

The next decade of inclusive growth delivery

Learning from 'No One Left Behind'

29th April 2026



Metro — Dynamics



Growth & Reform

Dialogue

Welcome - GRN team



Rosie Fogden
Deputy Director



Matt Davis
Head of Programme
and Engagement



Agenda

12.35 >

Recap - Lessons on Inclusive Growth: Barking and Beyond
Rosie Fogden

12.40 >

Member view: Barking and Dagenham
David Harley, Strategic Director Inclusive Growth & Place

12.50 >

Member view: Manchester City Council
Peter Norris, Strategy and Economic Policy Manager

13.00 >

Growth and Reform Dialogue
Key themes...

1

Lesson on Leadership

Long-term commitment and political courage are prerequisites for inclusive growth

2

Lesson on Regeneration

Building places is not the same as improving lives

3

Lesson on Community Partnership

Genuine partnership requires power-sharing, not just engagement

4

Lesson on Place-Making

Culture and community identity are undervalued drivers of inclusive growth

Lessons on Inclusive Growth:
Barking and beyond



Mainstreaming Inclusive Growth

Framework and Toolkit
November 2023



Fostering inclusive growth and public service reform across the UK

Entrepreneurs
GROW Together
Business Support, Funding & Community

In partnership with
Dynamics
Future Gov. Forum



What does modern leadership of inclusive growth look like?

How can economic development be delivered in partnership with communities?

What can we learn for the next ten years of complex but ambitious regeneration?



**Barking &
Dagenham**

Inclusive Growth in LBBD

29 April 2026

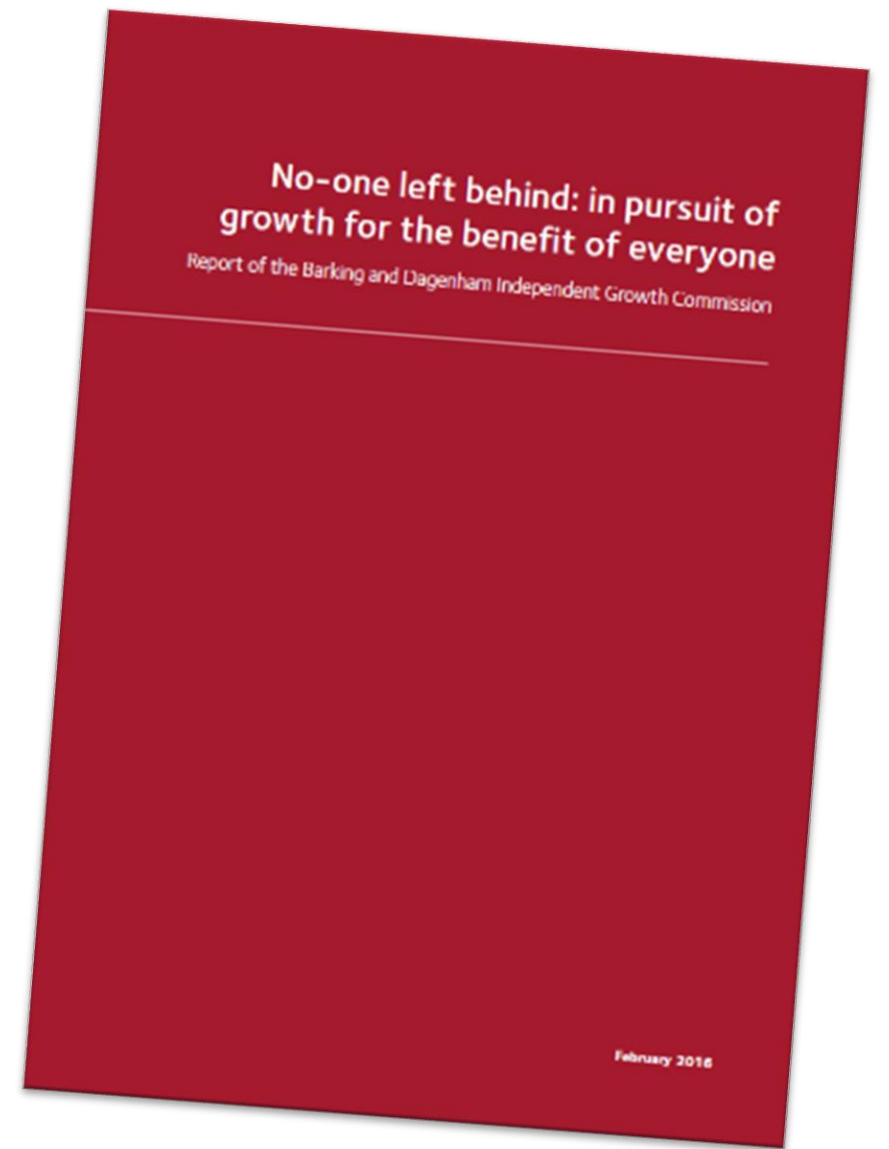
**David Harley, Strategic Director-
Inclusive Growth and Place**

Barking and Dagenham Growth Commission

- 20 year vision
- Transformational change
- 108 recommendations
- **'No-one left behind: In Pursuit of Growth for the benefit of everyone'**



- 50,000 new homes and 20,000 new jobs
- Establish dedicated regeneration company (Be First)
- Alongside Ambition 2020 programme – a New Kind of Council with a Core and operationally independent companies



Why Growth?

- Addressing housing needs is a key means of transforming people's life opportunities
- Reduces Temporary accommodation costs
- Transform vacant/derelict sites – making people proud of the Borough. Numerous eyesore have gone
- Improve perceptions of the Borough
- Provision of new facilities – parks, schools, commercial, leisure, community, health, riverboat – benefit existing and new residents
- Generates jobs
- More balanced communities
- Energy efficiency homes replaced dated stock which would require substantial investment
- Generates Council tax, business rates and CiL

Council Companies

Delivery Vehicles	Property Management	Energy	Facilities Management
Be First (Regeneration) Ltd	Barking and Dagenham Homes Ltd	B&D Energy Ltd	B & D Trading Partnership (BDTP) Ltd
	B & D Reside Ltd		BD Together Ltd
	TPFL (Regeneration) Ltd		BD Corporate Cleaning Ltd
	B & D Reside (Regeneration) Ltd		London East UK Ltd
	B & D Reside (Regeneration) LLP		BD Management Services Ltd
	B & D Reside Roding Ltd*		BD Service Delivery Ltd
	B & D Reside Abbey Roding LLP		
	B&D Reside Weavers LLP		

*B & D Reside Roding Ltd liquidated in Dec 2020, company reg 09512722. Company will be dissolved within 3 months.

Why Companies?

- The case for establishing companies was that they would be able to be more entrepreneurial, generate income from external trade, have greater flexibility on recruitment, attract a workforce with specialist expertise and private sector experience that the Council might not be able to do, whilst still retaining a public sector/public service ethos.
- Increasing opportunities for financial returns whilst delivering other Council objectives
- Capital to Revenue plus reduced revenue costs on the Council (many staff transferred)

Be First activities

- Statutory Service Delivery includes planning, building control, land charges, street naming and numbering
- Development Procurement & Contract Management delivery services including large and small-scale investment across a range of asset classes and building types.
- Asset Management including commercial asset classes, land acquisition, site assembly and infrastructure commissioning.
- Design & Planning Consultancy services for public and private sector clients.
- Financial Investment Modelling.
- Regeneration & Economic Development co-ordination and delivery.
- Affordable Housing Funding Co-ordination and development programme management (including decanting and public engagement).



The last 7 years have seen significant physical development across the Borough establishing a strong external reputation for delivery. LBBB was the top Council house builder in 23/24.

Once current pipeline is complete Reside entities will have over 4,000 new homes - Improving thousands of people's lives

BUT

Challenges

- Overall level of Council borrowing
- Wider Council financial position
- Land bought for future development is no longer meeting holding costs – risk Council has to sell sites and regeneration is delayed
- Government has offered additional freedoms for Right to Buy receipts but we've nearly used all ours up
- Interest rates levels and construction inflation (materials and labour) have severely hit project viability
- Extra costs from new regulation
- Real risk that delivery capacity and expertise is lost as Council cannot fund it - really hard to build back quickly.
- **Delivery models are going to need to change and move away from direct delivery funded by Council borrowing and this generates the need for a reset of the Council's vision for Inclusive Growth and how this is articulated into what Council companies deliver.**

Gascoigne Estate

Barking &
Dagenham



Gascoigne Estate



Removal of very poor quality homes and replacement with mixed tenure, energy efficient homes with attractive, safer public realm and new schools and other facilities.

Focus on employment
development as well as
housing

EASTBROOK STUDIOS

EASTBROOK STUDIOS

London's Largest
new Film Studios



Make It Here

- Key focus on maximising local opportunities
- Make It Here programme - £1m endowment
- Thousands of local school children actively involve and seeing pathways to opportunities
- <https://filmbarkinganddagenham.com/about-make-it-here/>





Growth and Reform Network