



CABINET

Subject Heading:

Inclusive Growth Strategy and Implementation Plan

Cabinet Member:

Councillor Damian White, Cabinet Member for Economic Development

SLT Lead:

Neil Stubbings, Director of Regeneration Programmes

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Policy context:

There are commitments in the 2019/2020 Corporate Plan under the Opportunities Theme – Helping our businesses grow, Helping people succeed in life; under the Places Theme - Strengthening the attractiveness of our town centres; under the Connections Theme - Using technology to improve the way we live.

Financial summary:

There will be a number of financial and legal implications arising from the decision to endorse the strategy and plan. These will be the subject of further reports to Cabinet where a key decision is required.

Is this a Key Decision?

Yes – matters impacting two or more wards

(a) Expenditure or saving (including anticipated income) of £500,000 or more

(b) Significant effect on two or more Wards

When should this matter be reviewed?

June 2022

Reviewing OSC:

Overview and Scrutiny Board

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[x]
Places making Havering	[x]
Opportunities making Havering	[x]
Connections making Havering	[x]

SUMMARY

This report presents the Inclusive Growth Strategy and Implementation Plan for Havering and describes a step change in ambition of the Borough at a time of rapid change and opportunity.

RECOMMENDATIONS

Cabinet is recommended to:

- Endorse the Inclusive Growth Strategy to guide the delivery of future plans for economic development and regeneration through the delivery of homes, jobs and investment in Havering for the benefit of our entire community.
- Accept the Inclusive Growth Implementation Plan comprising indicative projects and workstreams acknowledging that further approvals will be required to be sought.

REPORT DETAIL

1. Inclusive Growth

- 1.1 The report presents to Cabinet the final draft of an Inclusive Growth Strategy for Havering. Previous iterations of this strategy have taken the form of an Economic Development Strategy which SLT wished to be extended in scope to embrace also the Council's broader plans for growth. Most recently elected members sought a changed emphasis towards 'good growth' that was at the same time both sustainable and inclusive. To this end the Council's agreed Employment and Skills Plan has now been integrated as core plank of the strategy for delivery of growth so that the benefits can be shared by all sections of our communities.
- 1.2 With this in mind, the redrafted report represents a significant public change of approach and values – an evolution of its previous position. A fourth priority for action has been added to the previous three – that of the delivery of employment opportunities through upskilling and reskilling.
- 1.3 It also gives emphasis to housing delivery at the heart of the strategy.
- 1.4 In preparing this latest version of the Strategy, we have commissioned Breeze Strategy, preeminent global experts in inward investment strategy to undertake an external review of the realism and ambition of our inward investment aspirations. Breeze Strategy count among their clients Tennessee and Ontario alongside Bristol, and Manchester in the UK. Their review of our proposals was positive and optimistic and their recommendations have now been given full effect throughout the text.

- 1.5 There have been significant changes in the approach recommended in response to the changing nature of high streets especially in the context of COVID19. We have added specific reference in the revised text to the challenges currently presented by COVID19 to the economy as a whole, to the actions of business support and impact mitigation already delivered, and to the future expectation of delivering further financial support while working alongside local businesses to further develop resilience and sound business continuity plans.
- 1.6 Logistics opportunities present themselves in the same context – the opportunity that corresponds to the threat of changing retail habits for near instantaneous delivery of infinite choice using our location at the intersection of key routes East to West, and North to South and particularly using the river as a key transport corridor for freight consolidation.
- 1.7 Throughout emphasis is given to the prudent use of limited resources – land, money and human resources – to optimise the benefits for local people.
- 1.8 A review is proposed of the corporate commitment to the provision of free public Wi-Fi which has now largely been technologically superseded by the ubiquity of 4G and 5G.
- 1.9 While the collective effect of these changes is transformative, the basic proposals are for the most part ones that have already been approved.

2. Implementation Plan

- 2.1 The Implementation Plan describes a programme of indicative projects and work streams. Cabinet is not expected to endorse or approve any particular project but instead consider the balanced programme of interventions which is proposed towards the delivery of the strategy.
- 2.2 All revenue activities proposed for 20/21 and 21/22 are containable within the current budgetary envelope. Approval for spend beyond the term of the current MTFS is not being sought at this time.
- 2.3 The Implementation Plan expresses an aspiration for the delivery of a number of major capital projects not currently included in the agreed Capital Programme. It is not the intention that such projects should be approved at this time by Cabinet. It is rather the generality of the programme and the expression of the Council's aspirations for the future for which Cabinet approval is sought.
- 2.4 All projects not currently approved to proceed will be brought back for approval through the established protocols of the Council in due course

REASONS AND OPTIONS

3. Reasons for the decision:

- 3.1 The Inclusive Growth Strategy has been developed in the context of comprehensive baselining and analysis over the past 2 years. The selection of specific strategic objectives is recommended against the backdrop of this research. The detail of the logic chain pursued can be found in the background papers as Appendix 4.

Other options considered:

- 3.2 Do nothing: If Cabinet chooses not endorse the Inclusive Growth Strategy, there is a danger that inclusive growth intervention selection will be made on a purely tactical basis without sight of any longer term aspiration or plan for the Borough. This outcome must be regarded as suboptimal.

IMPLICATIONS AND RISKS

4. Financial implications and risks:

- 4.1 The proposals are consistent with anticipated revenue budgets for 20/21 to 21/22 except as indicated by shaded boxes on the Implementation Plan the following items:

High Streets Investment
Digital Inclusion
Job Brokerage

- 4.2 The current budget and its planned deployment is set out below.

Identified Budget 2020/21	£
Economic Development	95000
Town Centres	20000
Total	115000
To be funded from identified budget	£
Equal Access to Employment	5000
Young Entrepreneurs	3000

Cabinet, 25 November 2020

Supporting existing and new businesses	6000
Key Growth Sectors	32000
Inward Investment	10000
Social Value	4000
Workspace	50000
Service Development	5000
Total	115000
Projects contingent upon grant funding	£
Digital Inclusion	194000
Job Brokerage	206000
Total	400000

- 4.2 No growth has been built into the Council's future capital or revenue budgets for the High Streets investment at the current time due to the budget pressures currently facing the Council due to Covid-19. This situation will be kept under review as the Council's medium term financial position becomes clearer.

5. Legal implications and risks:

- 5.1 s1 Localism Act 2011 gives the Council a general power of competence. The Council may rely on this, together with other enabling powers to implement the strategy. Relevant powers will be identified when specific decisions in relation to implementation are sought.
- 5.2 There is no statutory duty placed upon the Council to have an Inclusive Growth Strategy however the Strategy aligns with existing strategies and plans of the Council, including the Local Plan and provides a framework within which they may be progressed.
- 5.3 There will be a number of financial and legal implications arising from any decision to endorse the Strategy and Implementation Plan. These will be the subject of further reports to Cabinet where a key decision is required.

6. Human Resources implications and risks:

- 6.1 Proposals will not result in any change to personnel establishment beyond those changes the subject of separate reorganisation review.

7. IT Implications and Risks:

- 7.1 The proposals reviewed will impact on IT systems and infrastructure but will be subject to separate review before approval is sought to proceed.

8 Equalities implications and risks:

8.1 The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- i. The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- ii. The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- iii. Foster good relations between those who have protected characteristics and those who do not

Note: 'Protected characteristics' are: age, gender, race and disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

8.2 The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio – economics and health determinants. The proposals relating to this report, if they are implemented, will improve the business environment in the borough and consequently the employment prospects and socio- economic status of residents.

8.3 An Equalities Assessment (EA) is attached as Appendix 3 to this report.

BACKGROUND PAPERS

Appendix 1 - Inclusive Growth Strategy

Appendix 2 - Indicative Implementation Plan

Appendix 3 - Equalities Impact Assessment

Appendix 4 - Economic Evidence Base Havering v5 (Long Slidedeck)