

OVERVIEW AND SCRUTINY COMMITTEE 13 NOVEMBER 2019

Report title: Draft Sustainable Growth and Inclusive Opportunity Strategy

Wards: All

Portfolio: Cabinet Member for Jobs, Skills and Community Safety (Job Share): Councillor Jacqui Dyer; and Cabinet Member for Planning, Investment and New Homes: Councillor Matthew Bennett.

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Report summary

This report introduces the Draft Inclusive Growth Strategy which is appended to this report. Discussion of the report at Overview and Scrutiny Committee will assist in the finalisation of the strategy which is intended to be agreed by Cabinet and published in early 2020.

Finance summary

None arising from this report.

Recommendations

1. To note and provide commentary on the draft Inclusive Growth Strategy (see Appendix 1).
2. To note the timetable for key next steps and finalisation of the strategy.

1. CONTEXT

- 1.1 Growth and development in the borough is vital to provide more affordable housing, jobs, and local infrastructure, from transport improvements, to new public spaces and community facilities. Supporting sustainable growth is also crucial to the council's financial position. Devolution of business rates and continued cuts from central government mean funding local services must increasingly come from generating more income from businesses and development.
- 1.2 A central theme of the Borough Plan is to encourage more growth and development, whilst also working in partnership to tackle inequality and spread the benefits of growth more equitably. The draft strategy is intended to provide a detailed framework for delivery of the Borough Plan 'Growth' and 'Resilience' principles. Whilst the Local Plan sets out the strategic planning framework to guide growth and development in the borough, the draft Inclusive Growth Strategy is focussed on the need to work in partnership across a broad range of topics to deliver inclusive growth.
- 1.3 Over the past six months, council officers have been working with Inner Circle Consulting and 31ten – specialist regeneration consultancies contracted to the council, to develop:
 - A narrative about growth and opportunity in the borough, specifically addressing spreading the benefits of growth more widely in the borough, not just geographically but also in terms of employment, skills and social infrastructure benefits for residents and businesses throughout the borough;
 - An action/delivery plan for the implementation of key growth projects and programmes aimed at securing enhanced local opportunities arising from growth;
 - A financial model to demonstrate the link between growth and the Council's financial resilience. This will enable the Council to track the actual receipt of council tax and business rate uplift from growth.
- 1.4 This work is captured within the draft Inclusive Growth Strategy (Appendix A).

2. PROPOSAL AND REASONS

- 2.1 This section of the report summarises the scope of the draft strategy and next steps.

The Key Themes

- 2.2 The report is structured around key themes, which reflect the Growth and Resilience principles of the borough plan. The key themes are as follows:
 - Growth and Resilience – this looks at the link between growth and the Council's financial health, enabling it to provide core services to residents, and the link between more and better jobs, enhanced skills and more affordable homes and residents' wellbeing and personal resilience – which in turn saves Council (and other agencies) expenditure on welfare services in the long term.
 - Sustainable Growth – this looks at the themes of enterprise and investment, transport and connectivity, and affordable homes. These mirror the priorities set out in the Borough Plan.
 - Inclusive Opportunity – this looks at employment and earnings, training and skills and our places and neighbourhoods – again mirroring the priorities set out in the Borough Plan.
 - Shared Endeavour – this sets out the imperative that the Council works with stakeholders and partners across all sectors, and with local businesses and residents, to achieve the objectives of the strategy.

The Action Plan

- 2.3 The Action Plan is structured according to the themes set out in the draft Inclusive Growth Strategy sections above:
- Enterprise and Investment (with objectives covering affordable workspace, promoting new inward investment and strengthening relationships and collaboration with businesses).
 - Affordable Homes (with objectives covering maximising the delivery of affordable homes through partnership, building more/better affordable homes through Homes for Lambeth, the future programme of estate renewal, delivering a range of different housing options for local residents, and improving the design quality and sustainability of homes).
 - Transport and Connectivity (with objectives covering promoting convenient, accessible public transport, infrastructure and services; reducing traffic and emissions and creating better places for all to enjoy; delivering the healthy route network so more people can walk and cycle; Improving digital connectivity and shaping the future of transport services).
 - Employment and Earnings (with objectives covering closing employment gaps for disadvantaged groups; increasing local employment through job brokerage and employer commitments; working with employers to implement the London Living Wage; and leading by example in promoting positive employment practices that benefit local people).
 - Skills and Training (with objectives covering raising adult skills in targeted priority groups; building the independence and resilience of residents; improving outcomes of 14-25 year olds; and strengthening the skills system).
 - Places and Neighbourhoods (with objectives covering the delivery of strategic regeneration and investment programmes across neighbourhoods; unlocking local assets for sustainable redevelopment in neighbourhoods; and enhancing the economies, environment, health and leisure of local centres).
- 2.4 The Action Plan focuses on programmes over the next five years, although in some cases there is a forward look to ten years hence. The Action Plan will require annual review to check that the interventions are appropriate.

The Evidence Base

- 2.5 A collection of key statistics on the borough's character, growth pressures and performance in key areas is attached at Appendix 2. It is proposed that the evidence base is updated annually. Key statistics and trends are set out in terms of:
- Population change
 - Growth distribution and pipeline
 - The financial impact of growth
 - Housing tenure and affordability
 - Business growth and sectors
 - Employment and unemployment
 - Skills and wages

Approach to Measurement, Evaluation and Insight

- 2.6 One of the key intentions of the growth strategy was to identify effective metrics against which progress in delivering the objectives of growth and opportunity could be regularly monitored. While the evidence base and the measures attached to the Action Plan provides a reasonable starting point, it is clear that improved metrics, measurement and evaluation capability are required. This will give greater insight into the real impact of current practices and future programmes on people's lives.

- 2.7 Improving the council's approach to tracking the impact of our interventions, evaluation and insight will require far more local research and evaluation, which will need to be built into work programmes and budgets. This is not a matter just for the Council or indeed just for the Sustainable Growth and Opportunity Directorate. A far more robust approach to data and insight is proposed to be developed for the Council and for partners, and measuring the impact of growth and opportunity should be at key early adopter of that approach.
- 2.8 As part of a wider effort to collaborate more frequently with Kings College London (KCL), officers will be working with the KCL Policy Institute to develop an improved impact measurement framework for the Inclusive Growth Strategy. As well as reviewing which economic performance indicators to focus on, this work will also highlight some key areas for more in-depth research (both qualitative and quantitative) to develop a greater understanding of the processes underpinning complex problems and certain trends. Over time, an improved focus on research and evaluation will help to refine the strategy and determine where resources are best targeted.

Link to the Council's Commercial Strategy

- 2.9 Income from inward investment and development is a key part of the Council's response to austerity and declining resources. Support for appropriate development that meets the council's requirements will enable certainty for the investment industry and allow income such as Council Tax, Community Infrastructure Levy, Business Rates and New Homes Bonus to be factored into service provision and delivery. This commercial strategy is embedded in the Council's medium term financial strategy.

Next Steps

- 2.10 Following discussion at Overview and Scrutiny Committee the draft strategy will be edited and refined alongside ongoing key engagement with partners. An Equalities Impact Assessment will be undertaken at final draft stage.
- 2.11 Officers intend to seek Cabinet approval of a final version of the strategy aiming for publication in February – March next year.

3. FINANCE

- 3.1 The draft strategy and action plan have been developed in line with existing budgets and income streams from a variety of sources. There are no financial implications arising from this report.

4. LEGAL AND DEMOCRACY

- 4.1 Section 100 of the Deregulation Act 2015 repealed the duty of local authorities to prepare a Community Strategy and also removed the linked duty to consult with and seek the participation of their partner authorities when modifying its Community Strategy. The repeal was made as part of the localism agenda and gives local authorities the freedom to decide whether or not a Community Strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development is needed for its area.
- 4.2 Section 149 of the Equality Act 2010 requires the Council in the exercise of its functions to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and other form of conduct prohibited under the act; and
 - (b) to advance equality of opportunity and to foster good relations between persons who share a relevant protected characteristic (age, disability, gender re-assignment, pregnancy and maternity, race, religion and belief, sex, and sexual orientation) and persons who do not share it.
- 4.3 Having regard to the need to advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of the persons who share that characteristic that are different from the needs of persons who do not share it; and
 - (c) encourage persons of the relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 4.4 Compliance with the above public sector equality duties may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the Act.
- 4.5 The Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken.

5. CONSULTATION AND CO-PRODUCTION

- 5.1 The draft strategy builds on a substantial amount of internal and external engagement in the production of related strategies and policy documents – including but not limited to: the Borough Plan; Local Plan Review; Transport Strategy; the Creative and Digital Industries Strategy; and the emerging Skills and Employment Strategy. Informal engagement and consultation with key partners is being undertaken on an ongoing basis to inform the strategy development process. This will continue as we approach a final draft for circulation and comment.

6. RISK MANAGEMENT

- 6.1 N/A at this stage.

7. EQUALITIES IMPACT ASSESSMENT

- 7.1 Officers will undertake and seek an assessment by the member-led Equalities Impact Assessment Panel for the strategy when at final draft stage, prior to submission for Cabinet approval.

8. ORGANISATIONAL IMPLICATIONS

- 8.1 None at this stage.

9. TIMETABLE FOR IMPLEMENTATION

10.1 A timetable for finalisation of the strategy is provided below:

Overview and Scrutiny Committee Discussion	13 th November 2019
Key partner engagement / consultation	Ongoing
Finalisation of strategy	November – February
EQIA Panel	January 2020 (date TBC)
Cabinet Approval Sought	February – March 2020 (date TBC)
Strategy publication	Q4 2019/20 – Q1 2020/21

AUDIT TRAIL

Consultation

Name/Position	Lambeth directorate / department or partner	Date Sent	Date Received	Comments in paragraph:
Councillors Jacqui Dyer and Mohammed Seedat	Cabinet Member for Jobs, Skills and Community Safety	30.10.19	05.11.19	
Councillor Matthew Bennett	Cabinet Member for Planning, Investment and New Homes	30.10.19	01.11.19	
Eleanor Purser and Sara Waller, Strategic Directors	Sustainable Growth and Opportunity	21.10.19	22.10.19	1.1-1.2; 10.1
Christina Thompson, Finance	Corporate Resources	21.10.19	23.10.19	N/A
Greg Carson, Legal Services	Corporate Resources	21.10.19	24.10.19	Section 4 throughout
Gary O'Key, Democratic Services	Corporate Resources	23.10.19	24.10.19	

REPORT HISTORY

Original discussion with Cabinet Member	Various
Report deadline	31.10.19
Date final report sent	05.11.19
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	No
Date first appeared on forward plan	N/A
Key decision reasons	N/A
Background information	Lambeth Borough Plan Lambeth Local Plan
Appendices	Appendix 1 – Draft Sustainable Growth and Inclusive Opportunity Strategy Appendix 2 – Draft Strategy Evidence Base