

## CABINET

17 October 2017

<b>Title:</b> Growth Commission Recommendations Progress Report	
<b>Report of the Leader of the Council</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> None	<b>Key Decision:</b> No
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<b>Accountable Strategic Director:</b> Chris Naylor, Chief Executive	
<b>Summary</b> <p>In 2015, the Council established an independent Growth Commission to examine the options for and likely impact of the future development of the Borough. The Commission recognised the Borough's potential as London's growth opportunity and outlined 109 recommendations to help the Council turn their vision into reality. It should be noted that the 109 recommendations were all different in nature, scope and timescale, ranging from the strategic to narrow and focused. Some of the actions will take much longer to deliver.</p> <p>The report was discussed at Cabinet in April 2016 and Members agreed to refer the recommendations to the relevant Select Committees for further consideration. The Living and Working, Children's Services and Public Accounts and Audit Select Committees identified priorities within the 109 recommendations.</p> <p>In addition to the Growth Commission recommendations, the Council adopted a series of principles to adhere to in the delivery of its ambitions, embedding new ways of working from the outset. These principles include committing to a 20-year vision, renewing civic culture, developing a varied housing market and vibrant local economy, leaving no one behind, and making decision based on the best available evidence.</p> <p>One recommendation from the Growth Commission was that the Council should commit at the outset to a public annual review report, and its dissemination across the community, which would set out the achievements and obstacles in the past period. This report provides an update on the progress achieved against the principles adopted by the Council and the priority actions identified by the Select Committees.</p>	
<b>Recommendation(s)</b> <p>Cabinet is asked to:</p> <p>(i) Note progress made against the principles adopted by the Council following the Growth Commission;</p>	

<ul style="list-style-type: none"> <li>(ii) Note progress made against the priority actions identified by the Select Committees;</li> <li>(iii) Note areas where performance has been slower than expected and agree any action needed to boost performance; and</li> <li>(iv) Agree areas of success that can be used as part of key communications and messaging.</li> </ul>
<p><b>Reason(s)</b></p> <p>To assist the delivery of the Council’s vision of “one borough; one community; London’s growth opportunity” and delivery of the priorities.</p> <p>One of the recommendations of the Growth Commission (no.16) was for the Council to commit to a public annual review report, outlining the achievements and obstacles in the past period. This report is the implementation of this recommendation.</p>

## **1. Introduction and Background**

- 1.1 The Borough of Barking and Dagenham is London’s growth opportunity and the Council aims to create an inclusive, prosperous and resilient place, in which all communities have the opportunity to fulfil their potential.
- 1.2 To help achieve this, the Council established an independent Growth Commission to examine the options for the Borough’s future development and the likely impact of pursuing those options, and to maximise the contribution of the Borough to the London economy. The Commission comprised of specialists with a range of national and international experience of business, regeneration, successful economic development in other parts of the UK, and knowledge of the London economy.
- 1.3 The Commission recognised Barking and Dagenham’s growth potential and agreed that the Council had the right vision. The scale of the transformation would require the Council to engage and mobilise every part of the Borough; building on existing and developing new partnerships, empowering the people of Barking and Dagenham to play a greater role in shaping the future of the Borough.
- 1.4 The final report from the Growth Commission was published on 24 February 2016 and outlined 109 recommendations that they believed would help the Council to turn their vision into reality.
- 1.5 The recommendations were not definitive and were intended to provide a framework for discussions with a wide range of stakeholders as part of collaborative working to examine how the Borough can be what it wants to be: inclusive, prosperous and resilient.
- 1.6 The recommendations covered all aspects of the Borough’s economic growth including housing, business, transport and infrastructure, culture and heritage, urban design, educational attainment, and skills and employment.

## **2. Progress to date - Principles**

2.1 The Council welcomed the principles and key actions proposed by the Commission. Building on this, the Council committed itself to a set of principles and have pledged to implement them, including committing to a 20-year vision, renewing civic culture, developing a varied housing market and vibrant local economy, leaving no one behind, and making decision based on the best available evidence. Good progress has been made to date in delivering against these principles. The section below provides an update on council activity for each one.

### **2.2 A 20-year vision**

2.2.1 Barking and Dagenham Together - the Borough Manifesto is the council's resident-led, shared long-term vision for the future of the Borough. It was developed through extensive consultation, where residents were asked what they liked about the Borough, what they disliked and what their aspirations for the area were. This consultation received the highest number of responses to any consultation undertaken, with nearly 3000 responses received. These responses and the high-level emerging themes were discussed at a conference of partners and key stakeholders in November 2016.

2.2.2 The themes, aspirations and targets of Barking and Dagenham Together mirror the concerns, opinions and priorities from the public consultation and partners' feedback. It has 13 ambitious, measurable targets to be achieved within the next 20 years. The targets cover ten themes: employment, skills and enterprise; education; regeneration; housing; health and social care; community and cohesion; environment; crime and safety; fairness; and arts, leisure and culture.

2.2.3 The Barking and Dagenham Delivery Partnership (BDDP) has been established. It is a forum of stakeholders from the public, private, voluntary and community sectors who will work towards and monitor progress on the aspirations and targets and plan how to best collaborate in the future.

2.2.4 Barking and Dagenham Together- the Borough Manifesto was launched on 10<sup>th</sup> July, with an event for partners and key stakeholders at the Dagenham Civic Centre.

### **2.3 No-one left behind**

2.3.1 Leaving no-one behind is a key message in Barking and Dagenham Together, and its targets and aspirations. The Council strives to ensure that all residents have the opportunity to benefit from the Borough's growth. And this message feeds into all developments and changes taking place within the borough.

2.3.2 Particularly through this period of significant change, the Council will continue to analyse changes to policies and services in order to assess the potential equalities impacts and risks before final decisions are taken. The Council's approach to equalities is embedded and fully integrated into our decision-making processes and business planning.

2.3.3 The Council remain committed to our work to eliminate discrimination in Barking and Dagenham based on age, gender, sexuality, disability, religion and belief,

ethnicity, gender reassignment, marriage and civil partnership, and pregnancy and maternity.

2.3.4 To further strengthen our approach, an Equality and Diversity Strategy for the Borough has been developed, setting out our strategic objectives, ensuring that we support and celebrate our diverse and changing population and that all people who live, work, study and visit our Borough are treated fairly and enjoy equal opportunities. The Council will continue to use the information we hold about residents to break down by protected characteristics, wherever such analysis helps, to improve our services and intervene in a more intelligent manner.

## 2.4 **Renewal of civic culture**

2.4.1 The Council is supporting the renewal of civic culture through various projects aimed at increasing the active involvement of local people and communities, organised and empowered to support and challenge the public and private sectors. The Council's crowdfunding platform launched on 5th April 2017 with a small grants fund to enable community groups to apply for funding against council priorities. The criteria for crowdfunding projects ensure that they benefit people who live or work in B&D, and have strong local support, shown through a vibrant crowdfunding campaign. The Council will match-fund any approved project by up to £10,000 or 50% of the project value. The first projects are now live on the platform.

2.4.2 The B&D Local Lottery was launched to the public in September 2017, and is another way for local people to help fund the projects that mean the most to them. When purchasing online tickets, people will be able to directly select which good cause they want to support. Tickets will cost £1 with 60p going towards local good causes. The first prize draw is scheduled for 21<sup>st</sup> October 2017.

2.4.3 Every One Every Day is seeking to establish a participatory culture across Barking and Dagenham over the next five years. This is the first time an attempt has been made to develop this across a borough. It offers the opportunity for residents to lead and shape the initiative, and for the Council and investors to learn about a new way of facilitating civil society engagement across a whole community. This project has put the Council at the forefront of new ways of engaging and empowering communities and offers a significant opportunity for residents. The ambitious scheme will work with 25,000 residents across the borough to create over 250 neighbourhood-led projects and form more than 100 new businesses over the next five years.

## 2.5 **Local Housing offer**

2.5.1 The Council is committed to developing the local housing offer. Be First is a new company wholly owned by the public sector, but operating at arm's length from the Council. Be First will use the freedoms and flexibilities that this independence gives to speed up house building and the construction of new infrastructure, whilst ensuring that no one is left behind. It will attract investment to the borough and accelerate growth. As an investor in its own right, it will be self-financing and create significant new revenue for the Council.

2.5.2 Key appointments have been made to Be First, including Lord Bob Kerslake who has been appointed as Chair of the Board of Be First and Pat Hayes who has been

appointed the Managing Director. The company will be up and running by autumn 2017.

2.5.3 The Council is committed to developing housing of all tenures and ensuring that no one is left behind in a balanced tenure mix.

## 2.6 **Vibrant local business community**

2.6.1 Be First will also drive development and encourage a vibrant local business community. One of the recommendations from the Growth Commission was to prioritise Barking town centre, and use this as an exemplar for the Council's new approach to its urban areas. Considerable progress has been made within the first year, with the approval of the Be:Here, Vicarage Fields, Abbey Industrial Park, Cambridge Road and Abbey Sports Centre schemes. The Vicarage Field development will deliver a major transformation of the town centre's retail offer. It will feature around 900 new homes, a state of the art shopping, dining and leisure destination and, at the heart, a 'field' with shared communal garden for residents, orchards and play spaces. Be First will build on this progress and aim to attract further investment to the borough and accelerate growth.

## 2.7 **Evidence led approach**

2.7.1 The Council is committed to having an evidence led approach to decision making. The Insight Hub has been established, who collate and analyse data, to make better use of data and intelligence and to ensure an evidence based approach to service and policy development. The Council is also committed to taking the views of the residents into account, and commissioned a resident survey in late 2015, and again in 2016, to understand the views of residents and gauge satisfaction with Council services. The survey is a useful tool for the Council to identify areas for improvement and will ensure that the limited resources available are spent in areas that really matter and will make the greatest difference to residents. This survey will be run annually to ensure the views of residents help shape services and lead to improvement. Public consultations are regularly undertaken during the development of new services and policies, and the feedback gathered incorporated into future planning.

2.7.2 The Council is focusing delivery of its services on outcomes that are important to its users with an emphasis on consumer-centred design. Accordingly, the Council is moving to adopt an outcomes-based commissioning model.

2.7.3 The Council's Core function designs and articulates the overall outcomes and priorities in the Corporate Plan. These are based on the aspirations within Barking and Dagenham Together, existing statutory duties and other key partnerships strategies. Sitting underneath the Corporate Plan will be a suite of strategies that form a more detailed framework for the Council, and underneath these will be the commissioning plans. Each service block will then have a single mandate. Mandates are the annual service agreements which contain the expected outcomes, key performance measures and targets, areas of priority, information on key developments and details of resources. Successful development of robust commissioning plans and mandates will be the main focus in 2017/18. Performance on the mandates will form part of the Council's formal performance monitoring and management arrangements.

- 2.7.4 The performance management arrangements are part of the commitment to making Barking and Dagenham a stronger, more prosperous place to live for the benefit of all, ensuring no one is left behind. In addition to the Key Accountabilities and Key Performance Indicators, in 2017/18 the Council will begin annual monitoring of our performance against the targets in Barking and Dagenham Together and the outcome measures incorporated in the Social Progress Index.
- 2.7.5 Developed by the Social Progress Imperative from Harvard Business School, the Social Progress Index (SPI) was created as a framework for assessing social progress using social and environmental outcome measures. Originally developed to determine the social progress of countries, we have been working with the Social Progress Imperative to use this framework to measure the social progress of the Borough. The index measure basic human needs (water, shelter, safety), the foundations of wellbeing (access to basic knowledge, communication, environment), and opportunity (personal rights, freedom, tolerance and access to advanced education).

## 2.8 Priority Actions

- 2.8.1 The 109 Growth Commission recommendations covered all aspects of the Borough's economic growth and were different in nature, scope and timescale, ranging from the strategic to narrow and focused. Members of the Living and Working Select Committee and the Children's Services Select Committee were asked to prioritise some of the Growth Commission recommendations. These proposals were then put before the Public Accounts and Audit Select Committee before making final recommendations to Cabinet in October 2016.
- 2.8.2 **The Living and Working Select Committee** identified 9 actions for prioritisation, which Cabinet supported. Progress achieved is summarised below.

**The removal of the barrier of the A13 corridor by burying the roadway. The development of lands freed up by that initiative should be an important medium to long-term priority (recommendation 66)**

The Council is working with Architecture Sans Frontieres (ASF-UK) and Transport for London (TfL) on proposals to redevelop Castle Green. The first phase of feasibility and master planning is due to be completed by the end of September 2017 and this will confirm whether the project is viable or not.

**Borough to be pilot area for high speed digital hub (recommendation 108)**

Barking Riverside has entered into a flagship deal with BT Openreach for ultrafast fibre broadband for the whole site. BT Openreach will build fibre-to-the-premises (FTTP) technology capable of speeds up to 1Gbps for more than 10,500 new properties on the site, which include a mix of family housing, apartments, schools, retail, community and leisure facilities. Work to install fibre to the properties will begin within the next few months, providing access to the fastest broadband speeds in the UK.

**One anchor institution the Borough does have on its boundary is CEME (Centre for Engineering and Manufacturing Excellence). It is a very well-designed institution. The Council ... to establish how CEME could develop further to meet the needs of local, national and international businesses**

**(recommendation 108)** The Council and CEME engage through the London Riverside Employment Steering Group seeking to maximise the impact of the facility on Borough businesses. CEME have commissioned a consultancy to review and advise on their long-term vision. The Council was a stakeholder interviewed as part of the process, providing the Council the opportunity to influence CEME's future direction. Coventry University is another fantastic anchor institution within the Borough. Situated in Dagenham Civic Centre, it opens its doors to the first cohort of students in September 2017. The university will offer high quality higher education within the Borough, with 3,000 places to study degrees and apprenticeships in a range of flexible part time and full-time courses.

**Stronger regulation of private landlords through the Council's licensing scheme (recommendation 52)**

All private landlords are required to be registered with the Council. The Borough-wide Private Rented Property Licensing scheme was launched in 2014 and runs for five years. The scheme aims to work with landlords and tenants to improve conditions across the private rented sector as a whole and help to reduce crime and anti-social behaviour (ASB) associated with the poor management of rented properties. Landlords who are not registered are at risk of prosecution. A new consultation is being currently being planned to assess the impact of this scheme and will inform future planning around this issue, with a new Private Sector Landlord Licensing Scheme planned for 2019-20.

**Housing should be of all tenure forms (recommendation 20)**

The Council is committed to developing housing of all tenures and ensuring that no one is left behind in a balanced tenure mix.

**The selective redevelopment of existing retail areas [in Becontree, including Dagenham Heathway] would help improve the attractiveness of the area to current and new residents (recommendation 56)**

As Be First establishes, its development programme it will look at the opportunities for redeveloping retail area. The Council has met with TfL who have identified development potential on land they own in Becontree, Dagenham East and Dagenham Heathway stations, which the Council could get involved with. Other opportunities include the Iceland site at Merry Fiddlers and Martin's Corner. Be First will need to establish whether there is a business case for taking these developments forward.

**The mud flats to the east of the wharf could become a wetlands area and the Council should examine if there is a role for the Wetlands Wildlife Trust to undertake a venture similar to that at the Barnes reservoirs (recommendation 49)**

The Strategic Infrastructure Scheme for the Barking Riverside development is due to be submitted to the Council later this year. This has detailed designs for Barking Riverside foreshore which aims to enhance its natural setting whilst also increasing public enjoyment of it.

**Iconic community facilities should be improved, with the community encouraged to manage them (recommendation 55)**

This priority action links to the principle that the Council has committed to by the renewal of civic culture through much more active involvement of the local people and communities. The Council is working with community and voluntary

organisations to build capacity in this area, with the aim of developing skills and effectively using resources, and encouraging them to manage these facilities.

**Burying of existing power lines to enhance the Barking Riverside area and other affected areas (recommendation 45)**

Barking Riverside Limited (BRL) has been discussing burying the existing power lines with government. At present, this is not viable but remains an option for the future when viability improves. In August 2017, a proposal for burying the power lines was submitted as a bid to the Housing Infrastructure Fund, which aims at funding vital physical infrastructure projects to support new and existing communities. Bids are to be assessed and funding awards announced by summer 2018.

- 2.8.3 **Children's Services Select Committee** identified 7 actions as priorities. These recommendations were divided into three themes; supporting the aspirations and ambitions of young people, developing innovative partnerships to support young people's achievements and encouraging a broad and varied curriculum which develops young peoples' talents and prepares them well for adulthood. Progress achieved is summarised below.

**Schools should identify and develop strategies, drawing on successful examples from both inside and outside of the Borough, to help engage parents where low aspirations are a hindrance on children's performance (recommendation 81)**

This issue remains an ongoing challenge. All schools develop strategies to help engage parents where low aspirations are a hindrance on children's performance. Some appear to be more successful than others. The school improvement services support schools by identifying those with particularly interesting or successful practice, which can be used as exemplars and inform new strategies. From April 2018, the school improvement services, statutory and traded, will be provided by the School Improvement Partnership, a not for profit company jointly owned with the Borough's schools, giving schools greater power to develop services.

**The Council should persuade tutoring organisations, including those that draw on tutors from the private sector or those that utilise university students to support students in the Borough (recommendation 80)**

The Council has supported a number of organisations, largely mentoring ones, to offer their services to schools. Increasingly schools are using these organisations to support access to Higher Education with some success as indicated by rising numbers going to Russell Group/top third Higher Education institutions.

**The Council should ensure that schools in the Borough are providing careers education, as distinct from individual advice and guidance, to students from a young age (recommendation 83)**

The Council provides a well-regarded careers support as a traded service. The support includes a variety of information and activities, including work experience, traineeships and support with writing CVs, job and university applications. Careers education does tend to focus on the older years of secondary school, but officers are working to develop links and opportunities for careers education in primary schools.

**A multi-agency early intervention strategic partnership could play a critical role in developing and implementing the range of interventions needed during early years. Such a partnership should be driven by the Council, and have as its focus the need to break the cycle of poor outcomes, including health, poverty and education (recommendation 69)**

The Family Information Service provides comprehensive information and advice on the services available to parents. It brokers early education places for vulnerable and disadvantaged two-year olds, which supports future educational outcomes and is particularly important for developing early communications and language skills. There is a strong partnership between schools, children's centre and early years providers with the Council, which is essential for ensuring a continued focus on improving provision and outcomes for the youngest children.

**Recognising the holistic approach required to address educational underachievement, strong partnerships between schools and other stakeholders, including the community and voluntary sectors, and business, should be established focusing on providing the social, emotional and practical support children and families require (recommendation 76)**

There are two priority strands here: increasing links with business and bringing the resources and expertise in business to bear on improving outcomes for children and young people (this is an area which the Council's Delivery Unit is supporting); and strengthening the impact of work with health through a more joined up approach - with a focus on access to the therapies and support for mental health. The Deputy Chief Executive is ensuring this is addressed at very senior levels with health colleagues.

**Schools should adopt an experiential approach to the curriculum, which incorporates the cultural entitlement statements adopted by school governing bodies in the Borough, enabling students to have wide-ranging experiences that both inform their learning and contribute to widening their horizons (recommendation 82)**

The Council is having significant influence in this area through the work of the Cultural Education Partnership, which is bringing together arts practitioners, organisations and schools to support creative ambition and enable young people to be confident, imaginative and fulfilled. Evidence of their success and influence includes: the reach of the INSPIRE Festival has grown year on year, about half of schools have cultural lead governors, 17 schools have been accredited with the prestigious national certification Artsmark, and the Commissioning Music Hub continues to receive strong external reviews of its work.

**Schools should support the development of healthy lifestyles and active citizenship through their curricular and extra-curricular activities (recommendation 95)**

The Council works closely with schools to support increased physical activity and healthy weight as well as prevent the development of harmful behaviours (smoking, drug & alcohol use, sexual risk taking). Support available includes the Healthy Schools London Programme, with 90% of the boroughs schools signed up, and 33 having achieved their Bronze Award, 25 their Silver (6<sup>th</sup> highest in London) & 9 their Gold (5<sup>th</sup> highest in London). There is also cycle training and clubs, programmes promoting health diet and exercise and helping children to manage their weight, and oral health promotion aimed to early years and reception children. The School Health Survey 2017 canvasses views from secondary school pupils on areas such

as activity, diet, mental health, smoking, drugs and alcohol & sexual health and will provide valuable information to schools and to the services supporting schools on the important areas for future health development and targeted interventions.

### **3. Options Appraisal**

- 3.1 This paper outlines progress achieved following the Growth Commission and specifically considers progress achieved against the priority actions, which were agreed by Cabinet in October 2016.
- 3.2 To avoid duplication and to ensure that the updates are purposeful, future reporting of progress on the Growth Commission recommendations will be reassessed. The Growth Commission recommendations will be cross referenced with the current performance reporting arrangements to identify which actions/recommendations are monitored through other mechanisms. Consideration also to be given to incorporating key Growth Commission recommendations in the Commissioning Mandates, which are being developed now and are due to completion in Autumn 2017.

### **4. Consultation**

- 4.1 The Council has committed itself to making decision based on the very best evidence available, which includes consulting with residents, key stakeholders, staff as appropriate. Barking and Dagenham Together was developed following extensive consultation, which received the most responses to any consultation undertaken and resulted in a shared vision for the future of Barking and Dagenham. All recommendations which impact on service delivery, residents experience or result in a policy change will be subject to public consultation.

### **5. Financial Implications**

Implications completed by: Kathy Freeman, Finance Director

- 5.1 There are no direct financial implications to be considered as a result of this report. The financial implications of the Growth Commission's recommendations will be costed through the Medium Term Financial Strategy and the Council's budgeting process.

### **6. Legal Implications**

Implications completed by: Dr. Paul Field, Senior Governance Lawyer

- 6.1 There are no direct legal implications to be considered as a result of this report. The legal implications of the individual recommendations will be addressed within the department's project plans and not within this report. In line with the Council's drive to be open and transparent, this report will be published online.

### **7. Other Implications**

- 7.1 **Risk Management** - Robust governance and programme management will be put in place within department's project plans to manage any risks associated with the implementation of Growth Commission recommendations.

- 7.2 **Contractual Issues** - Any contractual issues relating to delivering individual recommendations will be identified and dealt within department project plans.
- 7.3 **Staffing Issues** - There are no specific staffing implications.
- 7.4 **Corporate Policy and Customer Impact** - The implementation of the recommendations and the adoption of the new set of principles clearly demonstrates to residents the Council's "new way of working". Customer impact as a result of delivering each recommendation will be assessed within department's project plans and in Equality Impact Assessments, as part of the aim to ensure that all residents benefit from the regeneration, development and changes and that no one is left behind.
- 7.5 **Safeguarding Children** - Recommendations relating to the welfare of children will be delivered by the relevant departments, who will ensure that the Council fulfils its statutory duty to safeguard children.
- 7.6 **Health Issues** - Although delivery of health services is not the responsibility of the Council, together with health partners the Council is committed to tackling the health issues prevalent in the borough. Recommendations relating to health issues will be implemented by the relevant departments, subject to their governance and performance management arrangements.
- 7.7 **Crime and Disorder Issues** – Recommendations relating to the improvement and reduction of crime and disorder issues will be implemented by the relevant departments and subject to their governance and performance management arrangements.
- 7.8 **Property / Asset Issues** – Recommendations relating to property or asset issues will be implemented by the relevant departments and subject to their governance and performance management arrangements.

#### **Public Background Papers Used in the Preparation of the Report:**

- "No-one Left Behind: In Pursuit of Growth for the Benefit of Everyone" - Independent Growth Commission Report, February 2016 (<https://www.lbbd.gov.uk/business/growing-the-borough/our-strategy-for-growth/overview-2/>)
- Independent Growth Commission – Select Committee Feedback and Recommendations Cabinet Report (18 October 2016) (<http://moderngov.barking-dagenham.gov.uk/ieListDocuments.aspx?CId=180&MId=8806&Ver=4>)
- Council's response to the Growth Commission and Ambition 2020 Report, including Public Consultation Document Cabinet Report and Appendix 1, 19 April 2016 (<http://moderngov.barking-dagenham.gov.uk/ieListDocuments.aspx?CId=180&MId=8153&Ver=4>)

**List of appendices:** None