

Community and Equality Impact Assessment

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

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

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

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

About the service or policy development

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

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

Why is this service or policy development/review needed?

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

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

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

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

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

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

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

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

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

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

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Why is this service or policy development/review needed?

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

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

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

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

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

Consider:

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

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

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

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

...has a rapidly growing population

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

If you have already undertaken some consultation, please include:

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

Borough Manifesto

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

Consultation with staff

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

VCSE Roundtable

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

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

Annual Residents' Survey (planned)

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

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

3. Monitoring and Review

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

4. Next steps

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

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

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

5. Sign off

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

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