



# Doncaster Council

## Report

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Date: 6 November 2018

### To the Chair and Members of Cabinet

#### INCLUSIVE GROWTH STRATEGY

Relevant Cabinet Member(s)	Wards Affected	Key Decision
<b>Clr Bill Mordue</b> Portfolio Holder for Business, Skills and Economic Development	All	Yes

#### EXECUTIVE SUMMARY

- Achieving inclusive growth is a fundamental priority in the Doncaster Growing Together (DGT) Plan. The objective of the Inclusive Growth Strategy (IGS), attached as Annex 1, is to sharpen the focus on this priority. At the core of the IGS are 3 key elements which need to combine to create inclusive growth: participation, productivity and prosperity. These are captured in the Mission:
  - 'To enable Doncaster people, places and businesses to enjoy improved prosperity by participating in a growing and productive economy'.
- The IGS proposes that delivery should focus on six drivers of Inclusive Growth:
  - Quality of Place
  - Industry Specialisms
  - Education & Skills
  - Better Work & Jobs
  - Social Value & Community Wealth Building
  - Reaching Vulnerable People & Places

#### EXEMPT REPORT

- This report is not an exempt item.

## RECOMMENDATIONS

4. It is recommended that Cabinet:
  - Considers and approves the Inclusive Growth Strategy for implementation.

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

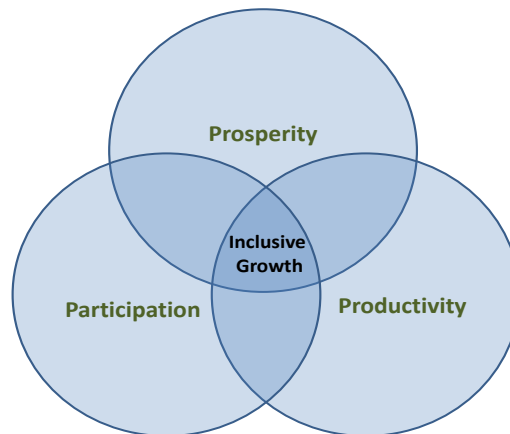
5. This is captured in the IGS Mission: 'To enable Doncaster people, places and businesses to enjoy improved prosperity by participating in a growing and productive economy'. In practical terms, this means, for example, a focus on living standards, earnings, in-work progression, tackling long term unemployment, residents having the skills to access and local jobs and helping local businesses to thrive.

## BACKGROUND

6. Achieving inclusive growth is a fundamental priority in the Doncaster Growing Together Plan. The objective of the IGS is to sharpen the focus on this priority.

## INCLUSIVE GROWTH STRATEGY

7. The IGS is attached as Annex 1. At the core of the IGS are 3 critical elements which need to combine to create inclusive growth - the '3 P's' of inclusive growth:



8. These are captured in the Mission:
  - To enable Doncaster people, places and businesses to enjoy improved prosperity by participating in a growing and productive economy.
9. The IGS proposes that delivery should focus on these six drivers of Inclusive Growth:
  - Quality of Place
  - Industry Specialisms
  - Education & Skills for Growth
  - Better Work & Jobs
  - Social Value & Community Wealth Building
  - Reaching Vulnerable People & Places

10. Each driver is accompanied by a small number of objectives and key actions. These are summarised in the 'Plan on Page' in the IGS's Executive Summary.
11. The Council and its partners in Team Doncaster are already focused on many of the priorities needed to drive inclusive growth, for example improving education and skills, investing in infrastructure and improving support for vulnerable people. The IGS captures these, but also elevates other opportunities, for example to create social value and to grow our industry specialisms. The implementation stage of the IGS will require these to be developed further as part of putting a comprehensive action plan in place.

**OPTIONS CONSIDERED**

12. Two options were considered:

**Option 1: Do nothing**

This option is not recommended as it would limit Team Doncaster's ability to sharpen its focus on delivering inclusive growth within a wider regional and national policy context.

**Option 2: Develop an Inclusive Growth Strategy**

This is the recommended option.

**REASONS FOR RECOMMENDED OPTION**

13. The recommended option enables Team Doncaster to sharpen its focus on delivering inclusive growth, and in addition position Doncaster to:
  - Seize opportunities for funding and support flowing from the Government's Industrial Strategy which has a focus on raising productivity.
  - Influence the Sheffield City Region's Local Industrial Strategy – which will be produced next year, as required by the Government.
  - Influence One Yorkshire strategy to create more inclusive growth.

**IMPACT ON THE COUNCIL'S KEY OUTCOMES**

14.

	<b>Outcomes</b>	<b>Implications</b>
	<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>	Inclusive Growth Drivers 1, 2 and 4 directly support this vision
	<p><b>Doncaster Living:</b> Our vision is for Doncaster's people to live in a</p>	Inclusive Growth Driver 1 is 'Quality of Place' and reflects

	<p>borough that is vibrant and full of opportunity, where people enjoy spending time;</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>	<p>the importance of achieving this vision for delivering inclusive growth. Inclusive Growth Drivers 5 and 6 also directly support this vision.</p>
	<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>	<p>Inclusive Growth Driver 3 is 'Education &amp; Skills' and fully supports this vision.</p>
	<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>	<p>Inclusive Growth Driver 6 is 'Reaching Vulnerable People and Places' and fully supports this vision.</p>
	<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</li> </ul>	<p>A key feature of the delivery of the IGS is the role of Doncaster's Anchor Institutions (e.g. the Council) in creating inclusive growth, for example by: using their purchasing power to drive growth at a community level; providing strong, whole-place leadership;</p>

	aspirations of residents <ul style="list-style-type: none"> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	utilising their land, property and assets to support inclusive growth; and enabling communities to help themselves (e.g. through programmes to address health inequalities).
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## RISKS AND ASSUMPTIONS

15. There is a risk that the priorities in the IGS are not owned and delivered by the Team Doncaster partnership. This will be mitigated by:

- Fully consulting the partnership on the development of the IGS;
- Making it clear within the IGS that a substantial part of the IGS's Mission is dependent upon achieving the ambitions already established within Doncaster Growing Together; and
- Embedding the IGS's priorities within the DGT governance and performance management arrangements.

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

16. The cost of producing the IGS 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.

17. The IGS 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 [HP 2/10/18]

18. 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; and
- Consultations should allow adequate time for consideration and response.

19. The decision maker must demonstrate that it has considered the consultation responses (or a summary of them) before taking its decision.

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

20. 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 [TB 08/08/18]**

21. 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 [CEH 06.08.18]**

22. 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.
23. 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 [AP 17.10.18]**

24. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
25. The IGS sharpens Team Doncaster's focus on the key actions that will have the biggest impact on inclusive growth. The development of new interventions and improvements to service delivery processes that are made as result of these priorities may require a due regard statement to be completed and reported as and when appropriate.

## **CONSULTATION**

26. Consultation on the content of the IGS has been undertaken with a range of stakeholders, including:

- Doncaster businesses
- Team Doncaster Strategic Partnership Board
- DGT Portfolio Group
- DGT Inclusive Growth Board
- Business Doncaster Team
- Regeneration & Housing Scrutiny Panel
- Accountable Care Partnership Leadership Team
- Council Executive Board
- Sheffield City Region
- Council Local Plans Team

27. The Team Doncaster summit on the 12<sup>th</sup> November will include a dedicated session on inclusive growth. Consultation with a wider group of stakeholders, including the general public will be undertaken as part of developing a more detailed Action Plan for implementing the IGS.

## **BACKGROUND PAPERS**

28. None.

## **REPORT AUTHOR & CONTRIBUTORS**

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