

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 15th June 2020

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PORTFOLIO: Councillor James Swindlehurst, Leader of Slough Borough
Council, Regeneration & Strategy

Councillor Balvinder S. Bains, Inclusive Growth & Skills

PART I **NON-KEY DECISION**

ADOPTION OF SLOUGH'S INCLUSIVE GROWTH STRATEGY 2020-25

1 Purpose of Report

- 1.1 Inclusive growth is economic growth that is distributed fairly across society and creates opportunities for all. The Slough Inclusive Growth Strategy 2020-25 reflects the need to deliver growth that all Slough residents can benefit from and sets out the behaviours, priorities and actions that can deliver an environment that allows people to thrive and enjoy an exceptional quality of life. Whilst not defined by the impact of Covid-19, the outputs and outcomes delivered via this strategy will be closely aligned to the Council's emerging Recovery and Renewal Strategy.
- 1.2 The purpose of this report is to summarise the strategy and seek approval from Cabinet to adopt the Inclusive Growth Strategy 2020-25.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That the Slough Inclusive Growth Strategy 2020-25 be adopted.
- (b) That it be noted that the Economic Development Team are beginning to draw together an action plan to deliver the strategy's vision' which also forms part of the Recovery and Renewal Strategy.
- (c) That it be noted that the Inclusive Growth Strategy and the associated action plan will form the organising framework for the public-private Slough Regeneration, Economy and Skills Board.
- (d) That it be noted that an update report on progress in the setting up the new Board and Action Plan will be tabled for Cabinet in December 2020.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

The Slough Inclusive Growth Strategy has the vision that:

Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success.

It therefore complements the ambition with the Joint Wellbeing Strategy and the outcomes identified in the Five-Year Plan.

3a **Slough Joint Wellbeing Strategy**

The Slough Inclusive Growth Strategy aligns with the Slough Joint Wellbeing Strategy. By embracing the behaviours set out in the inclusive growth strategy, it can contribute to the realisation of all four Joint Wellbeing Strategy priorities. The Inclusive Growth Strategy can contribute most directly through the activities included in Priority 5: inclusive and sustainable neighbourhoods which focuses on both existing and newly created neighbourhoods. Actions under this priority include:

- (e) prioritising well-being.
- (f) placing securing social value at the heart of regeneration initiatives across the borough; and
- (g) using public sector estate to bring forward uses that have positive social consequences and respond to local need with an emphasis on the borough's cultural diversity, targeting areas where deprivation is most pronounced.

In addition, action 7 of Priority 4: Regeneration and Infrastructure which demands that all housing developments in the borough include affordable housing, can contribute to the realisation of the housing priority of the Joint Wellbeing Strategy.

3b **Five Year Plan Outcomes**

The Slough Inclusive Growth Strategy has the vision that “Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success.”

The implementation of the Slough Inclusive Growth Strategy is therefore closely aligned with the Five-Year Plan Outcome that *Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.*

It will also help to address the following outcomes:

- *Slough will be an attractive place where people choose to live, work and stay.* Tackling inequality and taking a broader view of growth are two of the behaviours enshrined in the Slough Inclusive Growth Strategy. Improving job matching between residents and local demand for workers will raise the employment rate, directly impacting the income; employment; and education, skills and training domains of the Indices of Multiple Deprivation.

- *Slough children will grow up to be happy, healthy and successful.* In delivering the strategy and embracing the behaviours, particularly *tackling inequality* and *taking a wider view of growth*, pathways to high-quality employment can be created and promoted to Slough residents, including vulnerable young people. These pathways can lead to higher educational attainment across the Borough and help efforts to reduce the numbers of residents not in employment, education or training (NEET).

Our residents will live in good quality homes. Under priority 3: Regeneration and Infrastructure the strategy aims to improve affordable housing provision reflecting demand, while more broadly the drive to offer rewarding work in the Borough together with a new higher education presence can drive relocations to Slough, supporting house building and building on successful residential-led regeneration delivered through the completion of Mile Stone, the Old Library and Wexham Green.

4 **Other Implications**

(a) Financial

There are no financial implications for this Strategy, in year. However, the expectation is that when the delivery of the aim, objectives and associated Action Plan with projects identified commences, there will be demands for funding that will be made through Growth Bids as required in future financial years.

(b) Risk Management

The strategy explicitly identifies the need to take “*managed risks* to ensure the Borough reaches its full potential” (page 69).

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Recommend the adoption of the Slough Inclusive Growth Strategy 2020-25	Financial loss from pursuing use of assets that maximises social rather than financial returns.	Actions to reduce demand for statutory services	6 (marginal impact, low probability)	Ongoing monitoring of delivery of social value and impact on deprivation.
Note action plan linked to Recovery and Renewal Strategy	To ensure the Economy of Slough gets back to the position before COVID 19 and can be maintained at	Ongoing engagement has already taken place with a variety of stakeholders. This will continue in the	6 (marginal impact, low probability)	Annual refresh of Action Plans and a greater alignment with the Council’s Respond, Recovery and Renewal

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
	that level, a variety of projects, actions and behaviours will need to be adopted for the successful implementation of this Strategy. It will need to be led by Partners and Stakeholders who can take ownership and support inclusive growth for all communities	implementation and future development of the Strategy		Strategies.
Note Regen, economy & skills board	The right representation of Partners in not included on the Board who are inadequate to support the implementation of the Strategy	Ongoing engagement with Stakeholders during the development of the Strategy has ensured local views are represented and interest developed for them to be included on the Board.	6 (marginal impact, low probability)	Governance Plans, Terms of Reference and Actions Plans will be developed jointly with Stakeholders

(c) Human Rights Act and Other Legal Implications

It is not considered that there are any Human Rights Act implications resulting from this report.

(d) Equalities Impact Assessment

The Slough Inclusive Growth Strategy explicitly identifies differing rates of economic participation across Slough, with the ambition of allowing all residents to thrive. The Strategy advocates interventions that support people from harder-to-reach backgrounds and the Borough's diverse communities to enter work, which offers flexible employment and introduces opportunities to be economically engaged.

(f) Property

The Slough Inclusive Growth Strategy recommends the effective use of public assets including public estate and recommends that one of the strategy's measure of success is that "public assets are harnessed as spaces for community interaction". Under priority 5, the strategy also demands "all new developments establish progressive and socially-orientated contracts which stipulate the need to drive positive economic and social outcomes, with clear links to local people and the needs of adjacent communities, advocating behaviours that can be transferred to locations across the Borough" and that through effective place making new developments maximise their potential to become "exemplars of community centric and sustainable place-making, where planning is used to facilitate new technologies and partnerships that place people at the heart of design

(g) Carbon Emissions and Energy Costs

The strategy has the ambition that, including the reduction of emissions, the improvement of environmental quality and an increase in renewable energy provision among its measures of success.

5 Supporting Information

5.1 The Slough Inclusive Growth Strategy 2020-25 has the vision that:

"Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success."

To deliver this vision, six strategic priorities have been developed:

- 1) Creating secure and productive jobs
- 2) A skills system working for all
- 3) Regeneration and infrastructure unlocking growth
- 4) Enterprise and scale up ecosystem
- 5) Inclusive and sustainable neighbourhoods
- 6) Connecting and celebrating Slough

5.2 The strategy stresses that Slough Borough Council's strategic focus will be on delivering inclusive growth and seeks to enshrine the following behaviours:

- **Tackling inequality** – bridging the gap between those who benefit most from Slough's economic stature and those who don't.
- **A broader view of growth** – viewing economic success through a broader lens of quality of life.
- **Collective ownership** – civic, business and community leaders sharing in the responsibility of building a prosperous future for Slough.
- **Thinking one step ahead** – being prepared for the trends and technologies that will shape Slough's economy in years to come.
- **Building trust** – leadership founded on transparency, integrity and putting the people of Slough first.

- **Environment first** recognising that economic growth can be achieved in harmony with a more resilient and sustainable Borough.

Action Plan

- 5.3 The Action Plan for the successful implementation of this Strategy will set out a Response, Recovery and Renewal approach to the economy which aligns with the broader Three R Strategy of the Council. The first part of the Action Plan will focus on Response covering period current to next 6 months. Second part of the Action Plan will focus on Recovery and cover period 6-24 months. Renewal will be the focus for the final part of the Action Plan covering period of 2-5 years and taking is to 2025. The Action Plan will be developed by the Regeneration, Economy and Skills Board with close support and coordination provided by the Economic Development Team at SBC.

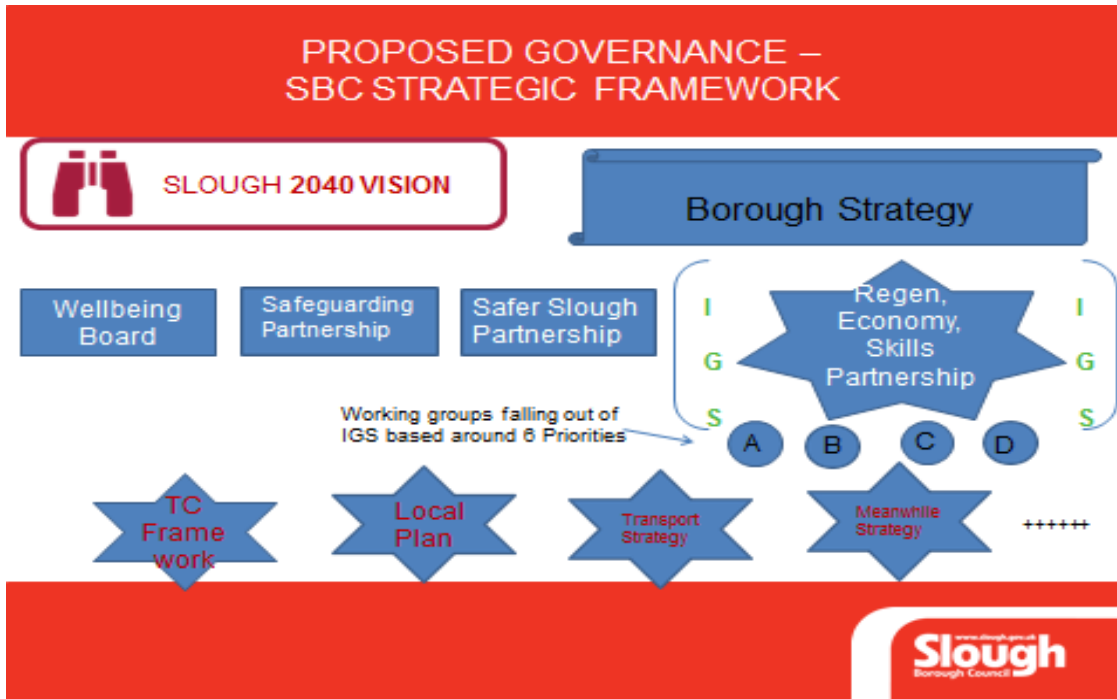
Performance Management

- 5.4 The successful implementation of the strategy will rely on the achievement of the actions set out under each of the six priorities with initial monitoring being achieved through reporting against the suite of indicators set out in the report. These indicators, although they will be periodically presented to members as a dashboard, can only give a sense of the direction of travel rather than gauging genuine progress towards the achievement of inclusive growth. It will therefore be necessary, perhaps through the Regeneration, Economy and Skills Board to establish a more qualitative evaluation framework to help maximise return on the Council and Slough wider communities' investment.
- 5.5 Performance measures within the strategy are captured at headline level and provide a direction of travel. The newly formed Regeneration, Economy and Skills Board will refine the measures and have the responsibility to create a joint public-private sector action plan, detailing clear accountability for Slough Borough Council and its partners. Expected actions will be developed further, detailing obligations, with a strong emphasis on monitoring and performance. The next stage is to develop this, ensure due diligence and confirm the governance and reporting structure for the Regeneration, Economy and Skills Board. We expect the plan to feed into the councils reporting process and relevant committees. The Strategy is the foundation for internal council accountability and sets a clear direction for the next five years including the support required in the current recovery period.

Governance

- 5.6 The Governance of this Strategy and the proposed Regeneration, Economy and Skills Board will be linked to the emerging Slough 2040 Vision. This Board will sit alongside the Statutory Partnerships of Wellbeing Board, Safeguarding and Safer Slough. There will be various working groups that sit under this Board that are focused around the six priorities of the Strategy. This way it will lead on the delivery of an Inclusive Growth agenda and work in partnership with other key stakeholders in the Borough and Boards. Composition of this Board will commence as soon as the Strategy has been adopted.

The Table below illustrates this but is work in progress and is not set in stone or agreed yet.



5.7 While many of the inclusion activities are focused at the level of the household or the individual, the strategy operates at the level of Slough as a place. So that while its impact on the lives of Slough’s residents and workers may be harder to isolate than direct interventions, it has the potential to deliver greater impact on lives and life chances. By adopting this strategy and advocating its message, Slough can use its behaviours to better understand our challenges and priorities and so focus our responses to strategies operating at wider geographies.

5.8 Partners

A variety of Stakeholders have been engaged in the development of the Draft Strategy. These have included partners from the private, education, public and voluntary sectors. An engagement session with these Partners was held at The Curve in November 2019 where preliminary research on the baseline of Slough’s economy was presented and then workshop activities undertaken which went on to inform the 6 Priorities and actions in the Strategy. As we move on to Action Planning stage, Partners will be included to help identify projects and leads. Partners from across all sectors, including the Voluntary and Community sector will be invited to represent on the Board and/or subgroups that will be established. Partners are key to ensuring the Strategy is translated into activities that will be delivered by stakeholders at the grass roots level. In return, the Strategy will get shaped and updated by Partners, based upon the need at the grass roots level.

6 **Comments of Other Committees**

The matter has not been considered by other committees.

7 **Conclusion**

By approving the recommendations outlined in section 2, the Cabinet would be demonstrating its support for the adoption of the Slough Inclusive Growth Strategy and to therefore endorse a new set of Borough wide priorities and behaviours for decision making, prioritising and action planning.

8 **Appendix**

'1' - Slough Inclusive Growth Strategy 2020-25