

CABINET

11 July 2017

Title: Barking and Dagenham Together: The Borough Manifesto	
Report of the Cabinet Member for Community Leadership and Engagement	
Open Report	For Decision
Wards Affected: All	Key Decision: Yes
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Accountable Director: Tom Hook: Strategy and Programmes Director	
Accountable Strategic Director: Chris Naylor: Chief Executive	
Summary This report seeks Cabinet endorsement of 'Barking and Dagenham Together: The Borough Manifesto'; a shared, resident-led, place-based vision for the borough over the next 20 years, owned and delivered by the Barking and Dagenham Delivery Partnership (BDDP). This report provides Cabinet with an update on the collaborative approach followed in the development of 'Barking and Dagenham Together: The Borough Manifesto' involving residents and partners throughout the entirety of the development process. Barking and Dagenham Together will form the foundation of a collaborative, cross-sector approach to tackling the long-term challenges facing the community, and reforming and delivering public services. This report references the Barking and Dagenham Together vision, aspirations and targets, and explains how these were reached.	
Recommendation(s) The Cabinet is recommended to: (i) Adopt the "Barking and Dagenham Together: The Borough Manifesto" strategy setting out the long-term vision for the Borough, as attached at Appendix 1 to the report; (ii) Note the collaborative and inclusive process followed to develop Barking and Dagenham Together: The Borough Manifesto; (iii) Agree that the vision set out in Barking and Dagenham Together forms the basis of the Council's partnership working and articulates what the Borough aspires to achieve over the next 20 years; and (iv) Agree that the Council's Corporate Plan should set out the Council's contribution to delivering the vision set out in Barking and Dagenham Together.	

Reason(s)

Barking and Dagenham faces a spectrum of long-term challenges, resulting from the continued impact of de-industrialisation, automation, globalisation and austerity. The borough's population is growing fast, becoming more complex, diverse, and with a rapid movement of people into and out of the borough. We continue to underperform across a range of socio-economic indicators, and residents have worse life chances than across London.

The complex challenges of the 21st century cannot be met by the standard approach of public services of the 20th century. Partners from across the public sector must adopt a place-based – rather than organisationally based – approach to the borough, and must collaborate with one another, and with stakeholders from the private and community sectors, to achieve a shared, resident-led vision. The Growth Commission recommended the drafting of this shared vision for Barking and Dagenham, not owned by the council but by all local partners. 'Barking and Dagenham Together: The Borough Manifesto' is that vision, and the Barking and Dagenham Delivery Partnership is the body which will enable achievement of that vision.

1. Introduction and Background

- 1.1 The Independent Growth Commission published its final report in February 2016, which included 109 recommendations to ensure improvements of outcomes for residents and to capitalise on the borough's growth opportunities. One such recommendation was to develop 'a manifesto with a programme to develop these proposals and a sustained commitment to seeing them delivered on the ground'.
- 1.2 Consequently, council officers began work in partnership with all local stakeholders on the development of 'Barking and Dagenham Together: The Borough Manifesto'; a shared, place-based, 20-year vision for the borough, owned and delivered collectively and collaboratively by the BDDP. This has entailed a large-scale public consultation undertaken in the summer and autumn 2016 – which received nearly 3,000 responses – a conference for over 100 partners in November 2016, and a drafting and development process engaging key partners across the borough.
- 1.3 The result of this process is a series of themes, aspirations and targets, supported by a contextual narrative, which articulates the vision for the borough for the next 20 years.
- 1.4 On 14 November 2016 the council hosted a conference for over 100 partners, to share the consultation responses and discuss the themes and priorities which should consequently constitute the borough's vision. Partners were also able to feed in to how the responses translated into priorities and deliverables. A detailed account of the outcomes and outputs of the conference is available online at the link listed in section 2.4 of this report.
- 1.5 In parallel with the development of this vision, Cabinet approved the establishment of the Barking and Dagenham Delivery Partnership (BDDP) in November 2016. The BDDP is comprised of local partners from across the public, private and third sectors, and will collectively be responsible for providing oversight, direction, and

leadership in order to achieve the aspirations for the borough. The BDDP owns the development and delivery of Barking and Dagenham Together.

- 1.6 On 10 July 2017, the BDDP formally launched ‘Barking and Dagenham Together: The Borough Manifesto’.

2. Consultation

- 2.1 For this vision to truly be that of the borough and of the community, it was recognised that it had to be led and informed by residents themselves. To achieve this a large-scale public consultation was undertaken between 10 August and 31 October 2016. The consultation used a range of engagement methods with the following results:

In-depth online survey, available via the council consultation portal.	564 responses
In-depth online survey, designed and completed by young people attending the borough’s secondary schools/college.	624 responses
Short printed questionnaire, distributed widely across the borough.	1,125 responses
Short printed questionnaire distributed to all primary schools and completed in class.	577 responses
Total:	2,890 responses

- 2.2 With nearly 3,000 responses this consultation was successful and gave partners a clear and coherent view of the concerns, priorities and opinions of the community. Commonly held views included:

- A cleaner borough – streets, parks, front gardens
- People take pride in their local area and do their bit to keep it clean
- More affordable housing for all life stages
- Greater enforcement against environmental ASB and behaviour change amongst residents
- More high street shops and department stores in the Borough
- Places to eat, drink and socialise
- A more integrated, cohesive community with a renewed sense of community spirit
- An aspirational place to live and work, and for businesses to settle – a destination that people visit, not just pass through
- Higher standards in education and improved Ofsted ratings of the borough’s schools
- More people in employment, more local job opportunities and overall a more affluent borough
- Less crime and a greater feeling of safety on the streets
- More facilities for young people to keep them off the streets and more services for older people to keep them active.

2.3 The consultation responses led the development of the vision, informing its eventual themes, aspirations and targets.

2.4 Detailed analysis of the consultation is available online at:
www.lbbd.gov.uk/manifesto

3. Development

3.1 The Strategy and Performance Team has worked in collaboration with each member of the BDDP, as well as with relevant officers from across the council and, and with each council Cabinet member, to develop and decide the themes, aspirations and targets which constitute Barking and Dagenham Together. Council officers have simultaneously developed the vision's contextual narrative.

3.2 The themes, narrative, aspirations and targets have been informed by, and developed to reflect:

- The responses of the public consultation
- The long-term challenges and opportunities faced by the borough
- The collaborative, place-based and cross-sector approach of the Borough Manifesto and the BDDP

3.3 The draft 'Barking and Dagenham Together: The Borough Manifesto' attached in Appendix 1 was launched by the BDDP on 10 July 2017.

4. Themes, Aspirations and Targets

4.1 The vision is constituted of the following 10 themes, each with a corresponding aspiration statement:

- **Housing:** a place with sufficient, accessible and varied housing.
- **Community and Cohesion:** a friendly and welcoming borough with strong community spirit.
- **Education:** a place with high-quality education and sustained attainment for all residents.
- **Health and Social Care:** a place which supports residents to achieve independent, healthy, safe and fulfilling lives.
- **Crime and Safety:** a place where everyone feels safe and is safe.
- **The Environment:** a clean, green and sustainable borough.
- **Fairness:** a place where everyone is valued and has the opportunity to succeed.
- **Employment, Skills and Enterprise:** a place where every resident has access to lifelong learning, employment and opportunity.
- **Arts, Culture and Leisure:** a place with great arts and culture for everyone, leading change in the borough.
- **Regeneration:** a place where businesses and communities grow and thrive.

4.2 The Strategy and Performance Team have worked in conjunction with the Corporate Insight Hub to identify a matrix of 13 cross-cutting targets. This means that they are not theme-specific, but instead broadly reflect how the borough should change over the next 20 years, if we are to achieve the aspirations of our vision,

and address the spectrum of long-term challenges the borough faces. Behind each target is in-depth analysis and research, comparing historic trends across Barking and Dagenham, London and the UK, to ensure each target is both aspirational and realistic.

4.3 The proposed targets (shown on the outer edge of the circle) are as follows:



4.4 The above diagram illustrates the Barking and Dagenham Together targets on the outer edge of the circle. The text in the boxes either side of the circle represents the supporting measures which will be monitored to provide an indication of whether the target is on track to be achieved. It is also important to note that the targets are cross-cutting and if reached will have a 'domino effect' in positively influencing other areas. For example, by improving educational attainment at all levels compared to London, it is logical to expect unemployment levels to reduce, income levels to rise, growth in the local economy to increase and health and wellbeing levels to improve.

5. Next steps, delivery and recommendations

5.1 Delivery of the vision will be owned by the BDDP, who will meet on a quarterly basis to monitor and analyse progress towards the vision. Progress towards achieving the targets will be publicly reported on an annual basis. Further work is required to map the contributions of each partner towards this vision, and the BDDP's process for delivering Barking and Dagenham Together.

5.2 Cabinet is recommended to approve 'Barking and Dagenham Together: The Borough Manifesto', as included in Appendix 1. It is also recommended to approve the next steps detailed above.

6. Financial Implications

Implications completed by: Stephen Hinds, Chief Accountant

- 6.1 There are no financial implications as a result of this report. All costs associated with the Council's contribution towards delivery of this vision will need to be contained within the parameters of the Council's existing budgets and ongoing MTFS.

7. Legal Implications

Implications completed by: Erol Islek, Senior Property Solicitor, Law & Governance

- 7.1 There are no significant legal implications. Section 1 of the Localism Act 2011 provides local authorities with a general power of competence. Section 1 of the above Act states that a local authority has power to do anything that individuals may do. Therefore, the local authority has general power to implement the B&D Together aspirations. The vision's focus on inclusivity and fairness will also help the council fulfil its public sector equality duty under the 2010 Equality Act. Barking and Dagenham Delivery Partnership will enable achievement of the vision and aspirations.

8. Other Implications

- 8.1 **Risk Management** - The BDDP will meet quarterly to assess work undertaken to deliver the vision, and plan future collaboration. Progress towards the targets of the vision will be analysed and publicly reported by the BDDP on an annual basis.
- 8.2 **Contractual Issues** - In the event that the Council is to procure goods or services to assist or comply with recommendations made by the BDDP, then the Council's Contract Rules would need to be adhered to.
- 8.3 **Corporate Policy and Customer Impact** - Equality, diversity and fairness is woven throughout the vision of Barking and Dagenham Together: The Borough Manifesto, and is an integral part of achieving the borough's aspirations for the next 20 years. This is a broad, high-level vision for the borough, and an articulation of an intention to build a more collaborative, place-based approach to partnership working. It would, therefore, not be appropriate to undertake a specific EQIA for B&D Together, as the vision does not dictate specific, actionable policy changes, but rather the framework through which such changes will be made. It will, however, aim to improve outcomes for all residents, ensure inclusive growth and regeneration, and tackle inequality and unfairness where it occurs against any protected characteristic. The vision will also, therefore, help the council fulfil its public sector equality duty under the Equality Act 2010.
- 8.4 **Safeguarding Children** - The Barking and Dagenham Together: The Borough Manifesto aims to improve outcomes for all residents, including children and young people in the borough. It aims to enable the community to reach its aspirations, building a borough suitable for the younger generations to enjoy, free from deprivation and discrimination.

- 8.5 **Health Issues** - Our residents currently lead shorter, less healthy lives than they should. Therefore, a key priority for the vision of Barking and Dagenham Together is enabling residents to lead healthier lives, and ensuring we and the community support those who require or provide care.
- 8.6 **Crime and Disorder Issues** - Ensuring residents feel and are safe in the borough is a priority for all partners, and emerged as a common concern from the consultation. Anti-social behaviour and environmental crime are widespread and visible problems which contribute to feeling unsafe in the borough.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- Appendix 1: Barking and Dagenham Together: The Borough Manifesto