in recent years (residents produced 891 kilograms of waste per household in 2019/20) but remains high in comparison to other boroughs regionally and nationally.</p> <p><b>Recycling rate (provisional 2022/23 data from Waste Minimisation Team)</b></p> <p>33% of household waste was sent for reuse, recycling or composting, compared to 25.2% in 2019/20.</p>
<p><b>Audience</b></p>	<ul style="list-style-type: none"> <li>• All residents (we'll potentially look to target specific cohorts according to insight)</li> <li>• Visitors to the borough (including staff)</li> <li>• Landlords and tenants</li> <li>• Businesses</li> <li>• Community champions</li> <li>• Community groups, faith groups, schools, school children and young people</li> <li>• All Councillors</li> </ul>
<p><b>Partners Stakeholders (if applicable)</b></p>	<ul style="list-style-type: none"> <li>• East London Waste Authority (ELWA)</li> <li>• Keep Britain Tidy</li> <li>• Barking and Dagenham Post</li> <li>• Community groups like Roding Rubbish and Little Litter League</li> <li>• Schools</li> <li>• Library of Things</li> </ul>
<p><b>Objective</b></p>	<p><b>Overarching campaign objectives</b></p> <p>Through an integrated campaign, we will contribute to a change in residents' behaviour by helping to increase the number of residents who dispose of their rubbish in the right way, ultimately reducing waste.</p> <p>We'll work closely with community groups and champion them as advocates to support our messaging and inspire other residents to take pride in the borough.</p> <p>We'll also help to reduce negative behaviours including fly-tipping and eyesore gardens, leading to a decrease in the number of residents who are concerned by dirty streets and litter.</p> <p>And we'll continue to contribute to a change in residents' perceptions around the council's waste and street cleansing services, by introducing them to staff and showing them the work we're doing to keep the borough looking clean and tidy.</p> <p>The objectives will benchmark from the October 2021 Resident Insight survey results and the latest DEFRA Waste disposal stats (see research section).</p>

	<p><b>KPI's</b></p> <p>Between Spring 2023 and Spring 2024 the communications and engagement support will contribute to:</p> <ul style="list-style-type: none"> <li>• A 5% reduction in the percentage of residents who reported rubbish or litter lying around as a very / fairly big problem.</li> <li>• A 5% reduction in the percentage of residents who reported fly-tipping as a very / fairly big problem.</li> <li>• A 5% reduction in the percentage of residents who felt that dog-fouling was a very / fairly big problem.</li> <li>• A 5% increase in the percentage of residents who have seen or heard information about the work the Council is doing to create a cleaner, greener Barking and Dagenham, including the Wall of Shame CCTV appeal to tackle fly-tipping, littering and anti-social behaviour.</li> <li>• Increasing the recycling rate to 35%</li> </ul> <p>The next Resident Insight Survey will take place in late summer / early autumn 2023 and will move to an online format.</p>
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<p><b>Message &amp; Style</b></p>	<p>We'll continue to be honest and acknowledge any problems that might arise with service delivery and be clear that we are working hard to address the problems. At the same time, we will push a positive narrative, focusing on all the work we're doing to create a cleaner borough.</p> <p>We won't over claim our successes or be self-congratulatory and we'll continue to put residents at the heart of everything we do. We want to keep building trust and goodwill with our residents and the success of the campaign will depend on it being backed up by good service delivery.</p> <p>We will also make it clear that residents need to play their part and do their bit to help keep the borough clean. We'll celebrate the work they're doing to help and use them as advocates to get our key messages across and inspire others. And we'll use our frontline public realm to help tell their story, to humanise our services.</p> <p><b>Overarching Narrative</b></p> <p>We know that having a clean and tidy borough is really important to you. You want your bins to be collected on time and you want cleaner streets.</p> <p>We're working harder than ever to make Barking and Dagenham a clean and tidy place for you and your family. We know there's lots of work for us to do and we're absolutely committed to getting it right.</p> <p>We're determined to clean up the borough and we'll be putting in all our energy and focus</p>
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to make our streets and the local area cleaner.

We'll also go the extra mile to keep our streets and parks clean, with regular street sweeping and further work to get them at their best.

We're continuing to crack down on the minority of people who dump rubbish, ruining the borough for everyone else. Anyone that fly-tips on our streets will be hit with a £400 fine. You can help us by [reporting fly-tips online](#).

We're absolutely determined to clean up Barking and Dagenham, but we can't do this alone.

Do your bit by clearing your rubbish in the right way. Reduce your waste, recycle more and put the correct rubbish into the right waste bins.

You can take white goods and other large household items to our tips / reuse and recycling centres for free or arrange a bulky waste collection for a small fee.

Keep your front garden tidy, don't drop litter or rubbish and if you have a dog, make sure you dispose of your pooch's waste properly.

We all have to take care of our neighbourhoods, and if we work together, we can help make Barking and Dagenham look its best.

We know that lots of residents take real pride in their local area and are already doing things in their own time, to make the place cleaner. You can play your part by disposing of your waste properly, keeping your front garden tidy and reporting fly tipping and littering.

You can even organise local litter picking events where we'll provide you with the equipment you need, including litter pickers, gloves and waste bags.

### **Campaign strapline**

Cleaner, Greener Barking and Dagenham

### **Key Messages**

- We know that clean streets are really important to you and we're working really hard to clean up this borough.
- Do your bit by clearing your rubbish in the right way.
- We all have to care for our neighbourhoods, together we can make Barking and Dagenham look its best.

### **Hashtags**

#CleanerGreenerBD

#DoYourBit

#OneStepGreener

### Call to action

Work with us to keep Barking and Dagenham clean – we all have a part to play - [www.lbbd.gov.uk/CleanGreenBD](http://www.lbbd.gov.uk/CleanGreenBD)

Find out about the work we're doing to keep your borough clean - [www.lbbd.gov.uk/CleanGreenBD](http://www.lbbd.gov.uk/CleanGreenBD)

### Specific calls to action

- Report fly-tipping at [lbbd.gov.uk-report-fly-tipping](http://lbbd.gov.uk-report-fly-tipping)
- Order a bulky waste collection: [lbbd.gov.uk/bulky-waste](http://lbbd.gov.uk/bulky-waste)
- Organise a community clean up - [lbbd.gov.uk/community-cleanup](http://lbbd.gov.uk/community-cleanup)
- Join a community clean up event (this can be done on the [Citizens' Alliance Network](#))
- See a list of streets that we haven't been able to collect bins from today: [lbbd.gov.uk/missed-streets-bin-collections](http://lbbd.gov.uk/missed-streets-bin-collections)
- Find out what goes in which bin: [lbbd.gov.uk/what-goes-in-which-bin](http://lbbd.gov.uk/what-goes-in-which-bin)

### Creative treatment

The campaign will follow the established Cleaner, Greener look and feel which is aligned to the council's narrative 'we all have our part to play'.

Initial feedback from focus groups during the development of phase 1 of the campaign showed that residents felt the council was faceless, resulting in a negative perception of the council. So, we developed artwork which featured photos of the front-line staff, and videos that showed them working to keep the borough clean. These were received well by residents on social media.

The campaign artwork will continue to provide a human face to our services. We will feature photos of our cleansing staff, looking positive, proud and working hard on residential streets.

The campaign artwork will also continue featuring community champions and volunteers, to spark and inspire civic pride in the borough. We want residents to relate to the people they see in the artwork and be inspired to get involved. Consent will be needed from both staff and community champions in order for them to be featured.

The bin basics element of the campaign will utilise tried and tested Keep Britain Tidy style pictorial graphics - clearly showing how residents should dispose of rubbish. This pictorial design will ensure all residents can understand the information, including people who have English as an additional language and people who have special educational needs. The different campaign elements will cross reference each other, for example we will produce video content featuring our staff champions helping to explain what items should go in each bin.

Aligned to the corporate brand, campaign materials will be contemporary, clear, and

	<p>clean. They will continue under the distinct Cleaner, Greener brand and build on a strong feeling of a Council that is working hard, and community pride.</p> <p>We will trial stencils and lamppost signage telling residents about the increased fly-tipping and littering fines in hotspot areas.</p>
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<b>Advocates</b>	<ul style="list-style-type: none"> <li>• Cleansing staff &amp; Recycling &amp; Waste Champions – to be used on the campaign artwork (refuse staff, street sweepers, park keepers etc)</li> <li>• Cleansing staff – to be showcased across campaign videos</li> <li>• Community champions / Residents Associations - as they show us the things they do, going above and beyond, to help keep the borough clean and why it's so important that we all do our bit</li> <li>• Schools</li> </ul>
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<b>Strategy</b>	<p>This will be a universal integrated campaign, targeting all of our residents and visitors to the borough, using a mix of channels. This will run alongside a programme of community engagement to mobilise residents to take a more active role in keeping the borough clean.</p> <p>Please see Appendix A for the detailed overview of the engagement plan.</p> <p><b>Waste minimisation</b></p> <p>We want to help residents to minimise the amount of waste they produce in the first place, to help avoid overflowing bins and remove the temptation to fly-tip.</p> <p>And we'll help them to know how they can dispose of their waste in the right way using our waste collection services and other local reuse and recycle facilities.</p> <p>We'll do this by:</p> <ul style="list-style-type: none"> <li>• Back to basics information, letting residents know what rubbish goes in which bin, ensuring clear, pictorial communications. This will include digital content, leaflets and tags that frontline staff can hook on to bins if they're not collected due to contaminated waste. We'll drip-feed this messaging throughout the year and take opportunities to link it to national campaigns like Recycle Week.</li> <li>• Working closely with our in-house Insight Team and Community Champions to dig deeper into issues around recycling and fly-tipping with focus groups of residents. This will enable us to explore behaviour change tactics and tailor our messaging and deliver more targeted activity to specific cohorts in the borough.</li> <li>• Promoting our bulky waste service and reminding residents that they could be liable for a fine if they use an unlicensed company that gets rid of their waste illegally.</li> <li>• Promoting local reuse and recycle centres, reminding residents that it's free, telling</li> </ul>
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them about the things they can take there and when.

- Continuing to promote our Green Garden Waste service and letting residents know how to compost at home (including promoting ELWA's free courses). National campaigns to link in with include Community Garden Week, National Gardening Week and International Compost Awareness Week. We'll involve our Community Champions in this promotion and encourage them to share news and events on their own channels where possible.
- Working with the Library of Things team to promote the service and let residents know that they can borrow things instead of buying them, to save money and reduce waste. We'll link to national campaigns like Buy Nothing New Month and Second Hand September. We'll work with our Community Champions to help us do this.
- Promoting local repair cafes to let residents know that they can get help to fix things they already have instead of getting rid of them. We can also link messaging in with wider initiatives like London Repair Week

### **Managing changes to waste services**

The Council has a statutory obligation to implement separate weekly food waste collections to all households, flats and flats above shops by March 2025 (as per Environment Act 2021 and Resource Waste Strategy 2019). So, we'll ensure we inform residents ahead of time and help them to understand what they need to do and why we're doing it.

There may be a textile collection service introduced in the near future, which we will help to promote to residents.

We'll also be working with ELWA to communicate the changes to disposing waste containing Persistent Organic Pollutants (POPs) like sofas and office chairs. This will mainly impact services for residents at local reuse and recycle centres.

### **Community engagement**

We'll contribute to an increase in the amount of residents and groups of people (including schools, businesses and community groups) that take an active role in helping to clean up their local neighbourhoods and use them as advocates to help share key messaging.

Our Participation and Engagement Team will support community groups to continue and develop their work and help other residents to get started.

The team will also recruit engaged residents to become Waste and Recycling Champions, who will support the Council's key messaging around waste minimisation and keeping the borough clean.

We'll continue to promote and celebrate the work of these community groups on our communications channels, and link in with wider campaigns like Great British Spring Clean and Love Parks Week to inspire people to help clean up their local area.

### **Working with schools**

We'll encourage schools to engage in Recycle for your Community initiatives and provide a toolkit to help them get involved in sharing our messaging and incentivising waste minimisation. (Delivered by Keep Britain Tidy in partnership with the four boroughs of the East London Waste Authority and Renewi)

We'll work with our colleagues in Education and Waste Minimisation to help us develop the school engagement work and test the toolkit on headteachers and eco-school leads.

ELWA initiatives for schools include:

- loans of litter picking kits for up to two weeks and support to take part in Keep Britain Tidy's Great Big School Clean.
- free support for the schools to participate in the Eco-Schools awards.
- workshops and post workshop support helping schools to implement new actions around reducing, reusing, recycling (such as composting).
- trips to MuRFy's World Education Centre – Education Centre at Jenkins Lane providing an insight to what happens to rubbish. Pupils can get involved in sorting rubbish on the conveyor belt, create their own re-use craft item and explore re-used and recycled items.
- [The School Uniform Bank Project](#) – reducing textile waste through school uniform reuse.
- School programmes, which can be bespoke, including interactive curriculum linked sessions and assemblies.

### **Improving perceptions**

Insight suggests that people are more likely to fly-tip and drop litter if they perceive an area to look untidy. We want to improve people's perceptions of the cleanliness of the borough and encourage them to take pride in their local area and how it looks.

We'll do this by sharing images of areas that have been cleaned by residents and staff on social media and celebrate the beauty in local spaces. For example, showcasing local wildlife in our green spaces and reminding people how litter and fly-tipping can have a harmful impact on them.

We're exploring the Borough in Bloom competition with the Parks and Environment Team, as it would encourage residents, community groups and schools to take pride in their gardens and green space. We also want residents to take an active role in reporting eyesore gardens.

And we know that the reputation of our waste services has improved. We've seen a significant decrease in the complaints we receive on social media during the past two years, following investment and recruitment which have led to improved performance. But we know there's still work to, and we want to continue to build trust with residents.

## **Fly-tipping enforcement**

As well as encouraging people not to fly-tip in the first place, it's important that we are clear on the consequences.

We'll continue to use our Wall of Shame CCTV Appeal videos to ask residents to identify and confidentially report people who dump rubbish and remind them of how much they could be fined if they fly-tip.

We'll continue to work closely with the enforcement team to highlight stories of catching and fining fly-tippers and feature them in press releases and digital content.

## **Tactics / approach**

### **Launch event**

We'll plan a media launch focusing on the Members' behaviour change working group.

### **Outdoor advertising**

There will be two purposes to our outdoor advertising. We'll use it to continue to boost the reputation of our waste and cleaning services, and also to spark a change in behaviour.

We'll use signage to discourage fly-tipping, littering and dog fouling in our known hotspots, letting people know about the fines they could face, on billboards, JC Decaux sites, bus interiors and Clear Channel screens. And we'll also use ambient outdoor media, including street cleaning stencils, bin stickers and lamppost signs.

We'll utilise advertising on the side of bin trucks to feature our campaign artwork, with simple, clear calls to action on how people can do their bit by getting the basics right – like not putting batteries in their waste. We'll showcase the work we're doing to keep the borough clean and ask residents to play their part. 'We're doing this, and we want you to help by...'

### **Mailouts**

We would explore producing a borough-wide mailout to let residents know about significant forthcoming changes to waste collection services like the separate food waste collection. (Borough-wide mailouts are high-cost, and exceed the budget allocated for each burst of the campaign. They will need to be funded by the service and will be dependent on other council priorities like Cost of Living campaign messaging.)

We would also consider geo-targeted mailouts to tackle wards where fly-tipping is high and recycling rates are low.

### **Video**

We will produce a series of videos with positive, hardworking frontline cleansing staff, showing the work they're doing to keep the borough clean:

- a day in the life of a cleansing staff member
- out on the roads with a refuse truck
- why it's important to dispose of rubbish properly
- the journey of a fly-tip from when it's reported to being collected
- before, during, and after a big clean up

We'd also like to feature shorter 'selfie-style' videos that frontline staff can take on their smartphones. This could be a short 'before and after' video or a time lapse of a street clean-up, or a quick message from someone making a park look its best. We know that quick, less formal videos can help to engage an audience, evidenced by the rapid growth of platforms like Tik Tok and Instagram.

We will also produce a few videos with community champions as they improve their local environment. We'll explore the option of featuring our community champion videos as part of a new series called 'Streets of Fame' which will be the flipside to the Wall of Shame series. And we would work with them on sharing our messaging through videos on their own channels.

**Images/banners:** We'll create digital campaign banners and GIFs for use on our website, digital screens and social media channels. We'll update our existing artwork to feature different staff and will work with the service to arrange a photoshoot with a professional photographer.

**Website:** We'll use the central campaign web page: [lbbd.gov.uk/cleaner-greener](http://lbbd.gov.uk/cleaner-greener)

This will contain information about all the work we're doing to improve things, the things residents should do and how residents can go one step further to work with us to improve our borough.

The campaign web pages will feature case studies and campaign videos including the Streets of Fame series, and links to key things residents can do (report litter / order bulky waste items).

We will work with the web team to develop the web pages – similar to this format <https://www.redbridge.gov.uk/our-streets/>

We will also work with the web team and service area to ensure the customer journey for residents as they access cleansing services is intuitive, clear and easy.

**Social media:** A full content plan will be developed that links into regional and national initiatives and campaigns, while remaining focused and relevant to the borough. Hashtags we'll use include #CleanGreenBD #DoYourBit #OneStepGreener.

Regular content will highlight all the work we're doing to keep the borough clean - utilising campaign materials, news and announcements.

We will drip feed posts about the everyday work and successes of the team (e.g. 'Despite the heavy snow, staff have been working hard to ensure your bins are collected')

We'll regularly issue posts about the bin basics – how and why residents should properly

dispose of their rubbish.

We'll also push videos that inspire civic pride and nudge more residents to step forward and play their part.

We will build up a database of clean influencers: key partners / community organisations and champions and work closely with them - asking them to help tell our story and amplify our messages to our community.

Our social media posts will direct people to our campaign webpage and encourage residents to carry out specific actions (e.g, report litter / order a bulky waste / take part in a clean-up event)

**E-newsletter:** We will issue a special branded campaign e-newsletter (to our 28,068 subscribers) with key stories and information about the work we're doing to clean up the borough

**Media:** We can explore developing a partnership with the Barking and Dagenham Post to work with us to profile and celebrate our borough's community champions. We'll target specialist media e.g. Keep Britain Tidy and offer interviews with our case studies.

We will also work with community forums / groups and ask them to circulate our messages to their residents.

**Targeted behaviour change activities and tools:** we'll work closely with our Insight and Innovation Team, the Waste Minimisation Team, and Refuse Collection Service to improve recycling behaviours through targeted activity to residents.

This will include recycling pilots that give targeted feedback to households that don't recycle, and households that don't recycle enough, split into two rounds as follows:

Round 1 (giving targeted feedback to those who don't recycle)

The team will select a round with low recycling numbers and identify households that don't recycle at all, or less than half the time. They'll work with this cohort for 10 collections rounds (19 weeks), using a phased approach to try to change their behaviour.

1. Informative approach. They will post an informative leaflet, so the household has all the information they need to start recycling to their full capacity, plus an option to opt-in for a text or email reminder to remind them the day before their collection is due, and the opportunity to order a free indoor bin to store their recycling in until collection day.
2. Persuasive approach. A letter will be posted to let the resident know what help we offer and remind them that they can opt-in for a reminder, or indoor bin. They can also receive stickers for children with positive messages about recycling on.
3. Intensive approach. The waste minimisation team will call at the household to try to understand why the household still isn't recycling and offer the necessary support.

Round 2 (giving targeted feedback to those who don't recycle enough)

The team will select a round where 80% or more present recycling, but recycling volumes are low. The intervention will be given over the course of 3 collections.

They will use bin tags to test two kinds of messaging.

	<ol style="list-style-type: none"> <li>1. Social norms – ‘We noticed your grey, general waste bin was full today. Join the thousands of people in B&amp;D who recycle their waste!’</li> <li>2. Ease and convenience – ‘We noticed your grey, general waste bin was full today. Creating more space in your bin is easy – you just need to sort your waste and put recyclable material into your brown bin.’</li> </ol> <p>Both tags will include a QR code signposting the resident to the website for further information and support. And they will be informed that they can sign up for a text or email to remind them that their collection is coming up.</p> <p>Outcome measures will include recycling waste and residual waste volumes, the number of households presenting recycling after each intervention, the capacity of bins and quality of recycling, and number of sign-ups and requests for opt-in services.</p> <p>We’ll also work with the Insight and Innovation Team to explore running focus groups to get some qualitative data around recycling behaviours, to try to unpick barriers to recycling.</p> <p><b>Internal comms:</b> We will also push the campaign internally to our staff (a significant number live in the borough). We’ll encourage staff to also play their part e.g., reporting a fly-tip if they see it on their way to work.</p> <p>We’ll push articles in our internal e-newsletter, Members Briefing, across our digital screens and on the Intranet.</p>
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<b>Key Milestones</b>	<p><b>Key milestones/deliverables</b></p> <ol style="list-style-type: none"> <li>1. Working with our Insight Team to facilitate the delivery of focus groups and recycling pilot</li> <li>2. Using insight to inform messaging</li> <li>3. Developing creative / artwork</li> <li>4. Launch event involving Members</li> <li>5. Timescales for bursts 1,2,3</li> </ol>
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<b>Evaluation</b>	<p><b>Monitoring</b></p> <p>We will monitor our tactics in real time using social media and Google Analytics to see what works and what doesn’t and if necessary, change our approach accordingly. We’ll also work closely with our Insight Team and Participation and Engagement Team, who will be working directly with the community, to gage the right approach.</p> <p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• Social media engagement – number of posts / impressions / video reach</li> <li>• Outdoor advertising – reach / frequency</li> <li>• Media reach - number of positive media articles (including regional, national, specialist)</li> <li>• Digital advertising – unique visitors and views</li> </ul> <p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Social media analytics: likes, retweets, shares, clicks</li> </ul>
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	<ul style="list-style-type: none"> <li>• Outdoor advertising reach</li> <li>• Number of page views on the campaign web page</li> <li>• Awareness of the campaign by residents and % of residents who have seen the campaign</li> </ul> <p><b>Outcomes and organisational impact</b></p> <ul style="list-style-type: none"> <li>• A reduction in the percentage of residents who are concerned by dirty, littered streets</li> <li>• A reduction in the number of fly-tips</li> <li>• An increase in recycling rates</li> <li>• A reduction in the amount of waste produced per household</li> </ul> <p>See KPIs.</p>
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<b>Comms team</b>	<p>Laura Sharp, Communications and Campaigns Officer  Faye Laker, Campaigns Manager  Emily Blackshaw, Chief Communications, Campaigns and Events Officer</p>
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<b>Approved by</b>	<p>Approved by Rebecca Johnson, Director of Public Realm</p>
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<b>Financial resource</b>	<p><b>£20,000 per burst of campaign activity</b></p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td>Campaign launch (litter picking equipment, photography)</td> <td>£1,000</td> </tr> <tr> <td>Outdoor advertising campaign</td> <td>£7,500</td> </tr> <tr> <td>Photography</td> <td>£1,500</td> </tr> <tr> <td>Digital advertising</td> <td>£500</td> </tr> <tr> <td>Street stencils / lamppost posters</td> <td>£5,000</td> </tr> <tr> <td>Behaviour change tools (signage, toolkits, research)</td> <td>£3,500</td> </tr> <tr> <td>Contingency</td> <td>£1,000</td> </tr> <tr> <td><b>Total (per burst)</b></td> <td><b>£20,000</b></td> </tr> </tbody> </table> <p>Note: A borough-wide mailout to inform residents of changes to the waste collection services would cost £16,500 for an 8-page leaflet, and £21,000 for a 12-page leaflet.</p>	Activity	Cost	Campaign launch (litter picking equipment, photography)	£1,000	Outdoor advertising campaign	£7,500	Photography	£1,500	Digital advertising	£500	Street stencils / lamppost posters	£5,000	Behaviour change tools (signage, toolkits, research)	£3,500	Contingency	£1,000	<b>Total (per burst)</b>	<b>£20,000</b>
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## Appendix A

### Cleaner Communities Engagement Plan

Author: Wayne Trevor- Participation & Engagement Team

For: Rebecca Johnson- Director of Public Realm

Workstream Title	Detail	Status	Funding status	Measure
Supporting <b>Litter Picking groups</b> , like Roding Rubbish to continue their work, to expand (if they wish) and supporting other residents to start.	<ul style="list-style-type: none"> <li>- Ensuring low/no barriers for groups- and troubleshooting for them when they hit them</li> <li>- Promoting their events, stories through Council channels</li> <li>- Linking in Staff Volunteering to support specific events in line with Council policy- working with volunteering officer.</li> <li>- Creating a Network to share resources, provide support, encourage new people to start in areas where residents show interest.</li> </ul>	In progress	Funded via 1-year CAN post until Nov 2023	<p>Develop a staff volunteering offer to support litter picking activities of resident groups- June 2023</p> <p>Conduct 'listening exercise' with existing litter picking groups to hear what's working, what's not and to develop a shared vision- July 2023</p> <p>Agree a support offer from Council to support new Litter Picking Groups to form- Sept 2023</p> <p>Overall: -the number of litter picking events Council have supported</p>



				- the amount of waste collected at those events (e.g. number of bags, or weight)
<b>Friends of Parks Groups (FOP)</b> - supporting existing groups and encouraging and supporting the creation of new ones	<ul style="list-style-type: none"> <li>- Mapping of existing groups- done</li> <li>- Conversations with existing groups about how we can support- in progress</li> <li>- Launch of the 'Parks CAN fund'- a small fund where FOP groups can apply for a small grant (up to £250) to support their work- like an event, or buy some equipment- planning stage</li> <li>- Work with Go Parks London to create a plan to develop FOP groups- supported by resources and guidance; and working with local partners to identify residents who are interested in improving their local park- in progress</li> <li>- Old Dagenham Park- specific engagement project around park improvement- £80k- in progress</li> <li>- Working in a low-risk, relational way- this is not about forming committees or opening the Council up to negative, unrealistic demands. We have some useful experience in this area on which we could build.</li> <li>-</li> </ul>	In progress	Funded via 1-year CAN post until Nov 2023  Working closely with Parks Commissioner- Andy J.	Fund Launch- June 2023  ODP FOP established May 2023  Toolkit for FoP published by June 2023  4x other FOP groups established Oct 2023
<b>Waste Champions/ Recycling Champions</b>	<ul style="list-style-type: none"> <li>- Recruitment of Resident Champions to support the Council to reduce waste and increase recycling- getting key messages, supporting their neighbours to do the right thing, and helping to navigate forthcoming</li> </ul>	<i>Proposal- requires agreement from relevant</i>	Not funded.  Some resource from CAN 1-year	Create an options paper for comment/agreement with clear aims May 2023

	<ul style="list-style-type: none"> <li>changes to household waste</li> <li>- Could link into Litter Picking activities</li> <li>- Could become our go-to group to work with on comms, good news stories, future consultation- helping us to shape future workstreams and demonstrate our commitments</li> <li>- Residents would receive some basic training; join a network of other interested people; receive key messages and guidance; have opportunities to go on visits (like to recycling centres) - and other interesting things</li> <li>- Is modelled on similar schemes from other local authorities.</li> <li>- We have a 2-pager with some ideas of research</li> </ul>	<i>director</i>	post and possible Emeka. Could we use funding from Keeping the Streets Clean? Around £10-20k depending on scope?	<p>Signoff and funding agreed- July 2023</p> <p>Launch- resident call out- September 2023</p> <p>First resident event/training- November 2023</p> <p>Resident activity- from January 2024</p> <p>Resident 'get ready for change' events/activity from summer 2024 (or aligned to programme details)</p>
<b>BAU Promotion of events, activities and interests</b>	<ul style="list-style-type: none"> <li>- Through the One Borough Voice engagement and consultation website: <a href="http://lbbd.gov.uk">One Borough Voice (lbbd.gov.uk)</a></li> <li>- Through the Citizens' Alliance Network- via newsletter and the network</li> <li>- To include opportunities for residents to have their say, get involved</li> </ul>	In progress and ongoing	Funded	<p>No separate measure.</p> <p>We can track engagement on CAN through the platform metrics, and will report on these.</p>
<b>Ward Budget and Estate Redevelopment Fund- resident engagement</b>	<ul style="list-style-type: none"> <li>- We're working with Lauren Stretch- Head of Landlord Services on greater resident involvement in the spend of Ward Budget. This could be directed towards key Council priorities- subject to Member agreement</li> <li>- Lauren Stretch is leading, and P&amp;E is supporting</li> </ul>	In progress	Funded	<p>Opportunity this year 23/24 for a theme on cleaner communities in ward budgets to be piloted. Would require Members to specifically opt-in for their Ward</p>

	-			From April 2024- Ward Budget approach will change (subject to Member approval- via Lauren Stretch) via a large resident engagement process, run by CAN with Landlord Services. Opportunity to provide key themes as part of this, like Cleaner Communities
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### Overview and Scrutiny Committee: Work Programme 2023/24

Officers must ensure reports are cleared by the relevant internal board and include legal and financial implications at least

Meeting	Agenda Items	Officer(s)	Cabinet Member/ Presenter	Executive Board Deadline	Governance Service's Final Deadline
<b>11 October 2023</b>	Working with Faith Communities in Barking and Dagenham	Monica Needs/Rhodri Rowlands	Councillor Ashraf	12pm, Thursday 14 September	12pm, Friday 29 September
	Medium-term Financial Plan	Strategic Director Finance	Councillor Twomey		
	The Housing Offer for Vulnerable Groups	Chris Bush and Rebecca Ellsmore	Councillor Worby and Councillor Ashraf		
<b>8 November 2023</b>	Flytipping	Rebecca Johnson	Councillor Haroon	12pm, Thursday 12 October	12pm, Friday 27 October
	Parks	Rebecca Johnson	Councillor Haroon		
<b>5 December 2023</b>	Metropolitan Police Item (Update on actions arising from Baroness Casey Review/progress of	Borough Commander/Superintendent Rhodes/Gary Jones	Councillor Ghani	12pm, Thursday 9 November	12pm, Friday 24 November

	Metropolitan Police Turnaround Plan)				
<b>24 January 2024</b>	Budget Scrutiny  BDTP and BDMS Update Report	Strategic Director Finance  Leona Menville	Councillor Twomey  Councillor Ashraf	12pm, Thursday 14 December	12pm, Friday 12 January
<b>14 February 2024</b>	Compliance Update Report: 2 years on (from self-referral to the Regulator of Social Housing)	Leona Menville	Councillor Ashraf	12pm, Thursday 18 January	12pm, Friday 2 February
<b>13 March 2024</b>	TBC			12pm, Thursday 15 February	12pm, Friday 1 March
<b>17 April 2024</b>	TBC			12pm, Thursday 21 March	12pm, Friday 5 April
<b>12 June 2024</b>	Update: How are we incorporating Race & Social Justice work into our schools' education programmes?  Update: Quality of Schools' Recovery Post Covid-19	Jane Hargreaves/Natasha Cock/Martin Russell/Ben Spinks  Jill Baker/Jane Hargreaves	Councillor Kangethe	12pm, Thursday 16 May	12pm, Friday 31 May