**Barking and Dagenham Green Economy Review**

**1. Background**

**1.1 Introduction**

Barking and Dagenham is characterised by higher than average levels of unemployment, inactivity and low pay when compared to other London boroughs. There are very few large employers and too many that operate in lower value sectors or industries. This situation is rooted in the legacy of de-industrialisation but COVID-19 has made the situation more urgent, with jobs hit hardest in sectors that make up a large part of today’s economy such as retail, hospitality and leisure.

The Borough Manifesto sets out a vision that by 2037 Barking & Dagenham will be a place where every resident has access to lifelong learning, employment and opportunities and where businesses and communities grow and thrive. It also sets targets that by 2037 unemployment will be lower than the East London average, growth in businesses will outstrip the East London average, and income will be improving faster than the London median. Alongside these, the council has pledged that the borough will be carbon neutral by 2030, becoming the Green Capital of the Capital.

The ambition is to support a shift away from the dirty industries of the 20th century towards the ‘clean’ industries of the 21st, bringing new jobs and supply chain opportunities to the borough. Some of this is set to be realised through developing inherently low carbon foundational economic sectors such as health and social care, as well as growth sectors such as the film, food and creative industries, in ways that align with and support low carbon economies. But there is also a need to support existing industries to reduce carbon, and an opportunity and ambition to also drive new economic development by attracting, investing in and growing the jobs, businesses and supply chains within green industries in the borough.

The Council’s recent declaration of a climate emergency, and ongoing work with the Carbon Trust to develop our zero carbon roadmap, underpins our approach and commitment to be carbon neutral. The council has committed to:

* Make the Council and the borough zero carbon by 2030 and 2050 respectively, by using our organisation and policy levers to reduce greenhouse gas emissions to near net zero
* Become the ‘green capital of the capital’ by 2030 through investment in decarbonising homes, businesses and workplaces, transport electrification and revitalisation and ecological improvement of green spaces;
* Use the challenges of climate change to build back a greener borough which reaps the economic rewards of a clean growth revolution, providing new green-collar jobs, reducing health and social inequalities and addressing environmental justice

**1.2 Context: our work to date**

Our ambitions for Green Jobs to date have centred on efforts to generate new jobs through improving energy infrastructure and green technologies, generating more renewable energy, and retrofitting council-owned and other properties in the borough. The key activities we have pushed forward have included:

* Our two-year test-bed approach to integration of various low carbon technologies across our built environment, district heat system and transport networks, which has created the investment case for industrialised scale-up of clean energy roll-out across homes and workspaces, as well as upgrading the borough’s green and blue infrastructure to increase biodiversity, air quality and the benefits of natural rewilding.
* Mobilising a £17m programme of decarbonisation this year, providing hundreds of homes and public sector buildings with deep retrofit, energy conservation measures and low-carbon technologies, funded through council budgets along with ECO3, Green Homes Grant, SHDF, PSDS and HNIP funding. Contractors are obliged to upskill and train the Council’s own DLO workforce in the new technologies; provide tool-box training and offer technical colleges on-site shadowing experience, and take on apprenticeship and Kickstart placements.
* Seeking to develop the borough as a hub for deep retrofit off-site manufacturing for London, the East and South East. Masterplans are in process to create a Green Industries Quarter in the south of the borough, containing enterprises such as retrofit factories, vertical farms, battery storage farms, requiring specialist local workforce.
* Securing the development of ecology centre at Barking Riverside that will house an incubation space for green businesses, including those developing new sustainable construction materials. We have also made interventions to utilise natural capital to regreen degraded amenity spaces across our estates; to create carbon sinks and nurture biodiversity; and deliver high-density urban forests, wildflower meadows and a Nature Recovery Network.

All these areas already form a potential pipeline of ongoing local green-collar job creation, which we are working proactively to develop a local pipeline for of skilled labour to feed these labour needs, supported by our in-house job brokerage services and local FE partners. Already, this work has highlighted a skills shortage including retrofit co-ordination, solid wall insulation installation, heat pump engineers, solar panel and battery servicing, and conservation and arboricultural knowledge, which we see as a huge opportunity for skills development and local job creation in the coming years, if approached strategically and proactively.

With further commitments to decarbonise all 17,500 council homes, retrofit 600 corporate buildings and electrify the entire fleet within nine years, we urgently need a reliable, local retrofit-ready workforce. Our recovery plan also states a commitment to use our partnership with Eon through the Cosy Homes programme of heating and energy efficiency measures to generate new training and employment opportunities for the Borough residents.

But we would like to go a step further than just letting retrofit and ecological conservation sectors evolve gradually along with the national growth in these industries. LBBD has in recent years taken a highly successful proactive and interventionist approach to shaping local markets, investing in infrastructure, skills and R&D, and attracting inward investment to both bring in and grow the kinds of industry we care about, and to support local businesses and residents to access new opportunities in these sectors. Catalysing and capitalising on the fantastic skills, innovation and potential within our borough that has too often been held back by a lack of opportunity, investment and support since the deindustrialisation of the borough began 60 years ago.

In addressing this gap, the vision is the create a strong set of local organisations and workers that can help us and our neighbouring boroughs to meet our commitments to reduce carbon, while also improving the quality and quantity of jobs in the borough.

**2 Objectives, deliverables and methodology**

**2.1 Objectives**

We are seeking to take a proactive step to build an ambitious, interventionist action plan to nurture and grow a viable, sustainable and large scale green industry sector in our borough as part of our economic development plans for the next decade and beyond. Building on the foundations laid by our work on retrofit technology and infrastructure, and the strong construction skills pipeline in the borough, we are now scoping the opportunities to shape and grow the green economy, support existing contractors, businesses and sectors to take advantage of opportunities to support the goal to move to net zero, and in doing so generate a substantial new supply of good quality, secure, well paid local jobs with excellent career progression across industries that will be exciting, rewarding and meaningful to work in.

We are seeking a comprehensive analysis and review of the potential in Barking and Dagenham to further develop the green economy, supporting our goals to tackle the climate and nature emergency and generate more and better jobs for our residents.

We are keen to understand opportunities to attract, develop and grow different parts of the green economy – through a better understanding of their space, skills and infrastructure requirements – and identify how we can use our resources (land/property, infrastructure, investment, local business support, education and training providers) to support and grow these in the borough. This may include but is not limited to identifying opportunities to develop:

* 1. The energy and retrofit sector (including direct delivery, but also becoming a base for the sector across the region, and the supply chain around it)
	2. The Electric Vehicle sector (including manufacture, but also other parts of the supply chain such as modification, maintenance etc)
	3. Electric Vehicle charging (including how developing this infrastructure in the borough could impact on local labour force and supply chains)
	4. Other green industries including manufacturing and/or transport and logistics of renewable heat and power equipment; retrofit materials and equipment; carbon capture tech; ecological infrastructure
	5. Ecological infrastructure, nature conservation, horticulture, arboreal culture, landscape management, urban farming (eg hydroponic and vertical farms)
	6. Sustainable waste management;
	7. Measures to support and encourage existing businesses across all sectors to take advantage of opportunities in the green economy, including through the delivery of goods and services in a more sustainable way.

**2.2 Deliverables and methodology**

We would like the review to cover:

1. An initial audit and analysis of the strengths, weaknesses, opportunities and threats in the borough’s approach to the green economy, covering:
	1. Current and potential land and asset use;
	2. Current and potential skills base, including an understanding of the qualifications, courses and resources within local FE and HE institutions, and how this could be developed to support local people to meet key skills gaps in different parts of the green economy;
	3. Local supply chains and business base, including SME business base, across sectors mentioned above, to understand existing and potential market strengths, and current market gaps;
	4. Current, planned and potential future infrastructure within the borough and connecting the borough to other areas / markets (including the London- Stanstead Corridor, the Freeport, road and rail developments in the borough).
	5. The other levers and resources the council has available to it to develop the green economy and increase environmental sustainability, including through Social Value and procurement, and the potential role of relevant partners/stakeholders in the borough.
2. A set of recommendations to LBBD on possible options to develop sectors over the next 10 years, providing insights to inform our decision including:
	1. Investment and space requirements of different sectors
	2. Degrees of challenge and potential around land use and land use change
	3. Short, medium and long term skills requirements (with implications for how easily we could support local people to access job opportunities)
	4. Job density (considering overall quantity but also density of those with better pay, progression and security)
	5. Broader economic and green industry trends, nationally as well as regionally – and the niche LBBD could most viably seek to fill within this broader economic growth

We would welcome proposals for the methodology as part of the tender but suggest that it includes:

* Reviewing relevant Council documents and conducting interviews with officers and key partners to carry out the initial audit and SWOT analysis;
* Engagement with evidence and organisations in target sectors to better understand their needs and what interventions would be required to attract, develop or grow key industries and supply chains in the borough (including those that support our goals to reduce carbon emissions)
* One or more workshops with existing local businesses to identify how the council can help them to take advantage of opportunities in the green economy, reduce carbon emissions, and improve local access to good ‘green jobs’
* Scoping of innovative and successful approaches in comparable economic and geographic contexts

We would like the recommendations section to be presented to LBBD in the form of a workshop to discuss the implications and potential of each of the potential options for development. Following this, we would like a final written report which reflects the discussion of the options and sets out a clear set of questions and considerations we will need to work through to progress strategic development of the selected priority areas for development.

Deliverables will include:

* Overview of the space, skills and business needs of different green industries
* Analysis of local opportunities to develop green industries
* Audit of local ‘state of play’ across land, skills, business base and infrastructure
* Set of recommended potential pathways in light of this analysis, for viable sectors to develop
* Presentation and Workshop
* Written report

**2.3 Provider characteristics**

We are looking for a research partner with:

* Demonstrable expertise, knowledge and understanding of the demand for, nature and needs of organisations operating in the green economy
* Demonstrable expertise and experience in the delivery of research and analysis to inform policy and practice, including quantitative and qualitative methods and the ability to facilitate engaging online focus groups/workshops
* The ability to work collaboratively with the Council in order to ensure the project delivers the desired information within the project timescale.

**3 Budget and timescales**

The maximum budget for this project is £40,000 including VAT. We are looking for a quality (80%) and value for money (20%) proposal. Please complete your draft costs and timeline using the blank templates supplied in the accompanying document (Instructions to Tender). From the tenders submitted, the 3 with the highest marks will be selected and undergo an interview process, in which the appropriate provider will be selected.

Please provide a method statement (assessment questions below) setting out how you respond to the brief, referencing the ‘provider characteristics’ bullet points set out above and submit to tess.lanning@lbbd.gov.uk by **no later than close of play on Friday 18th February 2022**.

We will select the highest scoring tenderers based on the method statement no later than 25/02/2022 and will hold presentations/interviews on Thursday 3rd and Friday 4th March 2022. We aim to hold the project kick off meeting on w/b 14/03/2022 and start by wb 28/03/2022.

We estimate the project will last around 3 months, with a periodical reporting system in place to ensure goals are being met.

**Assessment Questions**

As part of the process in choosing the right provider to work with, the Council would like interested parties to provide written responses to the following questions, with reference to the ‘provider characteristics’ above where relevant:

1. Describe how you will approach the research, including a detailed methodology and timeline for the different activities.
2. Describe any expertise, knowledge and networks that will enable you/your organisation to identify effective recommendations about how Barking and Dagenham can grow the green economy, including examples of relevant work or projects in this area (max 400 words)
3. Describe the relevant knowledge and experience of the researcher(s) that will work on this project if successful, including methodological expertise and experience of running engaging workshops online (max 200 words for each researcher)
4. Describe how you will work with the council to ensure the project meets its objectives within the timescale including the support and information you would need from the council to best enable you to carry out this work (max 200 words)