

# London Borough of Barking and Dagenham

## Notice of Meeting

### THE EXECUTIVE

**Tuesday, 31 May 2005 - 7:00 pm**  
**Council Chamber, Civic Centre, Dagenham**

**Members:** Councillor C J Fairbrass (Chair); Councillor T G W Wade (Deputy Chair); Councillor J L Alexander, Councillor G J Bramley, Councillor H J Collins, Councillor C Geddes, Councillor S Kallar, Councillor M A McCarthy, Councillor M E McKenzie and Councillor L A Smith

**Declaration of Members Interest:** In accordance with Article 1, Paragraph 12 of the Constitution, Members are asked to declare any direct/indirect financial or other interest they may have in any matter which is to be considered at this meeting

20.05.05

R. A. Whiteman  
Chief Executive

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### AGENDA

1. **Apologies for Absence**
2. **Minutes - To confirm as correct the minutes of the meeting held on 24 May 2005 (to follow)**

#### **Business Items**

*Public Items 3 to 4 and Private Item 12 are business items. The Chair will move that these be agreed without discussion, unless any Member asks to raise a specific point.*

*Any discussion of a Private Business Item will take place after the exclusion of the public and press.*

3. **Street Trading Licences - Fees and Charges 2005 / 2006 (Pages 1 - 4)**
4. **The Delivering Sustainable Communities Summit (Pages 5 - 7)**

## Discussion Items

5. **Corporate Equalities and Diversity Plan 2005-2008: Incorporating the Council's Race Equality Scheme and Disability Equality Scheme (Pages 9 - 51)**
6. **Developing a "Sense of Place" in Barking and Dagenham (Pages 53 - 80)**
7. **Housing Futures: Stock Option Appraisal (to follow)**
8. **Any other public items which the Chair decides are urgent**
9. **To consider whether it would be appropriate to pass a resolution to exclude the public and press from the remainder of the meeting due to the nature of the business to be transacted.**

## Private Business

The public and press have a legal right to attend Council meetings such as the Executive, 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).

## Discussion Items

10. **Redesigning Substance Misuse Services (Pages 81 - 96)**  
*Concerns a contractual matter (paragraphs 8 and 10)*
11. **Manor Infants and Junior School: Boiler Renewal and Circulation Pipe Renewal - Phase One (to follow)**  
*Concerns a contractual matter (paragraphs 7 and 9)*

## Business Items

12. **Investors in People Project Co-ordinator (Page 97)**  
*Concerns a contractual matter (paragraphs 7 and 8)*
13. **Any other confidential or exempt items which the Chair decides are urgent**

## THE EXECUTIVE

31 MAY 2005

## REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

<b>STREET TRADING LICENCES: FEES AND CHARGES 2005 / 2006</b>	<b>FOR DECISION</b>	
<p><i>This report concerns the setting of Charges, the decision on which is reserved to the Executive by the Constitution (Scheme of Delegation).</i></p> <p><b>Summary</b></p> <p>This report sets out the Council's current Street Trading Charges and proposed new rates for 2005 / 2006.</p> <p>Charges were last revised, and a variable scale introduced, with effect from July 1 2004. This followed a detailed review including comparison with other boroughs.</p> <p>The structure of the proposed Charges for 2005/06 and underlying principles remain unchanged from those agreed for 2004 / 2005.</p> <p><b>Wards Affected</b> - None specifically. These Charges apply throughout the Borough.</p> <p><b>Recommendation</b></p> <p>The Executive is recommended to agree the increased Charges as detailed in paragraph 3.3 with effect from 1 July 2005.</p> <p><b>Reason</b></p> <p>To set the Street Trading Charges for the forthcoming year in accordance with the principles of the Charging Policy Commission and to assist with the Council's Community Priority of "<i>Regenerating the Local Economy</i>".</p> <p>This year the changes are limited to consideration of increased costs.</p>		
<p><b>Contact</b> Ralph Cook.</p>	<p>Town Centres Managers</p>	<p>Tel: 020 8270 6015            Fax: 020 8270 6048            Minicom: 020 8227 3034            E-mail: <a href="mailto:ralph.cook@lbbd.gov.uk">ralph.cook@lbbd.gov.uk</a></p>

## 1. Background

1.1 This recommendation is made in accordance with the report of the Charging Policy Commission, as agreed by the Council on 4 July 2001.

- (i) Services should raise income wherever there is a power or duty to do so;

- (ii) the income raised should cover the full cost of providing the service, including all overheads and where appropriate to mirror prevailing commercial rates;
- (iii) any departures from this policy must be justified in a transparent manner and demonstrably support or promote Council priorities and policy objectives in an effective manner.

1.2 The charges covered in this report cover trading from shop forecourts and from designated locations on the public highway. They do not cover Barking Market or ice cream vans, etc. (the latter are not permitted to stay in any location more than 10 minutes in this Borough and are thus not subject to this form of licensing).

1.3 The Council currently issue 69 licences annually and all of businesses use their frontages all year round. They are all located in Designated Streets.

## 2. Current Position

2.1 Two years ago, for 2003/04, the charging structure was changed and increased rates introduced. As a result, the Charges now vary according to the space actually occupied, encouraging traders only to use space they really need for their business.

2.2 As indicated last year, there is no consistency in practise amongst London Boroughs. Some set punitive rates, some make no charge at all. Under the London Local Authorities Act, Boroughs should cover their costs, but not use such charges as a contribution to general revenue. The two significant changes are Lewisham and Redbridge, who are both charging for the first time this year.

Tower Hamlets	£25 / week
Haringey	£11 / sq. metre / week
Lewisham	£ 5 / sq metre/week
Waltham Forest	£20 / week
Newham	No charge (except cafes)
Redbridge	£20 / week
Havering	£24.80 / week (Six trading days).

2.3 It has been the policy of the Council to encourage small businesses. With rates as high as £20/week some businesses would close. Since 1996 the Council has sought to cover all costs but not to discourage this form of trading.

2.4 By contrast, those boroughs that do not charge at all are still obliged to inspect and control, and so costs are incurred whether or not a license is issued.

## 3 Proposal

3.1 Designated Street or Designated Streets:

As has been policy since 1996, if a licence requires a new 'Designated Street(s)', the cost of this, if approved, would be charged to the licensee. It is proposed that this policy remains unchanged. However, such cases would be rare in practice since most suitable streets attractive to traders have already been designated.

### 3.2 Cost of Service:

Visits to the shops to issue the licences as necessary and collect the fees are done annually. This occupies two officers for 2 to 3 weeks. Subsequent inspections are usually combined with Officers other duties, such as examining vehicles in the area offered for sale illegally. The total estimated costs are as follows:

Annual licence issue / fee collection	£4,700
Additional inspection visits and new trader investigations	£2,600
Financial and admin management	£1,550
<b>Total costs</b>	<b>£8,850</b>

In addition it is necessary to allow some contingency provision to cover any costs involved in prosecutions were necessary. A contingency of £2,000 is assumed.

### 3.3 Annual Charge: (Fees)

An annual charge, paid in advance is both the easiest and cheapest to administer and the rates proposed below would cover all our costs

	2003/4	2004/	
Premium Area Charge	£210	£220	Over 2 metres depth from Shop-front.
Standard Area Charge	£173	£180	1+ to 2 metres depth.
Small Area Charge	£130	£136	1 metre or less

Of the 69 licences currently issued, 16 'pitches' are one metre or less. Only two are in excess of two metres.

### 3.4 Three Year Licence:

Until 2003 the fee and the licence were in one payment, which required that a new licence had to be issued every year. For 2003/4 it was agreed by the Council that these licences would in future be issued for a three year period. This is legally admissible and reduces our costs. 'Spot checks' are made, however, and regular inspections are carried out.

3.5 For 2005/6, therefore, only new traders will require the issue of a new licence, of whom there will probably be less than 10. It is proposed the charge for this rise from £50 to £55.

#### 4. Financial Implications

- 4.1 As mentioned above the cost of the service is approximately £8,850 per annum, plus £2,000 for contingencies. The overall annual Revenue for the Council will be

<b>Annual Fees</b>	£11,850	Includes increase of fees, + 4.5%
<b>Three Year Licenses</b>	£ 550	Depending on number of new traders.

Any surplus on the account is ring-fenced under the Local Authorities Act.

#### 5. Consultation

- 5.1 The following people have been consulted during the preparation of this report and have raised no objections to the proposals.

##### **Finance Department**

David Waller, Interim Head of Finance (DRE)

##### **Corporate Strategy**

Robin Hanton, Corporate Legal Manager

**Lead Members** Portfolio Holder for Developing Rights and Responsibilities with the Local Community and Providing Equal Opportunities and Celebrating Diversity. (Income and Charging), Councillor H Collins.

#### **Background Papers**

- Executive report and Minute 6, 1 June 2004 re: Street Trading Licences Fees and Charges 2004/05.
- Executive report and Minute 11, 27 May 2003 re: Street Trading Licences.
- Health and Consumer Services (Licensing) Sub-Committee Minute 38 (i), 28 October 1996 re: Review of Street Trading Licence Fees.
- London Local Authorities Act, 1994'- Part Three, 'Street Trading'.

## THE EXECUTIVE

31 MAY 2004

### REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

<b>THE DELIVERING SUSTAINABLE COMMUNITIES SUMMIT</b>	<b>FOR INFORMATION</b>	
<p><i>Under the Council Constitution a further report to the Executive should be made for all events requiring authorisation by the Executive.</i></p> <p><b>Summary</b></p> <p>This report provides feedback on the 'Delivering Sustainable Communities Summit, organised by the Office of the Deputy Prime Minister and held in Manchester from Monday, 31 January to Wednesday, 2 February 2005. The Council was represented by five delegates, including the Lead Member for Regeneration and Director of Regeneration and Environment, and also exhibited at the Summit, which was the largest regeneration Conference ever held in the UK.</p> <p><b>Recommendation</b></p> <p>The Executive is asked to note this report.</p> <p><b>Reason</b></p> <p>Attendance at the Conference contributed to the Community Priority, '<i>Regenerating the Local Economy.</i>'</p>		
<b>Contact</b> Jeremy Grint	Head of Regeneration Implementation	Tel: 020 8227 2443 Fax: 020 8227 5326 Minicom: 020 8227 3034 E-mail: <a href="mailto:jeremy.grint@lbbd.gov.uk">jeremy.grint@lbbd.gov.uk</a>

#### 1. Background

- 1.1 'The Delivering Sustainable Communities Summit', organised by the Office of the Deputy Prime Minister, was held in Manchester from 31 January to 2 February 2005. 2,000 delegates attended and over 150 organisations from the public, private, community and voluntary sectors exhibited. The Summit was addressed by the Prime Minister, Deputy Prime Minister, Chancellor and other Cabinet Ministers, underlining the importance of both the event and the Sustainable Communities agenda to the Government.
- 1.2 The Lead Member for Regeneration, Director of Regeneration and Environment, Heads of Regeneration Implementation, and Planning and Transportation, and the Group Manager for Sustainable Development attended the Summit as delegates. Three Regeneration staff attended to run the Council's exhibition stand. The programme included workshops and site visits to regeneration projects in Greater Manchester, as well as plenary sessions and keynote speeches delivered by

national and international experts. These provided a wealth of information, best practice and shared solutions to common problems. Sessions on attracting business to poorer communities, reaching the most disadvantaged, renewing housing markets (raising quality and raising values) and the role of transport in sustainable communities were particularly relevant to Barking and Dagenham.

- 1.3 The Director of Regeneration and Environment gave a well-received presentation on social facilities and regeneration to around 100 delegates, using the Jo Richardson Community Complex as a case-study. Other useful contacts with potential partners included a meeting with the Chief Executive of the British Urban Regeneration Association (BURA), which resulted in an invitation to the Council to host the 2005 BURA Annual Conference (since agreed by the Executive).

## **2. Lessons Learnt**

- 2.1 A fringe event held to promote the “New Islington” project in central Manchester emphasised the importance of design quality in regeneration and showed the willingness of residents to embrace innovative and unconventional design when fully consulted and engaged by delivery bodies. This project is in the process of being built and the property deal involves a joint venture between English Partnerships, as the developer, and Manchester City Council. Barking Town Centre may offer similar opportunities. The conference also saw the launch of the Kent Thameside Construction supply chain project. This is a very similar initiative to “Building East”, a project established by the Council and a number of other partners in London Thames Gateway to help local construction companies bid for regeneration contracts.
- 2.2 The Prime Minister’s keynote speech also emphasised the centrality of community ownership to successful regeneration. Officers have borne these messages in mind since the Summit and are developing new systems and initiatives to deepen community engagement in the Borough’s regeneration programme.

## **3. The Exhibition**

- 3.1 The Borough was one of several local authorities to exhibit at the Summit (other London Boroughs present included Southwark and Newham). In addition to casual enquiries, officers made around fifty relevant contacts, including a number in economic development, communications and sustainable construction that have been followed up since. In general, however, the throughput of visitors to the exhibition was lower than expected – a consequence of the programming of the Conference, which gave delegates little time to visit the exhibition floor. We, and a number of other organisations, have reported these concerns to the Office of the Deputy Prime Minister through the Thames Gateway Marketing Group.
- 3.2 Having said that, the quality and seniority of contacts were very high, with most contacts with developers, for example, at Director-level and above. The Council’s presence at such a major event, and the quality of our stand and materials, made an important statement of the Council’s intent and professionalism and helped raise both the Borough and the Council’s profile within Whitehall and the regeneration industry. We therefore believe that our attendance represented good value and that the Council should continue to be represented at national events of this kind.



#### **4. Financial Implications**

4.1 There are no financial implications to this report.

#### **5. Consultation**

5.1 The Lead Member for Regeneration and Service Heads for Regeneration Implementation and Planning and Transportation were consulted on this report.

#### **Background Papers**

Summit 2005 Report back on the ODPM website at [www.ODPM.gov.uk](http://www.ODPM.gov.uk)

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## THE EXECUTIVE

31 MAY 2005

## REPORT OF THE DIRECTOR OF CORPORATE STRATEGY

<b>CORPORATE EQUALITIES AND DIVERSITY PLAN (2005 / 2008): INCORPORATING THE COUNCIL'S RACE EQUALITY SCHEME AND DISABILITY EQUALITY SCHEME</b>	<b>FOR DECISION</b>
<p><i>This report is submitted to the Executive in order to secure approval for the Council's Corporate Equalities and Diversity Plan (2005 / 2008).</i></p> <p><b>Summary</b></p> <p>This report seeks in principle approval for the Council's Corporate Equalities and Diversity Plan (CEDP) for the period 2005 / 2008. The CEDP (attached as Appendix A) brings together all of the Council's equalities and diversity work within a single framework.</p> <p>Within the context of this strategic framework, all Departments will formulate departmental Equalities and Diversity Plans (DEDP). These are required to achieve level three of the Equality Standard (EQS) for Local Government by 31 March 2006 and level four by 31 March 2008.</p> <p>The Plan will help overcome the fragmented nature of the equalities and diversity agenda and provide a single point of reference for officers and elected members. It anticipates the Equality Act that will create a single, national Equality and Human Rights Commission.</p> <p>The Plan also systematically addresses the Council's current areas of weakness, particularly with regard to service monitoring and the use of information to inform policy and service planning. Its content is based on the extensive community consultation and assessment processes undertaken to achieve level two of the EQS.</p> <p>The CEDP incorporates the Council's Race Equality Scheme (RES) 2005 / 2008 and this brings with it a statutory imperative to publish it by 31 May 2005. It supersedes the current RES (2002 / 2005) and an analysis of the achievements of the outgoing Scheme will be the subject of a separate report to CMT and the Executive.</p> <p>It also anticipates the new general and specific duties due to be established by the new Disability Act (2005), including the production of a Disability Equality Scheme (DES).</p> <p><b>Recommendations</b></p> <p>The Executive is asked to:</p> <ol style="list-style-type: none"> <li>1. Approve the CEDP in principle, by the statutory deadline of 31 May 2005, and note that it will be circulated to staff, stakeholders and partnership organisations in advance of publication; and</li> <li>2. Instruct all Departmental Management Teams to identify the necessary resources to deliver the targets in the CEDP and DEDPs in 2005/06 and include it in to the budget planning process for 2006/07 and 2007/08.</li> </ol>	

## Reasons

The Executive are asked to agree this report to ensure compliance with statutory duties under the Race Relations (Amendment) Act 2000 and the Disability Discrimination Act 1995, and forthcoming legislation such as the new Equality Disability Act (2005). In addition, the CEDP will improve performance on equalities and diversity issues by providing a single, master plan based on the Equality Standard and the employment and service delivery needs, as defined by consultation and impact/needs assessment.

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Ndunge Kivuitu	Policy and Review Officer (Equalities and Diversity)	Tel: 020 8 227 2216 Fax: 020 8 227 2206 E-mail: <a href="mailto:ndunge.kivuitu@lbbd.gov.uk">ndunge.kivuitu@lbbd.gov.uk</a>

## 1. Background

- 1.1 Since 2000 / 2001 the Council's equalities and diversity work has been governed by a number of different plans and strategies.
- 1.2 In May 2002, the Council published its first statutory Race Equality Scheme (RES) – 2002 / 2005. Over the past three year years the Council has been working to the targets in the year on year action plans in the RES.
- 1.3 In 2001 / 2002, the Council agreed a three year Corporate Equalities and Diversity Strategy. Prior to that in 2000 / 2001 the Council also approved a five year Equalities in Employment Strategy.
- 1.4 The Council has adopted and been working within the national auditing framework provided by the Equality Standard (EQS) for Local Government. This has required the development of a self-assessment framework for the guidance of all Council services.
- 1.5 Statutory work has taken place on the Disability Discrimination Act (1995), which has resulted in the development a Council-wide Access Plan. Similarly, other work has been undertaken on the European Union (Employment) Directives on race, sexual orientation and faith (December 2003) and Age (2006).
- 1.6 This situation reflects the fragmented nature of the national equalities and diversity agenda. The priority for officers has been to link up and rationalise these various strategies and plans to create a more 'joined up' approach. The clearest evidence of such efforts was the broadening of the RES Year Two Action Plan to include, an additional section with targets on gender, disability, sexuality, faith, age and community cohesion. This 'generic' approach was subsequently continued into the Year Three RES Action Plan.

1.7 In agreeing this broadening out of the RES (2002 / 2005) CMT and the Executive agreed officer recommendations that its successor should be a generic Scheme that brings together a single plan for all of the Council's equalities and diversity work.

## **2. The purpose of the Plan**

2.1 Accordingly, this Corporate Equalities and Diversity Plan (CEDP) 2005 / 2008, covers all six equalities and diversity streams (race, gender, disability, age, faith and sexuality) and dovetails with cohesion work, through linkage with the Partnership's Community Cohesion Strategy (2004 / 2007).

2.2 It incorporates the Council's Race Equality Scheme (RES), as well as the Disability Equality Scheme (DES) that will be one of the specific duties under the new Disability Act (2005), due to be introduced in 2006. The RES elements of the Plan are statutory and require adoption by 31 May 2005.

2.3 Guidance on the EQS specifically states that the RES can be subsumed within the structure of what it terms a 'Corporate Equality Plan.' The only proviso being that the race equality elements must be discernible and clearly identifiable within the Plan. The Council's CEDP meets this requirement.

2.4 The Plan will determine the Council's overall strategic direction and year on year priorities for the whole organisation. Within this framework, all services will produce equalities and diversity objectives and targets that will form the basis of Departmental Equalities and Diversity Plans (DEDP) covering the same three year duration.

2.5 The installation of the CEDP and the DEDPs are a requirement of the EQS and are vital to the Council achieving level three and subsequently progressing to level four in 2008. One of the key requirements of level three is to establish corporate and service-level equalities and diversity objectives and targets, based upon the community consultation and assessment undertaken to achieve level two. Whilst level four of the EQS requires monitoring / information systems and evidence of progress against targets.

2.6 The EQS is built in to the structure of the Plan and is designed to encourage a whole-organisation approach. Self-assessment by services against the levels of the EQS will be facilitated via a revised check-list.

2.7 The Plan will also contribute to improving the Council's rating against the next Corporate Assessment (CPA) scheduled for 2008.

## **3. The Content of the Plan**

3.1 The CEDP is based on the following factors:

- The need for the Council to meet existing statutory obligations and progress to the higher levels of the EQS
- The probability of extending the Race Relations (Amendment) Act 2000 template to other equality streams, which is already in evidence with the new Disability Act (2005) and the legislation likely to follow on gender and faith

- The establishment of a national Equality and Human Rights Commission by the new Equality Bill
  - An assessment of the weaknesses of the Council in terms of policy and practice, particularly via the impact/needs assessment process
  - Extensive engagement undertaken with the community, particularly those that the Council has 'been failing to reach,' to identify their needs and concerns
- 3.2 The document provides extensive background information on the formulation of the Plan and the structure of the EQS. It also states the Council's aims, principles and priorities, as well as objectives for 2005 / 2008.
- 3.3 It also clearly outlines the lines of responsibility for implementing the Plan at the various levels of: members, Chief Officers, Head of Service, operational managers, managers and staff.
- 3.4 The action plan is challenging, but realistic. Moreover, it is set up to address the key weakness of the Council on equalities and diversity issues, the absence of systematic corporate service monitoring, evaluation and review system and surveying to inform service and policy planning across Council services. The draft CPA criteria refer to this as the generation and use by services of 'intelligence' about community needs.
- 3.5 Each service must set itself the target of putting the mechanisms in place to monitor access to services and secure community views on the quality and appropriateness of the services provided. This data/information needs to be published and used to address a lack of service take up by specific sections of the local community.
- 3.6 The CEDP also provides a number of key PIs against which the Council can measure its progress and a summary of the Council's achievements to date against the EQS.

#### **4. The Way Forward**

- 4.1 The Council will report on its achievements against its statutory RES (2002 / 2005) in June / July 2005. The Council will publish a plain English version of the CEDP (2005 / 2008) in the early Autumn.
- 4.2 All services have been consulted on the CEDP, the DEDPs and the assessment of progress against the EQS. The CEDP will be subject to a further round of staff, stakeholder and community consultation between 31 May and 1 September 2005.
- 4.3 All EDAPs need to be completed by 31 October 2005 and consultation with staff, stakeholders and community will commence from that point.
- 4.4 Achievements against both the CEDP and DEDPs will be monitored via the Corporate Equalities and Diversity (E&D) Steering Group and Departmental E&D Groups and reported to staff and the community.

## **5. Resources Implications**

- 5.1 The cost of implementing the CEDP and DEDPs for 2005/06 will need be funded within existing budgets and therefore DMT's will need to identify how this will be achieved. In terms of the estimated departmental resources required to implement CEDP and DEDPs, once the Executive has agreed the CEDP in principle, officers in Corporate Strategy will work up the resource implications (including financial costs) of the commitments in the plan and reach agreement with departments on how these will be assimilated into existing budgets for 2005/06.
- 5.2 A similar process will be followed for 2006/2007 and 2007/2008 and DMTs must decide whether commitments for both the CEDP and DEDPs over the remaining two years can be funded within existing resources or these require the submission of a budget pressure bid. This will be determined within the context of the budget planning processes for 2006/07 and 2007/08.
- 5.3 With reference to the DEDPs, the cost to each department is dependant upon areas of development arising from services impact assessments. These are not clear at this point in time. The Plans will be formulated between May-October 2005 and resources issues will be addressed as part of this process.
- 5.4 The final costs of the DE&DPs will be reported when each department put up their DE&DPs to the Executive after the 31 October 2005 deadline for their completion.

## **6. Consultation**

- 6.1 The following parties have been consulted on the production of this report and / or CEDP:
- The Executive
  - Lead Member (Equalities and Diversity)
  - Corporate Monitoring Group (CMG)
  - Service Departments via Equalities and Diversity Officers
  - Corporate E&D Steering Group
  - Departmental E&D Groups
  - Staff groups
  - Stakeholder groups
  - The Barking and Dagenham Partnership
  - Corporate Human Resources
  - Finance
  - Legal
  - Strategic Procurement

## **Background Papers**

- Dialogue/LGA/Employers Organisation Guidance on the Equalities Standard for local Government (EQS) - Parts 1 and 2
- CRE Guidance on the Race Relations (Amendment) Act (2000)
- Corporate Guidance on Impact Assessments
- Corporate Step by Step Guide on completing an Impact Assessment
- CRE Guidance – RR (A) Act 2000
- Draft CPA (Line of Inquiry) Guidance



**London Borough of Barking and  
Dagenham**

**Corporate Equalities and Diversity  
Plan (CEDP)**

**Incorporating the Council's:**

**Race Equality Scheme & Disability  
Equality Scheme**

**2005 to 2008**

## CONTENTS

1.	Background	p3
	What is an equalities plan?	
	The overall objectives of this plan	
	Mainstreaming equalities and diversity	
	The Balanced Scorecard	
	Our Borough	
	Our achievements	
	Promoting Participation	
	The Consultation Process	
2.	The Equality Standard for Local Government	p6
	Background	
	The five levels	
	The Principles of the EQS	
	Partnership Working	
	Our Current Position	
3.	Aims, principles and priorities	p7
	Community Cohesion	
	Strategic Aims	
	Priorities	
	Principles	
	Stakeholders	
4.	Objectives for 2005 to 2008	p9
	Leadership and Corporate Commitment	
	Consultation and Impact Assessment	
	Service Delivery and Customer Care	
	Employment and Training	
	General	
5.	Responsibility for Implementation	p11
	Principal Responsibility	
	Publishing the Plan	
	Scrutiny	
	Implementation	
	Departmental Responsibility	
	Future Responsibilities	
	Role of the Corporate Equalities and Diversity Team	
	Role of Heads of Service	
	Role of Operational Managers	
	Responsibilities of Managers and Staff	
6.	Conclusion	p15
7.	Appendices	
	Appendix One - Implementation plan	p
	Appendix Two - Targets	p
	Appendix Three - Performance to Date (against EQS)	p
	Appendix Four - Consultation and publishing statutory information (To be added)	p

## **1. BACKGROUND**

### **1.1 What is an Equalities Plan?**

The production of an Equalities Action Plan is a requirement of Government policy. It is a strategic document which addresses six equality strands: race, disability, gender, age, sexuality and religion/faith. In Barking and Dagenham this is called our Corporate Equalities and Diversity Plan (CEDP) and describes how the Council intends to mainstream generic equalities over a 3-year period, building on the current work around race (detailed in our earlier Race Equality Scheme - 2002/05).

Bringing together all of the Council's equality-related commitments in one document, the plan provides managers with a single reference point on which to base Departmental Equalities and Diversity Plans (DEDPs). The responsibility for driving the equalities agenda will be shared by managers across all departments. They will be responsible for creating an atmosphere within the work place where discrimination and prejudice of any kind is eliminated and a commitment to promoting equalities & celebrating diversity is clearly evident in everyday practice.

### **1.2 The overall objectives of this plan**

This Corporate Equalities and Diversity Plan (CEDP) incorporates our Race Equality Scheme (RES) – 2005/08, and seeks to:

- Demonstrate the Council's commitment to equalities issues
- Build on the Council's Equalities & Diversity Framework and Race Equality Scheme (2002/05)
- Demonstrate that the authority is currently meeting the Equality Standard for Local Government to Level Two
- Outline our plans to meet the Equality Standard to Level Three by 31 March, 2006 and Level Four by 31 March, 2008
- Link equalities and diversity to service excellence and good management practice by integrating them into the Balanced Scorecard
- Develop the necessary internal management mechanisms and structures to produce positive outcomes
- Communicate the Council's equalities & diversity vision to staff, service users, our partners and the wider community, using a community summary of the plan

- Provide the themes and guidance to help with the development of Departmental Equality & Diversity Plans

### **1.3 Mainstreaming equalities and diversity**

In devising the Plan, the Council is particularly keen to address examples of inequality, prejudice and unwitting discrimination. To this end we will establish monitoring mechanisms to identify and eliminate discrimination where it currently exists or has the potential to exist. The overall goal is to ensure the successful mainstreaming of equalities into the everyday practices and functions of our operations. Through effective implementation, the Plan should ultimately deliver a reduction in discrimination against men, women and children on the grounds of race, disability, gender, age, sexuality and faith/religion. This will improve our services generally and help us work towards an improved CPA rating in 2008.

### **1.4 The Balanced Scorecard**

The Council believes that equalities and diversity and service excellence are completely dependant on each other and that this association should continue to be promoted actively. Equalities and diversity will be a central theme of service and financial planning throughout the authority.

In addition, the Council will continue to promote the benefits of increased diversity in employment and service provision.

### **1.5 Our Borough**

The London Borough of Barking and Dagenham has a diverse population. According to the most recent census figures, 52% of the population are female, which is consistent with other London Boroughs. 7.3% are over seventy-five years old and 23.4 % are aged fifteen or under. 19.1% of the population come from black and minority ethnic groups and 9.3% of Barking and Dagenham residents were born outside the European Union. (Add information on faith communities, disability and LGBT people)

### **1.6 Our achievements**

The main achievements of the past three years have been the successful implementation of a challenging Race Equality Scheme and the mainstreaming of generic work on equalities and diversity. The Borough's first Race Equality Scheme focused on three priorities - Human Resources (2002/3), Community Involvement (2003/4) and Service Delivery (2004/5).

The authority now has established mechanisms for consulting with Black and Minority Ethnic (BME) groups, a corporate programme of impact/needs Assessment. Partnership initiatives include the staging of

the 'Strength in Diversity' Conference (3 December 2003), the publication of an Anti-Discrimination Charter and the production of a Community Cohesion Strategy (2004/07).

There have been significant increases in the percentage of staff from black and minority ethnic communities employed by the council – 6.21% at 31 March 2002, 9.93% at 31 March 2003 and 11.05% at 31 March 2004. The percentage of women employed in the top 5% of earners increased from 38.51% in 2002/03 to 43.48% in 2003/04 and the Council maintained the 'Two Tick' employer award in 2004 by demonstrating continued commitment to the employment of disabled people.

### **1.7 Promoting Participation**

Subsequently, the Corporate Equalities and Diversity Team prioritised engagement with 'those communities that we are failing to reach' and there are now mechanisms and structures for promoting participation and identifying community needs amongst:

- Women
- Disabled people
- Faith groups
- Lesbian, Gay, Bisexual and Transgender (LGBT) communities
- Asylum Seekers and Refugees
- Travellers and Gypsies
- Ex-offenders

### **1.8 The Consultation Process**

In addition, the following contributed to the comprehensive process which informed the production of this Plan, formulated through consultation with operational managers through the Corporate Equalities and Diversity Team :

Staff groups (including LGBT staff group, BME Staff Network, Disability staff group & Trade Unions)  
Disability Equality Group  
International Day for Disabled People events  
Research Project on Disability and Crime  
"Able Authorities" Project research  
Race Equality Council community consultation mechanism (established as part of the RES implementation plan)  
"Breaking the Silence" research with the local LGBT communities  
LGBT Forum and Network  
Stormbreak - Homophobic Incidents Reporting Project  
Establishment of Faith database (involving fifty organisations)  
Inter-Faith Forum and Network  
Specialised Citizen Panel Focus Groups (Women, BME, Disabled People, Community Cohesion)  
Consultation with Age Concern

## **2 THE EQUALITY STANDARD**

### **2.1 Background**

The Equality Standard (EQS) for Local Government, the Race Equality Scheme (RES) and the Council's Equalities and Diversity Framework provide the context for the corporate and departmental Equalities and Diversity Plans (CEDPs and DEDPs).

### **2.2 The Five Levels**

The EQS recognises the importance of fair and equal treatment in local services and employment practice and has been developed as a tool to enable authorities to mainstream equalities in respect of gender, race, disability, age, faith and sexuality. The EQS is set out as follows:

Level 1:	Commitment to a comprehensive Equality Policy
Level 2:	Carrying out Impact Assessments & Consultation
Level 3:	Setting equality objectives and targets
Level 4:	Establishing Information and monitoring systems
Level 5:	Achieving and reviewing outcomes

### **2.3 The Principles of the EQS**

This CEDP is designed to enable the Council to eventually achieve Level 5 of the Equality Standard. The delivery of the Standard is also intended to facilitate the removal of all discriminatory barriers, which prevent equal and fair access to services and employment opportunities. The Equality Standard for Local Government is built upon the principles of Quality and Excellence, Leadership and Vision, Community Involvement and Cohesion. If we, as an authority, demonstrate that we are achieving the standard it will enhance community confidence and be a further indicator of our improvement.

### **2.4 Partnership Working**

Successful implementation of the Standard will be enhanced by the development of a strong partnership between the Council and the community it serves. This process of partnership working is constantly being enhanced and some good examples are already in place. These include videos on Valuing Diversity (produced in partnership with the University of East London and nominated for prestigious awards) and the establishment of a network of community advocates in conjunction with the local Race Equality Council (REC).

## 2.5 Our Current Position

LB Barking and Dagenham can demonstrate that it has achieved Level 2 of the Equality Standard – Impact Assessment and consultation. Each department has collated evidence to verify this. The next stage is to plan for achieving Level Three by 31 March 2006.

## 3 AIMS, PRINCIPLES AND PRIORITIES

### 3.1 Community Cohesion

Whilst the Corporate Equalities and Diversity Plan (CEDP) is currently mostly concerned with furthering the internal equalities agenda, the Council is equally committed to playing an active role in furthering equalities & diversity in the wider community of Barking and Dagenham. The LEA also has a clear role in advising and supporting schools in their work on equalities and diversity.

As part of this commitment, the Council is supportive of the aims behind 'Community Cohesion' as defined by the Home Office. We will do everything we can to ensure that:

- There is a common vision and a sense of belonging to the local community
- The diversity of people's different backgrounds and circumstances are appreciated
- Those from different backgrounds have equal opportunities; and
- Strong and positive relationships have been developed between people from different backgrounds in the workplace, in schools and in neighbourhoods.

### 3.2 Strategic Aims of the Plan

The overall aim of the CEDP is to produce culturally appropriate and accountable services to meet the needs of Barking and Dagenham's diverse communities. The specific aims are based on the guidelines from the Improvement and Development Agency (I&deA):

- *Mainstream equalities into core functions, activities and planning*
- *Make equalities intrinsic to quality, service excellence and management competence*
- *Involve members, managers, staff, service users and the wider communities in addressing existing and potential manifestations of discrimination on the grounds of race, disability, gender, age, sexuality and faith, and identify solutions to internal and external problems*
- *Establish a framework for developing and managing Departmental Equality Plans, incorporating service provision, employment and community involvement and consultation*
- *Establish actionable priorities, integrated into the Balanced*

*Scorecard - designed to produce tangible improvements in service delivery, staff performance and the general reputation of the Council whilst maintaining equality and high standards at the core of all operations*

- *Introduce Management Guidance on Equalities to provide practical support to managers at service level*
- *Link managerial ability and competence to the attainment of equality related targets in employment and service delivery*
- *Introduce effective monitoring mechanisms and procedures, which measure the progress of the mainstreaming agenda and prompts remedial action to be taken where discrimination is found to have occurred.*
- *Pursue an agenda of organisational learning and cultural change in conjunction with the corporate drive to promote continuous improvement in Barking and Dagenham's overall performance as a Council*
- *Whatever their background, local residents expect to receive services of the highest possible standard. The CEDP will assist the Council to deliver high quality services to people of all backgrounds and cultures.*

### 3.3 **Our Priorities**

The Council has identified a number of priorities that will deliver a positive change in organisational culture, creating an environment within which the occurrence of discrimination is greatly reduced and ultimately eliminated.

These include:

- Implementation of the Corporate Equalities and Diversity Plan
- Development and implementation of Departmental Equality and Diversity Plans
- Delivery of the Equalities/Diversity Training & Development Programme
- Support for Community Cohesion initiatives
- Mainstreaming equalities across all services
- Integrating equalities and diversity into the service and financial planning

### 3.4 **Principles**

The principles which underline the above priorities are described briefly as follows:

Effective **community leadership**, at all levels across the democratic spectrum; working proactively with our partners to develop a common set of values based on basic human rights, tolerance, and shared respect.



Seek to develop channels for **participation** and better **partnership** between the Council and the diverse community to ensure that the hardest to reach communities including LGBT, disability, faith and religious groups are consulted with, so that their views can inform decision making at all levels within the borough.

Ensure that equality and diversity are mainstreamed into **access to, and provision of**, Council services and work with our partners to ensure that services are sensitive to the needs of the diverse community.

As an **employer**, the Council will develop and implement strategies that ensure equal access to recruitment, training, career development, promotion and retention and to fair treatment in employment. The Council will review its policies to ensure at the very minimum, compliance with legislative requirements and continuously seek to achieve best practice.

### 3.5 Stakeholders

The Council will work with managers, staff, trade unions, service users, partner agencies, contractors and the wider communities of Barking and Dagenham to ensure effective implementation of the Action Plan.

## 4. OBJECTIVES FOR 2005/8 (Detailed action plans and targets are attached as Appendix One)

<b>OBJECTIVES: By 31<sup>st</sup> March, 2008 we intend to:</b>
<b>4.1 Leadership and Corporate Commitment</b>
1. Carry out corporate measurement of equalities against the Generic Equalities Standard for Local Government
2. Allocate specific resources for improving equalities practice at Corporate and Service Level
3. In all departments establish an Equality and Diversity Group (DEDG) chaired at Head of Service level or above.
4. All Equality Action Plans to be endorsed by members and senior officers
5. Establish systems for monitoring and reviewing Departmental Equality Action Plans
6. Build equality issues into all planning processes. Demonstrate that equality objectives are mainstreamed into corporate, service and team plans - and equality issues incorporated into local partnership arrangements
7. Establish structures of responsibility at service level to progress equality actions

<b>4.2 Consultation, Community Development and Impact Assessment</b>
8. Complete current programme of impact assessments on existing policies and services and identify priority areas for action
9. Establish information and equality monitoring systems and procedures
10. Assess the potential impact of all new policies and procedures on different groups within the community - ethnic minority, people with disabilities, LGBT, young people, faith groups etc.
11. Achieve all RES targets on impact assessment and monitoring
12. Promote equalities, produce materials, improve accessibility of web site
13. Conduct Service User Consultation exercise
14. Consult local communities in line with the Council's Consultation Strategy and Toolkit

<b>4.3 Service Delivery and Customer Care</b>
15. Produce strategy on accessibility for disabled people, ensure all public buildings are fully accessible, adopt the Social Model of Disability and positively promote disability equality/rights
16. Each service to assess the equality performance of contractors - and engage with equality self assessment, scrutiny and audit on its service delivery
17. Review Contract Procurement procedures
18. Commission and monitor satisfaction surveys - ensuring that services respond appropriately
19. Produce up to date information on take-up of services by under-represented groups - to inform future BSC priorities
20. Develop detailed strategy to substantially increase the reported level of customer satisfaction and social cohesion
21. Agree corporate system for service monitoring and evaluation

<b>4.4 Employment and Training</b>
22. Communicate the Corporate Equalities and Diversity Plan to all council staff
23. Ensure that workforce, at all levels, better represents local community in all aspects of its diversity (see targets in Appendix Two)
24. Ensure that the authority is in full compliance with all European Directives and other legislative requirements regarding equalities and diversity
25. Every relevant member of staff to have received appropriate training/briefing on equalities and diversity and understand the social model of disability
26. Review and expand Staff Equality Forums

<b>4.5 General</b>
27. Review progress on RES (2002/5) and ensure that any remaining actions are completed. Ensure full compliance with general and specific duties.
28. Benchmark Barking and Dagenham's performance against high-performing London authorities
29. Publish all information as required for RES, EQS and other government guidelines
30. Implement the Corporate Equalities and Diversity Plan Achieve Level Four of the Equality Standard

## **5 RESPONSIBILITY FOR IMPLEMENTATION**

### **5.1 Principal Responsibility**

The Chief Executive, Councillors and Heads of Service share overall responsibility for ensuring that equality and diversity issues are considered in all aspects of employment and service delivery. Principal responsibility lies with the Chief Executive and the Executive's Portfolio Holder for Equalities & Diversity.

### **5.2 Publishing the Plan**

The Director of Corporate Strategy supported by the Corporate Equalities and Diversity Adviser is responsible for ensuring that the Corporate Equalities and Diversity Plan is produced and published on a three year cycle.

### 5.3 **Scrutiny**

The Equalities and Diversity Steering Group (EDSG), chaired by the Chief Executive or his/her representative, is responsible for scrutinising the progress of the CEDP and will receive regular updates on progress at a departmental level.

### 5.4 **Implementation**

The Departmental Equalities and Diversity Groups (DEDG) are responsible for the implementation of the CEDP at a service level. Each DEDG is co-ordinated by the relevant Departmental Equalities and Diversity Officer and chaired at Head of Service level.

Insert structure diagram from Corporate Framework

### 5.5 **Departmental Responsibility**

Officers will report as required to the EDSG. The DEDGs will develop Departmental Equalities and Diversity Plans (DEDPs), co-ordinate departmental action on equalities and establish targets and outcomes that directly relate to the corporate CEDP.

### 5.6 **Future Responsibilities**

Amongst the priorities for action in the next twelve months is a review and overhaul of this structure. Clear targets will be agreed which will result in a more robust accountability and a more formalised management structure.

## 5.7 **Role of the Corporate Equalities and Diversity Team**

The Corporate Equalities and Diversity Team will continue to provide advisory support and guidance to all parties involved in the implementation process.

The Corporate Equalities and Diversity Adviser, with the support of the team, will continue to be responsible for:

*Informing and driving the mainstreaming equalities agenda throughout the organisation*

*Advising senior colleagues, Members and Council services on equality and diversity issues*

*Leading on the development and implementation of the Race Equality Scheme, the Equality Standard for Local Government and producing the Council's Equality Action Plan*

*Producing equality-relevant policies and practice guidance; assisting with the community cohesion strategy; contributing to the Barking and Dagenham's improvement plans*

*Ensuring that the authority continues to celebrate the increasing diversity of Barking and Dagenham*

## 5.8 **Role of Corporate Human Resources Team**

The Corporate Human Resources team will be responsible for co-ordinating the actions necessary to achieve the equalities & diversity objectives on employment and training, working closely with the Corporate Equalities and Diversity team to ensure a mainstreamed and seamless approach

## 5.9 **Role of Heads of Service**

This Plan is one of the authority's building blocks in ensuring that equalities and diversity is mainstreamed into all aspects of its work. To ensure successful implementation, all service departments will be required to:

- Carry out Impact Assessments across the six equality strands (race, disability, gender, age, faith and sexuality where applicable/possible) and integrate their findings into service and policy planning

- Set Service Targets and identify Performance Indicators in line with the Corporate Equalities and Diversity Plan and the Race Equality and Disability Equality components of the Plan
- Produce a Departmental Equalities and Diversity Plan (to include a profile of staff and service users) using the checklist/guide attached to the Department Performance Plan guide and ensure that each service has produced a detailed action plan which sets out its agenda for achieving equalities objectives and ensuring that the authority meets its general and specific responsibilities on equalities and diversity
- Show evidence of how progress has and will be monitored
- Integrate equalities and diversity into service and financial planning and ensure that equalities & diversity issues are central to any local planning process
- Actively promote equalities & celebrate diversity through events, initiatives and projects
- Identify and include departmental staff training needs in the plan and ensure that training and development opportunities are provided for all staff
- Identify specialist needs with the corporate and departmental Human Resources Teams

#### **5.10 Role of Operational Managers**

All managers should advocate the Council's commitment to excellence in employment practice and service delivery. Managers are also encouraged to:

- Develop a working understanding of different groups within the community and their experiences of discrimination.
- Use this understanding of the relevant facts to improve the quality of service provision to the groups/individuals concerned.
- Action the equalities agenda in a planned, consistent manner in order to maximise the organisational benefits.
- Ensure that equalities is mainstreamed by taking direct action
- Play an active role in furthering the equalities agenda.

#### **5.11 Responsibilities of Managers and Staff**

**Insert Appendix Two from Corporate Framework - managers' responsibilities and staff responsibilities**

## 6. CONCLUSION

- 6.1 Since 2000/01, Barking and Dagenham Council have made great progress on the equalities and diversity agenda. The Council has had many achievements, including:
- Publishing its Corporate Equalities & Diversity Framework and revised Equalities & Diversity in Employment Policy
  - Achieving stretching targets against the Council's equalities and diversity strategies
  - Delivering a Five year programme of Equalities & Diversity staff training
  - Increasing the percentage of BME staff in the Council workforce from 4.6 to 11.1% in the period 2000/05
  - Delivering a whole range of community involvement initiatives, designed to celebrate the diversity of the local community
  - Securing and retaining the Two Tick (Positive about Disabled People) Award
  - Mainstreaming equalities & diversity in to its procurement processes
  - Publishing and implementing its first RES (2002/05)
  - Used its innovative 'Shifting Public perceptions' film project as part of its duty to positively promote race equality
  - Putting in place the Council's statutory Access Programme and reviewing access by disabled people to information, goods and services
  - Publishing the equality of Disabled People Booklet and producing the Social Model of Disability Film
  - Achieving level 2 and making strides towards level 3 of the EQS
  - Undertaking a Council-wide Programme of Impact/Needs Assessments
  - Establishing engagement mechanisms with/undertaking research on the concerns and needs of 'those groups that we are failing to reach'
  - Reviewing the delivery of equalities & diversity/community cohesion targets through the Corporate Grant Aid process
  - Mainstreamed equalities & diversity/community cohesion in to the Partnership and Community Strategy
  - Staged the first 'Strength in Diversity' Conference (3 December 2003)
  - Published the Partnership's Community Cohesion Strategy (2004/07) and Anti-Discrimination Charter
- 6.2 In this relatively short period the Council has improved equalities & diversity performance across the board and in some areas, such as disability equality and LGBT issues, the Council has been 'cutting edge' in its work.
- 6.3 This CEDP will be instrumental in moving the Council on to the next phase of development. It will allow the Council to build upon this solid base of achievement to strive for future excellence in equalities & diversity policy and practice.

- 6.4 This continuing trend towards improvement will hopefully manifest itself in continuing progress to the higher levels of the EQS and making a significant contribution to an improved CPA rating in 2008.



# **Appendix One**

## **CEDP Implementation Plan**

**2005-2008**

- These corporate objectives will provide a framework which will ensure that all Services can translate the findings of their impact assessments into practical service plans which ensure the authority's compliance with all statutory requirements - including those outlined in the Race Relations (Amendment) Act 2000 (RRA), the Disability Discrimination Act (DDA), Disability Equality Act (DEA) and the European Union Directives (EUD) on equality in employment
- These corporate objectives are the building blocks on which Heads of Service will develop action plans for meeting the general and specific duties detailed in legislation and government guidelines.
- Balanced scorecards and codes of practice will integrate these corporate objectives so that each part of the organisation can play its part in eliminating discrimination, promoting equalities and celebrating diversity

EOS - Equality Standard

CEDP - Corporate Equalities and Diversity Plan

DEDG - Departmental Equalities and Diversity Group

CMT - Corporate Management Team (formerly TMT)

BSC - Balanced Score Card

DEDP - Departmental Equalities and Diversity Plan

EDOP - Corporate Equalities and Diversity Officers Panel

CCS - Community Cohesion Strategy

RES - Race Equality Scheme

EDSG - Corporate Equalities and Diversity

Steering Group

OBJECTIVES	LINK	ACTIONS	OUTCOMES	LEAD RESPONSIBILITY	TIME-SCALE.
1. Carry out corporate measurement of equalities against the Equality Standard for Local government	BSC RES	Use the EOS framework to draw up Corporate Action Plan against which progress can be measured	Corporate Plan produced and endorsed	Corporate E&D Adviser	On-going
	BV	Produced guidance to assist Departments in measuring their services against EOS	Guidance produced	Corporate E&D Adviser	September 2005
2. Allocate specific resources for improving equalities practice at Corporate and Service Level	BSC EOS	Continued funding of specific Equality Posts/resource Corporate E&D Team Continuation of the DEDGs at service levels	Outcomes produced by Equality and HR Officers Minutes of DEDG meetings	CMT/DMTs  Corp. E&D Team	Ongoing
3 All departments to establish an Equality and Diversity Group (DEDG) chaired at Head of Service (HoS) or above.	EOS RES BSC	<ul style="list-style-type: none"> <li>Ensure representation from all services .</li> <li>Review equalities work/achievements to date</li> <li>DEDPs to further EOS objectives</li> <li>Establish work programme</li> <li>Identify training needs of DEDG members</li> </ul>	<ul style="list-style-type: none"> <li>establish local DEDG to monitor and review progress</li> <li>Develop DEDP (Local Equality Action Plan)</li> </ul>	CMT/DMTs  DMTs	First meetings to take place September 2005  November, 2005  Fully functioning by March 2006

4. All Equality Action Plans to be endorsed by members and senior officers	RES	Equality and access sections incorporated into DEDP and approved by CMT	All DEDP endorsed by the CMT	Chief Executive/CMT	By end 2005
5. Establish systems for monitoring and reviewing Departmental Equality Action Plans	RES EQS	Monitoring systems/mechanisms to be reviewed to ensure that the six equality strands are taken into consideration wherever possible  Provide information and training to members and on how to evaluate action plans	Minutes of DEDG's confirm that appropriate monitoring systems are in place	EDSG  Corp. HR	Monitoring systems in place by June 2007  Dec 2005
6. Demonstrate that equality objectives are mainstreamed into service and team plans	EQS RES BSC	Establish local targets for equality and include in DEDP for monitoring (Section already in the RES )	Service plans and team plans reflect agreed (local) equality targets - in BSC Discuss equality targets in CEDP with local partners	DMT's  Corp. E&D Adviser	June 2006  June 2006
Incorporate equality issues in local partnership arrangements		Seek agreement on equality targets with local partners and consider equalities issues in all partnership arrangements  Appraise managers against service equality targets	Community Safety Strategy includes equality issues Local partners consulted on CEDP	Community Safety Team	Ongoing
7. Establish structures of responsibility at service level to progress equality actions	EQS BSC	Strategy produced to enable Service Heads to include equality and delegate responsibility on equality actions	Appraisals completed with recommendation for improvement	Corp. HR/Heads of Service	March 2008
8. Eliminate discrimination in existing policies, services and functions	EQS RES CCS BSC	Managers to review services, policies and other functions to identify which have the potential to discriminate in respect of race, disability, gender, faith, belief, age and sexuality. Impact assessment screening exercise in relation to all areas of potential discrimination and identify priority areas for action	Guidance document produced and team meetings minutes indicating actions taken  A list of all functions to be reviewed in line with EQS priorities  Produce report of impact assessment and recommendations for improvement	Heads of Service  Heads of Service	May 2006  Submitted by June 2006  31 October 2005 (existing services) Ongoing (New & revised)

<p>9. Establish Information and equality monitoring systems/procedures in all service areas</p>	<p>RES BSC</p>	<p>Service areas to ensure effective monitoring systems are in place. DEDGs to review all in-service information systems to ensure that equalities are mainstreamed/visible.</p>	<p>Specific staff allocated responsibility Reviews undertaken and new/improved systems developed</p>	<p>CMT/DMTs</p>	<p>progress review - September 2006 completed - September 2007</p>
<p>10. Assess the potential impact of new policies and procedures on minority groups- black &amp; minority ethnic communities, disabled people, LGBT people, older people, young people etc.</p>	<p>EQS RES CCS BSC</p>	<p>Carry out a rolling programme of impact assessments as identified by the first draft Corporate Equalities Plan (January 2004) priorities.  Checklist produced to help officers and members to consider implications of new policies at pre-approval stage</p>	<p>Outcome of assessments recorded and fed back to DEDG  Format for impact assessments agreed with Corporate Equalities and Diversity Adviser  Checklist produced and rolled out to relevant staff  All policy reports to DMT clearly identifying relevant equalities implications</p>	<p>Heads of Service  CMT/DMTs  Corporate E&amp;D Adviser  Heads of Service</p>	<p>Bi-annually  June 2005  December 2005  June 2006 onwards</p>
<p>11. Achievement of RES targets on impact assessment  Achieve RES targets on monitoring</p>	<p>RES CCS  RES CCS</p>	<p>All services/functions/policies designated as high and medium in the Council's RES, to complete their Equalities &amp; Diversity Impact Assessments  All Services to publish the results of their Impact Assessments and, based on the results, establish Dept Equalities &amp; Diversity Plans (DEDPs) linked to their Balanced Scorecards  All services designated high/medium in the Council's RES, to have analysed their audit of monitoring in advance of the introduction of a corporate service monitoring, evaluation and review system</p>	<p>All Impact Assessments completed  All Impact Assessments published and results form the content of service based Equalities &amp; Diversity Plans  All services to have agreement on those areas of their service that they need to monitor</p>	<p>Heads of Service  Heads of Service  CMT/DMTs</p>	<p>September 2005  March 2006  December 2006</p>

<p>12. Promoting Equalities: Posters and leaflets on equalities produced</p> <p>Increase accessibility of web site</p>	<p>RES BSC</p>	<p>Commission further posters and leaflets promoting Barking and Dagenham's commitment to equalities &amp; diversity</p> <p>Review and improve website</p>	<p>Posters and leaflets displayed at all Council service points</p> <p>Web pages meet current government and Web Accessibility Initiative (WIA) guidelines (e.g. RNIB and plain English)</p>	<p>Corporate E&amp;D Team</p> <p>DEAL/IT</p>	<p>March 2006</p> <p>September 2006</p>
<p>13. Conduct Service User Consultation exercise (surveys)</p>	<p>EOS RES</p>	<p>Service areas to establish and publicise service user consultation programme and timetable.</p> <p>Customer focus e-government initiative</p> <p>Main outcomes reported</p> <p>Improve information services for all residents</p>	<p>Series of consultation exercises completed either via questionnaires, telephone on the CEDP.</p> <p>Complete strategy and implement single telephone number for services – call centre</p> <p>Consultation report published</p> <p>Communications Strategy produced – to include service user consultation objectives</p>	<p>Heads of Service</p> <p>Head of Customer First</p>	<p>March, 2006</p> <p>September, 2006</p> <p>November 2006</p> <p>November, 2005</p>
<p>14. Consult local communities</p>	<p>RES CCS EOS</p>	<p>Services to monitor the take-up of identified services/functions by race, gender, disability, age and faith</p> <p>Services to identify lack of take up and consult local people on possible reasons for this.</p> <p>All services to plan to collate information and use it in planning future services</p>	<p>Services geared up and beginning to monitor services, identifying gaps service and preparing to feed data in to service and policy planning</p> <p>All HoS to produce a strategy for consulting local communities to identify pockets of exclusion, gaps in services, areas for improvement and opportunities for promoting community cohesion.</p>	<p>Heads of Service</p>	<p>September 2005 to March 2006</p> <p>June 2006</p> <p>September 2006</p>

<p>15 Commission Research on accessibility</p> <p>Produce strategy on accessibility, adopt the Social Model and positively promote disability equality/rights</p>	<p>EQS DDA/DEA CCS</p>	<p>Commission two pieces of research - one based on consultation and the other an academic review</p> <p>Translate findings into strategy</p>	<p>Strategy which ensures that the authority meets its general and specific duties under the DDA and the new Disability Act</p>	<p>Corporate E&amp;D Team</p> <p>DRE/Corp. E&amp;D Team</p>	<p>September 2006</p>
<p>16. Each service to assess the equality performance of contractors.</p> <p>Each service to engage with equality self assessment, scrutiny and audit on its service delivery</p>	<p>EQS  EQS</p>	<p>Each DMT to identify named individual to ensure consistency of the tendering and contracting processes across the Council. To assess the equality performance of major service contractors. Equality and Diversity Officers to support managers to apply the EQS framework to their services</p>	<p>Develop systems to monitor the work of contractors is implemented. Standard EFQM recommended All HoS to produce equality and access strategy as part of their DEDP. - input to BSC</p>	<p>DMTs  Heads of Service</p>	<p>March 2006  November 2006</p>
<p>17. Review Contract Procurement procedures</p>	<p>RES CCS BV EQS</p>	<p>Fully integrate equalities issues into contract procurement process</p> <p>Renegotiate equalities provisions of repairs contracts to ensure BV recommendations are incorporated</p>	<p>Corp. Equalities &amp; Diversity/ Strategic Procurement reviewed progress/ recomm. further action. Equalities method statements received from tenderers and evaluated. Extend diversity training to contractors</p>	<p>Head of Strategic Procurement  Head of Strategic Procurement</p>	<p>May 2006  September 2006  From January 2007</p>
<p>18. Satisfaction Surveys commissioned and monitored</p>	<p>RES CCS</p>	<p>All services to commission an annual survey to assist in securing the satisfaction of local people with the services and functions that they provide</p> <p>All service Surveys should be able to be evaluated by a minimum of race, gender, disability, age and faith. Ensure that the relevant monitoring mechanisms are incorporated to collect data, by race, gender, disability and age, against the nine qualitative measures (j-r) specified in the national PI BV2(b)</p>	<p>All service surveys commissioned and the results available for evaluation</p> <p>The surveys able to provide comparative data on usage and satisfaction by specified groups</p> <p>Baseline identified - for future monitoring against the PI</p>	<p>DMTs/Head of Service</p>	<p>December 2005  June 2006  Sept 2006</p>

<p>19. Produce up to date information on take-up of services by under-represented groups - to inform future BSC priorities</p> <p>Continue work with LGBT Forum to promote equality and access to services for LGBT people. In consultation with LGBT Forum, review Council decision not to monitor on sexuality</p>	<p>RES CCS EQS</p>	<p>Each department to periodically collect, evaluate and publish data/information on the following:</p> <ul style="list-style-type: none"> <li>▪ Take-up of existing services by race, gender and disability, age and faith</li> <li>▪ Feedback from BME communities, women, disabled people, older/young people, faith groups (&amp; LGBT people as appropriate)</li> <li>▪ Results of research conducted with under-represented groups</li> <li>▪ Feedback on unmet need and gaps in services</li> <li>▪ Information about communities currently excluded from mainstream services</li> <li>▪ Plans for overcoming barriers to equality and counteracting discrimination</li> <li>▪ Implications for policy development and service planning</li> </ul>	<p>Data/information systems in place and operative</p> <p>Data/information presented to DMTs and prepared for publication</p> <p>LGBT work continues and issue of LGBT monitoring reviewed</p>	<p>Directors/DMT's</p> <p>Corp. E&amp;D Team</p>	<p>September 2006</p> <p>December 2006</p> <p>Ongoing/ 31 March 2007</p>
<p>20. Develop detailed strategy to substantially increase levels of customer satisfaction and community cohesion</p>	<p>RES CCS EQS</p>	<p>This information to inform BSC priorities and departmental service and financial planning</p>	<p>Strategy accepted by DMT - and implemented</p> <p>Targets for satisfaction achieved</p> <p>Report to CMT and Executive agreed.</p> <p>Report to DMTs on the capacity of IT systems accommodate data collection.</p>	<p>DMT's</p> <p>Corp. E&amp;D Adviser</p> <p>All Directors</p>	<p>March 2007</p> <p>March 2008</p> <p>September 2006</p> <p>March 2006</p>
<p>21. Agree corporate system for service monitoring and evaluation</p>	<p>RES EQS</p>	<p>Corporate guidance be produced on the specific categories against which services should monitor</p> <p>In advance of the introduction of such a system all departments to identify the capacity of departmental IT systems to store, hold and retrieve service monitoring data.</p>	<p>Report to CMT and Executive agreed.</p> <p>Report to DMTs on the capacity of IT systems accommodate data collection.</p>	<p>Corp. E&amp;D Adviser</p> <p>All Directors</p>	<p>September 2006</p> <p>March 2006</p>

22. Corporate Equalities Action Plan (incorporating the RES and EOS) communicated to all Council staff	EOS	Equalities and Diversity Adviser – to promote the equalities agenda via team meetings across the Council. New equalities decision-making structure established Plan to be integrated into all induction programmes and relevant training Fully implement the Equalities and Diversity in Employment Policy	Complete CEDP and disseminate widely across departments Develop and launch new structure. Induction and staff training programmes to integrate equalities and diversity Achievement of BV Pls as per targets in Appendix Two	Corp. E&D Adviser  Corp. HR  Corp HR	On-going. To be completed by December 2005  December 2005  On-going  March 2008
23. Ensure that the workforce, at all levels, better represents the local community in all aspects of its diversity	EOS RES CCS BSC	Fully implement the Employment strategic Plan	Targets met Full compliance achieved	Corp HR	March 2006
24. Ensure that the authority is in full compliance with all European Directives, including those on sexuality, faith & age Ensure compliance with future equalities legislation, including that proposed for gender and faith	EUD EOS BSC  EOS	Develop strategic plans in response to new legislation, linked to CEDP and incorporated in to review of DEDPs	Full compliance achieved.	Corp E&D Team	Ongoing
25. Every member of staff to have attended training/briefing on equalities and diversity	RES EOS	Continue annual programme of generic training	All staff trained	Corp HR	60% by March 2006 80% by March 2007 98% by March 2008
26. Staff Equality Forums reviewed and expanded, monitored and supported	RES BSC	Terms of Reference developed for each forum: BME, Women, LGBT, Faith, Age, Disability. Managers' agreement to be sought. Venues and budgets to be identified	Launch dates agreed and published	Corp. HR	December 2005



27. Review progress on RES (2002/5)	RES EQS	Evaluate achievements and progress arising from the Council's RES (2002/05) and publish the results	Evaluation undertaken and results published.	Corp E&D Adviser	June 2005
Ensure full compliance with general and specific duties of RR(A)A		Set targets for the next three year Scheme - integrated into the CEDP	New CEDP consulted on agreed and published.	Corp. E&D Adviser	June 2005
28. Benchmark Barking and Dagenham's performance	local indicator	Identify the 3 leading local authorities in London on the national Equality Standard, and conduct benchmarking exercise to identify opportunities for further development in Barking and Dagenham	Use EOS framework, equalities legislation and national indicators to conduct benchmarking exercise and produce report on best practice examples	Corp E&D Adviser	June 2006
29. Publish all information as required for RES, EQS, DDA and other governments guidance	EQS RES CCS DDA/IDEA	Include in communication strategy	Information published within timescale	Corp. E&D Adviser	ongoing
30. Implement the Equalities and Diversity Plan	EQS RES DDA/IDEA	Implement, monitor and review Plan Produce annual review and revised plan as appropriate	All objectives achieved All standards met	CMT/DMTs	As per action plan
Achieve Level Four of the Equality Standard		Implement CEDP	Compliance with requirements of next Level	CMT/DMTs	2006 Level Three 2008 Level Four

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## Appendix 2

Barking and Dagenham Council is committed to building on the strategies which underpinned our original Race Equality Scheme (RES) (2002/05) and the Corporate Equalities & Diversity Framework.

Over the next three years, we will be working towards a number of specific targets set nationally and locally that relate to equality and diversity. These are a starting point and do not yet add up to a comprehensive way of measuring improvement across all aspects of the Corporate Equalities & Diversity Action Plan. We have however arranged our targets using Government guidelines to map our progress against the new Equality Standard for local government.

These performance measures are linked to Best Value Performance Indicators (BVPIs) and are built into the Council's service and financial planning system.

PERFORMANCE INDICATOR	CATEGORY	RELEVANT SCORECARD AND BV PI	2004 BASE LINE PERFORMANCE	2008 TARGETS
<b>A2.1 LEADERSHIP</b>				
A2.1.1 Achieving higher levels of the Equality Standard for Local Government	Equality Standard	BV 2 CS2a	Level 0 – 2 (2002/04)	2006 - Level 3 2008 - Level 4
A2.1.2 Fulfil duty to promote race equality	Race Equality	BV2 RRAA EOOD 1b	57.8%	2006 - 89.42% 2008 - 100%
A2.1.3 Percentage people who feel that their local area is a place where people from different backgrounds can get on well together	Social Cohesion	Local indicator RGP 1b CS1 CS2b	46.55%	2008 - 50%
A2.1.5 % public sector bodies in borough that have equalities policy	Race Equality	Local indicator CS2c	100%	2006 - 100%
A2.1.6 % of public sector bodies in borough that monitor the equalities policy	Race Equality	Local indicator CS2d	TBC	2008 - 100%
A2.1.7 Adoption of a Local Cultural Strategy		BV 114 RES	planned	in place

<b>A2.2 CONSULTATION AND IMPACT ASSESSMENT</b>				
A2.2.1 % of people who feel consulted and involved  % of residents who feel well informed	Social Cohesion	Local indicator RR1a CS3	56.67%	2006 - 65.94% well-informed 2007 - 52% feel involved 2007 - 15% hard to reach groups attend Community Forum 2008 - CAP implemented
A2.2.2 Impact assessments completed for all Council functions	ES RES	TBC	Completed for all high priority functions	All

<b>A2.3 ACCESS TO AND PROVISION OF SERVICES</b>				
A2.3.1 The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	Disability Discrimination Act	BV 156 Local target	TBC	2006 85.9% 2007 89.4%
A2.3.2 Percentage of users satisfied with the overall service accessibility - consistent across all communities	Customer First	CS 9a	TBC	73%
A2.3.3 % services provided through call centre	Customer First	CS 10b	TBC	TBC
A2.3.4 % electronic delivery	Customer First	BV 157	TBC	100%
A2.3.5 Profile of council tenants satisfied with overall service provided by their landlord	Customer First	BV 74 (i) RES	% total % BME  TBC	Total: 2006 72% 2007 75%  BME: 2006 65% 2007 70%
A2.3.6 Profile of council tenants with opportunities to participate in management decisions in relation to their housing services	Customer First	BV75 RES	% total % BME  TBC	Total: 2006 58% 2007 60%  BME: 2006 58% 2007 60%
A2.3.7 Does the authority follow the Commission for Racial Equalities code of practice in rented housing and follow Good Practice Standards on tackling harassment	RES	BV 164 02/03	Yes	Yes
A2.3.8 Number of cultural events funded by the Council each year attracting diverse audience of 100 or more	Celebrating diversity	New indicator	N/A	2007 - initial data collected 2008 - targets set

5.2 EMPLOYMENT AND TRAINING				
5.2.1 The percentage of top 5% earners filled by women	Workforce to reflect the community	BV PI 11a	43.48%	2006 59% 2007 59%
5.2.2 The percentage of top 5% earners from black and minority ethnic communities	"	BV PI 11b	10.44%	2008 - 15.51%
5.2.3 The percentage of authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition	"	BV 16a	1.56%	2008 - 3%
5.2.4 The percentage of local authority employees from minority ethnic communities compared with the percentage of economically active minority ethnic population in the authority area	"	BV PI 17 a	11.10%	2008 15.51 %
5.2.5 There is consistency in all stages of the Recruitment and Selection process in respect of people from black and minority ethnic communities	"	Local EDPI	31.45 applicants 34.12% shortlisted 24.87% appointments	to be consistent
5.2.6 Attendance at training is reflective of diversity of workforce	"	Local EDPI	Women 67%	Women 73.8% BME 11% Disabled 1.6%
5.2.7 Number of staff who have attended equalities training/briefing	Well equipped workforce	Local EDPI	2800 person days delivered between 2002 and 2004	60% by March 2006 80% by March 2007 100% by March 2008

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**OUR PERFORMANCE TO DATE****LEVEL 1 REQUIREMENTS :****COMMITMENT TO A COMPREHENSIVE EQUALITY POLICY**

To achieve Level 1 of the Standard an authority must have adopted a Comprehensive Equality Policy that commits it to achieving equality in race, gender and disability through:

- improving equality practice at both corporate and departmental level;
- earmarking specific resources for improving equality practice;
- equality action planning and equality target setting within all departments and service areas;
- systematic consultation;
- a fair employment and equal pay policy;
  - an impact and needs/requirements assessment;
- progress monitoring;
- audit and scrutiny.

These general commitments translate into action in the four substantive areas of the Standard:

**A. Leadership and corporate commitment:**

1 Formulate and adopt a comprehensive equality policy for the authority covering race, gender and disability:

*Comprehensive policy framework on Equalities and Diversity adopted January, 2003 - includes the BME and LGBT communities, gender, age, disability and faith. The Council's Community Priorities include "Promoting equalities and celebrating diversity" and this is integrated into the Balanced Scorecards*

2 Ensure that the written policies are in line with current legislation (Race Relations Act and Race Relations (Amendment) Act, Sex Discrimination Act, Equal Pay Act, Disability Discrimination Act) and Codes of Practice issued by the three Equality Commissions:

*Addressed directly by published framework*

3 Make a corporate commitment to developing a Corporate Equality Action Plan indicating how equality policy will be implemented. The Plan should incorporate or be consistent with the authority's statutory Race Equality Scheme:

*Three year strategy approved by Council in 2001, published in Framework document with implementation plan. Annual reports linked to the evaluation of Race Equality Scheme and development of Generic Plan*

4 Make a corporate commitment to carrying out a process of equality impact and needs/requirements assessment including those assessments of organisational and individual requirements required for compliance with the DDA:

*Strategy and guidelines on impact assessment produced and circulated to all managers, full training provided for relevant staff. Rolling programme of impact assessments produced in line with the prioritisation of council functions included in the authority's Race Equality Scheme. Originally focussing on Black and Minority Ethnic communities, the programme is being extended to include the six strands*

*covered by the Equalities and Diversity Framework and is integrated in to the balanced Scorecard, Impact and needs assessments included in reports to Council - include explicit consideration of the impact of new policies on different groups, through differential impact analysis of monitoring of services and through a wide range of consultation with different groups.*

*All access audits have been conducted and the Equalities and Diversity team offer advise on other anticipatory DDA requirements.*

5 Make a corporate commitment to a fair employment and equal pay policy: *Included in Employment Five Year Plan is a commitment to develop policies on Single Status Equal Pay.*

6 Make a corporate commitment to earmark specific resources for improving equality practice:

*Equalities and Diversity Framework detailed the Corporate Revenue and Staffing resources to be committed over the three years to 2005 and invested in four departmental staff with their supporting revenue funding to be decided departmentally*

## **B. Consultation and community development and scrutiny:**

1 Corporate commitment to consult with designated community, staff and stakeholder groups on all aspects of equality policy:

*Regular liaison and consultation with tenants and residents groups, with community forums and with community groups of those who are traditionally harder to reach; also with the trade unions; and partners in the local community including stakeholder statutory agencies.*

2 Each department and service area to make a commitment to contribute to the consultation and scrutiny section of the CEP:

*Requirement to implement the Equality Standard and produce EIPs in all Balanced Scorecards – this includes the above commitment. All departments participate in the Equalities Steering Group and the Equalities Adviser will ensure that reports for Scrutiny Panels are based on department's self-assessments.*

3 Make a corporate commitment to equality self-assessment, scrutiny and audit: *Equalities Steering Group established. Each department undertakes an audit based on a self-assessment using the Standard supported by the Equalities and Diversity Team who co-ordinate reports to Council and scrutiny panels.*

4 Each department and service area to commit to engage in consultation with designated community, staff and stakeholder groups on its service delivery:

*See above (B1 and A4)*

5 Make a corporate commitment to consult departments and service areas on equality objectives:

*Directorates and Service sections consulted through the report preparation process and through the Equalities Steering Group.*

6 Each department and service area to commit to processes of equality self-assessment, scrutiny and audit on its service delivery:

*See above (B3)*

7 Incorporate equality policy as a key theme within the 'Community Strategy' drawn up by the local authority and its partners:

*Identified as one of the Community Priorities. Incorporated in the Community Strategy under Social Inclusion. Features centrally in Balanced Scorecards*



8 Make a commitment to establish mechanisms for responding to discrimination and harassment on the grounds of race, disability and gender:

*Comprehensive Policy and Procedures on Harassment/Bullying in place, currently reviewed. Complaints process widely promoted & includes monitoring section. Adoption of Home Office definition of a racial incident. Racial incidents form to assist with increasing reporting of racial incidents - will be reviewed to include other forms of discriminatory hate crime.*

### **C. Service delivery and customer care:**

1 Departmental and service area commitment to a comprehensive equality policy appropriate to its service delivery:

*Corporate strategy covers departmental service delivery and equalities issues in service delivery are central to the Balanced Scorecard.*

2 Department and service area commitment to implementing the equality impact 'needs/requirements' assessment for its service delivery including those assessments of organisational and individual requirements required for compliance with the DDA:

*See above (B1 and A4)*

3 Department and service area commitment to developing equal access service plan element of CEP, and to set targets within each department and service area as part of their business plans:

*All service plans contain summaries of service's Equalities PIs which are built into the Balanced Scorecard. Corporate Equalities PIs are directly linked to those of the services Work is overseen by the Equalities Steering Group.*

4 Department and service area commitment to equality action planning and equality target setting within all departments and service areas:

*See above*

5 Department and service area commitment to allocate specific resources for improving equality practice:

*See above (A6)*

### **D. Employment and training:**

1 Adopt recruitment procedures which use non-discriminatory practices:

*Selection and Recruitment policy and practices reviewed in Year One of the Race Equality Scheme and subsequently extended to all groups. PIs clear and monitored with positive results between 2002 and 2004*

2 Commitment to an employment equality assessment of the local labour market area, workforce profiling and equal pay review;

*All data now available - and annually reviewed as part of the HR Five Year Strategy.*

3 Commitment to establish a fair employment and equal pay policy:

*As above (A5)*

4 Commitment to establish an equal employment section of the Equalities Plan incorporating the employment related issues from the Race Equality Scheme and including those assessments of organisational and individual requirements required for compliance with the DDA:

*All integrated into the HR Strategy and Balanced Scorecard*

5 Commitment to adopt procedures to ensure that publicity for vacancies does not unfairly restrict the range of applicants:

*All vacancies advertised externally (except redeployment and redundancy)*

6 Commitment to produce a standard range of application forms and job descriptions that are clear and explicit:

*Integrated into HR Strategy*

7 Commitment to review personnel information system for monitoring suitability including underpinning the Council's statutory ethnic monitoring duties:

*All data now collected and systems proved suitable for statutory duties*

8 Commitment to make procedures consistent with Employment Codes of Practice:

*All compliant*

9 Commitment to develop a programme of staff training in equality issues:

*All staff to attend training on the integration of equalities and diversity, all managers to attend training on managing equalities. All induction courses include equalities and diversity as so Selection/Recruitment programmes.*

*Assessment of all training to assess mainsteaming of equalities and diversity and these included in Balanced Scorecard for managers and training department*

## **LEVEL 2: ASSESSMENT AND CONSULTATION**

To achieve Level 2 of the Standard an authority will need to demonstrate:

- that it has engaged in an impact and needs/requirements assessment;
- that it has engaged in consultation with designated community, staff and stakeholder groups;
- that it has engaged in the development of information and monitoring systems;
- that it has engaged in an equality action planning process for employment, pay and service delivery;
- that it is developing a system of self-assessment, scrutiny and audit.

These general activities and developments translate into action in the four substantive areas of the Standard:

### **A. Leadership and corporate commitment:**

1 Publish draft Corporate Equality Action Plan:

*Race Equality Scheme published in 2002.*

*Three year strategy published as part of Corporate Framework in 2003 (covers six strands)*

*Equalities Action Plan published May 2005*

2 Demonstrate corporate engagement in an impact and needs/requirements assessment process:

*Completed with BME communities as part of Race Equality Scheme (2001 to 2004).*

*Extended to other groups in line with Corporate Framework and Balanced Scorecard (see reports to Council)*

3 Develop corporate mechanism for assessing development of service level equality objectives and targets:

*See minutes of Equalities Steering Group and reports to Council*

4 Create corporate structure for overseeing development of information and monitoring systems:

*Responsibilities clarified in Corporate Equalities and Diversity Plan. Objectives set to review after first year of plan*

5. Ensure that mechanisms for responding to harassment on the grounds of race, disability and gender are in place:

*See Level 1 B.9.*

## **B. Consultation and community development and scrutiny:**

1 Ensure that draft Corporate Equality Action Plan has been circulated to designated community, staff and stakeholder groups with consultation timetable and is published in an appropriate range of languages and formats:

*See attachment to CEDP*

2 Review equality content of 'Community Strategy':

Implemented through the LSP Theme sub-groups & revised annually.

3 Engage in consultation with designated community, staff and stakeholder groups and the wider community on all aspects of equality policy:

*Undertaken through BME, disability, women's, GLBT, and older/younger people's groups; Community Forums and other community groups.*

*We use the Citizens Panel and partnership activities as appropriate*

4 Engage in consultation with members, employee representatives, departments and service areas on impact and needs/requirements assessments and all aspects of the Corporate Plan:

*Equalities Steering Group brings together service representatives for discussion and consultation. Regular formal and informal consultation with trade unions and with members.*

5 Each department and service area to engage in consultation with designated community, staff and stakeholder groups on its impact and needs/requirements assessments and its service delivery:

*As above (B3)*

6 Each department and service area to engage with equality self-assessment, scrutiny and audit on its service delivery:

*Co-ordinated by Equalities Steering Group using Equality Standard levels adapted for Best Value Reviews - and built into Balanced Scorecard.*

7 Seek to ensure that the equality policy and objectives are incorporated in 'partnership' arrangements engaged in by the authority.

*Integral part of all partnership agreements*

## **C. Service delivery and customer care:**

1 Engage in department and service area impact and needs/requirements assessment:

*See above (A4)*

*Co-ordinated through the Equalities Steering Group*

2 Engage in development of department/service level equality objectives and targets:

*See Balanced Scorecards.*

*Corporate Equality Plan will form basis of Departmental Equalities Plans - the process will be co-ordinated through the Equalities Steering group - scrutiny process outlined in Plan*

3 Review of services should include the procurement function and all contracted services and partnership arrangements:

*Draft policy document on procurement is currently out for consultation*

4 Each department and service area to establish planning groups for monitoring and information systems:

*Undertaken as part of self-assessment process & co-ordinated through ESG.*

**D. Employment and training:**

1 Develop and adopt fair employment and equal pay policy element :

*See Level 1 A.5.*

2 Engage in employment equality assessment of the local labour market area: *See above and HR Five Year strategy*

3 Engage in an equal pay review:

*See Level 1 A 5*

4 Adopt procedures to ensure that publicity for vacancies does not unfairly restrict the range of applicants:

*See above (Level 1 D.5)*

5 Produce a standard range of application forms and job descriptions that are clear and explicit:

*See above (Level 1 D.6)*

6 Review personnel information system for monitoring suitability including supporting the council's statutory ethnic monitoring duties:

*See above (Level 1 D.7)*

7 Develop a programme of equality training to support the CEP and departmental service objectives:

*See above (Level 1 D.9)*

8 Ensure that the training programme is consistent with the training arrangements in the council's Race Equality Scheme:

*See above and report from Training Section*

9 Make all employment procedures consistent with current legislation and Employment Codes of Practice:

*See staff handbook*

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## THE EXECUTIVE

31 MAY 2005

## REPORT FROM THE DIRECTOR OF REGENERATION AND ENVIRONMENT

<b>DEVELOPING A “SENSE OF PLACE” IN BARKING AND DAGENHAM</b>	<b>FOR DECISION</b>	
<i>This is a strategic issue, reserved for the consideration of the Executive.</i>		
<b>Summary</b>		
Regeneration will have a far-reaching and long-lasting effect on the Borough's appearance, economy, reputation and community life – its “sense of place”. It needs to be informed and guided by a clear and specific vision if it is to meet community aspirations.		
The attached position paper draws together existing Council strategies and policies to establish principles for the “sense of place” that we want to create through the regeneration of the Borough. It has been developed in consultation with the Local Strategic Partnership (LSP) and the Executive is asked to approve this draft for submission to the LSP as the Partnership's own policy statement on “sense of place”.		
The London Thames Gateway Development Corporation is also developing a Vision and Regeneration Framework. We therefore recommend to the Executive that we share the draft of our paper with the Corporation as soon as possible.		
<b>Recommendations</b>		
The Executive is asked to:		
<ol style="list-style-type: none"> <li>1. Agree the attached paper as a working statement of principles;</li> <li>2. Share the paper with the London Thames Gateway Development Corporation and other partners as appropriate; and</li> <li>3. Recommend the paper for agreement by the Barking and Dagenham Partnership as the Partnership's statement of principles.</li> </ol>		
<b>Reason</b>		
To help achieve the Community Priority of ‘ <i>Regenerating the Local Economy</i> ’.		
<b>Contact</b> Jeremy Grint	Head of Regeneration Implementation	Tel: 020 8227 2443 Fax: 020 8227 5326 Minicom: 020 8227 3034 E-mail: <a href="mailto:jeremy.grint@lbbd.gov.uk">jeremy.grint@lbbd.gov.uk</a>

## **1. Background**

- 1.1 Sense of place is a term used in urban geography to denote those features that give a place a distinct identity. These include not only the physical environment, but how a place is used and experienced by residents and visitors and how it is perceived by people outside the area. It covers a broad range of issues including employment, leisure activities, community cohesion, pride in place and reputation.
- 1.2 Regeneration will have a far-reaching and long-lasting effect on the Borough's "sense of place". 25,000 new homes and 15,000 new jobs will be created in Barking and Dagenham, along with new facilities such as schools, medical centres, shops and community space. The Borough's industrial areas and its transport infrastructure will be transformed to keep pace with new housing development. This scale of development needs to be informed and guided by a clear vision to meet community aspirations.

## **2. Purpose of the work**

- 2.1 The Regeneration Board agreed on 25 January to develop a policy statement on the sense of place that the Council, its partners and the local community should seek to create through regeneration. The statement will sit alongside Barking and Dagenham's Community Strategy and give a clearer sense of what we want Barking and Dagenham to look and feel like through regeneration. We want it to be seen by regeneration partners as the basis for common action to meet community aspirations, helping to guide regeneration strategy, programme development and project design, as well as the promotion and marketing of the Borough's regeneration opportunities.
- 2.2 As the paper draws together existing Council policies and reflects views from the Local Strategic Partnership, we are not proposing a separate consultation on the draft. Instead, we recommend its submission to the Barking and Dagenham Partnership for their comment and agreement as the Partnership's statement of principles. Particular aspects of the document will also be developed through already agreed consultations, such as that for the Local Implementation Plan. In particular, we envisage using much of the "sense of place" document as the basis for widespread community consultation around the Borough's Local Development Framework (LDF). Embedding the paper as statutory policy in the LDF will be critical to the achievement of agreed principles for sustainability, good design and sense of place.

## **3. Influencing the London Thames Gateway Development Corporation**

- 3.1 The London Thames Gateway Development Corporation is also developing a "Vision" and Regeneration Framework for programme delivery and resource allocation in the areas that it services. The Urban Development Corporation (UDC) will be a huge influence on the future of our Borough, for good or ill, so we want to make sure that its vision and strategies reflect the ambitions of our community. Our position paper on "Sense of Place" is therefore designed to help set the UDC's priorities.



- 3.2 Most importantly, we wish to secure explicit recognition that Barking and Dagenham should be a sustainable community and distinct locality in its own right, as well as playing an important role in the social economy of Greater London. We want to eliminate any possibility of planning and investment decisions being made by public or private sector partners on the default basis of the Borough functioning as a low status sector of London, providing mainly cheap and poorly designed housing, low-skill employment and a poor environment.
- 3.3 We have brought forward this work as quickly as possible in order to influence the UDC's work at an early stage. However, we have also sought to engage the Local Strategic Partnership and its sub-groups as far as possible in the time available, so as to improve the content of the document, secure ownership from the Council's strategic partners and strengthen our hand with the UDC. The paper draws on the Council's existing policy positions as far as possible. We hope that the Executive will feel able to agree this paper as a draft to share with the UDC, as well as asking the next full meeting of the Partnership for its endorsement.

#### **4. Financial Implications**

- 4.1 This is a strategic policy paper, with no immediate direct financial implications.

#### **5. Consultation**

- 5.1 The draft paper has been developed and agreed by officers from all Departments of the Council, including the Director of Corporate Strategy and Heads of Regeneration Implementation, Planning and Transportation, Housing Strategy, Lifelong Learning, Literacy and Cultural Services and Corporate Communications.
- 5.2 The LSP sub-groups "Cleaner, Greener, Safer" and Regenerating the Local Economy were consulted on 9 March and 18 April respectively. Participatory workshops were held at the full LSP on 13 April and at the Regeneration Board away-day on 22 April. Two workshops were organised for Members on 11 and 18 April, although due to election commitments only one Member was able to attend.
- 5.3 The Lead Member for Regeneration was consulted and is content.

#### **Attachments**

- Creating a sense of place in Barking and Dagenham: principles
- Creating a sense of place in Barking and Dagenham: themes and neighbourhoods

#### **Background Papers**

2020 Vision

Community Strategy: Building Communities, Transforming Lives

Barking and Dagenham: An Urban Renaissance in East London

Economic Development in Barking and Dagenham

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# **Creating a sense of place in Barking and Dagenham**

## **1. Principles**

**Draft at 13 May 2005**

## **Creating a sense of place in Barking and Dagenham: principles**

### **Purpose**

1. Barking and Dagenham's Community Strategy, Building Communities, Transforming Lives, sets out our residents' common aspirations for a better future in the borough. This document is intended to complement the Community Strategy by describing:
  - How regeneration will create attractive, distinctive places that have a strong sense of identity and community;
  - The opportunities a regenerated Barking and Dagenham will provide for residents, visitors and businesses;
  - How we want a regenerated Barking and Dagenham to be perceived and experienced, inside and outside the borough;
2. The document draws together existing Council strategies and policies to show how regeneration can create a new pride of place in Barking and Dagenham. We want it to form the common basis of action by our partners, so that regeneration meets the highest aspirations of our community. The principles it sets out for sustainable development and sense of place will be developed further in consultation with the community and embedded in the borough's Local Development Framework.

### **Where do we fit in?**

3. Barking and Dagenham is at the heart of London's Thames Gateway, the biggest regeneration area in the United Kingdom. Regeneration of the Thames Gateway is a once in a generation chance for Barking and Dagenham. The borough's median income is the lowest in London, a consequence of some of the lowest skill levels in the country. Other social indicators – including average life expectancy – show that the borough suffers from deep-rooted cycles of social exclusion. The borough's traditional source of employment in manufacturing has declined in line with national trends, symbolised by Ford's decision to end vehicle manufacture and halve its workforce.
4. But we also have compelling advantages and opportunities. The borough's strategic position in the Thames Gateway makes it commercially competitive. Manufacturing is beginning to regroup around the Centre of Engineering and Manufacturing Excellence, the Ford Diesel plant and the Environmental Technology Resource Centre for London soon to be built at Dagenham Dock. We have excellent east-west public transport, with Barking Town Centre the seventh best-connected transport hub in Greater London.
5. The borough's excellent parks and the heritage represented by treasures such as Eastbury Manor House disprove the easy stereotypes of urban

grime and decay. Two of the borough's parks have secured the National Green Flag Standard for excellence in park management and we have commenced implementation of a Parks and Green Spaces Strategy that has been recognised as best practice by the Greater London Authority and the Commission for Architecture and the Built Environment. We have several miles of waterfront along the River Thames and Roding, which has been released from industrial uses and can now be used for leisure and new housing.

6. 25,000 new homes and 15,000 new jobs will be created in the borough over the next 15-20 years. Barking's town centre, with its excellent transport connections, is the key to opening up The Gateway. Barking Riverside is the largest brownfield regeneration site in Western Europe and the test of public ambitions to create new sustainable communities in The Gateway. Dagenham Dock is already being transformed into London's home for environmental technologies.

### **The regeneration vision**

7. The successful regeneration of Barking and Dagenham is important for the whole of London Thames Gateway. We understand that getting the best for our community means working in partnership with a wide range of public, private, voluntary and community sector organisations. That is why we were a founder member of the Thames Gateway London Partnership and one of the first local authorities to call for an Urban Development Corporation.
8. But we want to seize that opportunity on our own terms. Our ambition is to create more than a commuter dormitory for the City or Canary Wharf, a dumping ground for cheap, mass-produced housing, or a convenient site for London's storage, warehousing, and remaining low-value manufacturing industries. Where necessary, we will say "no" to proposals that fail to measure up to our vision, or meet the standards we have set for community-led sustainable development.
9. Our aim is for Barking and Dagenham and its different neighbourhoods to provide the full range of choices, opportunities and facilities needed to support a lively community in its own right. We want the borough to be known as an attractive, welcoming place, with a range of housing types and tenures for all social groups, a wide range of shops and leisure facilities, and excellent public services and community facilities. We want to give our residents the choice to work in satisfying, well-paid occupations within Barking and Dagenham, as well as the transport to take them to other employment areas in Greater London. And we want to create sustainable communities with a common identity, which value diversity and are proud of the places they live.

### **Having it both ways?**

10. Barking and Dagenham is often seen as part of London's eastern periphery. In fact, Barking Station is only 12 minutes from London Fenchurch Street by mainline rail services. It is in London Underground's Zone 4, but enjoys Zone 2 travel times. It is this proximity and easy access to London that will enable us to achieve our aim of a borough close to London and its facilities, but with a distinct identity and vibrant community life of its own.
11. The eastward extension of the Docklands Light Railway and construction of the East London Transit will improve these already excellent transport connections still further, opening up new opportunities in central London and the inner Thames Gateway for people from Barking and Dagenham. Residents will have easier transport access to employment, education and leisure activities not just into East and Central London, but via the new Thames Gateway Bridge into South London as well. New residents in the Town Centre and Barking Riverside developments are as likely to think of themselves as living in part of the East London metropolitan area, as they are of living in Barking and Dagenham.
12. But we also want to celebrate Barking and Dagenham's distinct identity. Some people will choose to live on the Becontree Estate because it feels in many ways more like Essex than London. Facing both ways within the Gateway, we will be able to provide a choice of metropolitan London living at Barking Town Centre, the best in new design at Barking Riverside and South Dagenham and a calmer pace of life in Becontree and Dagenham.

### **Place-making by design**

13. Quality of design is one of the most important factors in quality of life and will be critical to attracting new investors, residents and visitors. Good design will be a constant in all our regeneration programmes and all areas of the borough. That means:
  - High standards in the design, architecture and construction of all public buildings, new homes (both affordable and "aspirational") and the public realm.
  - Buildings with good architectural "manners", which are interesting to look at and on an appropriate scale for the locality. Larger buildings for example should never offer long, blank frontages, without windows or doors.
  - A public realm designed for different uses, day and night, throughout the week, which "designs out" crime by encouraging active use and providing natural surveillance.
  - Improvements to our popular parks to make them destinations in their own right and the creation of green corridors in the borough's most urban areas.

- A sense of destination and arrival through attractive landmarks and gateways to the borough, including Barking Station, the A13 and the major road routes into Barking Town Centre
- Seeking to develop iconic developments, including a major waterfront facility at Barking Riverside and a possible Arts Centre at South Dagenham, which put the borough “on the map” and redefine its identity.

## **Neighbourhoods and good neighbours**

14. Although we will apply our principles for place-making, good design and sustainability throughout the borough, regeneration will take a different form in different parts of the borough. We want Barking and Dagenham to be known for specific neighbourhoods, each with its own distinct character, appeal and “offer”:

- A bustling, pedestrian-friendly Town Centre in Barking, with plenty to do at night, thought-provoking public art, and local shops offering a different range of goods and services to the mass market. Barking Town Centre will have a recognisably metropolitan feel, with modern high-density housing, shops and office space, linked closely to the rest of East London by population, economy and transport services.
- An exciting new town by the River Thames at Barking Riverside, where high-rise waterfront living and urban design combines with natural green space and parkland. Barking Riverside will be recognisably metropolitan and have schools, medical facilities, community centres and distinct neighbourhoods of its own. But it will look to Barking for many town centre facilities and services.
- A “Green Village” at South Dagenham, close to the wind turbines at Ford and the Environmental Technology Centre at Dagenham Dock. South Dagenham will be known and sought after for its environmentally sustainable housing and we will investigate the possibility of developing an Arts Centre of national significance on the site.
- A local town centre at Dagenham Heathway, redeveloped for the benefit of pedestrians, with a better choice of shopping and a landmark library and Public Service Centre
- A “Garden City”, with a family atmosphere, on the Becontree Estate and in Dagenham, with modernised terraced houses, peaceful streets, attractive parks and local shops within walking distance. Dagenham and the Becontree will be a safe place for children and the elderly.

15. Building neighbourhoods also means supporting residents to be good neighbours. We will engage the borough’s communities in the planning and delivery of projects, so that regeneration represents the aspirations of residents and meets their needs. We will provide support for community

development in all our regeneration areas, so that we build a sense of belonging and community alongside physical construction. And we will help the borough's different communities understand, respect and celebrate their differences, as well as the values they have in common.

### **Who are we and who will we be?**

16. Barking and Dagenham has until recently been more homogenous in ethnicity, income and housing tenure than most other parts of London, but this is already changing. Patterns of housing tenure have been transformed by the Right to Buy legislation. The proportion of residents from the Black and Minority Ethnic communities has grown rapidly to 19% and continues to rise. The borough's median income is creeping up after years of stagnation.
17. Regeneration will continue and accelerate these changes, transforming some existing parts of the borough and creating new communities on what is now brownfield land. Our studies show that the population of the borough will grow by as much as one third in the next twenty years and that the new residents are likely to be socially and ethnically more diverse than much of the borough's existing population.
18. We must also plan for other social changes. Family units in the UK are getting smaller, with more single people and couples. Advances in IT are beginning to lead to greater flexibility in the workforce, creating demand for housing to be equipped for working from home. The impacts of climate change are becoming evident, increasing the pressure to be environmentally sustainable and to reduce the demand for resources. This has major implications for the design, construction and location of new housing and infrastructure.
19. Change creates opportunity. Our regeneration programme will provide a better choice of housing for the borough's hard-working families, as well as new homes for many of London's key workers. Our plans to create a "hub" for creative and cultural industries in Barking will attract creative workers, vital to the growth of the "knowledge economy" in Barking and Dagenham. We will also harness the entrepreneurial energies of the borough's growing Black and Minority Ethnic communities, helping boost the borough's economic development. We will build a strong sense of community and pride in the borough by recognising and celebrating our diversity.
20. Barking and Dagenham will act responsibly to limit and reduce the borough's environmental footprint, by ensuring new developments incorporate energy-efficient features, including the generation of energy from renewable sources, and are located to minimise journeys. High standards of environmental sustainability in new buildings can be achieved at little higher cost and make the borough more attractive to skilled and creative workers.



## **Sustainable communities**

21. So our regeneration programme will need to reflect the different aspirations of new communities and to design places that meet a greater variety of needs. We will build economically, socially and environmentally sustainable communities in Barking and Dagenham by:

- Expecting all developments to be built to the highest environmental standards, incorporating features such as green roofs, using recycled building materials and using energy from renewable sources. Our standards are set out in the Interim Planning Guidance for Barking Town Centre and will be embedded in the Local Development Framework;
- Building neighbourhoods in which residents will be within walking distance of key amenities, such as shops and community facilities, and public transport links that connect quickly, cheaply and directly to major centres;
- Encouraging an intensity of uses in the borough's town centre at Barking, with shops, cafes, sports and leisure centres, health facilities and play spaces all provided within walking distance of public transport links;
- Encouraging a mix of incomes and housing tenures in all developments, including through our housing policy and allocations of lettings;
- Supporting an active civil society, in which all communities including Black and Minority Ethnic communities are visibly engaged;
- Preserving and developing the borough's heritage, including the Abbey ruins, Eastbury Manor House and Valence House;
- Encouraging a mix of uses in regeneration areas through our planning policy and economic development strategy, integrating retail, employment and community uses with housing, providing live-work options where possible and ensuring that childcare facilities are available, affordable and accessible;
- Supporting the borough's growing Small and Medium Sized Enterprises, including in the Black and Minority Ethnic Communities;

## **Delivering the goods for all**

22. Regeneration will bring enormous benefits to Barking and Dagenham. New transport systems will open up employment opportunities in the rest of London. Increasing housing choice, particularly at the upper levels of the market, will bring new wealth and a substantial new population. New social infrastructure, including schools, medical facilities and community centres will benefit existing residents as well as new ones.

23. We will welcome these new communities, which bring valuable social capital with them as well as disposable income, and help them integrate into the existing fabric of the borough. But we will not accept “cliff edges” between affluent new and deprived old communities, or allow less well off people to be squeezed out of neighbourhoods such as Barking Town Centre.

24. We want to ensure that regeneration in Barking and Dagenham delivers the goods for all. This means:

- Continuing to improve education and services for children and young people and providing high quality childcare facilities for all who need them, so as to give young people the best possible start in life;
- Raising the skills of adult residents, so that local people can compete for better paid more fulfilling jobs and have better life opportunities.
- Developing new employment opportunities in construction, modern manufacturing, the public sector, shops and office services.
- Ensuring that new social infrastructure is built alongside new housing and is accessible for use by existing and new residents, as well as renewing the social infrastructure already located in existing communities.
- Improving north-south public transport to ensure that employment and leisure opportunities in the regeneration areas are accessible.
- Building around transport nodes, including the District Line stations, Dagenham Dock and Chadwell Heath Stations, to provide accessible new homes, shops and community facilities.
- Investing in the residential and employment areas close to the new developments, including Creekmouth, Thames View and Goresbrook, so that new and existing communities are properly integrated.
- Revitalising neighbourhoods in Dagenham around modernised shopping parades and community facilities, with refurbished and new homes and a wider mix of tenures.

- Working with the community and the voluntary sector to create a strong sense of community and belonging, based on common rights and responsibilities.

### **What will they think of us?**

25. Creating distinct neighbourhoods does not mean a better deal for some at the expense of others – nor does it spell the end of a common identity for the borough. Regeneration will help change negative perceptions of our part of London and restore a pride in place. It will help Barking and Dagenham be seen by residents and people outside the borough as:

- A place where people on different incomes can find the kind of home they want, at a price they can afford, close to good services and public transport.
- Safe and attractive - a good place for the old and to bring up children.
- An environmentally aware borough, with “green” landmarks such as the Millennium Centre and Ford wind turbines, high standards of recycling and residents who work together to maintain and improve their environment.
- Down-to-earth, not flashy or pretentious, but with excellent creative and cultural facilities.
- Known for welcoming newcomers, but also a place where different generations of the same family choose to live close together.
- A place where public services work well and put the customer first.
- A business-friendly borough, with modern, well-connected industrial areas and units, where the public and private sectors work together to build prosperity.
- A place with a vibrant civil society, with strong and active community groups and an established tradition of voluntary work.
- A modern place where history – such as Eastbury and Valence Manor Houses – is sometimes unexpectedly alive

## **Priorities for delivery**

26. The Council has taken some big steps to ensure that its regeneration services are fit for purpose. We reorganised in 2004 to create new capacity and acquire the range of skills needed to deliver regeneration. A Best Value Review completed in March 2005 found a “good” (two star) service” with “promising” prospects for improvement. We are determined to build further on this progress, by placing the highest priority on project management and by using Council land to set standards and create exemplary developments.

27. Other key decisions are largely in the hands of partners. These are not only critically important for delivery, but also have a symbolic value, sending strong messages to key stakeholders.

- Converting the East London Transit to a tram-based system as early as possible after completion of the first phase in 2007. This will send an important message about quality and investment to potential residents and investors.
- An early decision to extend the Docklands Light Railway through Barking Riverside to Dagenham Dock and an early start to construction. The sustainability of the London Riverside communities will be put in doubt if this is not done.
- Removing environmental blight to address negative perceptions of the area as an environmental black spot. This should include the underground siting of overhead power lines at Barking Riverside.
- A commitment by public sector partners to a massive extension of existing programmes to improve residents’ skills and employability.
- Agreement with Government and GLA on the right proportions of affordable housing for the borough, and the right balance of housing nomination rights. This is critical if we are to build socially and economically sustainable communities in Barking and Dagenham and to maintain social cohesion during a period of rapid change.

# **Creating a sense of place in Barking and Dagenham**

## **2. Themes and Neighbourhoods**

**Draft at 13 May 2005**

## **Creating a sense of place in Barking and Dagenham: themes and neighbourhoods**

### **Gateways and Landmarks**

1. The rail journey into Barking Station is many visitors' first impressions of the borough. Until recently, these impressions were formed by unattractive social housing flanking the railway line at Tanner Street and The Lintons, unimaginative office blocks and the grey concrete of the Station itself.
2. This is changing. The Bloomfields, Clevelands and Wakerings flats at Tanner Street have been pulled down and The Lintons will follow in 2006. Attractive, modern housing for rent and sale will be built in their place. The Station building itself is a major priority for improvement and the area immediately outside the Station will be redesigned to present a more attractive gateway and to give greater priority to pedestrians. We expect The Station Quarter to be the busiest part of Barking, with office, retail and housing development increasing the intensity of use in this part of town.
3. The A13 is another common route into and through Barking and Dagenham. It has been one of the country's least glamorous roads, with "dirty" industries lining much of its progress through our borough. The biggest Lottery funded public arts scheme – A13 Artscape – has funded landscaping, public artworks, installations, and cycle paths along its route – but there is more still to do to enhance the appearance of the road and its environs.
4. We will also look at how other gateways to Barking Town Centre and to Barking Riverside can be improved.
5. New landmark buildings will also help create a sense of place in the borough's new and existing communities. Barking will have a new Town Square, which will create new landmark buildings in The Lifelong Learning Centre, The Lighthouse and The Arc. The New Dagenham Library and Customer Service Centre will give Dagenham Heathway a new focal point. A South Dagenham Arts Centre will help make South Dagenham a destination point and visitor attraction. High quality, multi-storey residential development and the Docklands Light Railway will announce this new community from the river.

### **On the waterfront**

6. The several miles of waterfront along the River Roding and River Thames are perhaps Barking and Dagenham's greatest natural asset. The two rivers have provided the foundation for the borough's development as an industrial community and a large part of their banks are still taken up with industry: the River Road industrial estate along the Roding; Dagenham Dock and Ford along the Thames.

7. The decline of manufacturing industry has released some land along the Roding and at Barking Riverside on the Thames, where a sustainable community of 10,800 homes (25-30,000 people) will be built over the next twenty years. This land now represents a major opportunity for the borough to create housing, landscape features and leisure facilities that will attract new residents and help change perceptions of the Thames Gateway.
8. Our long-term vision for the Roding is to transform the River where it faces the Town Centre into a leisure destination for Barking, with riverside walks, cafes, artwork, space for creative industries to grow and a leisure facility near the Town Quay. We are already working with the Environment Agency to improve public use of the Roding as it flows through Barking Town Centre to the Thames, involving the local community to help design a new layout and new facilities. New aspirational and affordable housing will be built, with aspirational housing capturing the increased land values of a waterfront location. We are looking at the creation of a new public square and other public areas as part of the new housing development. The employment offer will be maintained and strengthened, with new business units already constructed at Freshwharf and the possibility of a creative industries hub at Abbey Road under active investigation.
9. The waterfront at Barking Riverside is a major resource and opportunity for the borough. Housing there will be built to the greatest densities and values. However, we believe that more is needed to capture its full potential for the benefit of the borough and the new community. We would like to see a major visitor attraction based there, combining the thrill and iconic definition of new architecture, with a theme that preserves the heritage of the borough and this part of the River – perhaps, for example, the history of the Thames.

### **Designing a sense of place**

10. High quality design and innovative, but accessible public art are key elements in Barking and Dagenham's regeneration programme. Creating a high quality and well used public realm will help ensure that Barking and Dagenham achieves a distinct sense of place and does not become a commuter dormitory.
11. We have appointed a Design Champion and Design Adviser to ensure that buildings and groups of buildings contribute to the distinctiveness of their neighbourhood and to a safe, attractive and lively public realm. We will expect buildings to have good "architectural manners". This means for example, that larger buildings should never offer long, blank frontages, without windows or doors.
12. The Barking and Dagenham Code is a set of simple rules and guidelines for the use in the public realm of a set of high-quality materials such as glass, granite and steel. It will be applied throughout the Town Centre to create a clean, consistent, modern feel to Barking. The first examples of

its application are underway outside The Broadway and will be followed soon in London Road. The Code will be extended to other parts of the borough, including Dagenham Heathway.

13. Barking's Town Square and the area from Dagenham Heathway to Dagenham Dock Station are among the Mayor's 100 new public spaces for London. Barking Town Square will form the bustling civic heart of Barking's town centre, with shoppers, students and office workers drawn by the Lifelong Learning Centre and new shops and leisure facilities. We are developing plans to bring new business investment to the Heathway and make it more easily usable by pedestrians. Barking Riverside will have a number of public areas with a range of public uses.
14. High quality design is essential in new public buildings, like the Barking Lifelong Learning Centre and the possible New Dagenham Library and Customer Service Centre. Attractive and innovative design can make these buildings into new landmarks for the borough, help restore pride in the borough and make an important statement about our ambition for regeneration.
15. Public art is integral to the regeneration programme in Barking and Dagenham. We have commissioned a series of "light art" projects for major buildings and key junctions in Barking. As well as creating new landmarks and attractions in their own right, these projects will knit together the fabric of the Town Centre and make a very visible announcement of the transformation about to take place.

### **The borough for business**

16. Barking and Dagenham is well known as one of London's most important boroughs for business, home to major names such as Ford, Sanofi Aventis, Dairy Crest, Hi-Grade, Welbeck and Thames Power. Excellent road and rail connections make the borough a competitive location for office and retail development, as well as manufacturing, transport and distribution businesses. The Council's planning policies make the protection and development of employment areas a borough priority and a number of projects are underway to improve the infrastructure and appearance of the major industrial estates.
17. Less well known, is the vitality of Barking and Dagenham's small and medium sized enterprises. In 2003, the borough enjoyed one of the country's largest rates of growth in new businesses. The statistics also showed that new businesses are more likely to survive and grow in the borough. The Council's business support services and those of its partners are increasingly focused on helping smaller businesses, including in the Black and Minority Ethnic communities.
18. Although manufacturing employment declined in line with national trends in the 1990s, the sector has fought back strongly since then. We are working to maintain a modernised, higher-value manufacturing sector in



the borough, based around the Ford Diesel Plant, the nearby Centre for Engineering and Manufacturing Excellence (CEME) and the Environmental Technology Centre for London (ETRCL), to be built at Dagenham Dock.

19. Alongside a modernised manufacturing sector, the Council and its partners aim to diversify the borough's economy into sectors that will be boosted by regeneration. Barking Town Centre's excellent transport links make it a competitive location for retail and back-office development. We are also working with the LDA and others to develop Barking Town Centre as a "hub" for creative and cultural industries. The Council is part of "Building East" a project to help local construction businesses prepare for regeneration contracts.
20. Regeneration will create new employment in the public sector, which currently employs between a fifth and a quarter of the borough's workforce. Led by the Council, public sector employers are collaborating in the development of a Lifelong Learning Centre in Barking's Town Square, which opens in 2006 and will provide education and employment services to support careers in the public sector. Gateway to Health and Social Care, which helps young people and adults into health and social care careers, will be relocated to the Lifelong Learning Centre from 2006.
21. In addition to support for business investment and growth, the Council is seeking to match workforce and employers by providing pathways into employment and helping local people improve their qualifications and skills. The Adult Basic Skills Initiative helps adults that have difficulties with basic skills, including reading and writing. Our Education Business Partnership develops links between the borough's schools and employers. Increasing and coordinating more effectively the efforts of skills providers will be the key to ensuring that regeneration benefits the borough's most deprived residents and communities.

### **Barking Town Centre**

22. Barking Town Centre is the key to opening up The Gateway for Barking and Dagenham. Our ambition is to make it the town centre of choice not just for the borough's existing communities, but for the new developments in London Riverside as well. The East London Transit will provide an early link to Barking Riverside, bringing visitors to shop and use the Town Centre's leisure facilities.
23. After regeneration, Barking will look and feel very different: busier, more urban, more recognisably part of metropolitan London, as it exploits the commercial opportunities created by its transport links and its hinterland in Barking Riverside. But it will not be an inner-London suburb like so many others: it will have a distinct identity based on the heritage of the Abbey ruins, an improved market, a new waterfront Quarter, and specialist and niche shops linked to Barking's facilities for the creative and cultural industries.

24. Although it is only twelve minutes from the centre of London by mainline train services, Barking has not yet benefited from the boom in London's housing market. We will provide a greater choice of housing, including aspirational waterfront housing along the River Roding and in the Town Square, to attract buyers that cannot afford inner London prices. Altogether, 7,000 new homes – a net increase of at least 4,000 homes - will be built.
25. Regeneration will bring a different shape, appearance and street pattern to Barking and a greater intensity of use. The town will be extended geographically, with a new leisure quarter created along the River Roding and the Gascoigne Estate to the south linked more firmly to the Town Centre and its economy. Physical redevelopment will open up space and movement in the Town Centre, making it easier to navigate. It will be extended in time too, with the development of a nighttime economy making Barking a destination for visitors.
26. But we do not want to convert Barking into a soulless, retail warehouse in the day, or drinking factory in the evening. We will seek a nationally known retailer like Marks and Spencer to anchor the town's retail offer, but we cannot compete with the volume of nearby centres like Ilford, Romford and Stratford. Instead, we will nurture specialist and niche shops, developing a link with the Town Centre's facilities for the creative and cultural industries at The Broadway, the Malthouse and Abbey Road. Barking's intimate scale will be one of its chief attractions, with shops, cafes and social facilities all within easy walking distance. It will be a town designed for pedestrians, with cycle routes and storage facilities and an attractive public realm, book-ended by Barking Park and the Abbey Green.
27. Barking's Town Centre will be joined by a more affluent population, but we do not intend to let existing communities be pushed to the periphery by regeneration. The total number of affordable homes in the Town Centre will not drop and two thirds of the 2,500 properties on the Gascoigne Estate to the south of the Town Centre are likely to be demolished and rebuilt, including most of the estate's tower blocks. We will also take action to maintain the small, often family run businesses that provide services for the town's existing communities.

### **Play, creativity and heritage**

28. Barking is one of the London Development Agency's designated creative and cultural industry hubs for London. We are working with the LDA to refurbish The Malthouse, an historic building by Barking's River Roding, as workshop and exhibition space for designers and craftspeople. We intend to create more live-work and exhibition space for the creative and cultural industries in the Abbey Road development along the Roding.
29. The Broadway in Barking has already been completely transformed to become a regional centre for the performing arts. It is home to Barking

College's performing arts course and hosts plays, pantomime and stand up comedy. It opened in December 2004 with a strong first-night bill including the borough's own Billy Bragg and Phil Jupitus. The Broadway is a first step towards our ambition to provide greater leisure opportunity to residents.

30. We want the borough to be known – and our residents to take pride in - public art, which is thought provoking and playful, as well as beautiful. In addition to the A13 Artscape installations, we have plans for public art in our town centres, marking out routes within the centres and binding them together. In Barking, this will involve lighting major landmarks, including the Town Hall's Clock Tower and Abbey ruins. We have plans for major works in Barking, including a "Veiled Lady" and "Ice-House" in the Town Square.
31. The borough's Arts Strategy is based firmly on the ethos of community engagement. "Sonic Spin" and "Digitise" are long-term arts development projects that provide training in musical disciplines (Sonic Spin) and film production (Digitise) for the borough's young people. We want to extend and add to these programmes and to provide better facilities within the borough. We are investigating the possibility of building an Arts Centre as part of the South Dagenham development.
32. Although much of the fabric of the borough dates from its urbanisation in the 1920s and 1930s, Barking and Dagenham has a surprisingly rich heritage. "The Catch" – a sculpture that marks a road entrance into Barking – reflects Barking's past as the country's biggest fishing port in the mid-nineteenth century. The Abbey Green contains the ruins of an eleventh century Abbey, at which William the Conqueror spent his first winter in England. Eastbury House, a fully preserved Tudor Manor House and Valence House, a grade II listed building that dates from the 15<sup>th</sup> Century, have been brought back into public use. Regeneration will maintain and develop public access to these important assets.

### **Getting around**

33. Barking and Dagenham's excellent transport links are an important part of its "offer" to businesses and residents. As regeneration extends the housing offer, it will make the borough increasingly attractive to residents looking to buy in areas close to London (Barking is 12 minutes by C2C mainline to London Fenchurch Street), but unable to afford inner London prices. New transport systems are needed to ensure regeneration builds genuinely sustainable new communities in the borough.
34. The East London Transit will connect Barking with Barking Riverside and Dagenham Dock. The first phase will be built in 2007 as a bus-based system. We will ensure that this employs state-of-the-art technology, but we remain convinced that ELT should be upgraded to a tram system as soon as possible.

35. A Docklands Light Railway extended from Gallion's Reach to Barking Riverside and Dagenham Dock will be the main transport link for the new developments at Barking Riverside and South Dagenham. We have recently won £3 million from the Sustainable Communities Fund to construct an Interchange between existing C2C, local bus services and proposed ELT and DLR services at Dagenham Dock Station. The DLR extension needs to be in place as soon as possible in order to allow Barking Riverside in particular to realise its full potential. If this is not done, residents at Barking Riverside will be isolated – the opposite of sustainability.
36. We also need the C2C service to be upgraded to a metro service as soon as possible. North-south bus links will need to be significantly improved to ensure that existing communities are connected to the new regeneration areas in the south of the borough.

### **Sustainable New Communities**

37. Barking Riverside and South Dagenham are the biggest brownfield regeneration sites in the Thames Gateway and the critical test of public policy ambitions to create sustainable communities. When fully developed, Barking Riverside will provide 10,800 dwellings and be home to more than 30,000 people. South Dagenham will provide another 6,000 dwellings and house 15,000 new residents.
38. Sustainability requires the creation of distinct, mixed-use neighbourhoods. The master plan for Barking Riverside envisages neighbourhoods centred on a community space providing public services and shopping, each with a different, distinct feel. The Riverside Quarter will be the most urban, with the tallest buildings and highest housing densities along the Thames. The DLR track will run through the Riverside Quarter. Neighbourhoods away from the River will provide more family housing.
39. In both Barking Riverside and South Dagenham we will want to see workplaces, leisure facilities, schools, shops and other communal facilities situated as close as possible to housing, giving people a real choice to walk or cycle instead of using their cars. Neighbourhoods should have mixed uses and not consist only of large tracts of housing. We would like to see people starting new businesses located near, or even in their homes. Individual buildings too should contain a range of uses, with flats over shops and offices and homes with office and workshop space to encourage lively and active streets.
40. We also want to ensure that new communities have an important and well used public realm. The Barking Riverside Master plan for example reserves 40% of the site for green or other public open space, with a Nature Reserve, parks and play areas. Two kilometres of the Thames waterfront at Barking Riverside will be opened to public access for the first time.

41. Decisions on housing tenure will play a large part in determining Barking Riverside's sustainability. Too great a proportion of socially rented housing runs the risk of creating a large concentration of economically excluded people, who may also – in the early years of the development – be geographically isolated. We want to ensure a balance of communities

### **Cleaner, Greener, Safer**

42. Barking and Dagenham's residents consistently rate a cleaner, greener, safer environment near the top of their concerns. We want the borough to be known for an attractive and well-used public realm, the highest environmental standards and leading edge policies for sustainability.

43. In 2003, the Council adopted a Parks and Green Spaces Strategy, setting out an ambitious vision to revitalise the Borough's parks and green spaces. Investment to deliver the vision has already started and a huge programme of improvements is planned for the near future, using the Council's own capital resources and external funding such as the Heritage Lottery Fund. We are working with the Environment Agency and other partners to redesign the River Roding's banks as a green corridor from Barking Town Centre to the River Thames. The Barking Riverside development will restore public access to the Thames for the first time in over a century, as well as creating new public parks and a wildlife refuge.

44. Barking and Dagenham is greener than many people think, but we still face a big challenge to tackle the urban blight that a century of industry has brought to the borough. The A13 Artscape project has already brought colour and beauty to the borough's busiest road. We are engaged in several projects to clean up the borough's Industrial Estates, improve their signage and identity and develop their infrastructure. And we will continue to press the Government to take the power lines underground at Barking Riverside, so that the new development will not be affected by environmental blight.

45. We are putting in place a set of policies and projects to make the borough environmentally sustainable. Our levels of recycling household waste were unacceptably low, but are now rising faster than any other in London. Barking and Dagenham was the first London local authority to develop an Energy Strategy and our Local Development Framework will set a comprehensive planning framework for sustainable development. We will expect high standards of energy use and conservation in the design and construction of new housing. These standards will apply to all new construction, but we have designated the western part of the South Dagenham site as an environmental regeneration zone, where we will work with innovative developers to build a "Green Village". We are also investigating the possibility of using Combined Heat and Power from the Barking Power Station to heat the Barking Riverside development.

46. The development of a Sustainable Business Park and Environmental Technology Centre for London at Dagenham Dock will give a new twist to

the stereotype that the borough is a place where London dumps its waste. Once completed, Dagenham Dock will join a growing number of other environmentally sustainable landmarks. They include the wind turbines in South Dagenham, which supply power to the Ford Diesel works and the Council's Millennium Centre at Eastbrookend Country Park, which will benefit from the development of Rainham Marshes as a visitor attraction.

47. Crime is lower in Barking and Dagenham than in London as a whole. But there are "hotspots" – for example on the Gascoigne Estate – and fear of crime is particularly prevalent among the young and older residents. Barking Town Centre is seen by many as isolated and threatening after office hours. Designing out crime, by making street patterns legible, constructing well-lit and overlooked places, and encouraging a diversity of uses throughout day and night, will therefore be a priority for regeneration projects. On the Gascoigne Estate we will restore the street pattern and eliminate little used walkways and spaces that at present create an impression of isolation and potential menace.

### **Serving the Community**

48. Excellent public services, built around the needs of the customer, will be an integral part of the pride in place we want to create in Barking and Dagenham. We will build on our achievement as a Beacon Council for Secondary Education and create a network of Children's Centres throughout the borough. Continuing improvements in educational attainment are vital if the borough's residents are to benefit from regeneration opportunities, but they will also help "market" the borough to potential new residents looking for good quality, affordable housing, close to excellent schools.
49. Increasingly, we will provide public services from integrated facilities such as The Knowledge and Jo Richardson Community Complex. The Jo Richardson Community Complex at Castle Green will provide a modern school with custom-built facilities. It will also include a health facility, a shared library, IT services, a community space, a local base for the police, employment services and Connexions.
50. The Knowledge is Barking and Dagenham's Lifelong Learning Centre, now being built on the site of the Barking Library. When completed in December 2005, it will provide integrated education, employment, IT and library services from the same site. Its aim is to provide seamless progression routes through every level of education, from basic skills to degree, and then into employment. It will have a public sector emphasis, specialising in health, education, social care and public administration.
51. The proposed New Dagenham Library and Customer Service Centre will create a similarly integrated centre for Dagenham Heathway. The building will be designed and built to the highest standards and located on a visible, accessible site, bringing new life and investment to Dagenham Heathway.

## **Engaging the Community**

52. Engaging local communities as full partners in regeneration is essential if we are to achieve our ambition. We will involve local people in every stage of project design, delivery and evaluation, so that their needs and aspirations determine the kind of place that is created. We will expect delivery bodies including the Urban Development Corporation to engage with local residents and facilitate their efforts to do so. We are restructuring the Barking Town Centre Stakeholder Partnership to enable greater involvement by community and voluntary sector groups.
53. We will also encourage residents and businesses to become involved in the management and appearance of the communal areas and public realm. This may mean the creation of Community Development Trusts for Barking Town Centre and Barking Riverside. We will also investigate the potential for creating a community development facility at an early stage in the Barking Riverside and South Dagenham developments, so that new residents can be helped to settle into their new homes and build strong communities.
54. We want to build a much stronger civic society in the borough, with strong and active community groups of every kind and an established tradition of voluntary work. We will work with umbrella organisations like the Council for Voluntary Services and Ethnic Minority Partnership Association, as well as directly with community and tenants' associations.
55. Neighbourhood Management teams, funded by the Neighbourhood Renewal Fund, have played an important role in Mark's Gate and the three wards that cover Barking Town Centre and Barking Riverside. We are seeking to extend Neighbourhood Management coverage to the areas of Dagenham that will see large-scale regeneration, to help those communities engage with the regeneration programme and seize new opportunities for employment, training and leisure.

## **Skills and Employment**

56. Barking and Dagenham's residents have some of the lowest skills in the country. As a result, the borough's median income is by far the lowest in London. The greatest challenge for regeneration in Barking and Dagenham is raising the skills of adult residents, so that they can compete for more fulfilling, better paid jobs in the borough and elsewhere. If we do not make significant progress towards this goal, then regeneration may have met Greater London's need for new affordable housing, but it will not have benefited people in Barking and Dagenham.
57. For this reason, our flagship project is the Lifelong Learning Centre now under construction in Barking's Town Square. It is a visible statement of our intent to transform lives, as well as to build new communities and renew the physical infrastructure of the borough. A network of Adult

Learning Facilities already crosses the borough. We want physical regeneration to provide new resources to enable local people to compete for new jobs in the borough and the sub-region. This will also require better childcare facilities.

58. Regeneration is also an opportunity to diversify the borough's economy and to restructure the manufacturing sector that has traditionally provided large numbers of jobs, but is now in decline across London. The Environmental Technology Centre and Sustainable Industrial Park at Dagenham Dock, together with the existing Centre for Engineering and Manufacturing Excellence and Ford Diesel Plant form the basis for a new, higher-value manufacturing sector in the borough.
59. Through Building East we are working with the borough's construction companies to prepare them for regeneration contracts. We are also investigating the provision of an off-site manufacturing facility to help enable much of the new housing development to happen quickly and efficiently. Growth in retail and back office employment is planned for Barking and Dagenham Heathway. Gateway to Health and Social Care has begun to help local people into jobs in the public sector and will relocate in 2006 to the Barking Lifelong Learning Centre. We are developing social enterprises in the borough as a way to help the most disadvantaged back into employment.

### **Change for Children**

60. Delivering change for children is a key part of our aim to make places where people want to live and work. Good schools help attract hard working families who want to give their children a good start in life. The lack of good quality affordable childcare is a barrier to employment for people on low incomes. We want to develop a network of children's services and childcare facilities to help boost incomes and life opportunities in the borough and to ensure that large scale housing developments become genuinely sustainable communities. This is a key part of our "offer" for the future to new and existing residents and businesses.
61. The Council is developing a comprehensive strategy, underpinned by the Children Act of 2004, for delivering integrated services for children under five and their families. The strategy aims to ensure that the interests of local children and families lead the planning and provision of services. It will improve outcomes by making early education, childcare and child and family health and support services accessible to every child living in the Borough.
62. The creation of a network of children's centres across the Borough provides an unprecedented opportunity to make life better for children, parents and the local community. An extensive capital programme will create eight new children's centres by March 2006, with a further six centres scheduled for completion by 2010. These centres will use space



and design to provide the very best in child and family facilities. They will be located for access by both existing and planned communities.

63. The ambition for improved outcomes requires radical change in the whole system of children's services including:

- the improvement and integration of universal services in early years settings, schools and the Health Service;
- more specialised help to promote opportunity, prevent problems and act early and effectively if and when problems arise;
- the reconfiguration of services around the child and family in one place and the bringing together of professionals in multi-disciplinary teams;
- the development of a shared sense of responsibility across agencies for safeguarding children and protecting them from harm;
- listening to children and their families when assessing and planning services;

### **New heart for Dagenham**

64. Dagenham and the Becontree Estate already look and feel different to Barking Town Centre. Our vision for Dagenham and the Becontree is to restore or develop their existing appeal – traditional housing, green streets, good local shops within walking distance – and to add modern, public facilities. We will also revitalise Dagenham's local centre at Dagenham Heathway. Dagenham will be a "Garden City", providing a different choice for new and existing residents.

65. Dagenham Heathway is the borough's second town centre, providing local services around the District Line tube station. We intend to strengthen its identity, pride in place and ability to provide local services in the face of competition from other retail destinations. We will build a new Dagenham Library and Customer Service Centre close to the Heathway to high standards of design, providing an integrated centre for public services and a landmark building for Dagenham. We will combine its construction with improvements to the pedestrian areas of the Heathway and new investment in the retail areas of the Heathway.

66. These plans will provide a greater range of shopping and services in a revitalised town centre for Dagenham. At the same time, we want to strengthen outlying neighbourhoods in Becontree and Dagenham, by refurbishing shopping parades and modernising leisure facilities. A new health facility is planned for Goresbrook Parade and we are developing plans to regenerate the Becontree Heath Estate.

67. The regeneration of land formerly owned by Ford at South Dagenham will provide up to 4,000 new homes, as well as leisure and health facilities,

extended schools and children's centres. Together with the South Dagenham Arts Centre and Dagenham Heathway library and Public Service Centre, these new facilities will help provide Dagenham residents with social infrastructure fit for the 21st Century.

### **Cohesion and Diversity**

68. In the long term, large-scale housing development, new employment opportunities and environmental improvements will strengthen community cohesion by creating opportunity and reducing the perceived competition for resources that fuels conflict between different communities. In the short term, however, they may exacerbate tensions, as populations increase and put extra stress on infrastructure, the environment and public services.
69. Managing the politics of regeneration will require strong leadership from the Council. Members will become Ambassadors for regeneration, mediating the demands and concerns of different sections of the community. The Council and other delivery bodies have a responsibility to inform and engage local communities in every stage of programme delivery, from design to evaluation.
70. Residents also have a key role to place in ensuring that new buildings and public areas are properly maintained. Schemes such as Neighbourhood Wardens, Neighbourhood Management and Community Development Trusts can reduce community tensions and anti-social behaviour, as well as developing a sense of responsibility for the care and maintenance of the local environment.
71. We will take care to site new social infrastructure as far as possible in locations that are accessible to existing populations, as well as the new communities. We will invest in the residential and employment areas close to the new developments, including Creekmouth, Thames View and Goresbrook. This will help avoid obvious "cliff edges" and make the benefits of regeneration apparent. We will also make improved transport links between the north and the south of the borough a priority, so that all residents will have access to employment opportunities and new facilities in the regeneration areas.
72. Above all, we will make better children's services, education and skills our overriding priority, so that regeneration is good for people, as well as the places they live in.

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