

## CABINET

18 February 2019

<b>Title:</b> Growth Commission Stocktake	
<b>Report of the Cabinet Member for Regeneration and Social Housing</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 Leadership Director:</b> Graeme Cooke, Director of Inclusive Growth	
<b>Summary</b> <p>In 2015, the Council established an independent Growth Commission to examine the options for and likely impact of future growth in the Borough. The Commission recognised the Borough's potential as London's growth opportunity and outlined 109 recommendations to help the Council turn its vision into reality.</p> <p>In October 2017, and on the back of the first internal review of progress against the Commission's recommendations, Cabinet agreed "<i>that the Council would benefit from an independent assessment of progress, possibly through a reconvened Growth Commission, at key milestones during the years ahead</i>".</p> <p>In June 2018, the Council asked Mike Emmerich and Metro Dynamics to undertake such an assessment and their findings are summarised in the body of this report alongside the planned next steps for the Council. The full 'Growth Commission Stocktake' document is attached at Appendix A.</p> <p>The stocktake was not intended to provide a detailed review of progress in relation to all 109 recommendations in 'No-one left behind', and it does not currently describe any intention on the part of the Council. It is an external review that will inform planning for the next phase of the council's Inclusive Growth programme. As such Cabinet is not being asked to consider the practical implications of the recommendations made, or of any concrete policy decisions.</p>	
<b>Recommendation(s)</b> <p>The Cabinet is recommended to:</p> <ul style="list-style-type: none"><li>(i) Note the recommendations from the Growth Commission stocktake, as set out in Appendix A to the report; and</li><li>(ii) Note that a further report shall be presented to the Cabinet later in the year setting out plans for the Council to respond to the recommendations from the stocktake.</li></ul>	

## Reason(s)

To assist the Council to achieve its priorities in relation to Inclusive Growth.

### 1. Introduction and Background

- 1.1 In 2015, the Council established an independent Growth Commission to examine the options for and likely impact of future growth in the Borough. The Commission recognised the Borough's potential as London's growth opportunity and outlined 109 recommendations to help the Council turn its vision into reality. The commission was chaired by Mike Emmerich, an independent expert in urban regeneration and a leading figure in Manchester's many devolution deals. The commission's report, 'No-one left behind', provided early impetus for much of the transformation that has taken place in the Borough over the last two years.
- 1.2 In October 2017, and on the back of the first internal review of progress against the commission's recommendations, Cabinet agreed "*that the Council would benefit from an independent assessment of progress, possibly through a reconvened Growth Commission, at key milestones during the years ahead*". In June 2018, the Council asked Mike Emmerich and Metro Dynamics to undertake such an assessment, with a view to doing three things:
1. Providing a light touch review of the Borough's progress since the 2016 Growth Commission;
  2. Exploring the evidence in relation to Inclusive Growth, and making some suggestions for what an Inclusive Growth framework for Barking and Dagenham might look like;
  3. Making a set of recommendations as to where the Council and its partners should focus their efforts in order to plug any gaps in the overall Inclusive Growth programme.
- 1.3 In preparing their recommendations, Metro Dynamics conducted one-to-one interviews with a range of Councillors and both local MPs. They also conducted interviews with members of the Council's executive management team and other senior officers. Two workshops with a range of partners from across the Borough were also held.

### 2. Proposal and Issues

2.1 Below is a summary of the report's findings and intended next steps.

#### 2.2 What did the stocktake find, and what did it recommend?

2.2.1 The Stocktake has found that the council and partners have made huge progress since 2016 across all areas highlighted in the original commission, particularly in relation to issues associated with the physical regeneration of the place, but that much more needs to be done to connect local people into the benefits of this growth. In other words, economic growth has been strong, and employment has risen, but a significant inclusion gap remains.

2.2.2 The Stocktake suggests five 'Grand Challenges' that the Borough should focus on in order to close this gap: '**Building sustainable communities**', including a renewed focus on the Becontree Estate and Barking Riverside as exemplars of 21st Century sustainable, connected, and vibrant urban developments; '**Creating a new enterprise agenda**', including a range of activity to expand the business base and improve job density; '**A new deal with decent jobs for everyone that can work**', including a sustained focus on the economically inactive population; '**Preparing our young people for the future**', including a renewed effort to bolster the institutional, financial and human capacity of schools; and '**Beyond civic foundations; a new civic culture**', including a new approach to engaging residents in growth and regeneration.

## 2.3 How will we use the stocktake?

2.3.1 The council must now formally consider how we would like to respond to Mike Emmerich's report, and which of the recommendations we would like to embed in the next phase of our Inclusive Growth programme. In some areas, there is already strong alignment with existing initiatives that are either in train or in planning. For example:

- **Becontree centenary.** The council is working with BeFirst, Create London and other partners to consider how we use the centenary of the first house being built on the Becontree to kick off a 10-year programme of renewal and restoration of the estate.
- **Borough & me.** The council has plans to publish a 'regeneration story' to residents that sets out our vision for growth in the Borough and how this will translate into specific changes in each of the Borough's neighbourhoods.
- **Barking and Dagenham Business Forum.** On the 06<sup>th</sup> of February we are holding a Leaders Reception for businesses in the Barking and Dagenham. The event will be the first meeting of the new Barking and Dagenham business forum, which will create a space in which businesses can work with the council and other partners to address issues and pursue opportunities.
- **BeFirst contracting.** We are working with BeFirst to define a set of clear asks to those contractors who have made it on to the BeFirst contracting framework. These might include local employment, living wage or apprenticeship clauses.

2.3.2 Whilst much is already in train, some of the grand challenges in the stocktake highlight gaps in our current programme. In the months ahead, we will use the stocktake as the starting point for a broader process of strategy development and prioritisation, which will move us in to a new phase of delivery across Inclusive Growth. Phase one, which kicked off with the publication of the original growth commission report in February 2016, was focused on delivering a set of organisational and structural reforms.

2.3.3 These reforms were designed to create a fit for purpose Inclusive Growth delivery system made up of BeFirst, the councils wholly owned municipal development company; Reside, our housing company, which manages our portfolio of new affordable homes; MyPlace our brand-new housing and tenant management service; B&D energy and BEAM energy, municipal companies that generate and distribute energy to residents; and our new work and skills service within Community Solutions, which brings together the adult college, the job shop and the

homes and money hub into a single team. Finally, the Inclusive Growth core team, operating under the Director of Inclusive Growth, Graeme Cooke, is now in place.

- 2.3.4 Phase two of our programme must ensure this system is focused on addressing the right challenges and achieving the right outcomes.

## **2.4 What happens next?**

- 2.4.1 In the weeks ahead, further consideration will be given to the Council's response to the recommendations made in the stocktake, with a view to identifying a set of 'phase two' Inclusive Growth priorities; challenges and associated outcomes that should direct efforts in the medium term. Officers will be working closely work with the Council's insight hub to ensure that the right priorities are identified, based on deep analysis of the available evidence. This exercise will, of course, include regular engagement with Members.
- 2.4.2 There will then be a further report, around May 2019, which will bring all of this work together into a series of proposals for the Cabinet to consider.

## **3. Consultation**

- 3.1 The stocktake report has been presented to both the Overview & Scrutiny Committee and the Policy Task Group. Comments from these two forums, as well as any comments from Cabinet, will be used to inform the development of phase two priorities.
- 3.2 The stocktake was also reviewed and next steps signed off by Corporate Strategy Group at its meeting on 17 January 2019.

## **4. Financial Implications**

Implications completed by: Katherine Heffernan, Group Manager - Finance

- 4.1 There are no direct financial implications associated with this report as it is for information only.

## **5. Legal Implications**

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

- 5.1 The Council's has the power to carry out a deep-rooted assessment of growth in the borough and identify and implement actions to any of the options which emerged in the stocktake as it has been given a general power of competence under section 1 of the Localism Act 2011. This provides the Council with the power to do anything that individuals generally may do. Section 1(5) of the Localism Act provides that the general power of competence under section 1 is not limited by the existence of any other power of the authority which (to any extent) overlaps with the general power of competence. The use of the power in section 1 of the Localism Act 2011 is, akin to the use of any other powers, subject to Wednesbury reasonableness constraints and must be used for a proper purpose.

- 5.2 Whilst the general power of competence in section 1 of the Localism Act 2011 provides sufficient power for the Council to participate in the transaction and enter into the relevant project documents further support is available under Section 111 of the Local Government Act 1972 which enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property.

#### **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/>)

#### **List of appendices:**

- **Appendix A:** ‘Growth Commission Stocktake – Towards Inclusive Growth for Barking and Dagenham (January 2019)’ document