

# Barking and Dagenham Together



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THE BOROUGH  
MANIFESTO  
YOUR BOROUGH  
YOUR COMMUNITY  
YOUR SAY

We are London’s growth opportunity. And over the next 20 years we will join forces to embrace and harness this change so it benefits everyone. We will ensure every resident has a fair opportunity to succeed in a rapidly changing world. And we will collaborate so that by 2037 Barking and Dagenham will be...

a place where every resident has access to lifelong learning, employment and opportunity.

a place with high-quality education and sustained attainment for all residents.

a place which supports residents to achieve independent, healthy, safe and fulfilling lives.

a place with sufficient, accessible and varied housing.

**“a place people are proud of and want to live, work, study and stay”**

a place where businesses and communities grow and thrive.

a friendly and welcoming Borough with strong community spirit.

a place with great arts and culture for everyone, leading change in the Borough.

a place where everyone feels safe and is safe.

a place where everyone is valued and has the opportunity to succeed.

a clean, green and sustainable Borough.

# Introduction



**Councillor  
Saima Ashraf,**

**Chair of the Barking  
and Dagenham  
Delivery Partnership**

In 2015, we celebrated the 50th anniversary of our borough and our community. Together we looked back to the start of Barking and Dagenham, reflecting on our proud history of ambition, achievement and change. We are a borough of change. Over the centuries we have transitioned time and time again, adapting to local and national changes. Whether fishing, manufacturing or otherwise, industries have come and gone. And as we become better connected to the rest of the region and the wider world, our community grows and becomes more diverse. However, if our history and heritage have taught us anything, it is that we are one borough; one community. No matter what change we face, we must face it together.

Whilst our 50th anniversary celebrated the history of our community, we now look to the future and to the vision for Barking and Dagenham. In 2015 an Independent Growth Commission set out a blueprint for the future of the Borough. This highlighted our proud heritage, history of re-invention and untapped potential. It also, however, illustrated just how far the borough has to go to reach that potential.

One of the Growth Commission's recommendations was the development of a long-term vision for Barking and Dagenham that could harness the

energy, creativity and ambition of its residents. The development of the vision, aspirations and a series of stretching targets should be used to both engage residents but also help build a strong partnership between key stakeholders.

These targets aim to be long-term in nature, ambitious but realistic and need to be stuck to from today and for the next 20 years.

Nearly 3,000 residents have helped us create our vision, this document. We must look forward, together, and aspire to build a better Barking and Dagenham, where no-one is left behind.

We are London's growth opportunity. Over the next 20 years we will join forces to embrace and harness this change so it benefits everyone. We will ensure every resident has a fair opportunity to succeed in a rapidly changing world. And we will collaborate so that we deliver our long-term vision for Barking and Dagenham.

**Councillor Saima Ashraf,  
Chair of the Barking and Dagenham Delivery  
Partnership**



## The Vision

**One Borough.  
One Community.  
No-one left behind.**

We have a proud working-class history, a heritage like no other London borough and strong community bonds built over generations. We are the youngest borough in London and our population is growing rapidly. As our community changes the common ties that bond us together must strengthen and evolve.

We have a responsibility; towards our friends, family, neighbours and our environment. Civic pride in the area and in the community is the shared value that should bind us together as one community. We want everyone who lives or works here to share that pride, and to show it in how we treat one another and our borough— from our parks to our streets and our homes. This will help create a place people are proud of and a community people want to be part of.

We have a lot to be proud of already; Barking and Dagenham boasts a history of enterprise, industry and adventure. And now, we are the fastest growing borough in London – not just in terms of our population but also in terms of the amount of positive change taking place. With 50,000 new homes, 20,000 jobs and large-scale regeneration coming to the borough, we truly are London's Growth Opportunity. We want our residents to have aspirations, to flourish as individuals and as families, to choose to stay in the borough and to be able to afford to do that. Our proximity to the rest of London means we also need to exploit wider employment and investment opportunities.

***“I would like to see people taking more pride and responsibility in their neighbourhood”.***

The vision for Barking and Dagenham is best understood through ten themes, all of which will need help and support from a range of organisations, and the local community, if they are to be successful.



## Theme 1: Employment, Skills and Enterprise

*“We need to create an environment where people aspire and achieve”.*

Major economic changes over the last few decades has seen Barking and Dagenham’s traditional industries disappear. Large employers such as May & Baker and Fords used to offer the majority of local jobs, but this has changed. Automation means jobs, and the skills people need, are changing, and this is only set to continue - providing a challenge for the borough, but also an opportunity.

Our education results over the last decade have improved hugely. But while our young people leaving education are as equipped with qualifications as their peers nationally, a large group of our residents do not have adequate education and skills to maintain employment in an increasingly competitive world. Secure employment is key to everything for our residents and our community.

We are well connected to the rest of London. Our proximity to the rest of London gives us the opportunity to reap the rewards and the jobs the city offers.

We will work together – across authorities, employers, schools, colleges and communities – to ensure that **Barking and Dagenham is a place where every resident has access to lifelong learning, employment and opportunity.** As part of this we need to understand our place within London’s wider economy and establish our own identity as a borough that sets us apart from our neighbours. We will share information between employers and education providers, to ensure that the education and skills training available match the needs of the job market. This will enable residents to achieve the skills necessary to compete in a 21st century global marketplace.

## Theme 2: Education

*“We need more outstanding schools and nurseries”*

High-quality education is a stepping stone to high-quality employment. Educational attainment for young people leaving schools and colleges in Barking and Dagenham is at a record high. Over the past decade, we have focused on raising standards in our schools while drastically increasing provision, and it has paid off. Our schools are good by national standards with 92% of schools rated as good or outstanding. Whilst above the national average and improving rapidly, we are still a couple of percentage points behind the London average, but are catching up fast.

Historically however, Barking and Dagenham relied on traditional, low-skill industry such as Fords to keep local people in work. Secure local employment meant it was easy for people to leave school young, rather than looking at further education or other employment opportunities. However, barriers still remain, stopping some of our residents from getting a good education. Too few local people go on to higher education, including to the most competitive universities. We recognise the importance of vocational training and the borough has a long history of providing skills training to meet the needs of London.

As technology becomes ever more important to employment, vocational education – including apprenticeships and diplomas – becomes increasingly central to our vision. We want to make sure every resident reaches their potential, whether it's through academic attainment or any vocational route and we will ensure pathways exist to support this.

The changing employment landscape makes it more important than ever that **Barking and Dagenham is a place with high-quality education and sustained attainment for all residents, regardless of background.**

To achieve this, we will focus on recruiting and retaining talented teachers. We will understand and support the role of families in their children's education. And we will forge a strong partnership between the council and every education provider. We will use the council's influence to encourage business partners to invest in our young people. We will offer a flexible and responsive education, enabling every resident to follow their ambition.



## Theme 3: Regeneration

*“I hope Barking and Dagenham will be the next great town in England”*



We are already well on the way to becoming the centre of growth in London. With potential for 50,000 new homes and 20,000 new jobs, and with developments such as Crossrail soon to make the borough even more connected, Barking and Dagenham has greater potential than any other London Borough.

Over the past 50 years London has seen unprecedented growth. But not all boroughs and communities have benefited from this growth. The Olympics gave our neighbouring boroughs a chance to flourish. Now it is our turn.

Be First, a new council-owned company, will deliver our regeneration ambitions and inclusive growth agenda ensuring we genuinely achieve our goal to be London's Growth Opportunity. At the heart of Be First's approach will be inclusivity - making sure no-one is left behind – as will partnership working with the private sector.

This is not the first time the borough will have been at the centre of such innovation and growth. The development of the Becontree Estate in the 1920s and 1930s as the largest public housing estate in the world shows what can be accomplished. Growth planned for the borough over the next 20 years will provide twice as much accommodation as the Becontree Estate did.

Our approach to regeneration is to ensure that residents benefit from the creation of jobs and from the arrival of new industries as well as our housing growth. Our focus on job creation is for jobs and employers that are at or over the London living wage. We want our residents to have aspirations, to flourish as individuals and as families, to choose to stay in our borough and to be able to afford to do that.

A key priority is making our growth and regeneration truly inclusive; to ensure that no-one is left behind. Only if our whole mixed and diverse community feels the real benefit of regeneration will we have succeeded. Regeneration needs to deliver improvements in health, education, wellbeing, our environment and community cohesion. It is also our responsibility to ensure the physical regeneration of the borough is matched by its culture; that Barking and Dagenham is a pleasant, interesting and sociable place to live. If we achieve this Barking and Dagenham will be **a place where businesses and communities grow and thrive.**

## Theme 4: Housing

*“I hope for new and better quality housing”*



We understand that housing has a social and community purpose. People need homes of many different kinds, sizes, designs and locations. A mix of different types of homes bonds us together; it builds communities and helps working people stay in the borough and families stay near each other. We will ensure Barking and Dagenham is **a place with sufficient, accessible and varied housing**. We will build communities, not just places, understanding that homes and jobs are vital infrastructure without which communities can't function. We want our residents to stay with us for a long time, to put down roots here, to raise their families here, for their families to live nearby and, while they live with us, for all our residents to make a positive contribution to our community.

The Gascoigne Estate for example will see redevelopment over the next decade that will provide not only 1,500 new homes but also new schools, children's facilities, community spaces, retail and a medical centre. As London's healthy new town, Barking Riverside, 10,800 new homes will be the foundation of a flourishing new healthy community.

We are developing a Local Plan, to outline our long-term response to London's housing crisis, and our approach to creating an improved housing offer. As part of this approach, we will deliver 50,000 new, high-quality homes of mixed type, tenure and price across the borough, these will provide housing for residents on different income levels. We will collaborate with the private rental sector to ensure a high quality housing offer, and enforce these standards where they are broken. We will remember that every resident has the right to move, rent and invest in their home as they wish. And that our children should be able to afford a home within the borough.

London's success as a global city has fuelled demand for housing, yet for many it is unaffordable. The result is the housing crisis we face today. Working people are being forced out of London. First-time buyers are becoming first-time renters, increasing rental prices. A minority of landlords are exploiting demand by decreasing standards and overcrowding property. And increasing numbers of people are requiring support from friends, family or the council, or are finding themselves homeless. So, we must ensure that by 2037 we can provide homes for working people.





## Theme 5: Health and Social Care



*“People should have more say in their health and a greater emphasis upon preventative measures”.*

As our population grows and ages we place increasing strain on our health and care services. Providing adequate care and supporting carers are becoming ever more difficult, as demand increases and resource and finance decrease. Finding a sustainable solution to the care crisis is a key priority.

Our community faces long-term challenges because of unhealthy lifestyles. Simply put, residents should be leading longer and healthier lives than they currently are. Illnesses caused by obesity – especially among children – smoking, alcohol and drug abuse are too common. This is exacerbated by the lack of healthy food options and barriers to affordable exercise facilities. As a result, how long we can expect to lead healthy lives is falling behind that of London, especially for women, who have a healthy life expectancy – the number of years they can expect to live in good health - of 58 years compared to the London average of 64 years.

To buck these trends, we need to approach health and care differently; health and care services need to work more closely together, reducing the barriers between services. We are working towards services

being fully integrated and seamless, and we will embrace and drive this transformation, so that Barking and Dagenham becomes **a place which supports residents to achieve independent, healthy, safe and fulfilling lives**. We will improve access to outstanding healthcare, by addressing the fact that we only have 6.9 GPs per 10,000 residents, compared to the London average of 7.7. As well as maintaining accessible health services to the highest of standards, we will enable residents to lead healthy lifestyles, with ample access to exercise facilities and healthy food options. We will ensure that care is available for those who need it, and the providers of care are adequately supported.

We need to change our focus across the public sector to take preventative action in identifying and resolving the root cause of an individual’s or family’s problems. This will involve breaking down silos and ensuring services aren’t provided in isolation – including housing, community safety, employment and aspects of social care – creating coordinated services that wrap around residents who need help, changing their experience of public services.

## Theme 6: Community and Cohesion



*“We need a large, happy community of friendly people who love to help each other”.*

Our borough is growing and like the rest of London this growth is expected to continue. Change can be unsettling and can impact upon community spirit. Social cohesion and community spirit are vital to the success of the borough. We will embrace change and diversity as a strength.

We understand the importance of community and cohesion, and are determined to make **Barking and Dagenham a friendly and welcoming borough with strong community spirit**. To achieve this we will support the community to celebrate our history and heritage, through events and activities. We will tackle extremism and hate crime wherever it occurs. And we will help different groups within our community to come together and integrate, understanding that diversity is a strength and we can all learn from one another.

We are one community, and we have created this vision as one community. Nearly 3,000 local people and partners from across neighbourhoods, occupations and organisations from the public, private and third sectors took part in the consultation which informed and defined this vision. Not only is this vision resident-led, but it is evidence of the engagement of the community in our shared future.

To achieve our vision we will change the way we work together. We will come together and support our residents and communities to be more resilient so that they are able to do more for themselves. And we will start acting as equal partners, doing our bit across sectors and organisations for the benefit of the borough.

## Theme 7: Environment

**“I want a lovely and clean environment for my family”**

We are lucky as a London Borough to enjoy so many beautiful parks and green and open spaces. Our house building programmes from the last century have left us hundreds of local amenity greens brimming with potential, we have many parks and spaces such as Barking and Parsloes Park, and Abbey Green, and our river fronts contain some of the most stunning environment in London. Maintaining and enhancing these community assets, as well as making full use of them for activities and events, is a key priority essential to improving our health and wellbeing.

Our consultation showed that we all understand the importance of the environment, as it proved one of the most pressing concerns of the community. Many said they want the borough to be cleaner, better maintained, safe, attractive and respected. Some stressed the importance and potential of our parks, green and open spaces. Others singled out specific environmental issues – including littering, vandalism and fly-tipping – as holding back the community.

Environmental crime – or grime crime - is a widespread and visible challenge facing our community.

Cleanliness, litter, vandalism and fly-tipping not only impact how pleasant the borough is to live, travel and work in, but also affect how safe we feel in the borough as they can negatively impact on someone’s perceptions of an area.

The threat of climate change, worsening air pollution and limited resources mean it’s more important now than ever before that we create a sustainable and respectful environment for everyone. We will reduce waste and increase recycling, while making sure these services are run to the highest standards. Through our local energy company we will provide green energy to our new housing developments. We will work with partners across the country to improve air quality and sustainability, keeping our environment healthy for generations to come. If we improve and maintain our environment, we will create civic pride; pride in the local area and community. We understand that our community is nothing without our environment, and vice versa. So it is paramount that together we build **a clean, green and sustainable borough.**



## Theme 8: Crime and Safety



*"I just want to feel safe in the borough."*

It is every person's right to feel safe in their community. A feeling of safety is a basic requirement for creating civic pride in the area and community cohesion. Crime and safety will, therefore, always be prioritised. Community starts with safety and we are one of the safest boroughs in London.

However, less than half of residents feel safe in the borough after dark, compared to 79% across the country. The borough has a significant issue with domestic violence and violence against women and girls. This is a priority for us moving forward.

Anti-social behaviour and environmental crime are highly visible problems which impact how safe we feel in the community. If we walk through the streets and see people drinking and smoking, littering, harassing others, fly-tipping, dealing or taking drugs, failing to maintain their property, or damaging others', there

is a cumulative impact. We feel unsafe and we lose trust in our neighbours. The opposite is also true, if the streets are clean and the people friendly, welcoming and polite, we feel engaged and comfortable; we feel safe. We will support the community in setting and maintaining high standards of expected behaviour.

Tackling crime and anti-social behaviour needs to be a joint endeavour between the council, police and our residents. We will work collectively with support from residents to take action against anyone who continues to behave anti-socially and unacceptably, bringing together everything from environmental health and protection, to private sector housing licensing, noise and nuisance, and trading standards. This approach will allow us to work together against both serious crime and the perception of crime, to ensure our community is a **place where everyone feels safe and is safe.**

## Theme 9: Fairness

### “Fair treatment for all”

Fairness will be woven into everything we do in the borough. And we will actively target our work to meet the varying needs of the community, acknowledging that a ‘one size fits all’ approach works for nobody, and helping everyone does not mean helping everyone equally.

We will take action to ensure the growth we will soon enjoy does not worsen the inequality we can already see in our community. Inequality is everyone’s problem. It impacts health, both physical and mental, income, rates of violence, teenage pregnancy, and addiction. Inequality destroys relationships between members of the same communities and it creates isolation, alienation and anxiety. Inequality fuels inequality.

Our borough is becoming more diverse each year, but it is not just our ethnicity that is diversifying. We are constantly learning what makes us unique, whether it be our gender, sexual orientation, age, disability, marital, civil partnership or maternity status; there is more that unites us than divides us. Our diversity needs to be understood, embraced, and harnessed for the benefit of everyone. And to reap the benefits of diversity, our community must be united, not segregated. Community is the result of what we do, not who we are. When we understand this and act accordingly, Barking and Dagenham will be a **place where everyone is valued and has the opportunity to succeed.**



## Theme 10: Arts, Culture and Leisure



***“We should build a vibrant, diverse culture, and make the most of our parks”.***

Culture, the arts and leisure boost our economy by creating jobs and supporting local people to realise their potential. They form and strengthen the identity of our community and make people want to visit. They provide learning opportunities for all ages and abilities, and supports the delivery of health and social care. They can break down barriers between people, bringing people together and helping them take pride in their area and community.

We have a strong tradition of culture and the arts in Barking and Dagenham. With cultural assets ranging from the Broadway Theatre to our many parks and open spaces, and flourishing events and activities including music festivals, dramatic workshops and dance showcases.

Community events are an effective and popular way of using culture to bring people together and create a sense of pride. Together we celebrate our history and heritage, as well as the music, drama, sports and community we have today, and in doing so strengthen the bonds between us.

We are London’s growth opportunity, and London is moving east not just for housing and jobs, but for culture. This means there are huge opportunities coming our way in the near future. Widespread development will bring the borough new resources – whether museums, cinemas, venues or otherwise.

By 2037 Barking and Dagenham will be **a place with great arts and culture for everyone, leading change in the borough**. Everyone will have the opportunity to take part in, enjoy and benefit from our culture, which will in turn improve our health and wellbeing.

We will use our Arts, Culture, and Heritage as a vehicle to bring about some of the changes that residents outlined in the consultation, making the borough a destination rather than a place people commute through, and as a means to improve community cohesion.



## The Need

Our vision is vital because our community faces a range of severe and long-term challenges. Residents need and expect a better quality of life. Otherwise we will fall further behind.

The loss of industry has proven the greatest challenge to our community over the past 50 years. Where once it was the norm for young residents to leave school at 16 and move into low-skilled and local employment – at Fords or May & Baker or similar – now we find ourselves an interconnected London Borough. We compete and grow not only with the rest of London, but with the world. Now technology is set to once again change the employment and skills landscape. We need to respond to this change. More recently Barking and Dagenham has become one of the fastest-changing communities in Britain. Between 2001 to 2016 the population rose from 164,000 to 206,500, and is projected to rise to 275,000 by 2037. We also face a rapid movement of people. Between 2012 and 2014 approximately one quarter of the population moved into the borough, and the same proportion moved out.

The age of our community is changing. We have the highest birth rate in London. And a huge number of young people, including the greatest proportion of 0-16 year-olds in the UK.

Barking and Dagenham more diverse each year. The proportion of the population identifying as coming from black minority ethnic backgrounds increased from 15% to 50% between 2001 and 2011, while those identifying as white British reduced from 79% to 49%.

These historic forces of change have had a range of consequences for our community. People in our borough die earlier, have poorer health, and lower levels of education and skills, than across London. Too many are insufficiently skilled, too many are in low paid work, and too many struggle to find suitable homes that they can afford. Meanwhile community cohesion remains a challenge as people have seen rapid change in a short space of time. Change can be unsettling, and can break down the trust between members of the community.

Demand for services will only increase as our population continues to change and grow. By 2020 reductions in funding imposed by central government will mean the council will have approximately half the money it had to spend in 2010, and local partners – including local NHS Trusts and the Metropolitan Police – are facing similar funding crises. It is within this context – of continuing austerity and doing more with less – that we, the partners of Barking and Dagenham will collaborate to reform public services over the years to come, and fulfil our community's vision.

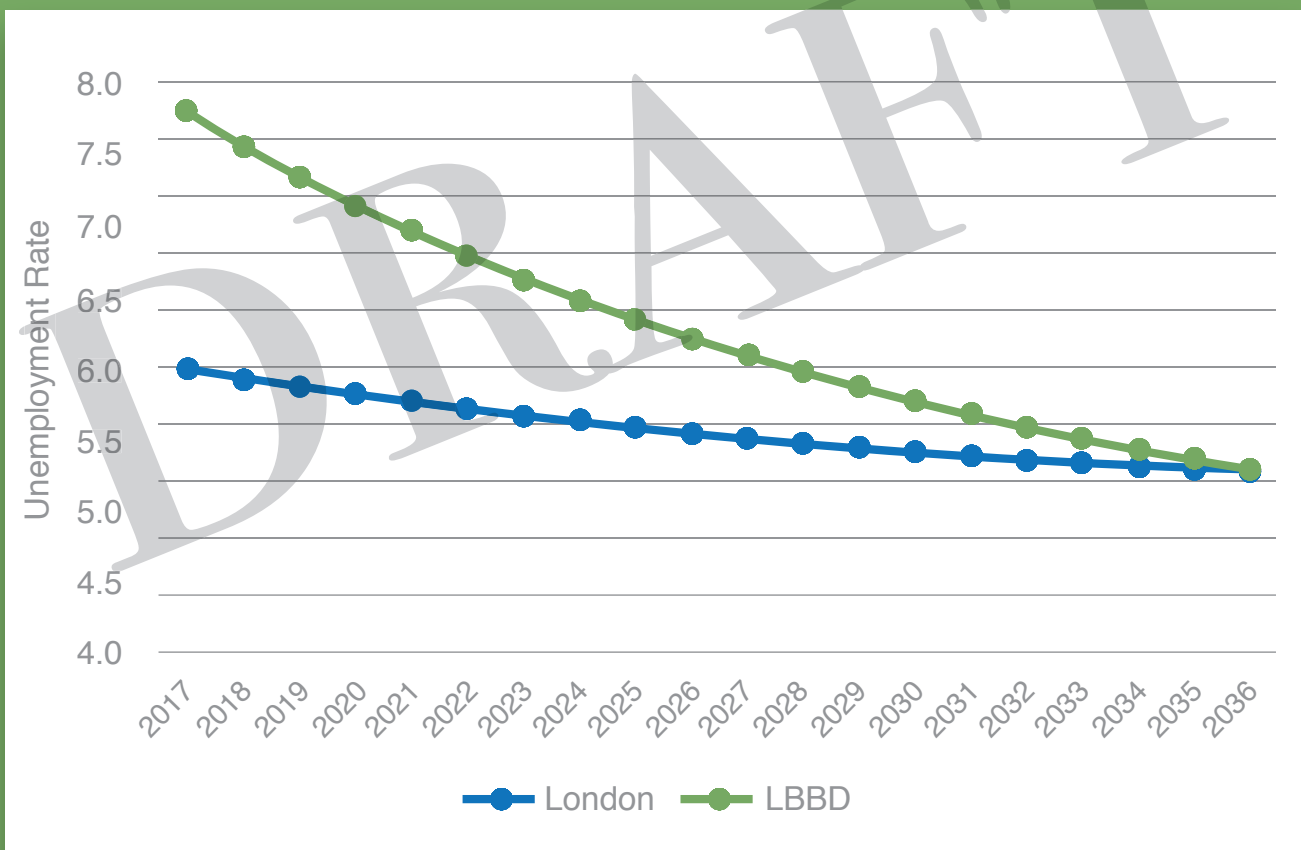
# The scale of the challenge

The Growth Commission highlighted how big the task before us is. Outcomes for residents are towards the bottom of most London league tables. In developing the 20 year targets the starting point has to be to aim for the London average, just how hard this is can be seen in the example below.

Using the target ‘unemployment lower than the London average’ as an example we can begin to see just how challenging achieving some of these targets will be. The current unemployment rate is 7.8% (London=6%). That represents a 30% gap in unemployment rate between LBBB and London. To be able to achieve the London unemployment rate, Barking

and Dagenham needs to consistently reduce the rate three times faster than London. In other words, if in a given year London reduces the rate by 10%, Barking and Dagenham will need to improve by 30%. That has to happen consistently during the next 20 years.

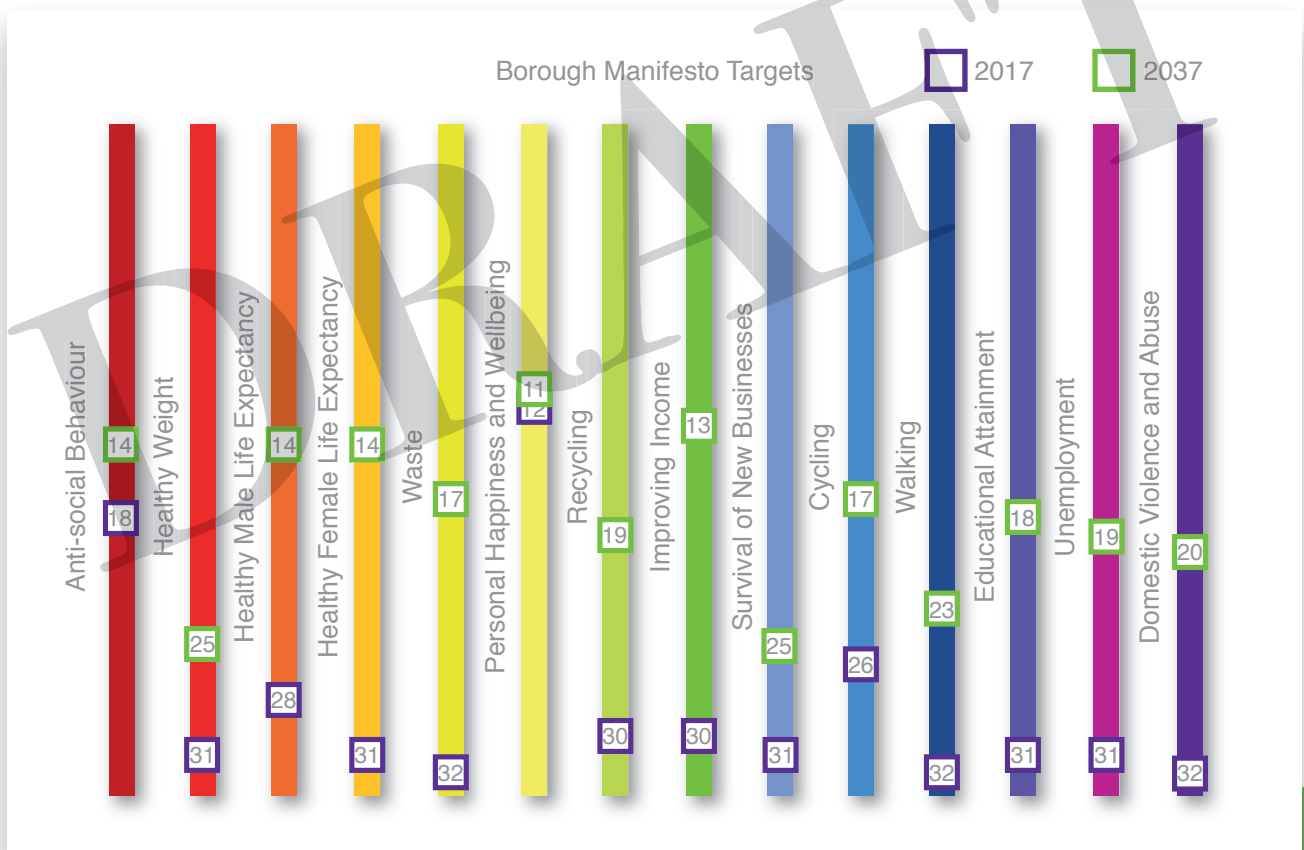
There may be some reasons that provide optimism as to why the gap may be reduced such as the planned regeneration and growth in the borough. However, other parts of London will also be taking steps to reduce unemployment, and it seems unrealistic to assume that every year Barking and Dagenham will be able to outperform London with an unemployment decrease three times faster than London.





We aspire to be in the top of the London league tables, however at a time of significant reductions in public spending, this is more challenging for a borough such as Barking and Dagenham than for boroughs less reliant on government support. In the context of the continued success of London it becomes ever harder to move up league tables as other boroughs also progress.

The graph below shows where Barking and Dagenham would be in relation to the rest of London if we achieve our targets assuming London continues on the current trajectory. This would mean that Barking and Dagenham would go from being at the bottom of many of the indicators to around mid-table. However, again this depends heavily on the rate of improvement of other London boroughs. The targets we have devised are both ambitious and realistic.



# Targets and Themes

Our vision will form the foundation of place-based collaboration for Barking and Dagenham. Our plans, strategies and policies will be informed by this vision and will help us achieve it. We will deliver it together through a series of collaborative strategies and plans focused on shorter lengths of time than the vision itself.

The Delivery Partnership – comprising all of the borough’s key stakeholders – will meet on a quarterly basis to assess progress made towards our targets and aspirations, and to plan how best to collaborate in the future. In delivering this we will remember that public services – no matter who they are provided by - impact upon each other and are interlinked across neighbourhoods, communities, organisations and sectors.

- ✓ Percentage of new homes built compared to annual target.
- ✓ Additional affordable homes as a percentage of all new homes.
- ✓ Ratio of house prices to earnings.
- ✓ Median private sector rent.
- ✓ Council housing in decent conditions.

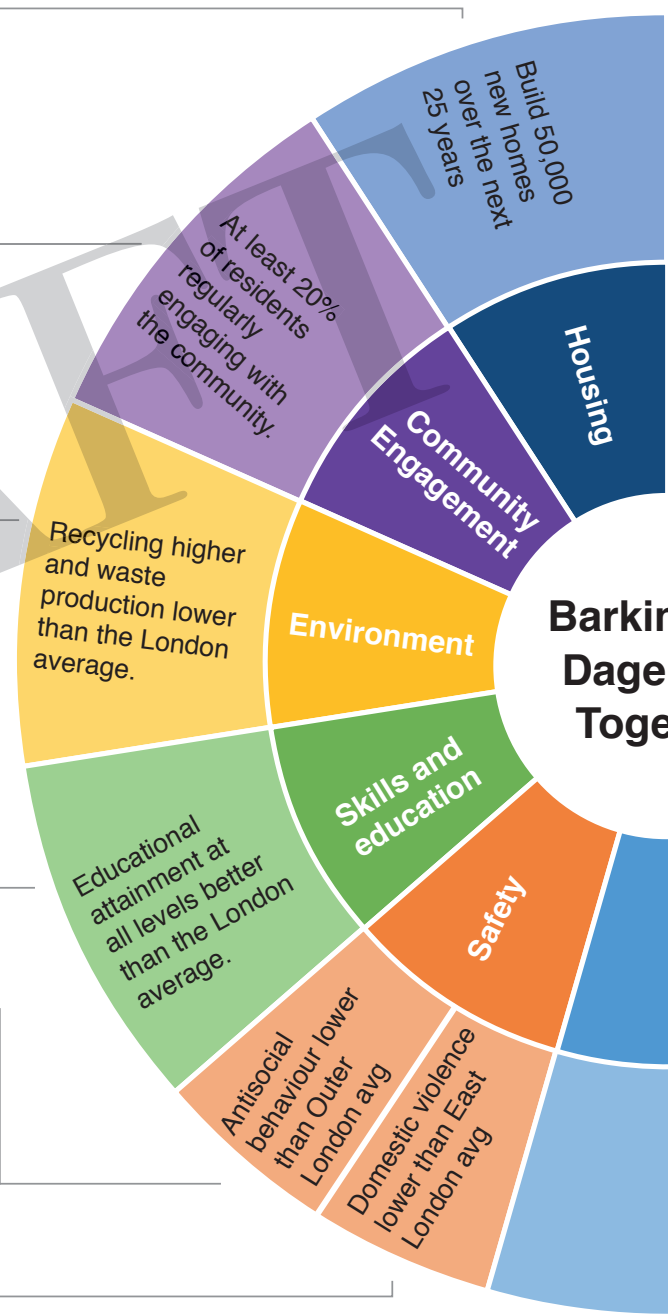
- ✓ Residents regularly engaging with Participatory City.
- ✓ People volunteering as reported in the Residents Survey.

- ✓ Waste Production per household (Kilograms).
- ✓ Recycling rates.
- ✓ Perception of "Litter and dirt in the streets", as measured in Residents Survey.

- ✓ People with Level 1 and above.
- ✓ People with Level 4 and above.
- ✓ Attainment 8 score per pupil.

- ✓ Police recorded number of incidents of anti-social behaviour.
- ✓ Council recorded number of incidents of anti-social behaviour.
- ✓ Perceived safety measured by Residents Survey.
- ✓ Hate Crime reported to police.

- ✓ Domestic violence and abuse incidents per 1000 residents.
- ✓ Average number of offences in previous 12 month per victim.



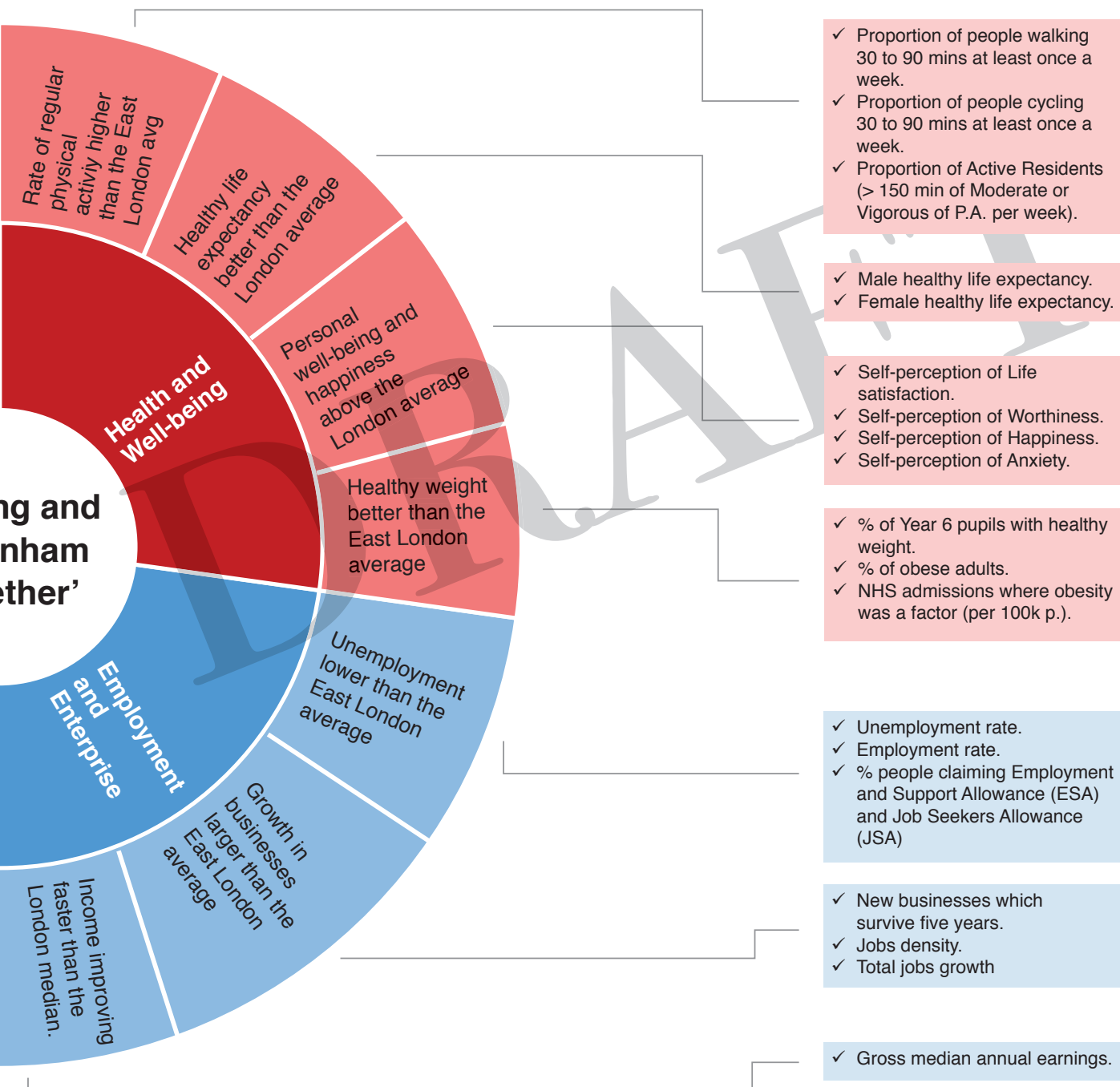
**Barking  
Dagenham  
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In order to monitor progress towards our achievement of this vision, we have identified a matrix of key targets. These **cross-cutting targets** characterise how the borough should change over the next 20 years, if we are to achieve our aspirations, and address the spectrum of long-term challenges we currently face.

We have adopted a matrix approach because we understand that public services and socio-

economic outcomes are deeply interconnected, and achieving improvements for one outcome will have consequences for others across the community.

The data collected and the way it is used is likely to change over the next 20 years. Therefore, our targets might need to be amended to reflect change over time, but the aspiration behind each target will remain unchanged.



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