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## REGENERATION & HOUSING SCRUTINY PANEL

Date: 15<sup>th</sup> October 2018

### INCLUSIVE GROWTH STRATEGY

Relevant Cabinet Member(s)	Wards Affected	Key Decision
<b>Cllr Bill Mordue</b> Portfolio Holder for Business, Skills and Economic Development	All	No

### EXECUTIVE SUMMARY

1. Achieving inclusive growth is a fundamental priority contained within the Doncaster Growing Together Strategy. In ensuring the Panel are cited on the latest Inclusive Growth Strategy, attached to this report is the draft document which details the level and type of reforms that are recommended for driving inclusive growth; why we believe they matter and how we recommend they should be delivered.
2. Essentially to driving Inclusive Growth is the lens of active participation; it is on this mantra that if we are to ensure Doncaster people, places and businesses are to participate in a growing and productive economy the contents of the strategy and our reforms are consulted on; this report therefore highlights the level of engagement undertaken to date and seeks comments from the Executive to help shape the finalised document proposed for Cabinet sign off on 6<sup>th</sup> November 2018.

### EXEMPT REPORT

3. This report is not an exempt item.

### RECOMMENDATIONS

4. To note the current progress on the production of an Inclusive Growth Strategy for Doncaster; to gain a brief understanding of the level and type of reforms that are recommended for driving inclusive growth; why we believe they matter and how we recommend the Strategy should be further enhanced.

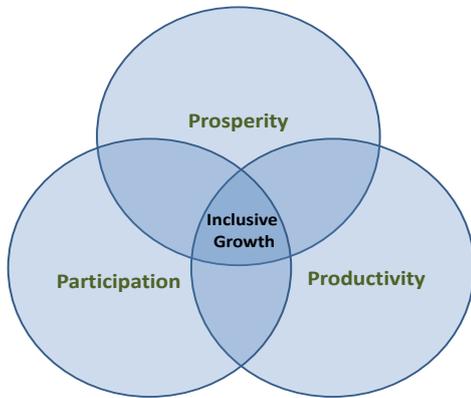
### WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. Within the Inclusive Growth Strategy we are clear, our mission is about enabling people, places and businesses to participate in a growing and productive economy – it is about living standards and earnings, as well as in-work progression and tackling long term unemployment, fundamentally this

must offer a social return by helping more people participate meaningfully in our economy, without this, our offer is just a set of words.

## BACKGROUND

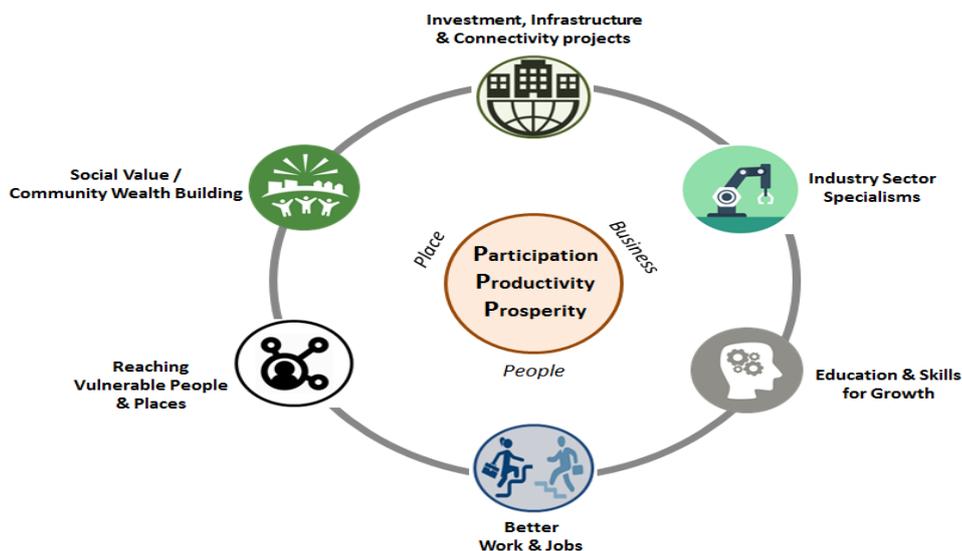
6. A draft copy of the Inclusive Growth Strategy is attached to this report for consideration (Annex A). It is intended to sharpen Team Doncaster's focus on the 3 mission-critical elements which need to combine to create an inclusive growth 'sweet spot' for Doncaster - the **3 P's of inclusive growth**:



7. The central approach within the Strategy is to apply these elements to People, Place and Businesses within DGT and other activity.
8. Within the Strategy, existing DGT Programmes are essential to strengthening the Foundations for Inclusive Growth.
9. However, the real 'pay load' within the Strategy is 6 Game-changers - priorities with the potential to have a deep and wide transformational impact on the 3P's – and in turn on DGT outcomes (e.g. skills, GVA and wages). The game-changer projects and approaches combine existing DGT activities, new ideas and fresh analysis of our strengths, challenges and opportunities.
10. They include a balanced combination of actions to deliver infrastructure, connectivity and major investment projects, targeted support to raise the productivity of our key growth industries and work that is well under way to gear our Education system up to prepare and to connect our young people for the future labour market.
11. Alongside this we will focus on making sure that more work in Doncaster is good, fulfilling, and more stable so people can plan and move on in their careers and lives – this is vital in today's changing labour market. We will also drive as much local social value as we can through procurement and the work of local anchor institutions and we will change the way public services work together so we reach and connect the most disadvantaged people and places to opportunity.
12. These high level game changers include:
  - **Major investments, infrastructure and connectivity projects** – to deliver jobs and growth, attract inward investment and visitors, support residents to access jobs and opportunities, including ensuring transport links to jobs.

- **Industry Specialisms** – a focus on the higher-skilled jobs, productivity, and export potential of: engineering and technology; creative and digital; mobility; and materials. These have the potential to support many firms, sectors and supply chains, as well as the overall economy.
- **Education & Skills for Growth** - reforming our education and skills system to equip residents with the skills, ambition and attributes that our private and public sectors need. This includes specific vocational education school and colleges and also reforms in our mainstream education system, including a focus on social mobility.
- **Better Work & Jobs** – ensuring more Doncaster work is good work, supporting people in precarious temporary work to progress, and ensuring more jobs in Doncaster offer quality, fairness, flexibility and equality, with key anchor institutions leading the way for others to follow.
- **Social value and community wealth building** - by channelling more and more of the ‘Doncaster pound’ spent by public services and anchor institutions directly into our local economy and growing the social economy. We will also ensure that our public services can work together to create fulfilling jobs and improve skills and careers (e.g. in the growing health and care sector).
- **Reaching vulnerable people and places** - through work to reform our public services so they are increasingly joined up, targeted, focused on prevention and working alongside local communities. This will include specific work in our most disadvantaged places, people and groups to ensure we connect even the most disconnected people, families and places to economic and social inclusion.

These are illustrated in the diagram below:



## Improving the Inclusive Growth Strategy

13. A number of improvements to this Strategy have already been identified through the various consultations undertaken between public agencies and the private sector; taking these into account we have attempted to produce a strategy that meets the needs of our communities and businesses; for ease a brief synopsis of these comments are contained below:

- Can you ensure challenges and opportunities flow through to actions
- Quantifying the impact of on-going major projects on jobs and GVA
- An overall vision of what our economy and quality of life will look like if we deliver Inclusive Growth
- Describe our economic linkages
- Reduce the overall length of the document
- Improving the visual quality of the document
- Measuring the impact of our Strategy
- Culture and winning hearts & minds is crucial to the success of the Strategy, as many of the opportunities we are providing require a change of mind-set for some local residents.
- The Strategy needs more on environmental assets and how their utilisation and development can support inclusive growth
- Concern from some that we haven't highlighted recreation, leisure and tourism in Doncaster
- Town Centre – acceptance that despite the masterplan, quality streets, cultural quarter etc, we are still weak in this area economically. Not enough office space and resident/work footfall. Much of our donut investment over the years has come home to roost and there is concern that the town centre is becoming a no-go-area at night. This makes it hard to develop a vibrant economy

## **Next Steps**

14. Consultation with key stakeholder is fundamental if we are to achieve the level of ambition and growth required; the milestones below describe the journey we have and continue to undertake before sign off by Cabinet on the 6<sup>th</sup> November; to note the process prescribed is similar to Leeds Council in its approval of their Inclusive Growth Plan.
  - 6<sup>th</sup> August – Discussion with Directors
  - 15<sup>th</sup> August – Discussion with Executive Board.
  - 20<sup>th</sup> August – Revised version of the Strategy finessed by Communications Team and submitted to Directors and the Executive.
  - 6<sup>th</sup> August – Discussion with Clinical Care Group
  - 24<sup>th</sup> September – Discussion with the Private Sector
  - 24<sup>th</sup> September – Discussion with Damian Allen Joint Management Team
  - 28<sup>th</sup> September – Discussion with Team Doncaster.
  - October – Discussions with the various DGT Boards
  - 15<sup>th</sup> October – Scrutiny Panel engagement
  - 6<sup>th</sup> November – Engage and agree with the Executive and Team Doncaster on a revised version of the Inclusive Growth Strategy.
  - December - Promote the agreed strategy publically to residents and partners.

## **DISCUSSION POINTS**

15. Prior to the formal adoption by Cabinet on the content of the Strategy it is imperative we seek the views of Scrutiny to ensure the language and reforms are fit for purpose, it is intended that the document will be amended to reflect this discussion, and recirculated to Cabinet for endorsement, for ease we have included some discussion items.

1. Are there any priorities which should be more prominent?
2. Are there any key gaps?
3. Do we need to sharpen any element of the document to articulate its impact on inclusive growth?
4. Are there any other opportunities within and across DGT that impact on inclusive growth that are not prominent within the current strategy?
5. Does the Strategy need to say more about the role of anchor institutions in driving inclusive growth?

## OPTIONS CONSIDERED

16. There are a plethora of options that Doncaster Council and our Team Doncaster Partners could determine, for example:
- Decide not to produce an Inclusive Growth Strategy and ignore the guidance from HM Government contained within the launch of its Industrial Strategy (November 2017)
  - Decide to produce an Inclusive Growth Strategy in response to HM Government launch of its Industrial Strategy.
  - Decide that spatially we will only contribute to the production of a Sheffield City Region Growth Strategy.

## REASONS FOR RECOMMENDED OPTION

17. In response to HM Government Industrial Strategy; and the drafting of a City Region Inclusive Growth Strategy it is essential to our economy that we understand the major game changers and reforms that will have a significant impact on the lives of our residents; ensure resources are aligned appropriately, and we have a level of ambition and growth that continues to attract external resources.

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

18.

	Outcomes	Implications
	<p><b>Doncaster Working:</b> Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>Inclusive Growth is at the very heart of the Working Theme, with the production of a strategy being a key reform contained within Working Priorities; reforms arising from this strategy will shape the direction of the Working Theme.</p>
	<p><b>Doncaster Living:</b> Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p>	<p>The production of the Inclusive Growth strategy determines reforms and game changers that will impact on this theme; for example revitalising our Town Centre is a proposed key</p>

	<ul style="list-style-type: none"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	reform within our inclusive growth strategy.
	<p><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	The production of the Inclusive Growth strategy determines reforms and game changers that will impact on this theme; for example becoming a University City is a proposed key reform within our inclusive growth strategy.
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	The production of the Inclusive Growth strategy determines reforms and game changers that will impact on this theme; for example, ensuring Growth adds Social Value is a proposed key reform within our inclusive growth strategy.
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> </ul>	The production of the Inclusive Growth strategy determines reforms and game changers that will impact on this theme; for example Raising Local Ambition is a proposed key reform within our inclusive growth strategy, in addition to the business of Connectivity.

	<ul style="list-style-type: none"> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	
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## **RISKS AND ASSUMPTIONS**

19. The production of an Inclusive Growth Strategy ensures that reforms and activity aimed at improving our economy are aligned to sound financial decision making; without a clear strategic plan we could risk investing in reforms that provide no or little economic benefit to our residents and businesses.

## **CONSULTATION**

20. Key to the adoption of the Inclusive Growth Strategy is the comments and views from our partners, public and businesses. To ensure the adoption of a strategy that sets the right tone and ambition for growth, we are undertaking a series of consultations to provide the best quality narrative for our residents.

## **FINANCIAL IMPLICATIONS [DR 08/08/2018]**

21. The cost of producing the Inclusive Growth Strategy has been allowed for from revenue budgets within the Strategy & Performance Unit and Business Doncaster. This includes Council staff time, £20k consultant's costs and £2k estimated cost of the proposed consultation exercise for September 2018.
22. The strategy also outlines a number of projects and actions required for it to be achieved. Not all the financial implications of these will fall to the Council. However, a significant proportion of the infrastructure projects have already been included in the Council's capital programme and at budget setting 2018/19 the Council provided £0.7m to £0.8m of additional revenue budget per annum for 2018/19 to 2020/21 financial years for Inclusive Growth activities in excess of those achievable by the existing budget. Any activities intended beyond these allowances will need to be the subject of separate decisions and resource allocations.

## **LEGAL IMPLICATIONS [Officers Initials HP date 2/10/18]**

23. The consultation responses must be taken into account in finalising the decision. The process should comply with the established consultation principles:
- Consultation should occur when proposals are at a formative stage;
  - Consultations should give sufficient reasons for any proposal to permit intelligent consideration;
  - Consultations should allow adequate time for consideration and response;
24. The decision maker must demonstrate that it has considered the consultation responses (or a summary of them,) before taking its decision.

## **HUMAN RESOURCES IMPLICATIONS [Officer Initials AC Date 06/08/2018]**

25. While there are no immediate workforce implications, HR endorse the inclusive growth strategy and continue to support the organisation to ensure a modern, efficient and flexible workforce. In depth and effective engagement with employees and communities will be essential to delivering a successful strategy.

## **TECHNOLOGY IMPLICATIONS [Officer Initials...TB Date...08/08/18 ]**

26. There are no anticipated technology implications in relation to the decision. Where any future technology requirements are required to delivery on key themes, ICT and Digital colleagues should be consulted and a Business Case must be submitted for consideration by the Technology Governance Board. Colleagues within the DIPs programme should also be consulted to ensure that the social care system integration dependency is delivered on.

## **HEALTH IMPLICATIONS Officer Initials CEH Date: 06.08.18**

27. The health of a population is not just a product of a successful economy, but also one of the key determinants of inclusive economic development. One of the key issues impacting on our residents' ability to contribute and benefit from economic growth is their health. Therefore, health has a critical part to play in building an inclusive economy. Individuals with long-term health conditions or disabilities can suffer economic disadvantage. Without a healthy workforce productivity will be low and consumers will also spend less locally if they are unable to work because of their health.
28. Therefore it is recommended that Doncaster's Inclusive Growth Strategy is more explicit in acknowledging the relationship between health and Doncaster's economy in particular in the emerging challenges of the changing nature of work, the 'gig economy' and the number of residents of working age with long term conditions.

## **EQUALITY IMPLICATIONS [CF..... Date7th August 2018.....]**

29. The very nature and purpose of the Inclusive Growth Strategy is to ensure the interventions and reforms are inclusive for all residents to, learn, grow, develop and contribute towards a prosperous Doncaster economy. The Strategy will be consulted with a plethora of individuals and groups within Doncaster to ensure the language and reforms identified are appropriate and fit for purpose.

## **BACKGROUND PAPERS**

30. Synopsis of the Inclusive Growth Strategy – Annex A (Attached)

## **REPORT AUTHOR & CONTRIBUTORS**

Andy Pattinson & Christian Foster  
Strategy & Performance Unit, Doncaster Council

**Peter Dale**  
**Director of Regeneration & Environment**