

# Equality and Diversity Strategy 2017 - 2021



[Key population and demographic facts](#)

**Did you know  
LBBD has...**

**201,979**

**Residents**

7th smallest population in London



**54,912**  
under 16s



Highest proportion  
in London and the UK

**126,143**  
16s to 64s



4th lowest proportion  
in London

**20,924**  
over 65s



10th lowest proportion  
in London

**33**  
average age



Lower than London  
average (35.9)

**59.8**  
male healthy  
life expectancy



Below London average (63.6)

**58.5**  
female healthy  
life expectancy



Below London average (63.7)

**54%**  
achieving 5  
A\* to C GCSEs



Below London average (60.9%)

**11.3%**  
have no  
qualifications



Above London average (7.4%)

**85.3**



births per 1000  
women of childbearing age  
Above London average (65.6)

**75.9**  
crimes per  
1000 people



Around London average (76)

**£288,960**  
median house  
price (all types)



Below London  
average (£490,718)

**18.5%**  
English not  
first language



Below London average (22.1%)  
for aged 3+

**7.8%**  
unemployment



Above London average (5.4%)

**66.4%**  
employment



Below London average (73.6%)

**13.5%**  
DWP benefits  
claimants



Above London average (9.6%)

**49.3%**  
BME population



Below London  
average (55.1%)

**30%**  
born abroad



Below London average (36.7%)

**4.7%**



Nigeria most  
common birthplace  
outside the UK, followed  
by India and Pakistan

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## Council vision and priorities

### One borough; one community; London's growth opportunity

#### Encouraging civic pride

Build pride, respect and cohesion across our borough

Promote a welcoming, safe, and resilient community

Build civic responsibility and help residents shape their quality of life

Promote and protect our green and public open spaces

Narrow the gap in attainment and realise high aspirations for every child

#### Enabling social responsibility

Support residents to take responsibility for themselves, their homes and their community

Protect the most vulnerable, keeping adults and children healthy and safe

Ensure everyone can access good quality healthcare when they need it

Ensure children and young people are well-educated and realise their potential

Fully integrate services for vulnerable children, young people and families

Build high quality homes and a sustainable community

Develop a local, skilled workforce and improve employment opportunities

Support investment in housing, leisure, the creative industries and public spaces to enhance our environment

Work with London partners to deliver homes and jobs across our growth hubs

Enhance the borough's image to attract investment and business growth

#### Well run organisation

A digital Council, with appropriate services delivered online

Promote equalities and diversity in the workforce and community

Implement a 'smarter working' programme, making best use of accommodation and IT, allowing Members and staff to work flexibly to support the community

Continue to manage finances efficiently, looking for ways to make savings, generate income, and be innovative in service delivery.

#### Growing the borough

##### See also:

— **Corporate Delivery Plan 2017/18**

— **Borough Manifesto**

## Message from the Chief Executive

Equality matters, and we must never get complacent that we are doing enough to improve equality, inclusion, and fairness.

Many problems and issues our residents face are the result of, or compounded by, inequality. Despite changes in attitudes, behaviours and beliefs, discrimination, unconscious bias, and prejudice still holds certain people or groups back and prevents them from fully participating in society. Despite social progress and the advancements of rights and freedoms there are still entrenched, systemic inequalities in our society. Barking and Dagenham, a community that is diverse and deprived feels the consequences of inequality acutely.

Removing barriers to opportunity and closing equality gaps is mission central to the Council. We are failing as an organisation if we are not attempting to tackle the root causes of inequality, as opposed to reacting to the symptoms of it.

There is a moral and ethical case for doing this but there is also a solid financial business case. The Council's services need to deliver, enable, or facilitate change in people's lives. Our services need to be ruthlessly efficient at delivering better outcomes. This will help us to reduce and manage demand for precious public services and deliver financial savings, but more importantly it will help our residents to live better quality lives, and fulfil their potential for the benefit of them and the whole community.

This is why we are fundamentally redesigning services to make them

outcomes-focused and person-centred. This is why our vision is 'no one left behind', and why we are doing everything we can to achieve inclusive growth and harness the benefits of the Borough's potential for physical regeneration.

As Chief Executive, it is my job to ensure that equality and diversity is embedded into every service, decision, policy, transaction, and interaction. It is my job to ensure that processes, procedures, and systems work for everyone fairly, regardless of identity, characteristics, or circumstances. And it is my job to ensure that everyone in the Council, at all levels and across all services and functions, shares my passion and standards for striving for equality and fairness.

The Equality and Diversity Strategy is the keystone of our policy framework. This Strategy provides an overview of our approach to equality and diversity, it highlights some of the work we are doing to close equality gaps, and sets objectives to make a difference over the next period. The document is comprehensive, but reflects only a small portion of everything we do to advance equality and diversity.



**Chris Naylor**  
**Chief Executive**

## Foreword



Barking and Dagenham Council recognises, values and welcomes the diversity of people living, working and visiting our Borough. We are committed to promoting equality and tackling social exclusion and discrimination.

We are a vibrant, diverse and changing borough. These are things of which we should be proud and celebrate. As London moves east to capitalise on our, and neighbouring boroughs, growth potential we will experience more change, our population will grow and the Borough will feel and look different. These are not changes we should fear.

Growth will bring homes, jobs and opportunity, but we should recognise that change can be unsettling. Anyone who knows the history of our Borough knows the challenges we have faced and the need to take everyone with us. It is our job, and that of partners, to ensure that the change that happens in the Borough is positive, to the benefit of all and that no-one is left behind. This means that the Council commits to support every person

and every family to fulfil their potential through education, work and, where needed, social support.

This Equality and Diversity Strategy is an important document setting out our priorities over the coming years as we seek to fundamentally redesign council services, deliver significant budget cuts and improve outcomes for residents. Our vision is to create a place where people understand, respect and celebrate each other's differences. A place where tolerance, understanding and a sense of responsibility can grow and all people can enjoy full equality and fulfil their potential.

Our diversity as a Borough is something in which we should be proud, something we should celebrate and not tolerate. My appointment as the first Cabinet Member for Equalities and Cohesion shows the importance of these issues to the Council.

*A0Bright*

**Cllr Sade Bright**

**Cabinet Member for Equalities and Cohesion**



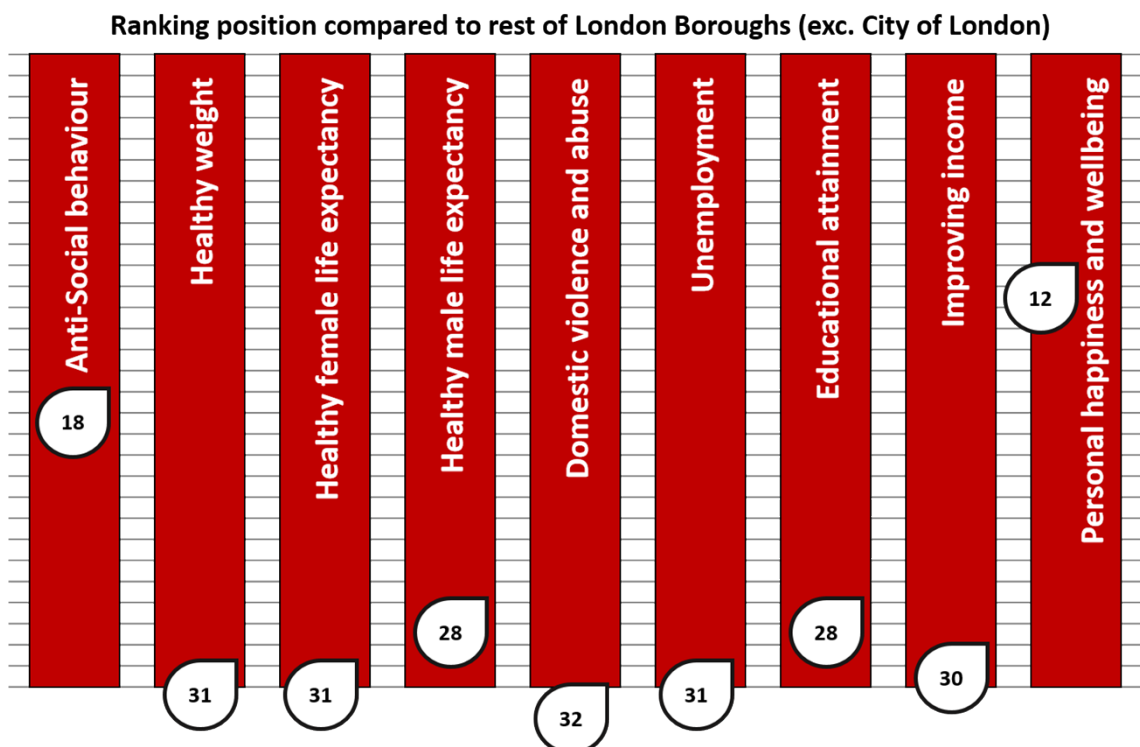
## Introduction

Barking and Dagenham has a strong record of advancing equality. We are proud to have connections to important figures in history such as Mary Wollstonecraft, one of the first feminists, and Elizabeth Fry, a prison reformer. In more modern times this tradition has been carried on by Annie Huggett, a leading figure in the Suffragette movement, and the female sewing machinists at Ford's, whose industrial action ultimately led to the Equal Pay Act in 1970. Only a year ago, we launched the Gender Equality Charter, a focussed programme of action to improve equality for women.

We should remember our history as a place that has improved equality through regeneration, economic growth, and housing. In the past, the fishing, car manufacturing, and pharmaceutical industries have provided jobs and growth to local people. Today we are at the beginning of a new chapter in our history where we are capitalising on being a major beneficiary of London's economic growth. Over the next 20 years we aim to build 50,000 homes, bring in new industries and investment, and regenerate neglected parts of the borough.

This heritage shows our achievements, but it also shows that our work is never finished. Even in today's times there are groups within society and within our community who face inequalities and disadvantages. The Council is not complacent about equality and we recognise that the wellbeing, success, and prosperity of our community hinges on eliminating gaps in equality and improving outcomes in key areas.

The diagram below illustrates the scale of the challenge. It shows that people in our borough are more deprived, die earlier, have poorer health, and lower levels of education and skills, than in most other London Boroughs.





This strategy, allied with all our other plans and strategies, sets a course to tackle inequality and improve outcomes.

## Our population

Over the last 15 years Barking and Dagenham has become one of the fastest-changing communities in Britain both in terms of growth and diversity.

Based on the latest projections, the population for the borough stands at roughly 201,979. Since 2001 the population has risen by 35,000 and growth in the future will continue at a similar rate. By 2020, the population is expected to grow to 220,000, and reach 275,000 by 2037. The growth in the population is largely due to the borough having the highest birth rate in London.<sup>1</sup> Our population is characterised by its large proportion of young people, of which we have the largest proportion of 0-16 year olds of anywhere in the UK (54,912 or 27% of the overall population). We also have an ageing population with 20,924 people over 65.<sup>2</sup> Of these 8,068 are aged between 75-89, and 1,075 are aged 90+. Where people are living longer we can expect this section of the population (and their care and support needs) to grow; by 2017 there is estimated to be 30,277 people aged 65 and over with an increasing proportion aged over 75 and over 90.<sup>3</sup> There are also more people living with disabilities or long-term health conditions. According to the Census 2011 26.9%<sup>4</sup> of all households in the borough have a person with a long-term health condition or disability.

The population has also become considerably more ethnically diverse with growth in representation from people with Black African, Black Caribbean, Bangladeshi, Indian and Pakistani heritage. More nationalities, cultures and faiths are represented than ever before. 30% of the population was born outside of the UK and for 18.5% of residents English is not their first language<sup>5</sup>.

Diversity is an asset and a strength but it also brings challenges. As a commissioner and provider of public services we must keep up-to-date with demographic changes and adapt our approach to meet the needs and expectations of our residents. We must value diversity and understand that residents are individuals. As such we must evolve how we plan and deliver services that are inclusive, accessible, outcomes focussed, and where appropriate, personalised.

Deprivation is another challenge for our population. Our overall rank, or rank of average rank, in the Indices of Deprivation, which measures deprivation using seven domains<sup>6</sup>, positions the borough in the top 1% most deprived boroughs in England. Within London, the borough is ranked 2nd compared to 6th in 2010. This means that significant proportions of the population are living in income deprived households; for children, the figure is 32%, for working age adults 24%, and for older people 28%. Poverty is key factor in causing and sustaining inequality and impacts on outcomes in education, health, housing, and employment.

Child poverty is especially damaging to outcomes and life chances. On average 28% of children in the Borough live in poverty compared to a London and England average of 21.8% and 18% respectively. Within the borough levels of child poverty vary. For example in Gascoigne ward child poverty is at 39%, almost 130% higher than Longbridge ward which has the lowest level (17%).

Poverty disproportionately impacts different groups within the population. Some examples are given in the table below.

#### At risk groups for poverty, Barking and Dagenham<sup>7</sup>

Group	Number in LBB	Percentage (of total in LBB)	Poverty risk compared with national data
<b>Teenage Parents</b>	369 (under 21's)	1.8% of all households with dependent children	Children of teenage mothers have a 63% increased risk of being born into poverty compared to babies born to mothers in their twenties
<b>Lone Parents (2011 census)</b>	9,965 <sup>8</sup>	42.3% of households with dependent children	Children with a lone parent are a third more likely to be in poverty than those living with more than one parent
<b>Workless families</b>	14,250 <sup>9</sup> (children)	27.2% of all children in households with dependent children	Children in workless families are 2.5 times more likely to be in poverty than the average family
<b>Large families (4+ children)</b>	3,890 families	6% of all families	Children in large families are 2/3 more likely to be in poverty than those living in smaller families
<b>Ethnic minorities</b>	59% BME school population. Highest growth rate in London		Varies between groups (e.g., Pakistani households 3 times more likely to be in poverty than white British)
<b>Migrants/ Asylum</b>	5017 (estimated)	2.8% population	No national data within confidence limits
<b>Disabled people</b>	3,978 households	16.4% of households	Children with 1+ disabled parents are 1.5 times more likely to be in poverty

This Strategy sets out how we will use data about our population, and data about how the population is set to change in the future, to guide an evidence-based approach to equality and diversity that takes account of the characteristics of residents.

Given the profile of our population our approach to equality and diversity must recognise intersectionality - i.e. that people, because of their identity and circumstances, face multiple disadvantages and barriers which overlap and are interdependent. Furthermore, we must recognise that regardless of our aim to achieve equality, we must ensure that, as a minimum, all residents have fair access to services and are treated fairly and without discrimination.

**See also:**

- **Joint Strategic Needs Assessment**
- **Census 2011**
- **Indices of Deprivation**

## Meeting our legal duties

This Strategy provides the framework for how we will meet the [public sector duty](#) of the [Equality Act 2010](#). The legal duty requires that we, as a local authority, must consider all individuals when carrying out our day-to-day work. This includes shaping policy, delivering services and how we treat our employees.

More broadly, under the Equality Act, we must ensure that we are taking steps to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

In meeting these duties, we will have regard for the equal treatment of people based on the Equality Act's nine protected characteristics:

- Age
- Disability
- Gender
- Gender reassignment
- Pregnancy and maternity status
- Marriage and civil partnership
- Ethnicity
- Religion or belief
- Sexual orientation

The duty for public bodies to consider the impact of their policies on reducing class or socio-economic disadvantage was removed from the Equality Act. However, we consider that it is necessary to pay due regard to socio-economic factors as we believe it is fundamental to delivering true equality for all our residents and improving living standards. This Strategy has specific objectives and actions to address socio-economic factors that lead to or perpetuate inequality.

**See also:**

— **Equality Act 2010**

## **Vision for equality and diversity**

Our vision is to create a place where people understand, respect and celebrate each other's differences. A place where tolerance, understanding and a sense of responsibility can grow and all people can enjoy full equality and fulfil their potential.

## **Here and now actions and priorities**

This Strategy sets out the range of work we are doing to improve equality and diversity, how we are going beyond the minimum requirements we are expected to meet under the Equality Act 2010, and it sets actions and priorities for the next four-year period. This Strategy is being developed in the context of several key pieces of work which have recently been completed or are currently taking place.

**Growth Commission** A team of independent experts were commissioned to review our ambition to be London's growth opportunity and make recommendations how to maximise the contribution of the borough to the London economy; generating growth in Barking and Dagenham in a way that benefits all residents.

The Commission offered over 100 recommendations, covering issues including housing, inclusive growth, regeneration, and civic culture.

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**Borough Manifesto** The Borough Manifesto is a collaborative, place-based, resident-led vision of the future of Barking and Dagenham. It is a set of aspirations and targets, jointly owned by public, private, community and voluntary sector organisations, setting out how the Borough should move forward over the next 20 years. A major theme of the Manifesto is fairness and removing barriers to equality.

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**Transformation programmes** Ambition 2020 was the Council's wholesale transformation plan to create a sustainable organisation that can live within its means; tackle the challenges the borough faces; respond to the Growth Commission findings and deliver the Council's vision. Ambition 2020 triggered significant re-configurations of

services and functions through several transformation programmes which have moved into implementation. Managing change and transitioning to new service delivery models will require a sensitive approach to equality and diversity.

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<b>Community Solutions</b>	A flagship transformation programme is Community Solutions. The purpose of this new service will be early resolution and problem-solving to help residents to become more self-sufficient and resilient. It will tackle the multiple needs of households in a joined-up way and at an early stage. It will comprise multi-disciplinary and multi-agency teams that will collaborate closely with the voluntary and community sector and others to deliver early intervention and preventative support.
<b>Customer Access Strategy</b>	It is estimated that 20% of adults in the borough do not have all five of the basic digital skills, and that 72% have not used all five basic digital skills in the last three months. It is therefore important that when designing new services that we take account of digital exclusion. Through the Customer Access Strategy that is being developed we will ensure that people are supported to access services through digital channels. Libraries, other universal services, and other community settings will be vital for helping people online and building skills and confidence in digital services.
<b>Welfare reform</b>	The Welfare Reform Team was set up to identify and provide advice and support to people and households affected by the benefit cap and other welfare reforms. The team takes a holistic approach in understanding their circumstance and agree suitable options including gaining employment and a move to more affordable accommodation for coping with the reforms. Through the holistic approach, the team identify any other issues or barriers the affected person may have and refer them to relevant services, whilst maintaining a co-ordinating role and monitoring their progress to achieving the desired outcome. Between November 2016 to February 2017, 559 people had their benefits capped. 141 of these were helped or encouraged to come off the cap by the Welfare Reform Team.
<b>Gender Equality Charter</b>	The Council has become the first local authority to develop a Gender Equality Charter, working with elected representatives, Council officers, local businesses, and the voluntary and community sector to form a plan of action to improve gender equality in the Borough. The Charter includes a 10-point action plan, setting our priority actions for issues such as domestic violence, teenage pregnancy, the representation of women in leadership roles, and the engagement of young people with the subject of gender equality.
<b>LGBT+ needs</b>	The Council is undertaking an important piece of work to increase our understanding and insights into the health and

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**assessment**

wellbeing priorities of the LGBT+ community. This community needs assessment will identify gaps in services, community assets, and local perspectives of the community and key stakeholders. This will inform our future service provision and ways of working with this population.

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**Fuel poverty**

According to the last statistical release in 2014, 7,877 households in the borough were fuel poor. This has risen slightly in the last few years but at a lesser rate than our comparator boroughs. The Council's high profile attempts to encourage insulation uptake, tariff and collective fuel switching, and smart energy use has made an impact on fuel poverty. Since 2014, 7,000 households received insulation works through the Council.

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**Equalities events and Summer of Festivals**

The Council uses its events programme to build community cohesion and bring different groups through community and cultural events. Within this programme are a series of equalities related events including LGBT History Month, Black History Month, and Women's Empowerment Month. The Council also facilitates community-led 'donate a flag' event to celebrate different groups and cultures within the borough.

## Objective 1: Improve outcomes for all

### Improve educational attainment

The population of the borough is characterised by having the highest proportion of under 16s of anywhere in the UK (54,912). Education is a fundamental determinant of these young people's futures and through education young people can improve social mobility, escape poverty, and be more likely to have good health and wellbeing in adulthood.

Educational attainment for young people leaving schools and colleges in Barking and Dagenham is at a record high and we are closing gaps with London and England. However, historically, educational attainment has been low and not enough of our young people have left school with the qualifications which allow them to compete with other Londoners for the best career opportunities. This has led to there being a skills gap (where 1 in 7 residents have no qualifications) and high unemployment which has maintained the borough's position as one of the most deprived areas of the country. However, after sustained effort, and through delivering comprehensive improvement plans and a strong partnership between the Council and local schools, the attainment gap with London has largely closed by the age of 11. At 16 our young people perform at national levels and behind London. The biggest gap is at 18 and closing this gap is a priority for the Council and all education providers in the Borough. Another measure of the improvement in education in recent years is that at the end of 2016, 90% of schools were rated good or outstanding by Ofsted.

In 2016, primary results across all age groups were our best to date, 86% of schools are rated 'good' or 'outstanding' by Ofsted. A measure of progress is that by the end of the primary phase our 11 year olds are now in-line with London with performance in mathematics particularly strong and amongst the best in the country. At key stage 4/GSCE we have largely maintained an improving trajectory year-on-year. In 2016, overall results improved by 4% to 60% putting us in line with national averages. Importantly, within that progress, we are improving performance in key subjects (English and Maths), and making significant improvement in having more high attainers (pupils achieving A\*/A); in English this figure is 12.5%, 5% to 18% and in maths 18%. Achievement of this type is crucial to enable our young people to enter further and higher education to gain the qualifications required to compete for jobs and careers in skilled professions.

While the overall position is positive and improving, we know that there are inequalities that we need to address to reach the next levels of ambition. For example White British boys have fallen behind other groups at GCSE-level. 50% of White British boys achieved A\*- C in English and Maths, 10 percentage points below all pupils in the borough and 13 below all pupils nationally.

Department for Education data from 2016 shows that 6.6% or around 350 of 16-18 year olds in the borough are not in education, employment, or training. Too many young people do not stay in education past the age of 16 and we need to do more to secure pathways



for them into further education, vocational training, or employment. Leaving education, or not progressing directly into training or employment has a detrimental impact on young people's outcomes. To improve the offer for young people we are strengthening local careers information and advice, increasing the number of apprenticeships, internships, traineeships, and working strongly with Barking and Dagenham College and other further and higher education partners. The expansion of Coventry University into the borough is an example of the new opportunities the Council is brokering.

Children and young people with disabilities or special needs experience barriers to learning which may lead to poorer educational outcomes than their peers and have an impact on employment in adulthood. Support to overcome such barriers either comes through Special Educational Needs (SEN) Support where direct funding is allocated to early years, schools and other providers or through the Education Health Care Plan (EHCP) Pathway. The latter, which replaces Statements of SEN, is a legal document that describes a child or young person's special educational, health and social care needs. It explains the extra help that will be given to meet those needs and how that help will support the child or young person to achieve what they want in life. In the early years evidence shows children and young people with special needs and/or disabilities in Barking and Dagenham, achieve a good level of development, above the London and national average. Those receiving SEN Support and those with an EHC Plan make good progress from Key Stage 2 to Key Stage 4 in English, but not in maths. The percentage of pupils receiving SEN Support and those with an EHC Plan achieving 5 A\* to G including English and maths is below London and national averages. This is a priority for improvements for schools and the local authority.

We need to improve education outcomes for looked-after children who face inequalities because of their experiences in the care system ensuring that they are provided with the opportunities needed to help them move successfully to adulthood. 35% of looked after children pupils achieved A\*- C in English and Maths, 25 percentage points lower than pupils not looked after. To close this gap our priorities are to get unaccompanied asylum seeking children into educational placements as quickly as possible, to reduce exclusions, and improve attendance at key stage 4. The Council's Virtual Headteacher champions and oversees the education of all Barking and Dagenham Looked After Children. Advisory staff support students with poor attendance, those who are not making good progress, and those who are at risk of permanent exclusion. The Virtual School also uses specialist mentoring, online support packages, and 1:1 tuition to support young people to make the best possible progress.

#### **Proposed Actions:**

- 1. Ensure high quality early years provision to make sure that all children get the best possible start and begin statutory school education at 5 with the right skills and behaviours to make good progress.**
- 2. Ensure that the Council keeps a strong focus on the progress and outcomes for those groups which are vulnerable or are performing below**

**their peers until the gaps are closed.**

- 3. Work with partners from education, employment and business to bring about a step change in outcomes for young people at 18.**

**See also:**

- **Education Strategy 2014-2017**
- **Early Years Strategy**
- **Special Educational Needs Strategy**
- **Corporate Parenting Annual Report 2015-2016**

## **Reduce hate crime and intervene where hostility surfaces**

Hate crimes have a deep impact on victims because it is a unique form of attack that targets the person based exclusively on identity, or perceived identity (race, religion, sexual orientation, disability, gender identity). Hate crime victims are more likely to suffer repeat victimisation, more likely to suffer serious psychological impacts, and less likely than the victims of other crime to be satisfied with the police response. Hate crime can limit people's opportunities and can lead to isolation and segregation. It is also damaging to the community, undermining integration and cohesion, and eroding shared values of acceptance and respect for others.

Between December 2015 to December 2016, there were 397 reported incidents of hate crime in the borough,<sup>10</sup> 89% of these were religious or racial hate crimes. We are concerned that hate crimes against the LGBT+ community is significantly under-reported and this correlates with anecdotal evidence that people from this group are reluctant to report hate crimes against them.

Under-reporting is an issue relating to all hate crime and we must do more to enable victims or witnesses to come forward. We must also continue to support victims and ensure that perpetrators face justice. Finally, we must work as a community to challenge the attitudes and beliefs that drive these crimes. The Council works closely with the Citizen's Advice Bureau and RAMFEL<sup>11</sup> to make third party referrals and we commission the Hate Crime Advocacy Service to provide practical and emotional support to hate crime victims. We also work in partnership through the Hate Incident Panel to investigate hate crimes and put in place safety plans for victims.

Our approach to tackling hate crime is set to be renewed as part of the refresh of the Hate Crime Strategy 2013-2016. The development of the strategy will closely consider the Government's 'Hate Crime Action Plan' and align with its priorities at a national level to increase reporting, improve support for victims, and build a better understanding of hate crime, with the overall aim of preventing and reducing the incidents of hate crime. The Strategy will benefit from additional financial investment in new services and interventions to combat hate crime and extremism drawing on funding available through the London

Crime Prevention Fund. This will enable us to establish Hate Crime Referral Centres, improve hate crime reporting, and to support high risk victims and groups.

#### **Proposed Actions:**

- 4. Continue to provide an LGBT+ youth group (FlipSide) and ensure it is increasingly high profile and actively involved in borough events and consultations as part of a wider series of activities designed to support the LGBT+ community.**
- 5. Develop disability awareness campaigns to improve the visibility of, and celebrate achievements of people with disabilities in Barking & Dagenham.**
- 6. Increase the reporting of all strands of hate incidents and hate crime to ensure that hate crime is effectively tackled.**
- 7. Provide support for victims of hate crime which contribute to a cohesive community.**

#### **See also:**

- **Hate Crime Action Plan**
- **Prevent Strategy 2017/19**
- **Cohesion Strategy (in development)**
- **Culture Everywhere: The Culture Strategy for Barking and Dagenham**

## **Tackle health inequalities**

Barking and Dagenham faces stark health inequalities at all stages of the life course. The cumulative impact of these health inequalities means that our population has lower life expectancy than any other London borough. Healthy life expectancy (the years lived in good health) in Barking and Dagenham for males is 4 years lower than the England average; for females, the gap is 9 years. Premature deaths are largely attributable to just a handful of health conditions which are preventable through prevention, early intervention, and our population making positive lifestyle choices.

Smoking prevalence in the borough is estimated to be between 21-23%, this is higher than the London and England averages (17 and 18% respectively). Smoking is responsible for 9 out of 10 deaths from lung cancer and it is also responsible for about 17% of deaths from heart disease, and 80% of deaths from chronic lung diseases such as bronchitis and emphysema. In 2015, we established the Tobacco Control Alliance, a multi-agency response to achieve a step change in smoking quit rates and to stop people from starting to smoke. We have, successfully, invested heavily in helping residents to stop smoking over the past four years. Our approach is moving toward preventing our younger residents taking up smoking, A partnership Tobacco Control Strategy will be agreed in 2017.

We want our residents to be a healthy weight. After smoking, unhealthy weight is one of the most important risk factors to being healthy for our residents. Over two third of adults in

the borough are overweight (68.4%) compared to 58.4% in London. Childhood obesity is also a problem with 27.5% of reception class children overweight or obese, and we have the 7th highest rate of obesity of children in year 6. Obesity increases the risk of coronary heart disease, hypertension, osteoarthritis, stroke, type 2 diabetes, and some cancers such as breast, colon, endometrial and kidney cancer. People who are overweight or obese may also experience mental health problems, stigmatisation and discrimination because of their weight. Being underweight is a problem too, especially for children and frail older people. Malnutrition can have an impact on immunity, reduce muscle and tissue mass, and slow down recovery. A healthy and varied diet with adequate calories is essential. Supporting people to be a healthy weight is a top prevention priority in the Health and Wellbeing Strategy: focussing both on obesity and malnutrition. To give further focus to the issue we have formed a coalition of partners to deliver the Healthy Weight Strategy 2016-2020. The Strategy aims to enable families to live active and healthy lives with an environment that supports this. It also uses targeted approaches to engage and support at risk groups. Critical to this agenda is encouraging physical activity, including active travel, and ensuring that residents of all ages have access to different types of sport, leisure, and recreation activities in the Borough.

The other major cause of lower life expectancy for our population is premature death from cancer. Whereas cancer deaths are falling nationally, in Barking and Dagenham cancer deaths are continuing to rise. The one year survival rate for all cancers (64.9%) is lower than London rate of 70.9% and the England rate of 70.2%. Looking at premature death from lung cancer, our mortality rate is 50.3% higher than the England average. Late diagnosis due to low levels of uptake of screening programmes is a factor in premature cancer deaths but we also need to do more to educate our community about the symptoms of cancer, and provide early intervention to prevent cancer or improve survival rates.

Tackling these three major health issues will contribute significantly towards closing the gap in life expectancy and healthy life expectancy. Narrowing health inequalities is also the focus of improving the prospects of residents ageing well and enjoying good quality of life in old age. We have invested in Active Age Centres at accessible locations across the borough to provide a range of physical and social activities. The Ageing Well Programme support mental as well as physical wellbeing, ensuring that older people are active in their communities and not socially isolated.

Making progress against this key indicator of health inequality will enable residents to enjoy a longer and better quality of life. Progress in reducing health inequalities is dependent on addressing the wider determinants of health such as education, housing, employment, and economic status which this Strategy and other key strategies seek to address.

## **Proposed Actions:**

8. **Continue to work with the Clinical Commissioning Group to improve the physical health outcomes of people with mental health conditions and their access to effective physical health support.**
9. **Take action through the Health and Wellbeing Board to reduce the prevalence of smokers in the borough, to levels comparable with London.**
10. **Take action through the Health and Wellbeing Board to reduce the number of overweight and obese individuals in the borough, to levels comparable with London.**
11. **Take action through the Health and Wellbeing Board to increase residents' awareness of the how lifestyle can affect the likelihood of developing cancer, the signs and symptoms of cancer and the importance of early diagnosis, and screening.**
12. **Continue to work with partners to improve all health outcomes, physical and mental, in vulnerable and minority groups identified in this strategy and the Health and Wellbeing Strategy.**

**See also:**

- **Health and Wellbeing Strategy**
- **Prevention Strategy**
- **Healthy Weight Strategy**
- **Mental Health Strategy**
- **Parks and Open Spaces Strategy**
- **Health and Adult Services Select Committee: cancer prevention, awareness, and early intervention: Scrutiny Review 2016/17**

## **Protect everyone from domestic violence and abuse**

Domestic abuse and violence has far-reaching and pernicious impacts on victims who live in fear, become isolated from their social networks, and suffer physically, emotionally, and psychologically. Children who are victims or who witness domestic violence and abuse suffer similarly and the effects can be deep and long-lasting. Domestic abuse and violence disproportionately affects women and children; national and local data highlights that three quarters of victims are female.

Domestic abuse and violence is a longstanding problem for Barking and Dagenham and one that the Council and its partners have not managed to make sufficient progress in tackling. The scale of the problem is evident in the data and as an under-reported crime the problem is likely bigger than we are aware. Barking and Dagenham has the highest number of reported incidents of domestic violence per 1,000 population in London. Using year to date totals, there were 2,568 offences in 2015/16, which represents an increase of 5.4% compared with 2014/15. 46% of offences involved violence or injury. These are shocking statistics, behind which the lives of many of our residents are blighted.

The Community Safety Partnership is totally committed to preventing and reducing domestic abuse and violence. Over the past two years Barking and Dagenham has made good progress in developing its response to domestic abuse and violence through partnership working, jointly commissioned specialist services, and public awareness campaigns. Going forward, we will be strengthening our approach and developing a new Domestic and Sexual Abuse Strategy. The Strategy will improve co-ordination between agencies and professionals, and place a greater emphasis on prevention and early intervention. It will build on the provision of support available to victims and their children and ensure that perpetrators are held to account and receive help to break the cycle of abusive behaviour.

**Proposed Actions:**

- 13. Continue to commission and develop a range of options for supporting women to escape domestic abuse through a new Domestic Violence and Abuse Strategy to be published in 2017.**
- 14. Maintain a focus on the highest risk victims through Multi-Agency Risk Assessment Conference arrangements with partners.**
- 15. Ensure regular high-profile events to maintain visibility of the message that abuse is not acceptable in Barking and Dagenham.**

**See also:**

- **Domestic Violence and Abuse Strategy**
- **Gender Equality Charter**

## **Objective 2: No one left behind**

### **Harness economic growth and use regeneration as a tool to improve outcomes**

We see inclusive growth and regeneration as one of the most important policy interventions at our disposal to improve outcomes for local people and to address the root causes of inequality and deprivation. The borough has been recognised as having the most untapped potential for growth in the capital due to its access to central London, house building potential, and space for business and industry. If harnessed in the right way, growth will reduce deprivation and create opportunities for residents by developing skills and employability, creating jobs in new and emerging sectors and industries, improving the physical environment, and widening the choice of housing. It is now our responsibility to fulfil that potential and in the next 20 years we aim to build 50,000 homes and create 20,000 jobs, bringing opportunity to all residents.

The Growth Commission has provided a roadmap for what we need to do as a Council and as a partnership to unlock the potential for economic growth. We understand that growth must be inclusive and make a tangible difference to the outcomes of residents. That is why, following the recommendations of the Growth Commission, we are taking a long-term and strategic approach to planning and regeneration covering physical, economic, and social aspects.

Such is the importance of regeneration to our prosperity as a borough that we have created a special purpose company called 'Be First' to manage and accelerate delivery of this agenda. 'Be First' will be responsible for housing growth and diversity of tenure, investment in transport and other infrastructure, attracting inward investment, business growth and job creation. In performing these roles Be First will ensure that the future planning of homes, infrastructure, and business is done holistically and not without balance between physical regeneration and social regeneration. Therefore, consideration will be given to the ingredients that make for thriving communities such as schools, community spaces, places of worship, parks and open spaces, sports and leisure facilities, health facilities, and retail spaces.

Barking and Dagenham has a strong track-record of delivering holistic physical regeneration using public and private sector investment and by working in partnership with developers. Evidence of this can be seen in the transformation of Barking Town Centre and other developments including Barking Enterprise Centre, Dagenham Business Centre, Becontree Leisure Centre and Abbey Leisure Centre. Barking Riverside is one of NHS England's Healthy New Town demonstrator sites and we are working with NHS England and our local partner Care City to use urban design and housing design to improve the health of the population that will be living in Barking Riverside. We intend to use the principles and approaches from developing a Healthy New Town in other developments and sites across the Borough.



Moving forward, and as recommended by the Growth Commission, we will be focusing on regenerating Barking town centre (including the upper Roding River), Barking Riverside (including the lower Roding River), Becontree (including Dagenham Heathway), Chadwell Heath, and Dagenham Riverside. For each locality we will develop a distinct plan and objectives relevant to the needs, dynamics, characteristics, and potential opportunities to be unlocked for that area.

Our approach to regeneration will continue to be guided by consultation and engagement with residents about what they want for their community and we will use this with analysis of economic trends and demographic forecasts so that regeneration is sensitive to existing communities, future-proofed, and supports the overall growth of the borough. As standard regeneration projects will be underpinned by robust Equalities Impact Assessments. An example of this approach in action is the comprehensive Health Impact Assessment of the Local Plan that our Public Health Team has undertaken to ensure new developments are creating healthy communities.

#### **Proposed Actions:**

- 16. Ensure Be First's rolling five-year business plan sets out clearly how it intends to deliver inclusive growth and regeneration.**
- 17. Ensure that physical regeneration supports employment and skills outcomes through planning obligations in both the construction phase and end use. Specific outcomes will be sought for people disadvantaged in the labour market, especially people with disabilities and/or long term workless.**
- 18. Ensure new developments make reasonable adjustments for people with different abilities, including physical features of premises.**
- 19. Protect and enhance social infrastructure and community facilities such as healthcare and recreational facilities, where appropriate.**
- 20. Ensure all new developments achieve the highest standards of accessibility and inclusive design, and for the public realm to be accessible and usable for all.**
- 21. Seek to create safe, secure and appropriately accessible environments where crime and disorder, fear of crime do not undermine the quality of life or community cohesion.**
- 22. Ensure regeneration works with local communities to ensure proposed developments preserve or enhance local social, historical, cultural, environmental, and economic characteristics of the local area.**
- 23. Ensure through working with Barking Enterprise Centres CIC and other partners, that businesses and entrepreneurs in the borough are supported to set up and grow.**
- 24. Take onboard the recommendations of the Health Impact Assessment of the Local Plan and ensure the recommendations have reach and influence across the Council.**

**See also:**

- **Growth Strategy 2013/2023**
- **No-one left behind: in pursuit of growth for the benefit of everyone**
- **Local Plan**

## **Help and support working age residents into employment**

Unemployment in Barking and Dagenham is estimated at 7.8%<sup>12</sup>, higher than the London average (6%). To close this gap as many as 11,000 residents would need to move into employment. An education and skills gap drives high unemployment locally, and there are other more entrenched barriers to employment which prevent groups with protected characteristics from participating in the local and regional labour market.

Supplementary to mainstream employment provision, we are focussing resources and using targeted initiatives to support individuals who are furthest away from employment. 40% of people with disabilities in Barking and Dagenham are in employment, compared to 49% in London. To support people with disabilities into employment we are working with other boroughs through the Local London Partnership to commission the Work & Health Programme which will integrate healthcare and employment support and bring together professionals to focus on getting people with disabilities into work. It will also provide support to long-term unemployed claimants.

There is a substantial gap of 9.1% in employment rates for women in the borough compared to the London figure (57.6% compared to 66.7%)<sup>13</sup>. Almost 60% of the residents accessing our Job Shop brokerage service are women and there is also support provided by Early Intervention and Jobcentre Plus to support families with children. The latter support is being increased through the European Social Funding-funded Inspiring Families project.

A range of projects are focused on those disadvantaged in the labour market are being funded by the Department of Work & Pensions, Skills Funding Agency and Big Lottery. These include projects supporting families, people with mental health problems, over 50s, carers and refugees. We will work with providers to ensure that we support their local delivery arrangements.

The borough has a similar proportion of young people (6.6% or 356 individuals)<sup>14</sup> that are not in education, employment or training (NEETs) to UK average (6.8%). We are helping to improve employability skills of young people and encouraging participation in further and higher education to improve their skills, academic and vocational. We are also increasing apprenticeship opportunities and improving information and advice related to work and careers.

To improve outcomes we also need to facilitate residents moving into better employment. Typically, our residents work in low-skilled and low-paid jobs which is why household

incomes are on average the lowest in London. For older people, their skills are more likely to be less matched to the demands of the modern or future economy so it is important that we work with them and partners to develop new skills so they can change jobs/careers and compete for better employment.

Helping residents into higher paying and higher skilled jobs is a priority as this will improve their financial security, health and wellbeing, and overall quality of life and access to opportunities. Our approach to this is three-fold. Firstly, we are ensuring that education equips young people to compete for jobs at the highest levels and access the opportunities our proximity to central London brings. Secondly, we are using growth and regeneration to develop the local economy so that it creates good employment opportunities in new industries; this includes supporting people to be entrepreneurs or self-employed, and promoting apprenticeships and vocational options that provide a path into these industries and sectors. Thirdly, we are working with partners to upskill working age adults so that they can find sustainable employment.

In all the above we are working in partnership as we know we cannot make a sizeable difference by working in siloes. The Barking & Dagenham Employability Partnership (whose members include DWP, Work Programme providers, North East London Foundation Trust, and FE and HE providers) works to improve integration and co-ordination and to ensure that as a borough we are commissioning services that deliver positive outcomes. This approach is further evidenced and reflected in the new Employment and Skills Strategy being developed for the borough. The improvement priorities of the Strategy have a strong emphasis on equalities and removing barriers for residents with protected characteristics.

#### **Proposed Actions:**

- 25. Ensure the Work & Health Programme is integrated with local provision (including social care funded interventions for people with mental health problems and learning disabilities) and assists in narrowing the employment rate gap for disabled people and long-term unemployed.**
- 26. Ensure that the employment support provided by the Community Solutions service is focused on those most disadvantaged in the labour market. And use Community Solutions as an intervention point to improve skills and employability to help service users into higher skilled and better paid jobs.**
- 27. Use the Council's economic powers to support upskilling in key local growth sectors, including care, construction, creative industries, advanced manufacturing, and green technologies.**
- 28. Actively promote apprenticeships, including at higher level, to young people and adults looking to re-train as well as to employers.**
- 29. Integrate the range of ESF-funded local projects with local provision and ensure that providers are supported to deliver locally.**
- 30. Ensure that the Barking & Dagenham Employability Partnership develops an**

**annual delivery plan that addresses support for key groups, especially disabled people and claimants of health-related benefits.**

- 31. Reduce the number of NEET and unknown young people 16-18, increase participation and educational achievement rates, particularly to Care Leavers, Teen Parents and those with Learning Difficulties and Disabilities.**

**See also:**

- **Employment and Skills Strategy**
- **Apprenticeship Strategy**
- **Better Care Fund plans**

## **Ensure there are suitable and good homes for everyone**

Housing is at the heart of the Council's drive to improve the quality of life for residents and to create thriving communities and attractive places – homes and places where people positively choose to live. Our strategic approach addresses the housing needs and aspirations of a dynamically changing population, embracing the need to provide a wider range of housing choice for local people and further the physical, social and economic regeneration of Barking & Dagenham.

Housing plays a fundamental role in people's lives and directly influences access to critical opportunities such as employment and education and the ability to participate in the social and economic life of communities. These factors determine our basic sense of belonging and our feelings of health and wellbeing which is why tackling housing inequality is a top priority for the Council as reflected in our Housing Strategy. We also have developed a discrete Older People's Housing Strategy to ensure that older people are supported to age well and live independently with a range of quality housing options to meet their needs including sheltered housing, floating support and community alarm services.

Rising house prices and lack of supply of affordable housing is putting homeownership further away from young people and families who are trapped in expensive private rented accommodation which in some cases is poor quality, insecure and temporary. The exorbitant costs of housing are also dividing our community into the 'haves' and 'have nots' where homeowners and renters have very different levels of wealth and living standards.

The Council is using housing policy and other levers to relieve the symptoms and address the drivers of the housing crisis. Quality of accommodation and affordability are at the heart of our approach as we aim to provide homes of all types and tenures, and for all members of the community. The most direct way in which we can address the housing crisis is to tackle the lack of supply of housing. Since 2012 we have built 2,675 homes. Over the next 20 years we expect to build 50,000 new homes, 10,800 of which will be on the flagship Barking Riverside development. With these new homes we will deliver new

infrastructure that will create vibrant and successful communities; ultimately leading to better quality of life and outcomes for residents.

The emerging policy, 'Infrastructure Housing', will be framed around three housing rights: The Right to Rent, the Right to Move, and the Right to Invest. The Council wants to see more geographically balanced and mixed communities, and will be developing homes appropriate to different neighbourhood areas through its new housing policies. In areas where housing concentrations of Council housing currently exist, the Council will be introducing a range of mixed tenure options where housing of different rent levels and ownership types will provide a more mixed community and vice versa. The Right to Rent will be developed in five forms:

- Social housing rents, including for those with the lowest incomes;
- Homes at the London Living Rent, as promoted by the Mayor of London in his manifesto;
- Benchmark rents in the mid-market range, housing for the aspiring households who want to move up the housing ladder;
- Affordable rented housing at 65% market rents; and
- Housing for those on higher incomes, at 80% to 100% of market rents.

The Council further proposes to develop a Right to Move: an incentive scheme for tenants who qualify financially, to enable them to move out of Council housing with the assistance of a substantial deposit and free up much needed social housing. Finally, there is a Right to Invest, which enables tenants should they wish to do so, to part purchase their homes and take on ownership of a share of their home, and pay a percentage of the rent on the remainder. This is designed to give low income working households the opportunity of stepping up into home ownership gradually.

To raise standards in the private rented sector we have introduced a borough-wide landlord licencing scheme. The scheme ensures that the health, safety, and welfare of tenants is safeguarded, that accommodation is suitable for the number of occupiers, and that tenants benefit from leases and conditions which are lawful and meet recognised professional standards.

Accepting that we cannot bring down the costs of renting in the private sector, or do a great deal to stop the factors that are driving the market, we are finding ways in which we can at least ensure there is better value for money and higher quality housing available. Through Reside, an affordable lettings company created by the Council, we are offering new homes to rent at less than the market rate. These affordable lettings are primarily aimed at helping working people who can't afford to get on the housing ladder and would find it impossible to access social housing. This initiative shows our commitment to intervene and affect the private rented market by providing high quality, affordable lettings to those trapped by high rents.

We are helping people onto the property ladder through our 'Right to Invest' tenant shared ownership scheme which allows council tenants to buy a share of their council home. This scheme is the first of its kind to be introduced in the UK and aims to provide an affordable shared ownership option for council tenants on low incomes.

As a social landlord, the Council maintains the lowest rent prices in London reflecting the incomes of residents and giving respite to the increasing costs of living. This is important as our tenants are some of the most deprived and vulnerable residents in the borough.

The impact of the Government's welfare reforms and the rising costs of private renting have squeezed local incomes, threatening household budgets and tenancy sustainment. This had resulted in unprecedented numbers of residents, many who are vulnerable, seeking temporary accommodation from the Council because they are homeless. To ensure that residents are equipped to keep a roof over their heads during difficult times the Council is planning a new homelessness prevention platform through rent deposits, mediation services, tenancy sustainment training and personal housing plans through Community Solutions.

In some cases the Council is approached once the incident of homelessness has already occurred and it has a statutory duty to find accommodation. To manage such cases, the Council has embarked upon a hostel expansion programme which seeks to deliver the refurbishment and adaptation of existing premises as well as renovating non-domestic buildings to increase the supply of temporary accommodation, including Boundary Road which will specifically cater to complex needs individuals who are homeless. For many homeless households finding affordable, permanent affordable accommodation in Barking and Dagenham is impossible and the Council is adopting a policy to source and offer private rented sector tenancies outside of the capital which residents can afford, thereby assisting them with managing living costs and sustaining the tenancies.

We know that there is high demand for social housing which vastly outstrips supply. Since 2014 the Council has built more than 830 affordable homes. Across the next thirty years we are planning an additional 50,000 homes for the borough with 10,000 homes of all tenures, including affordable homes, built in the next six years. As part of our building programme we are increasing the numbers of purpose-built bungalows for elderly and disabled people so that we can meet their needs, but also to free up family-sized homes for working age people. As well as increasing supply of social housing we are investing in our existing housing stock to improve living conditions. Under the Council's Decent Homes programme 4,300 homes have been improved, and there is a further £350 million earmarked for future improvements.

**Proposed Actions:**

- 32. To deliver the Council's London Plan target for net new homes at 1,236 new homes per year.**
- 33. Plan the renewal of the Private Sector Licensing Scheme for implementation**

in 2019.

34. Continue to tackle and reduce fuel poverty rates in the borough.
35. Implement the Private Rented Sector Offer policy in 2017 to help tackle and reduce homelessness in the borough.
36. Ensure that regeneration developments include opportunities for first class homes in which residents can age well, and which can adapt to meet emerging care needs, and that there are good quality homes for those with disabilities and mental health conditions.

**See also:**

- Growth Strategy 2013-2023
- Housing Strategy
- Landlord Licencing Scheme
- Right to Invest
- Barking and Dagenham Reside
- Older People's Housing Strategy



## **Objective 3: Fair and open service delivery**

The Council is going through a sustained period of change to modernise services and to meet the challenges of delivering a wide range of services with considerably less resource, and attempting to do so without compromising on the quality residents expect from public services.

Across the organisation services are being re-modelled, in some cases this is evolution and part of continuous improvement, in other cases, the change is more profound as services are being fundamentally re-designed or created from new. In all cases the Council is taking an outcomes-focussed approach to service transformation to make best use of resources and to deliver a meaningful impact to service users.

How we develop and design services is fundamental to how we meet our equality and diversity responsibilities. The design process and decision-making about how we make changes to services is underpinned by principles and approaches that ensure equality and diversity issues are identified and acted on so that residents' needs are met and that they can access services in ways that suit them.

### **Make best use of insight and intelligence**

The Council is becoming increasingly data-driven and using the wealth of data and information it holds about residents to inform policy-making, decision-making, service design and service delivery. Through rigorous analysis of data we are able to:

- manage demand more efficiently and make best use of resources by taking an evidence-based approach
- ensure that plans and strategies take account of demographic changes, the characteristics of service users, and other relevant trends
- use behavioural insights and exploratory analysis to inform service design and innovate
- turn data analysis into actionable insights that deliver service improvements
- improve performance and increase accountability through open and transparent data.

Our commitment and faith in the power of data and evidence to improve how we operate and to deliver better outcomes for residents is reflected in the recent establishment of the Corporate Insight Hub. The Hub will provide a central source of expertise and tools to support a data-driven approach and will be utilised internally and by partners for the purposes described above. The Hub will support the Council's key business processes and in doing so help to draw out equalities impacts and issues for us to address.

### **Proposed Actions:**

- 37. Create a data repository to hold data-sets of demographic and service user information which can be used for analysis and for developing insights**
- 38. Develop and monitor measures relating to social progress and use this framework to inform actions to improve outcomes**
- 39. Use data and intelligence to inform approaches to prevention and early intervention**
- 40. Mainstream the use of a range of data analysis tools, techniques, and disciplines to become a data-driven organisation**
- 41. Collaborate and share data with partners to drive wider improvements in the borough**
- 42. Explore possible options to work with Care City to share data and achieve joint insights and intelligence for health and social care**

### **Ensure that commissioning decisions reflect the needs of service users**

As part of our transformation programme we are fundamentally changing our commissioning structures to align with how we will be organised operationally and to move away from siloed services towards more holistic, person-centred services. We are becoming a 'commissioning council' where commissioning is the engine room for service design, development and improvement and we have developed the Commissioning for Better Outcomes framework to establish the principles and approach we will use to commission excellent public services.

Using the Commissioning for Better Outcomes framework our aim is to deliver inclusive and accessible services that are person-centred and outcomes-focused. This will be achieved by:

- using data, evidence and research to understand needs and demand for services, and in particular using Equalities Impact Assessments to ensure protected groups are considered
- being innovative and using different types of service models and proven methods of effective service delivery
- working with partners to commission jointly and develop integrated systems and pathways that improve customer experience
- ensuring value for money by maximising the use of available resources
- addressing gaps in the market and shaping the market to ensure that high-quality services are available to buy both now and in the future, either by us or by our residents.

As well as getting the provision and design of services correct, it is just as important that we review and monitor how those services are being delivered and checking that services

are delivering the outcomes that they were commissioned to achieve. To this end, we have a robust quality assurance and monitoring framework to scrutinise and challenge service providers. We are committed to ensuring that contractors and service providers share our ethos on equality and diversity, which is on par with value for money and other quality and efficiency measures.

Our commissioning cycle involves service users, partners and other stakeholders at each stage of the process using co-design and co-production approaches where appropriate. Through this ongoing dialogue and participation in the commissioning process we can get a better understanding of residents needs and aspirations and use these insights for service design and ongoing improvements.

#### **Proposed Actions:**

- 43. Use appropriate commissioning methodologies and models (e.g. payment by results, social return on investment) to achieve outcomes and to ensure the highest standards of commissioning practice**
- 44. Develop commissioning plans setting the outcomes, goals and targets for contracted services and in-house service blocks.**
- 45. Develop Mandates' outlining commissioning priorities and the focusses of service improvements in the short and medium term, linking operational delivery to strategic objectives**
- 46. Involve service users and their carers in the design process (co-production) and use their feedback about services to drive improvements**
- 47. Take a whole system approach to commissioning and seize opportunities to commission jointly with partners to drive service integration**

#### **See also:**

- **Commissioning for Better Outcomes**

### **Ensure equalities impact assessments are carried out, and that this is done to a high standard**

An Equality Impact Assessment (EQIA) is an essential tool for designing services and understanding the impact, positive and negative, of our decisions on different protected groups. EQIAs also help to understand where people have multiple protected characteristics and how they might be impacted thus.

EQIAs are the primary way in which equalities and diversity issues are identified and they provide a systematic framework and evidence-base to demonstrate that we have considered equalities and diversity as required by law.

We use EQIAs as part of our decision-making and we are transparent with their findings, summarising or publishing in full the impacts at timely points in the decision-making process.

Our EQIA framework has been developed to be flexible and can be used partially or in full depending on the scope and scale of the decision or proposal. As a minimum we expect screening assessments to be carried out at a formative stage of policy or service development. If the screening assessment reveals negative or adverse impacts then a full EQIA is required.

Staff completing EQIAs have good equalities and diversity awareness training and they are supported by capability and expertise from the Corporate Centre to make sure that EQIAs are completed to a high standard.

#### **Proposed Actions:**

- 48. Develop a framework for completing Equality Impact Assessments and provide support and guidance to officers about when and how to use this tool.**
- 49. Ensure that decisions, and especially those relating to service re-configuration, have regard for equalities and diversity issues, and use impact assessments to evidence issues and develop mitigating or alternative actions**

### **Engage with residents and stakeholders on service design and delivery**

Giving a voice to our community about how we operate and provide public services, and providing opportunities for the community to participate in the democratic process is central to how we fulfil our duties in the Equality Act 2010.

Good engagement and consultation with residents is key to providing accessible and inclusive services that are designed and influenced by the people who will use and benefit from them. When engaging we take care to reach all sections of the community and marginalised or under-represented groups. We also ensure that how we engage and consult is sensitive to different needs and preferences and offers choice in how people interact with us. Equally important is that we listen to feedback from residents and reflect their views in what we do; this feedback loop helps to drive continuous improvement.

Maintaining good standards of engagement and consultation is more important than ever. The Council is undergoing significant change and will be proposing further, perhaps more radical, changes in the future. We must communicate with the community about the direction of travel and involve them in the decisions that will impact how their services are delivered. We will continue to strengthen our approach to engagement and consultation and ensure that our principles and standards are reflected in practice.

### **Proposed Actions:**

- 50. Provide opportunities for residents to participate in service design, policy-making and decision-making by engaging and consulting with them meaningfully and appropriately**
- 51. Follow the Government’s consultation principles when formally consulting with residents on changes, and ensure that consultations are inclusive and accessible**
- 52. Ensure that equalities monitoring information is captured and analysed when consulting with residents**
- 53. Publish a forward plan of consultations to enable participation**
- 54. Continue with the Annual Residents Survey and act upon any relevant equalities and diversity findings**

### **See also:**

- **Government consultation principles**

## **Objective 4: Exemplar Employer**

The Council is an equal opportunity employer and we aim to have the highest standards of employment practices to attract and retain a high-performing, inclusive and diverse workforce. Meeting our duties in the Equality Act 2010 starts with how we value, support and nurture our workforce.

We recognise that to deliver the outcomes residents need and deserve we need talented public servants working for the Council who understand and represent our community and who can give their absolute best in a positive and supportive environment.

The Council’s Equality and Diversity in Employment Policy, and our day-to-day application of this policy, ensures that our employment processes and conditions are free from discrimination and that we work towards removing barriers to employment, training, and promotion for everyone. Our Business in the Community and Employers Disability Forum membership gives us access to advice and support on equality and diversity issues, that also helps when developing policy.

Our commitment and standards are reflected in the Council maintaining its status as an Investor in People and ‘Disability Confident’ employer. We make every effort to strengthen our approach to equalities and keep our employment policies and practices up-to-date, and we are looking to develop an action plan to become an “exemplar” employer. Staff benefit from flexible working, competitive pay and benefits, learning and development, and support to maintain work/life balance. We are investing in technology and refurbishing our offices to improve the environments staff operate from, and this will benefit staff by enabling more flexibility and creating more accessible places of work.

Deprivation is a major challenge for our borough and income levels for residents are behind those of London and national averages. We are very proud to have been the first authority in 2013 to guarantee that no permanent staff (except apprentices) should be paid less than £9 an hour; this has been increased in line with the London Living Wage and applies to all agency staff working on Council assignments, giving staff more financial security.

## **Ensure that employment processes and conditions are free from discrimination**

For staff to give their best they must be able to do so in an environment that is free from discrimination, bullying or harassment. There must be equality of opportunity in how we recruit and promote staff, and we must treat staff fairly and equally throughout their employment. The Council's employment policies and practices have been developed to comply with the law, to promote equality and diversity, and to provide checks and balances to ensure our approach is applied consistently and reflected in the experiences of staff.

To prevent discrimination and to guard against complacency in our approach we have put in place a range of policies and mechanisms, backed up with practical support including e-learning, training and HR advice. The performance and appraisals framework, disciplinary procedure, and grievance process can be used to deal with failures to treat people with dignity, respect, equality, and fairness. Staff are aware of these processes, and empowered and confident to use them to hold us to account as an employer.

Our approach to equality, diversity and inclusion is underpinned by the Employees' Code of Conduct which is embedded in the Council's employee's contracts of employment and all staff must follow, this details the culture and values we expect staff to exemplify. A key theme of the Council's DRIVE values is to value people for who they are and what they do.

Equality and diversity will be at the centre of how we deliver changes to services. Through our transformation programmes we will be changing how we deliver services and this will have impacts for staff whose roles might change. Our priority will be to manage change carefully and sensitively to ensure that changes to services do not unfairly or negatively impact sections of the workforce, or employees with protected characteristics. This will be achieved through involving staff in the change process and communicating and engaging with them at key milestones.

Equalities Impact Assessments that we use to consider the impacts of change on service users and residents will also be used to identify and consider impacts on staff. We will prepare staff for change by providing supervision, support, and learning and development to equip them to manage change and carry out their roles in the future.

### **Proposed Actions:**

- 55. Ensure good engagement with staff about transformation programmes and the implications for service delivery and individual roles**
- 56. Investigate and address gender pay gaps within the workforce and be transparent about gaps that are identified, reporting and publishing findings as per the regulations of the Equality Act 2010.**
- 57. Retain Investors in People accreditation**

### **See also:**

- **DRIVE values**
- **Code of Conduct**

## **Maintain status as a ‘Disability Confident’ employer and remove barriers for people with impairments**

The Council is a Department for Works and Pensions accredited ‘Disability Confident’ employer and since 2005 has adopted the Social Model of Disability. By achieving this standard, we demonstrate how we value staff with disabilities, how we are sensitive to their needs, and how we ensure that they are treated equally and without discrimination.

The Council meets its duty to make reasonable adjustments for staff with disabilities and has clear information and processes to enable such adjustments to be made, as well as to keep a voluntary record of what changes are agreed. Staff with disabilities can also get support through the Government’s [Access to Work](#) scheme which awards grants for practical support to enable full participation in the workplace.

We aim to have fair, supportive and compassionate policies relating to sickness absence and leave, and we actively promote the health and wellbeing of our employees through the Employee Assistance Programme and Occupational Health Service. All staff have the right to request flexible working arrangements and we have a range of support available to promote personal wellbeing. These policies and services benefit all staff but are key to how we support and enable those staff with disabilities to perform their roles. We are signed up to the London Healthy Workplace Charter, and are working on an action plan to be assessed at achievement and then excellence level.

Managers play a crucial role in creating and maintaining a positive and supportive working environment for staff with disabilities. As a ‘disability confident’ employer we provide managers with learning and development, tools and resources, and professional HR advice so they can effectively carry out this role. We also have equalities awareness training for the wider workforce and robust approaches to addressing discrimination, bullying and harassment.



Further to having progressive policies and a range of support initiatives for employees with disabilities, we pro-actively seek their views about their experience of working for the Council and the challenges they face. Through the annual Accessibility and Employment Survey we gain a deeper understanding of how we can best support staff with disabilities and tailor our approach to their needs. Importantly this feedback tells us if our policies are working in practice and whether we are meeting our duty of care and legal obligations for this section of the workforce.

4%<sup>15</sup> of the Council's workforce have a voluntarily disclosed that they have a disability (the actual figure is likely to be higher), which is behind where we should be in terms of representation and diversity. 17%<sup>16</sup> of the borough's working population has a disability illustrating this gap. We hope to address this issue through recruitment and selection, staff retention, and by improving rates of disclosure of disabilities by staff (32% do not disclose their disability status).

### **Proposed Actions:**

- 58. Through the Smarter Working Programme, create disability-friendly workplaces by improving the accessibility of working environments and the amenities and facilities therein.**
- 59. Encourage and support staff to disclose disabilities, to get a more accurate information about disabled employees and ensure we have appropriate support provisions in place.**
- 60. Supporting employees to manage disabilities or health conditions through reasonable adjustments and/or other types of support**
- 61. Engage with staff with disabilities through the staff network and using the annual Accessibility and Employment Survey**
- 62. Complete further 'disability confident' self-assessments to monitor progress and identify improvements**
- 63. Improve opportunities for supported employment with the Council and partners, improving the visibility of disability in the workplace, including learning disability**
- 64. Meet the Mayor of London's Healthy Workplace Charter Standard at Excellence level**

### **See also:**

- **Equalities in Employment Policy**
- **Disability Confident**
- **Access to Work scheme**

## **Improve diversity in the workforce so that it represents and reflects the community it serves**

The community has changed considerably in the last 15 years; over this period the population has become more ethnically and culturally diverse, and much younger. The profile of our workforce has not changed at the same speed and we recognise that we need to accelerate improvements in this area, especially as the Council is one of the borough's largest employers.

To increase the pace of change we need to set ambitious targets and actions to address under-representation otherwise we will be losing out on skills, knowledge, and experience that we need to deliver excellent public services, both now and in the future. We are taking part in the Business in the Community age, race and gender benchmarking surveys and which information will help when developing policies and programmes of action; we will also have access to examples of best practice in other organisations.

The Council wants to attract people of all characteristics and from all backgrounds to work for us, and we want to retain staff by valuing their contribution and supporting them to give their best. Our approach to equality and diversity is at the heart of how we do this. As well as fair recruitment and tackling barriers to employment, we offer flexible ways of working, family-friendly policies, and learning and development opportunities to help staff fulfil their potential.

We are constantly analysing workforce equalities monitoring information to understand where there is under-representation. Profiling the characteristics and make-up of the workforce informs the overall workforce development plans and highlights where targeted interventions are required, this includes 'positive action' to attract or retain staff.

### **Proposed Actions:**

- 65. Ensure that all managers involved in the recruitment and selection process for the Council have completed the mandatory training or assessment process.**
- 66. Use equalities monitoring information to develop targeted interventions to improve representation and diversity in the workforce**
- 67. Where appropriate, take 'positive action' to improve recruitment and retention of under-represented groups**

### **See also:**

- **Workforce Profile 2017**
- **Staff Charter**

## **Monitoring and delivery**

The Chief Executive is responsible for overall delivery of the Strategy and Action Plan, and the for Council fulfilling its equality duties. Actions from the Action Plan will be delegated to the relevant service directors who will be responsible for completing them and reporting on progress.

Corporate Performance Group will annually review the Action Plan and set new actions and priorities to meet the objectives.

The Strategy and Action Plan will be fully refreshed in April 2021.

## Action Plan

#	Action	Owner
<b>Objective 1: Improve outcomes for all</b>		
<b>Improve educational attainment</b>		
1	Ensure high quality early years provision to make sure that all children get the best possible start and begin statutory school education at 5 with the right skills and behaviours to make good progress.	Commissioning Director of Education
2	Ensure that the Council keeps a strong focus on the progress and outcomes for those groups which are vulnerable or are performing below their peers until the gaps are closed.	Commissioning Director of Education
3	Work with partners from education, employment and business to bring about a step change in outcomes for young people at 18.	Commissioning Director of Education
<b>Reduce hate crime and intervene where hostility surfaces</b>		
4	Continue to provide an LGBT+ youth group (FlipSide) and ensure it is increasingly high profile and actively involved in borough events and consultations as part of a wider series of activities designed to support the LGBT+ community.	Commissioning Director of Education
5	Develop disability awareness campaigns to improve the visibility of, and celebrate achievements of people with disabilities in Barking & Dagenham.	Commissioning Director of Adults' Care & Support, and Commissioning Director of Children's Care & Support,
6	Increase the reporting of all strands of hate incidents and hate crime to ensure that hate crime is effectively tackled.	Director of Public Health
7	Provide support for victims of hate crime which contribute to a cohesive community.	Director of Public Health

#	Action	Owner
<b>Tackle health inequalities</b>		
8	Continue to work with the Clinical Commissioning Group to improve the physical health outcomes of people with mental health conditions and their access to effective physical health support.	Director of Public Health
9	Take action through the Health and Wellbeing Board to reduce the prevalence of smokers in the borough, to levels comparable with London.	Director of Public Health
10	Take action through the Health and Wellbeing Board to reduce the number of overweight and obese individuals in the borough, to levels comparable with London.	Director of Public Health
11	Take action through the Health and Wellbeing Board to increase residents' awareness of the how lifestyle can affect the likelihood of developing cancer, the signs and symptoms of cancer and the importance of early diagnosis, and screening.	Director of Public Health
12	Continue to work with partners to improve all health outcomes, physical and mental, in vulnerable and minority groups identified in this strategy and the Health and Wellbeing Strategy.	Director of Public Health
<b>Protect everyone from domestic violence and abuse</b>		
13	Continue to commission and develop a range of options for supporting women to escape domestic abuse through a new Domestic Violence and Abuse Strategy to be published in 2017.	Commissioning Director of Adults' Care and Support
14	Maintain a focus on the highest risk victims through Multi-Agency Risk Assessment Conference arrangements with partners.	Commissioning Director of Adults' Care and Support
15	Ensure regular high-profile events to maintain visibility of the message that abuse is not acceptable in Barking and Dagenham.	Commissioning Director of Adults' Care and Support

#	Action	Owner
<b>Objective 2: No one left behind</b>		
<b>Harness economic growth and use regeneration as a tool to improve outcomes</b>		
16	Ensure Be First's rolling five-year business plan sets out clearly how it intends to deliver inclusive growth and regeneration.	Strategic Director of Growth and Homes
17	Ensure that physical regeneration supports employment and skills outcomes through planning obligations in both the construction phase and end use. Specific outcomes will be sought for people disadvantaged in the labour market, especially people with disabilities and/or long term workless.	Strategic Director of Growth and Homes
18	Ensure new developments make reasonable adjustments for people with different abilities, including physical features of premises.	Strategic Director of Growth and Homes
19	Protect and enhance social infrastructure and community facilities such as healthcare and recreational facilities, where appropriate.	Strategic Director of Growth and Homes
20	Ensure all new developments achieve the highest standards of accessibility and inclusive design, and for the public realm to be accessible and usable for all.	Strategic Director of Growth and Homes
21	Seek to create safe, secure and appropriately accessible environments where crime and disorder, fear of crime do not undermine the quality of life or community cohesion.	Strategic Director of Growth and Homes
22	Ensure regeneration works with local communities to ensure proposed developments preserve or enhance local social, historical, cultural, environmental, and economic characteristics of the local area.	Strategic Director of Growth and Homes
23	Ensure through working with Barking Enterprise Centres CIC and other partners, that businesses and entrepreneurs in the borough are supported to set up and grow.	Strategic Director of Growth and Homes

#	Action	Owner
24	Take onboard the recommendations of the Health Impact Assessment of the Local Plan and ensure the recommendations have reach and influence across the Council.	Strategic Director of Growth and Homes
<b>Help and support working age residents into employment</b>		
25	Ensure the Work & Health Programme is integrated with local provision (including social care funded interventions for people with mental health problems and learning disabilities) and assists in narrowing the employment rate gap for disabled people and long-term unemployed.	Strategic Director of Growth and Homes
26	Ensure that the employment support provided by the Community Solutions service is focused on those most disadvantaged in the labour market. And use Community Solutions as an intervention point to improve skills and employability to help service users into higher skilled and better paid jobs.	Strategic Director of Growth and Homes
27	Use the Council's economic powers to support upskilling in key local growth sectors, including care, construction, creative industries, advanced manufacturing, and green technologies.	Strategic Director of Growth and Homes
28	Actively promote apprenticeships, including at higher level, to young people and adults looking to re-train as well as to employers.	Strategic Director of Growth and Homes
29	Integrate the range of European Social Fund-funded local projects with local provision and ensure that providers are supported to deliver locally.	Strategic Director of Growth and Homes
30	Ensure that the Barking & Dagenham Employability Partnership develops an annual delivery plan that addresses support for key groups, especially disabled people and claimants of health-related benefits.	Strategic Director of Growth and Homes
31	Reduce the number of NEET and unknown young people 16-18, increase participation and educational achievement rates, particularly to Care Leavers, Teen	Strategic Director of Growth and Homes, and Commissioning Director of Education



#	Action	Owner
	Parents and those with Learning Difficulties and Disabilities.	
<b>Ensure there are suitable and good homes for everyone</b>		
32	To deliver the Council's London Plan target for net new homes at 1,236 new homes per year.	Strategic Director of Growth and Homes
33	Plan the renewal of the Private Sector Licensing Scheme for implementation in 2019.	Strategic Director of Growth and Homes
34	Continue to tackle and reduce fuel poverty rates in the borough.	Strategic Director of Growth and Homes
35	Implement the Private Rented Sector Offer policy in 2017 to help tackle and reduce homelessness in the borough.	Strategic Director of Growth and Homes
36	Ensure that regeneration developments include opportunities for first class homes in which residents can age well, and which can adapt to meet emerging care needs, and that there are good quality homes for those with disabilities and mental health conditions.	Strategic Director of Growth and Homes
<b>Objective 3: Fair and open service delivery</b>		
<b>Make best use of insight and intelligence</b>		
37	Create a data repository to hold data-sets of demographic and service user information which can be used for analysis and for developing insights	Director of Strategy and Programmes
38	Develop and monitor measures relating to social progress and use this framework to inform actions to improve outcomes	Director of Strategy and Programmes
39	Use data and intelligence to inform approaches to prevention and early intervention	All Commissioning Directors

#	Action	Owner
40	Mainstream the use of a range of data analysis tools, techniques, and disciplines to become a data-driven organisation	Director of Strategy and Programmes
41	Collaborate and share data with partners to drive wider improvements in the borough	All Commissioning Directors
42	Explore possible options to work with Care City to share data and achieve joint insights and intelligence for health and social care	Director of Strategy and Programmes
<b>Ensure that commissioning decisions reflect the needs of service users</b>		
43	Use appropriate commissioning methodologies and models (e.g. payment by results, social return on investment) to achieve outcomes and to ensure the highest standards of commissioning practice	All Commissioning Directors
44	Develop commissioning plans setting the outcomes, goals and targets for contracted services and in-house service blocks.	All Commissioning Directors
45	Develop mandates outlining commissioning priorities and the focusses of service improvements in the short and medium term, linking operational delivery to strategic objectives	All Commissioning Directors
46	Involve service users and their carers in the design process (co-production) and use their feedback about services to drive improvements	All Commissioning Directors
47	Take a whole system approach to commissioning and seize opportunities to commission jointly with partners to drive service integration	All Commissioning Directors
<b>Ensure equalities impact assessments are carried out, and that this is done to a high standard</b>		
48	Develop a framework for completing Equality Impact Assessments and provide support and guidance to officers about when and how to use this tool.	Director of Strategy and Programmes

#	Action	Owner
49	Ensure that decisions, and especially those relating to service re-configuration, have regard for equalities and diversity issues, and use impact assessments to evidence issues and develop mitigating or alternative actions	Director of Strategy and Programmes
<b>Engage with residents and stakeholders on service design and delivery</b>		
50	Provide opportunities for residents to participate in service design, policy-making and decision-making by engaging and consulting with them meaningfully and appropriately	All Commissioning Directors
51	Follow the Government's consultation principles when formally consulting with residents on changes, and ensure that consultations are inclusive and accessible	Director of Strategy and Programmes
52	Ensure that equalities monitoring information is captured and analysed when consulting with residents	Director of Strategy and Programmes
53	Publish a forward plan of consultations to enable participation	Director of Strategy and Programmes
54	Continue with the Annual Residents Survey and act upon any relevant equalities and diversity findings	Director of Strategy and Programmes
<b>Objective 4: Exemplar Employer</b>		
<b>Ensure that employment processes and conditions are free from discrimination</b>		
55	Ensure good engagement with staff about transformation programmes and the implications for service delivery and individual roles	Programme Director and Head of Workforce Change
56	Investigate and address gender pay gaps within the workforce and be transparent about gaps that are identified, reporting and publishing findings as per the regulations of the Equality Act 2010.	Head of Workforce Change

#	Action	Owner
57	Retain Investors in People accreditation	Head of Workforce Change
<b>Maintain status as a 'Disability Confident' employer and remove barriers for people with impairments</b>		
58	Through the Smarter Working Programme, create disability-friendly workplaces by improving the accessibility of working environments and the amenities and facilities therein.	Director of My Place and Head of Workforce Change
59	Encourage and support staff to disclose disabilities, to get a more accurate information about disabled employees and ensure we have appropriate support provisions in place.	Head of Workforce Change
60	Supporting employees to manage disabilities or health conditions through reasonable adjustments and/or other types of support	Head of Workforce Change
61	Engage with staff with disabilities through the staff network and using the annual Accessibility and Employment Survey	Head of Workforce Change
62	Complete further 'disability confident' self-assessments to monitor progress and identify improvements	Head of Workforce Change
63	Improve opportunities for supported employment with the Council and partners, improving the visibility of disability in the workplace, including learning disability	Head of Workforce Change
64	Meet the Mayor of London's Healthy Workplace Charter Standard at Excellence level	Head of Workforce Change
<b>Improve diversity in the workforce so that it represents and reflects the community it serves</b>		
65	Ensure that all managers involved in the recruitment and selection process for the Council have completed the mandatory training or assessment process.	Head of Workforce Change

#	Action	Owner
66	Use equalities monitoring information to develop targeted interventions to improve representation and diversity in the workforce	Head of Workforce Change
67	Where appropriate, take 'positive action' to improve recruitment and retention of under-represented groups	Head of Workforce Change

## Appendix 1: Equality and diversity profile of the borough

### Age

The borough has the highest population percentage of 0-19 year olds in the country at 31%. The over 60 population accounts for one of the smallest percentages of population in England and Wales.<sup>17</sup>

### Disability and ill health

26.9% of all households in the borough have a person with a long-term health condition or disability.

### Gender

51.5 % of the borough's residents are female, and 49.6% are male.<sup>18</sup>

### Gender reassignment

We estimate that there may be approximately 40 people in the borough who have or who will undergo gender reassignment.<sup>19</sup>

### Pregnancy and maternity status

Teenage pregnancy rates are significantly higher than average. The rate of teenage conceptions in 2014 was 32.4 per 1000 population of females aged 15-17. This was the second highest rate in London.<sup>20</sup>

### Marriage and civil partnership

41.9% of the population aged 16 and above are married, 38.8% are single and never married, and 0.2% are in a same-sex civil partnership<sup>21</sup> (Source: Census 2011).

### Ethnicity

The population ethnicity is 24.6% Black (African, Caribbean and Black Other) residents; 15.5% Asian (Bangladeshi,

Indian and Pakistani); and 8% from other or mixed ethnic groups.<sup>22</sup>

### Religion or belief

56% of the population identify as Christian. 18.9% identify with no religion. 13.7% identify as Muslim.<sup>23</sup>

### Sexual orientation

Between 10,000 – 14,000 people in Barking and Dagenham are lesbian, gay and bisexual.<sup>24</sup>

### Socio-economic status

The borough is ranked 3rd most deprived within England: this places the borough in top 1% most deprived authorities in England. This indicator indicates that the borough is in a more relatively deprived position than 2010. Within London, the borough is ranked 2nd most deprived, worsening from 6th in 2010.<sup>25</sup>

### Digital inclusion

Likelihood of overall digital exclusion in Barking and Dagenham is low. 20% of adults in the borough do not have all five of the basic digital skills. 72% of adults in the borough have not used all five of the basic digital skills in the last three months.<sup>26</sup>

## Appendix 2: How we developed the Strategy

On 1st November 2016, we launched a 10-week consultation to seek the views of people who live and work in the borough about what our priorities and objectives should be with regard to equality and diversity, and to give people the opportunity to highlight issues and problems that the Strategy should seek to address.

Members of the public were invited to respond to the consultation by completing an online questionnaire which was available on the Council's consultation portal. Stakeholders could also respond by submitting hardcopies by post or by emailing the Strategy and Performance Team. The consultation document was displayed in local libraries and children's centres and downloadable from the Council's website. An easy read version of the consultation information and questionnaire was developed to ensure accessibility; this was used to engage people with learning disabilities and people who have English as a second language.

The public consultation closed on 13th January 2017. In total, there were 29 responses.

Taking a more targeted approach, the Council wrote to partners and voluntary sector groups and organisations directly. As well as inviting them to respond to the public consultation, we also attended local groups and forums to discuss the consultation and get their input. Through this approach we were able to engage the following groups and forums:

- Barking and Dagenham Ethnic Minority Forum
- Barking and Dagenham Faith Forum
- Barking and Dagenham LGBT Network
- Barking and Dagenham Youth Forum
- Learning Disability Partnership Board
- International Day of Disabled People (consultation workshop hosted by the Sycamore Trust)

Council staff were consulted separately about how the Council meets its equality duties as an organisation and service provider, and how it treats staff as an employer. All staff were invited to respond to the Staff Temperature Check survey which is a consultation mechanism used to measure staff satisfaction in several domains including wellbeing, fairness, communications, and equality. Additional questions, specific to the Equality and Diversity Strategy, were included to engage staff about where and how we can improve our approach to equalities, diversity, and inclusion.

The Staff Temperature Check was completed by 750 members of staff (21% of all Council employees).



## Endnotes

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- 1 79.4 births per 1000 population.
- 2 GLA Population projections 2015 (February 2017 data release)
- 3 11,680 people aged 75-89. 1,821 people aged 90+.
- 4 Census 2011
- 5 Census 2011
- 6 Income, employment, education, skills and training, health and disability, crime, barriers to housing and services, living environment
- 7 Sources: Teen parents- LBBB record 2014; Lone parents- GLA household projections 2013; Workless families Department of Works & Pension, 2013; Large families+ HMRC Children in low income families local measure; Ethnic minorities- School Census; Migrants/asylum seekers- Jobcentre Plus one off estimate 2012; Disabled people – 2011 census
- 8 Census 2011, Lone parent households with dependent children, local authorities in the United Kingdom, available at: <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-286262> – Last accessed 13 April 2015
- 9 ONS 2014, Children in out-of-work benefit households: 2012 and 2013 snapshot, available at: <https://www.gov.uk/government/statistics/children-in-out-of-work-benefit-households-2012-and-2013-snapshot> - Last accessed 13 April 2015
- 10 MOPAC Hate Crime Dashboard
- 11 Refugee and Migrant Forum for East London
- 12 NOMIS Labour Market Profile (October 2015 – September 2016)
- 13 NOMIS Labour Market Profile
- 14 April 2016 (Source: 15Billionebp.org)
- 15 Workforce Summary (March 2015)
- 16 DWP
- 17 Census 2011
- 18 Census 2011
- 19 Gender Identity Research and Education Society advice
- 20 ONS
- 21 Census 2011
- 22 GLA population projections
- 23 Census 2011
- 24 Stonewall estimates
- 25 Index of Multiple Deprivation (rank of average rank)
- 26 <http://heatmap.thetechpartnership.com/>