Borough Manifesto Conference

Results pack

14th November, 2016
Barking and Dagenham College

Councillor Ashraf and the Strategy and Programmes Division of Barking and Dagenham Council
Borough Manifesto Conference  
14\textsuperscript{th} November, 2016

On the 14\textsuperscript{th} November, over a hundred members of the partnership, including council, police, fire brigade, health, voluntary agencies, businesses and community groups attended a conference to review feedback from the Council’s Borough Manifesto consultation.

The aim of the day was to *articulate the views, desires and aspirations of the residents of the Barking and Dagenham into a 20 year vision and create a unified set of targets for the partnership to works towards.*

The basis of the conference came directly from the views of residents of the borough. Between 8\textsuperscript{th} August and the 31\textsuperscript{st} October 2016, the council carried out a wide ranging consultation exercise, seeking views from residents on:

- What they liked about the borough
- What they don’t like about the borough
- Their hopes for the future of the borough

The council aimed to seek views from as wide an area as possible through a range of engagement portals discussions including:

- An in depth online survey, available via the council consultation portal.
- An in depth online survey, designed and completed by young people attending the borough’s secondary schools/college.
- A short printed questionnaire, distributed widely across the borough.
- A short printed questionnaire distributed to all primary schools and completed in class.

The Themes

1. Regeneration and Housing
2. The Environment
3. Service, facilities and events
4. Education, employment and skills
5. Community Cohesion
6. Crime, safety and anti-social behaviour
7. Barking and Dagenham 2035
8. Young People
9. Health and Social Care
10. Civic Pride
Setting the scene

Councillor Darren Rodwell, Leader of the Council

“The Borough Manifesto is about how we are going to work together to achieve the very best for Barking & Dagenham over the next 20 years.

We are in a unique position as London’s growth opportunity. We have as many opportunities ahead of us as we do challenges. We’ve had to learn some tough lessons in the past few years. We lost touch with the community and we stopped listening. That led to people feeling left behind and having no hope about the future. Our borough manifesto is a sign we are moving forwards and that we want to engage with everyone in the local community.

I’m delighted more than 3,000 residents responded to our consultation. It’s vital we move together as one community and do our best to make sure that no one is left behind. Our new partnership is key to delivering this. And it means harnessing the strengths of the community together with the public and the private sector if we are to fulfil all our ambitions.

Councillor Ashraf, the Deputy Leader of the Council who is responsible for the Borough Manifesto, wants to make this happen. It is her number one priority and I am fully behind her.

We need to keep listening to our residents and keep talking to each other. I have lived in the borough all my life. I believe in the people of the borough. I know this is the biggest opportunity in a generation we have to make a real difference for our community. Today we start to build for the future.”
Councillor Ashraf
Deputy Leader and Cabinet Member for Community Leadership & Engagement

“Over the last two years we have worked to take the borough forwards. We’ve achieved a great deal. We know have a lot more to do and I relish the challenge.

The independent Growth Commission which reported earlier this year recommended we should develop a Borough Manifesto. As we set out on our first steps, our aim is to involve as many people as possible including all our partners, whether they work in the community, run a business or live or work in the borough.

Our manifesto will be our shared vision for the borough for the next 20 years. It should be owned by everyone, clearly articulated and jointly owned by the partnership. It will provide high level objectives and commitments. Everyone will have a part to play in delivering our vision and priorities.

We have gone far and wide, and made every effort to seek out residents’ views. We have promoted our consultation over the manifesto at community events, and provided different ways for our communities to engage with us.

We have included our children’s centres, leisure centres, one-stop-shops, libraries and council offices to name but a few. We have provided internet surveys as well as postcards. We have focused on secondary schools and primary schools. We have questioned people in the street and outside train stations. We have visited partner organisations and promoted the consultation through their user groups.

The simplicity of the survey helped make sure we received such an overwhelming response. 2,845 took part in the consultation, far higher than anything we have done before.

I would like to take this opportunity of thanking you for your contribution so far and I look forward to working with you. We all have a part to play in delivering a better future for the people of the borough.”
The results – Chris Naylor, Chief Executive of LBBD

Where are we, where have we been and what have we learnt?

“Things are looking up in Barking and Dagenham. Physical regeneration is here, in this part of London. The feeling of change is palpable. Our task is to make sure that this change benefits our residents in a way that perhaps other parts of London has not been successful with.

Our Growth Commission reported that too many residents are too far away from the labour market and unless we intervene now they will be left behind as development sweeps through the area.

In too many of the key measures the borough is at the wrong end of the charts. If we don’t address this these people will be left behind no matter how much the borough develops.

Today we’re going to be setting the goals and creating the building blocks to deliver the aspiration that our residents are telling us they want. We need to stick to these goals like glue as a partnership.

Something is changing in this borough. People are engaging in a way they never have before because they think we are listening. It is a positive engagement, different from the negative and angry messages of modern political events.

Today, we need a small number of very clear targets that will take us on a journey to meet long-term transcendent aspirations boiled down from the desires of our residents received through the consultation.”
Regeneration and Housing

Key observations:
• Surprisingly, not as much demand for social housing as had been expected, with a much greater emphasis on affordability of housing
• Social infrastructure seen as important to the community.
• A strong sense of residents embracing change and having a desire to stay in the borough
• There is a focus on building new houses rather than the use of existing stock
• There are contradictions in the results between people wanting different outcomes for the borough

The aspirations of our residents for Barking and Dagenham in 2035:

A trendy and vibrant place where people choose to live and can afford to stay

Our partnership targets for the next 5 years:
1. An economic strategy for business development
2. A local plan and industrial locations plan
3. Vicarage Field shopping centre redevelopment
4. A new Barking Riverside station delivered
5. Greathfields School and other new schools to meet needs
6. ‘Be First’ development business established
7. Securing infrastructural improvement agreements
8. Film studio development in the borough
9. Improved night time public transport (Night tube/night buses)
10. Dagenham and the Becontree Estate improvements
11. Highlighting the importance of benefits and growth to fund services in the borough
12. Addressing homelessness
13. Improving and creating employment opportunities

How we measure and track these:
• Clear targets to know that these have been delivered
• Increasing number of jobs available in the borough and improved employment rates
• Number of new houses built
• Increase in household expenditure in the borough
• Proper oversight by reconvening the Local Strategic Partnership with strong involvement and scrutiny from partners
**The Environment**

**Key observations:**
- Expectations of residents are high at a time when resources are stretched and it will take time to get the ball rolling on delivery.
- There appears to be a lack of aspiration in the possible. The want improvement but little fundamental change.
- People want the facilities that have existed in the borough in the past. A desire to for the borough to have everything to live, work and play.
- Potential conflict between the desires of existing residents (who want more of the same) and new residents who want new and different.
- Littering is a very important issue to residents.
- There is an opportunity for the partnership to do something different.
- We need to get a good standard in place and let civic pride take it forward.

**The aspiration of our residents for Barking and Dagenham in 2035:**

*A place where the environment is clean and green. Where the community is proud of their open spaces and take ownership and where littering and environmental crime is not tolerated*

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**Our partnership targets for the next 5 years:**

1. Make visually significant physical improvements that demonstrate the value of open spaces and the borough environment.
2. Make the environment of the borough matter to people.
3. Reduce the amount of waste produced in the borough.
4. Educate residents of the importance of a clean borough through an education programme and outreach.
5. Make recycling more accessible and increase recycling rates.
6. Successfully use enforcement to set the standard in the short-term and transition to education in the long term.

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**How we measure and track these:**

- An action plan in place for improvements to the physical environment and open spaces and this is being delivered.
- A role model/example high standard open space is in place.
- A people’s park action plan to increase community involvement in parks and open spaces, with increasing volunteering hours.
- Increasing levels of recycling.
- Reducing levels of waste.
- Establishment of a sharing service.
Services, facilities and events

Key observations:
• The priorities identified appear to match out expectations.
• Are expectations realistic and achievable?
• Responses generally very optimistic, marked by a lack of tension
• Young people’s views and opinions really important and need to be identified
• Appears to be a shifting focus towards London rather than Essex
• Lots of infrastructural aspirations.
• Civic Pride came out strongly in the results.
• A balance needs to be found between events and ASB.
• A desire for greater nightlife “Shoreditch with gardens”
• Desire for improved transport infrastructure.
• Need to attract community and event organisers to stage successful and commercially sustainable events that enhance reputation as a destination of choice.

The aspiration of our residents for Barking and Dagenham in 2035:

**A broad range of providers who offer easily accessible, high quality services and facilities which evolve to meet residents’ needs**

Our partnership targets for the next 5 years:

1. Optimise efficiency and use of data
2. Vicarage Fields redevelopment
3. Encourage a creative and innovative approach to designing services
4. Develop the role of the community, empowering the voluntary sector and create a more welcoming atmosphere
5. Build the reputation of the area through events
6. Improve visual appeal of the borough in the short-term through focusing resources on this issue and long-term development
7. Enhance civic pride and community involvement.

How we measure and track these:

• Improved use of data and insight, including regular residents surveys
• Create targeted outcomes which are measurable
• Visually more appealing borough
• A wider choice of cultural offerings
• Increasing participation and attendance at events in the borough
Education Employment and Skills

Key observations:
1. We need to challenge residents’ perceptions of themselves and what they can achieve and provide the opportunities to enable.
2. Few surprises, the aspirations and expectations are largely as expected
3. Concerned that so many young people want to leave the borough and comparative data on this from other boroughs would be useful
4. The desire for young people to move is balanced by indications people want change that makes B&D a more desirable to remain
5. People want Barking and Dagenham to have a better reputation.
6. Improved educations is a priority for many of the respondents
7. Night time economy comes through strongly

The aspirations of our residents for Barking and Dagenham in 2035:

A borough which instils a culture which is enterprising, aspirational, creative and high attaining

Our partnership targets for the next 5 years:
1. A mixed economy with different types of jobs on offer
2. Raising aspirations of residents, especially working class boys
3. Changing and improving infrastructure
4. Business impact on education
5. Better partnership engagement and sharing of resources to improve educations and skills development.
6. Bridging skills gap – what is needed vs what are we offering
7. Developing community spirit, being proud and using this to drive aspirations
8. Establishment of an innovation fund

How we measure and track these:
• Clarity on what good looks like, a clear definition of success and strong reporting and monitoring systems
• Narrowing the gap between B&D and other London Boroughs
• Acknowledging successes where these are achieved
• Creating awards for success and celebrating these
• A system that ensures that the priorities are maintained even with a change of leadership
Community and Cohesion

Key observations:
• People are prepared to talk about cohesion without a political agenda.
• Lots of young people not wanting to live in the borough – many preferring to move out of London
• A perception that if we fix the current problems now, the future will take care of itself
• High levels of enthusiasm in participation (but still low levels of volunteerism)
• Some concern over the measures and metrics used and whether these fit cultural norms within different communities
• Recognition that the old ways of doing things amongst the partnership won’t work in the future
• A need to continue to ensure residents have a voice.

The aspirations of our residents for Barking and Dagenham in 2035:

London’s most welcoming, helpful and happy borough

Our partnership targets for the next 5 years:
1. Explore options to change the name of the borough – identity key to belonging and we have a conflicted identity. The process of renaming would itself be a useful process
2. A cohesion strategy
3. Improved and strong partnership working
4. Reach of residents to events – they attract a good range of residents, but need more through the whole year
5. My account – CT Bill – should have a welcome pack for everyone coming to the borough when we send then a CT bill etc – would set out services, but also expectations, behaviours etc
6. Key partners – what is a welcoming borough, behaviours encouraged in schools, and clear expectations
7. A more stable community

How we measure and track these:
• Residents surveys
• Reduction in ‘churn’ – less net migration
• A significant reduction in hate crime
• Stronger voluntary and community sector working in a collaborative way
• Increased volunteering and participation
Key observations:
- Visibility and feeling safe is a priority from the results
- Civic pride appears to be strongly linked to this
- A strong desire for ‘old fashioned policing’ bobbies on the beat.
- Even though crime has been falling there is a perception of crime increase
- Drugs and alcohol appeared lower than anticipated
- Surprise that there parks are a concern since there are regular patrols by dedicated team and huge amount of engagement
- A below the average for London in feeling safe
- A perception that the visual state of the borough affects feeling of safety
- Would changing the shops and services in high street areas change the atmosphere and make it feel safer?
- What would the effect of more late night offering have on the areas?

The aspirations of our residents for Barking and Dagenham in 2035:

**A place were people feel safe & treated fairly, can challenge unacceptable behaviour, respect themselves and others**

Our partnership targets for the next 5 years:

1. Social Responsibility Models – get people active, engaged, routes into work (getting people into activities where they see other residents, get a stake in society, gain civic pride etc)
2. More youth engagement
3. Make people feel safer in key locations
4. Enforce more against unacceptable behaviour

How we measure and track these:

- increased community participation (in activities similar to above)
- Panel of residents – randomly selected group of residents who are asked their opinion of the Borough on a regular basis so changes / progress can be tracked
- Town centre (esp. Barking Town Centre) – increased footfall and / or facilities – changes to shops and night time economy to have more nice places open later, make it a nicer place to be at night
- Increased numbers of active neighbourhood watches
Barking and Dagenham 2035

Key observations:
• Volume of responses is impressive and indicates people want to be involved
• Pleased with the equalities responses in the borough
• Not enough for young people to do and a lack of youth aspiration. Youth Zones are an exciting prospect but there appears to be a lack of awareness of options for young people.
• We need to help young people with career paths – good youth work changes lives.
• Healthy life expectancy statistics for the borough are very concerning coupled with access to frontline health services. The partnership needs to work with health partners to address this.
• Concerned that buy-to-let is crowding out potential homemakers. Landlord regulations.

The aspirations of our residents for Barking and Dagenham in 2035:

The best place in London to be a woman or girl

Our partnership targets for the next 5 years:
1. More after school clubs
2. More qualified youth workers
4. Safe zones @ Youth Centres
5. Attract restaurants and pop-ups
6. Branding and identity of the borough

How we measure and track these:
• A drop in school exclusions
• Levels of consultation and engagement with young people
Young People

Key observations:
- Strong split in those that see themselves living in the borough and not.
- Differences in what people want to change in the borough.
- Would be interesting to see how they are different to adult responses. A third of responses from our young people.
- Desire to have more opportunities to have voices heard.
- Young people wanting there to be less underage drinking and smoking.
- Cleanliness of the streets a huge priority for young people (and all age groups).
- Desire for less hate crime. Young people don’t feel there is a tolerant community that is encouraging them to stay.
- It’s going to be important to provide feedback to young people on what we have done for them and we need to hear their voices specifically.

The aspirations of our residents for Barking and Dagenham in 2035:

A place where people want to live, learn and work. Where education opportunities and outcomes are the best in London. Where employment opportunities provide access to best jobs. A cleaner and safer environment for young people with a tolerant and caring community and where young people own the services they deliver for young people.

Our partnership targets for the next 5 years:
1. Listen to Young People, act on and produce evidence to show we are working together
2. Build on good practice to improve opportunities for young people and improve their outcomes.
3. Enhance responsibility for themselves and others
4. Develop the leaders of our future
5. Make sure there is a voice for our young people in the Manifesto

How we measure and track these:
- Sustained input from young people
- A co-produced plan and review this periodically
- More input from primary schools – we need to educate earlier
- High impact/low cost options through best practice
- Peer support opportunities to be involved
Health and Social Care

Key observations:
- There is a consistency and similarities about what residents are struggling with and many of these are already known to the partnership. In some cases only small improvements can be seen from years ago.
- Healthy life expectations are concerning. People need to take more responsibility for their health too.
- No mention of loneliness in the consultation results. Not enough targeting of older people in the borough.
- There is definitely a change in attitude and ethos of residents. Less paternalistic.
- The partnership hasn’t been good enough in getting the message out about improvements – e.g. crime rates.
- Many of the themes are inter-related – health, housing, employment, education.
- The way people get jobs has changed. People need qualifications before get jobs.

The aspirations of our residents for Barking and Dagenham in 2035:

**Great service provision with people making healthy choices and employers offering healthy workplaces**

Our partnership targets for the next 5 years:
1. Encouraging the daily ‘Mile for All’ campaign
2. Well being plans in all contracts for the council
3. Improved use of parks
4. Better use of technology to improve health outcomes
5. Commissioners to include contracts working together
6. Asking the community for ideas
7. Testing and adopting healthy ideas across all age groups
8. Ensuring people are aware of the warning signs of key health issues

How we measure and track these:
- Engagement with the community
- Encouraging and improving screening for diseases and health conditions
Civic Pride

Key observations:
• Surprised with the large response from young people not expecting to remain and live in the borough.
• There is an impressive and surprising level of consistency in the results across the board.
• There is a clear appetite for change in the borough.
• A clear message to get the basics right, especially cleanliness.
• Recognition that residents need to be more involved and take part.
• There is consistent message that people don’t feel safe in the borough which is concerning.
• We really need to crack the key issues of cleanliness, crime and housing.

The aspirations of our residents for Barking and Dagenham in 2035:

A place where neighbourhoods come together, residents take responsibility and are proud to live and people come to start families

Our partnership targets for the next 5 years:

1. Get the basics right around cleanliness, crime and housing
2. A visibly cleaner borough
3. High profile enforcement
4. Safe borough and ensuring people feel safe
5. Encourage new shopfronts, shops and restaurants

How we measure and track these:

• A continuation of the residents survey
• Police and crime statistics
• Waste/recycling measurements
• Smiley fay ‘opinion meters’ around the borough, e.g. in parks
• Improvements in Key Performance Indicators around fly tipping, waste, litter, as well as start ups.
The aspirations for Barking and Dagenham 2035

The aspirations of our residents for Barking and Dagenham in 2035:

- **Regeneration and Housing** - A trendy and vibrant place where people choose to live and can afford to stay

- **The Environment** - A place where the environment is clean and green. Where the community is proud of their open spaces and take ownership and where littering and environmental crime is not tolerated

- **Services, facilities and events** - A broad range of providers who offer easily accessible, high quality services and facilities which evolve to meet residents' needs

- **Education, employment and skills** - A borough which instils a culture which is enterprising, aspirational, creative and high attaining

- **Community cohesion** - London’s most welcoming, helpful and happy borough

- **Crime, safety and anti-social behaviour** - A place where people feel safe & treated fairly, can challenge unacceptable behaviour, respect themselves and others

- **Barking and Dagenham 2035** - The best place in London to be a woman or girl

- **Young People** - A place where people want to live, learn and work. Where education opportunities and outcomes are the best in London. Where employment opportunities provide access to best jobs. A cleaner and safer environment for young people with a tolerant and caring community and where young people own the services they deliver for young people

- **Health and Social Care** - Great service provision with people making healthy choices and employers offering healthy workplaces

- **Civic Price** - A place where neighbourhoods come together, residents take responsibility and are proud to live and people come to start families
Common, unifying ideas – what we need to do to get there

Getting the basics right
- An increasing focus on B&D as a London focused borough
- Civic Pride
  - Strong emphasis on community and individual responsibility present in multiple themes. A key long-term need.
- Getting the basics right
  - People want a borough that would make them want to stay here – there is a desire for positive change that would encourage them to stay.

Leisure options and choice
- Development of Barking’s retail and leisure offering. Vicarage Fields shopping centre development, cinemas, night time economy, public transport (and night transport options)
- Leisure options and choice
  - Desire for improved transport infrastructure. Night time economy

The future residents
- Long-term need to ensure the next generation is well educated and has the options that previous generations have not had. If this is achieved then other issues such as anti-social behaviour, health, employment and civic pride will come naturally.

Expectations vs reality
- Some concern short- and long-term aspirations of the community and residents may not be achievable.
- Expectations vs reality
  - A need to address what people have told us – not just what we think are the issues.

The future residents
- Concern that so many young people want to leave the borough – it’s important that if we are going to provide opportunities for young people to do well and build aspirations, that we then keep that new culture in the borough.

Civic Pride
- Developing a clear image, identity and branding of the borough that binds the borough and represents the values and community culture that we want.
- Civic Pride
  - Increasing trust. Community harmony and reducing community tensions – a desire for LBBD to be a harmonious environment which goes beyond crime and safety concerns.

Getting the basics right
- Environment as a key - improving the look at feel of the borough in the short-term, especially through improving the environment. Builds feeling of safety (broken window theory).
- Getting the basics right
  - If we fix the current problems now, the future will take care of itself.

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Providing focus – *themes most critical to success*

**Priorities for now, priorities for then**

While all the themes identified in the consultation are priorities for the partnership to address, it is apparent that some are either more important to the residents of Barking and Dagenham and also more critical to the successful implementation of the Borough Manifesto. To identify these elements the themes were graded in two ways in order to assess where the greatest areas of focus have to be by:

1. Measuring the number of comments provided by residents through the consultation process to identify which themes appeared most frequently. This provided a key indicator of which themes may be most important from a residents perspective.

2. Participants at the conference were asked to vote for which themes they felt were the most critical for the successful implementation of the Borough Manifesto irrespective of participant background. Each participant was given 2 votes.

**Results**

The consultation received a majority of comments from regarding:

- **Regeneration and Housing (22% of comments)**
- **The Environment (17%)**
- **Services, facilities and events (13%)**

These indicate the issues that are most prescient to their needs and desires, with a strong emphasis on the look and feel of the borough, retail and leisure options and accessibility to affordable and good quality housing options.

The themes selected as the most critical for the partnership to successfully address over the 20 year lifespan of the Borough Manifesto are:

- **Education, employment and skills (29%)**
- **Regeneration and Housing (19%)**

Overall, this correlates well with the focus of getting the basics right in the short term whilst building the foundations for long term, sustainable change through education, employment and improved physical environment and housing options.
We have a challenging timeline for the development of the Borough Manifesto.

14th November 2016

Borough Manifesto Conference

End of November

Analysis of consultation findings and feedback from conference

November to January

Borough Manifesto development

Early February

Borough Manifesto draft at Barking and Dagenham Delivery Partnership

March onwards

Collective ownership and delivery