



# Doncaster Council

## Report

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Date: 14/12/22

To: To the Chair and Members of Cabinet

Report Title: Doncaster Economic Strategy 2030

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Glyn Jones	All	Yes

### EXECUTIVE SUMMARY

1. This report seeks approval for the Doncaster Economic Strategy 2030, the borough's new economic strategy which will run to the end of the decade. It builds on the Inclusive Growth Strategy 2018-2021 and is designed to deliver on the ambitions set out in Doncaster Delivering Together, to transition towards a wellbeing economy that locally will be regenerative and inclusive. This approach centres on good economic growth that should improve the wellbeing of people, places and planet. The full Doncaster Economic Strategy 2030 is attached in Annex A.
2. The strategy has been developed through engagement with public sector partners, businesses, voluntary and community organisations and residents to ensure that it is a Team Doncaster strategy. It reflects and represents what is important for Doncaster's economy.
3. Starting from the Doncaster Delivering Together's central mission for Thriving People, Places and Planet, the Doncaster Economic Strategy has three Mission Statements that anchor the strategy
  - By 2030, we aspire to have an economy that improves the living standards for all and that leaves no people behind
  - By 2030, we aspire to have a more resilient, productive economy across all places
  - By 2030, we aspire to have a greener, regenerative economy that restores and enhances our planet

4. Our Engagement led us to five Mission Priorities
  - Industry Platforms
  - Employment Opportunities for All
  - Green Economy
  - Vibrant Places
  - Digital and Physical Connectivity
  
5. Each Mission Priority is supported by three key aims, Mission Projects with identified actions and a number of Mission Metrics, so the progress of the strategy can be tracked yearly. Critical to each Mission Priority are three cross-cutting opportunities: Industry, Talent, and Fairness and Inclusion.

### **EXEMPT REPORT**

6. This report is not exempt.

### **RECOMMENDATIONS**

7. It is recommended that Cabinet formally approves the Doncaster Economic Strategy 2030.

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

8. The Doncaster Economic Strategy 2030 sets out the transition to a regenerative and inclusive wellbeing economy. This is about tackling systemic challenges and providing opportunities for all residents and communities in Doncaster. The opportunities for the citizens of Doncaster can be seen across the strategy's Mission Priorities
  - Industry Platforms: Attracting high quality business and investment and supporting new business growth in the borough through an ecosystems approach to development
  - Employment Opportunities for All: Supporting access to good quality employment for all residents using person-centred approaches, helping foster good quality employers and supporting organisations to have a positive impact on the planet
  - Green Economy: Providing green job opportunities for local people and ensuring that protecting our natural environment is embedded into our economy.
  - Vibrant Places: Empowering local places by redirecting wealth to them, creating a thriving City Centre and high streets, and offering strengthened cultural opportunities.
  - Digital and physical connectivity: developing a transport system and digital infrastructure that supports residents to access opportunities, and ensuring they have the digital skills required to share fully in this.

## BACKGROUND

### *The Starting Point*

9. The Doncaster Economic Strategy 2030 builds on the work of our previous economic strategy, the Inclusive Growth Strategy 2018-2021. The strategy sharpened the focus on creating growth that benefitted the whole borough and identified six drivers of inclusive growth. A lot of the activity that has been undertaken since the approval of the strategy set up the framework within the new Economic strategy.



*Figure 1: Inclusive Growth Strategy 2018-2021 framework*

10. Doncaster Delivering Together 2020-30 is Team Doncaster's borough strategy. It marks a significant change of gear in the collective effort to improve the wellbeing of everyone in the borough. It has one central mission **thriving people, places and planet**. The Strategy's Wellbeing Wheel shows our six long-term goals – 'beacons' that we are working towards to improve wellbeing. Collectively, they represent a whole systems approach to achieving change. Within the strategy, a Prosperous and Connected outlined a vision to transition towards a Wellbeing Economy. The Doncaster Economic Strategy details what this transition means for the local economy.



Figure 2: Doncaster Delivering Together Wellbeing Wheel

11. The strategy takes into account multiple external drivers for change that are key for collaboration and investment opportunities:
  - National: The Levelling Up agenda outlined 12 new missions which have the expressed aim of spreading opportunity more equally across the UK. The Missions and Mission Priorities outlined in the Doncaster Economic Strategy 2030 can progress this approach, with the Mission Projects captured within these being suitable for Government Investment.
  - Regional: The South Yorkshire Mayoral Combined Authority's Strategic Economic Plan is based on growth, inclusion and sustainability. Doncaster is a core partner vital to the Plan's success
  
12. Other external factors that have rose to prominence since our last economic strategy was published in 2018 will be reflected.
  - The Climate Crisis has put a new lens on economic policy. After declaring a Climate Emergency in 2019, Team Doncaster has committed up to reducing emissions by 85% by 2030 and being completely carbon neutral by 2040.
  - The Covid-19 pandemic and our recovery from it is still an influencing factor on our approach to the economy
  - More recently, our residents and businesses have been and continue to be hit by the cost of living crisis, which is only set to worsen over this winter. As a result, the strategy needed to have an increased focus on actions to help the borough through the next two years, while not losing sight of the ambition for 2030.

## *Our Approach to Engagement*

13. A different approach to consultation was adopted for the Doncaster Economic Strategy 2030. Central to this this was development through engagement to support greater coproduction and collaboration with key stakeholders and residents. The four-point double diamond approach allowed us to integrate stakeholder feedback through strategy development and take people on a journey as follows:
  - Discovery: We began with a detailed discovery phase to understand the different opportunities and challenges to Doncaster's economy
  - Define: Through a theory of change exercise, the strategy framework and priorities were created to respond to the discovery phase
  - Develop: We then returned to stakeholders to sense check and refine the strategy framework and focus in on potential actions
  - Deliver: Delivery will build on our engagement journey by taking a partnerships approach to deliver of the identified actions, as well as developing further opportunities.
  
14. As demonstrated in *Figure 3*, the Double-Diamond approach does not represent a linear process of engagement. We expect that the challenges and solutions outlined in this document will continue to be refined and redeveloped as part of an iterative process. This will enable us to take a collaborative, continual learning approach to deliver an inclusive, regenerative economy for thriving people, places and planet.

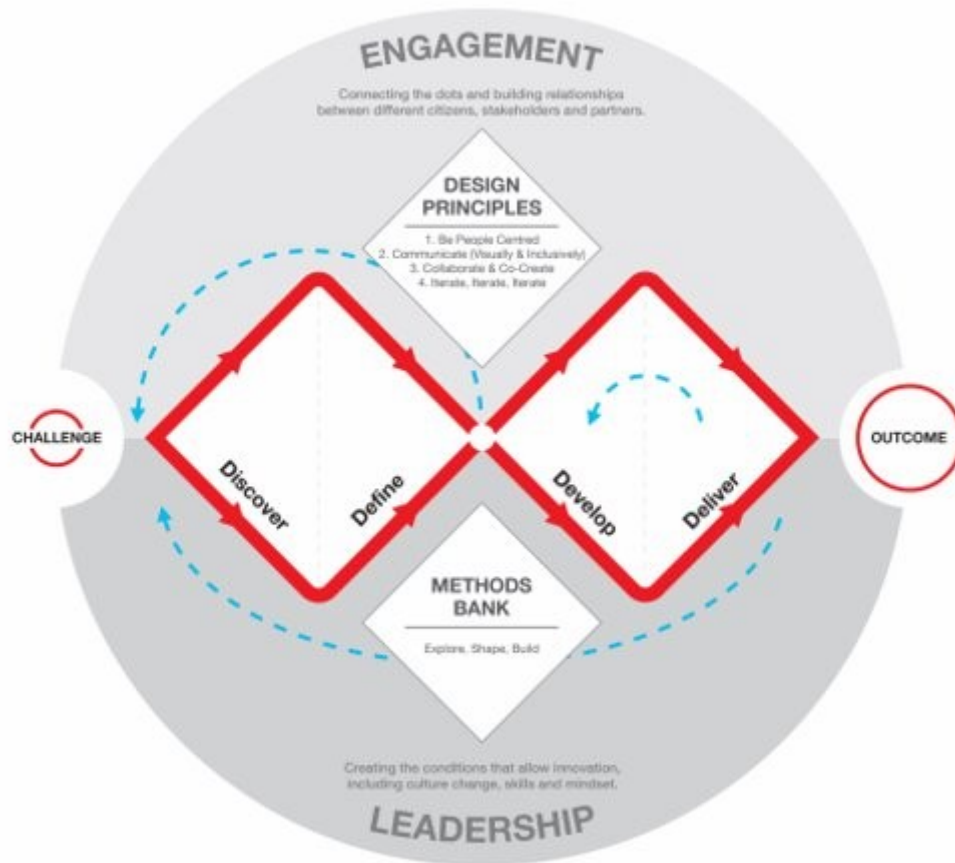


Figure 3: Design Council Double Diamond

### Consultation Activities

15. We have been listening and working closely with partners, residents and businesses to understand how the economy works for them and what they want to see from the strategy. The full list is below, split out into the Discovery and Develop activities as set out in the Design Council's Double Diamond for engagement (Para. 10). This approach allowed us to develop through engagement.

16. Discover activity included

#### Business

- July Business Breakfast Roundtable in collaboration with the Royal Society of Arts and Business Doncaster
- Chamber Roundtables – including sessions on Circular Economy, Employment and Prison Leavers
- #DNBusinessTalks – conversations with business leaders in Doncaster
- Doncaster Chamber Business Conference

#### Team Doncaster

- Various Team Doncaster networks:
  - Horizon, Policy & Design Group

- Health & Wellbeing Board
- Voluntary Action Doncaster
- Minorities Partnership Board
- Health and Social Care Forum
- Developing Well Group
- Team Doncaster Economic Board: the lead Team Doncaster board that will take strategic responsibility for its delivery

#### Localities

- Young People at Doncaster College
- Localities team engaged with Local Businesses across Doncaster

#### Due Regard / Inequalities

- Gypsy & Roma Travellers
- Veterans Steering Group
- Live Inclusive
- Citizens Advice
- Complex Lives
- City Hearts
- Refugee Council

#### Directorate Leadership Teams and Strategy Engine Rooms

- Corporate Resources Directorate Leadership Team
- Economy and Environment Directorate Leadership Team
- Adults, Health and Wellbeing Directorate Leadership Team
- Learning and Opportunities: Children and Young People Directorate Leadership Team (now Children, Young People and Families)
- Public Health Directorate Leadership Team
- Education & Skills Engine Room
- Culture Engine Room

#### 17. Develop activity included

- October Business Breakfast Roundtable
- Doncaster Economic Strategy Consultation Forum(19 October) in which we brought together Team Doncaster and wider stakeholders to provide a final sense check of the five priority areas.
- Doncaster Talks consultation 5 October – 28 October which invited residents to give their views on the Missions and Mission Priorities developed based on our consultation outlined above.

#### *Consultation Findings*

#### 18. There were a number of key findings from our various consultation activities which are listed below:

- Innovation-Driven Ecosystems

- To deliver a strong economy that delivers good employment for all it was felt that Doncaster would need to attract a greater level of inward investment to support the development of key innovation sites including Unity and the City Centre.
- Develop Platforms for Good Growth to support the development and longevity of local start-ups and SMEs.
- Green Economy
  - Support the creation of high value, high skilled green jobs and sectors for the future.
  - Transition towards a low waste, low carbon, circular economy to support our ambition to be Net-Zero by 2040.
  - Establish bio-diversity restoration and land use as a key output of the local economy.
  - There was broad support for businesses and organisations with a significant stake in Doncaster's economy to adopt more socially and environmentally conscious practices.
- Employment and Skills
  - Establish compassionate, equitable employment support and business practices to allow everyone to access and participate in good employment locally.
  - Need to offer greater opportunities for work experience and develop transferable skills that will lead to flexible careers and lifelong learning
- Recruitment and Retention Support
  - Residents supported the idea that everyone in Doncaster should have access to good quality employment which pays a living wage, regardless of their background.
  - Local businesses welcomed support to upskill and train employees in order to be able to take advantage of good quality employment opportunities and to address labour and skills shortages in particular sectors in the Foundational Economy.
- Quality & Thriving Places
  - Residents and businesses wanted to see the development of a thriving City Centre and Local High Streets which enable access to culture, local businesses and events to create local prosperity and civic pride. In addition, Community Wealth Building was viewed as key to delivering Social Value within places.
- Culture & Heritage
  - Residents felt that Doncaster has a rich industrial heritage and culture which could be strengthened and promoted to attract



- visitors, enhance the retail offer and enable cultural participation for all.
- The consultation highlighted challenges faced by the Foundational Economy in Doncaster which provides essential everyday goods and services residents rely on.
  - Recruitment and retention were highlighted as key issues as wages have struggled to keep pace with the rate of inflation and businesses and organisations operating in the Foundational Economy are frequently drawing upon the same limited supply of labour.
- Digital Skills and Infrastructure
    - Access to high-speed broadband was highlighted as a key opportunity by residents and businesses across the borough to access digital opportunities and innovation.
    - Since the pandemic, the shift towards greater accessibility of employment, education and training opportunities online and the delivery of 'digital by default' access to services has led to a greater need to address the digital skills gap across the borough.
  - Transport
    - Doncaster residents indicated that they wanted an accessible, affordable transport system, enables residents to make greater use of public transport and active means of travel.

### *Strategy Framework*

19. The approach to our strategy development was that of mission-orientated policy, an approach seen in the Government's Levelling Up Missions, the UN's Sustainable Goals, and Glasgow City Region's Economic Strategy. The three missions that drive the Doncaster Economic Strategy 2030 come out of the borough strategy's commitment to 'Thriving People, Places and Planet' and are supported by mission statements:
- By 2030, we aspire to have an economy that improves the living standards for all and leave no people behind
  - By 2030, we aspire to have a more resilient, productive economy across all places
  - By 2030, we aspire to have a greener, regenerative economy that restores and enhances our planet
20. With these missions in mind, and being led by the findings of our engagement, five Mission Priorities emerged as areas where we need to focus to ensure that we create a fairer, stronger, greener economy

## Industry Platforms

Aim 1	Aim 2	Aim 3
<i>Create industry, learning and research partnerships</i>	<i>Provide high quality business, enterprise, and investment support</i>	<i>Develop our key employment and innovation sites to create industry clusters and attract inward investment</i>

### Example Transformational Actions

- Create innovation hubs to bring all stakeholders in the ecosystem together to create opportunities for collaboration and sector focussed applied research
- Develop a more diverse property offer in key locations to foster incubation spaces and co-working. A key first step is delivering our Doncaster Town Deal and our City Gateway Multi-Use Building project

## Good Employment for All

Aim 1	Aim 2	Aim 3
<i>Support everyone in Doncaster to have equitable access to employment opportunities, by utilising a Compassionate Approach to employment support</i>	<i>Support employers across Doncaster to provide employment opportunities that are inclusive and support health &amp; wellbeing</i>	<i>Support organisations across Doncaster to have a positive social impact on people, places, and planet</i>

### Example Transformational Actions

- Expand opportunities for multiple pathways to employment, ensuring parity of esteem between vocational and academic pathways. This should be done in partnership with Industry Platforms
- Create a network of organisations that can share best practice and support each other to embed socially conscious business practices – with particular support for SMEs

## Green Economy

Aim 1	Aim 2	Aim 3
<i>Create a thriving Green Sector and build the skills for local residents to access it</i>	<i>Transition our industries and communities to be circular, low waste and low carbon</i>	<i>Protect and restore our biodiversity and natural capital and recognise the value of land and food within the economy</i>

### Example Transformational Actions

- Accelerate a focus on low carbon energy generation and storage through initiatives such as building local Hydrogen Hub infrastructure and expansion of our solar base
- Development of toolkits designed for businesses, with businesses, to help support their carbon literacy and sustainability planning, outline green

investment and financing opportunities, local supply chain connections and initiatives such as cycle to work schemes

### Vibrant Places

Aim 1	Aim 2	Aim 3
<i>Empower local places by redirecting wealth back into our local economies</i>	<i>Create a thriving City Centre and local town centres that foster community wellbeing and civic pride</i>	<i>Strengthen and promote the cultural sector and visitor economy across Doncaster</i>

#### Example Transformational Actions

- Refresh the Urban Centre Masterplan to create a thriving regenerative City Centre that takes into account residential, retail, necessary and optional activities, green space etc
- Develop thinking around a 20-minute neighbourhoods' model to help with place shaping, ensuring services and social infrastructure are accessible

### Digital & Physical Connectivity

Aim 1	Aim 2	Aim 3
<i>Develop a more accessible, affordable, and greener transport system that supports residents to access opportunities</i>	<i>Ensure the rollout of high-speed broadband across the borough and support residents and businesses to get online</i>	<i>Support residents to improve their digital skills to enable access to opportunities and services</i>

#### Example Transformational Actions

- Develop a referral system with partners from the Department for Work and Pensions and voluntary, community and faith sector to ensure a joined up approach to digital skills provision
- Undertake a feasibility study into decarbonisation of buses exploring hydrogen and electric potential

21. There were some key themes that needed to be embedded across the Mission Priorities and so have been captured as cross cutting themes at the centre of the strategy framework

- Industry
- Talent
- Fairness and Inclusion



Figure 4: Doncaster Economic Strategy 2030 framework

### Delivery

22. Delivery of the Doncaster Economic Strategy 2030 will be a key area of focus for the Team Doncaster Strategic Partnership, with the Team Doncaster Economic Board taking strategic responsibility for its delivery. A supporting group will be established to drive forward activity, but to also ensure coordination with the delivery of other key Team Doncaster strategies.
23. More detailed action plans will be developed for each of the five Mission Priorities, building on the merging Mission Projects and Transformational Actions listed within the Mission Priorities Chapters These action plans will be developed and delivered with the key stakeholders required for success.
24. Progress against the strategy, including updates on Mission Project delivery and focuses for the upcoming year, will be reported on an annual basis. This will present an update on the Mission Metrics, supported with the lived experience and stories that data does not always show. This will ensure accountability against the Missions outlined, as well as allow continuous reflection and emergent thinking to inform the delivery of the strategy.

25. Organisations and sectors are currently experiencing difficult resourcing decisions requiring investment prioritisation. The actions proposed within the strategy and detailed action plans will be fed through the Doncaster Delivering Together Investment Plan, to ensure capital and revenue asks are considered for external funding where appropriate.

### OPTIONS CONSIDERED


26. The following options were considered
- a. Not develop a new economic strategy
  - b. Develop a four-year economic strategy to replace the Inclusive Growth Strategy that ran from 2018-2021
  - c. Develop a longer-term economic strategy up to 2030 which builds on the Inclusive Growth Strategy, 2018-2021 and seeks to embed Doncaster Delivering Together's aims into Doncaster's economy.  
**(Recommended)**

### REASONS FOR RECOMMENDED OPTION

27. Option 'c' is recommended because it aligns with Doncaster Delivering Together's 2030 timeframe and other supporting strategies such as the Education and Skills Strategy and Environment and Sustainability Strategy, allowing space for a longer-term approach to moving to a wellbeing economy and creating the condition for thriving people, places, and planet.

### IMPACT ON THE COUNCIL'S KEY OUTCOMES

28.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 <b>Tackling Climate Change</b>	✓			
<p>The Doncaster Economic Strategy 2030 has the core mission to create an inclusive and regenerative economy for thriving, people and planet and key to this is action that will support our Great 8 priority of Tackling Climate Change. The commitment can be seen in the strategy's Missions around thriving people, places, and planet and in the five Mission Priorities, such as Green Economy and Industry Platforms. Individual projects that come out of the strategy in the coming years will have their own impacts on Tackling Climate Change, some may require trade-offs and mitigations but these will be presented during the appropriate time of the decision making process. However, there are a number of examples of work</p>				

coming out of the strategy that demonstrate commitment to Tackling Climate Change, such as

- Developing a circular economy
- Targeted programmes to reduce industry and commercial carbon dioxide emissions
- Nature and food recovery programme



**Developing the skills to thrive in life and in work**



The Doncaster Economic Strategy 2030 has the core mission to create an inclusive and regenerative economy for thriving, people and planet and key to this is action that will support our Great 8 priority of Developing the skills to thrive in life and in work. The commitment can be seen in the strategy's Missions around thriving people, places, and in the five Mission Priorities, such as Employment Opportunities for All and Green Economy. Individual projects that come out of the strategy in the coming years will have their own impacts on developing the skills to thrive in life and in work, some may require trade-offs and mitigations but these will be presented during the appropriate time of the decision making process. However, there are a number of examples of work coming out of the strategy that demonstrate commitment to Developing the skills to thrive in life and in work, such as

- Developing the skills pipeline and micro credentials for green jobs
- Utilising Employment Hubs for inclusive and accessible employment and skills support
- Expanding opportunities for multiple pathways to employment – ensuring parity of esteem for vocational and academic



**Making Doncaster the best place to do business and create good jobs**



The Doncaster Economic Strategy 2030 has the core mission to create an inclusive and regenerative economy for thriving, people and planet and key to this is action that will support our Great 8 priority of Making Doncaster the best place to do business and create good jobs. The commitment can be seen in the strategy's missions centring around thriving people, places and planet, in the in the strategy's Mission Priorities, such as Employment Opportunities for All and Industry Platforms. Individual projects that come out of the Strategy in the coming years will have their own impacts on making Doncaster the best place to do business and create good jobs, some may require trade-offs and mitigations but these will be presented during the appropriate time of the decision making process. However, there are a number of examples of work coming out of the strategy that demonstrate commitment to Making Doncaster the best place to do business and create good jobs, such as

- Supporting start ups and scale ups through Launchpad and ScaleUp 360 programmes
- Matching businesses with local business and regional business support
- Developing our key innovation sites and pitching for major capital investments required for innovation



**Building opportunities for healthier, happier and longer lives for all**



The Doncaster Economic Strategy 2030 has the core mission to create an inclusive and regenerative economy for thriving, people and planet and key to this is action that will support our Great 8 priority of Building the opportunities for healthier, happier and longer lives for all. The commitment can be seen in the strategy's Missions centring around thriving people, places and planet and in the Mission Priorities, such as Vibrant Places and Physical and Digital Connectivity. Individual projects that come out of the strategy in the coming years will have their own impacts on Building the opportunities for healthier, happier and longer lives for all, some may require trade-offs and mitigations but these will be presented during the appropriate time of the decision making process. However, there are a number of examples of work coming out of the strategy that demonstrate commitment to Building the opportunities for healthier, happier and longer lives for all, such as

- High streets that promote residents' wellbeing
- Supporting organisations to adopt a compassionate approach to employment such as through Working Win
- Support organisations to provide employment that supports wellbeing such as flexible working, the Real Living Wage and inclusive workplace practices



**Creating safer, stronger, greener and cleaner communities where everyone belongs**



The Doncaster Economic Strategy 2030 has the core mission to create an inclusive and regenerative economy for thriving, people and planet and key to this is action that will support our Great 8 priority of Creating safer, stronger, greener and cleaner communities where everyone belongs. The commitment can be seen in the strategy's Missions centring around thriving people, places and planet and in the Mission Priorities, such as Vibrant Places and the Green Economy. Individual projects that come out of the strategy in the coming years will have their own impacts on Building the opportunities for healthier, happier and longer lives for all, some may require trade-offs and mitigations but these will be presented during the appropriate time of the decision making process. However, there are a number of examples of work coming out of the strategy that demonstrate commitment to Creating safer, stronger, greener and cleaner communities where everyone belongs, such as

- Support Community Wealth Building
- Protecting and enhancing green spaces



- Bringing residents voice into ecosystems development to ensure development plans are suited to their needs



**Nurturing a child and family-friendly borough**



The Doncaster Economic Strategy 2030 has the core mission to create an inclusive and regenerative economy for thriving, people and planet and key to this is action that will support our Great 8 priority of Nurturing a child and family-friendly borough. The commitment can be seen in the strategy's Missions centring around thriving people, places and planet and in the Mission Priorities, such as Vibrant Places and Physical and Digital Connectivity. Individual projects that come out of the Strategy in the coming years will have their own impacts on Building the opportunities for healthier, happier and longer lives for all, some may require trade-offs and mitigations but these will be presented during the appropriate time of the decision making process. However, there are a number of examples of work coming out of the strategy that demonstrate commitment to Nurturing a child and family-friendly borough, such as

- The right to play in urban centre masterplan refresh and community investment masterplans
- Good employment being flexible employment which enables time for family life and play
- 20-minute neighbourhood model should ensure accessible children and family services in a close spatial radius



**Building Transport and digital connections fit for the future**



The Doncaster Economic Strategy 2030 has the core mission to create an inclusive and regenerative economy for thriving, people and planet and key to this is action that will support our Great 8 priority of Building Transport and digital connections fit for the future. The commitment can be seen in the strategy's Missions centring around thriving people, places and planet and in the Mission Priorities, such as Physical and Digital Connectivity. Individual projects that come out of the Strategy in the coming years will have their own impacts on Building Transport and digital connections fit for the future, some may require trade-offs and mitigations but these will be presented during the appropriate time of the decision making process. However, there are a number of examples of work coming out of the strategy that demonstrate commitment to Building Transport and digital connections fit for the future, such as

- Decarbonised and flexible transport solutions which encourage use of public transport and active travel
- Measures to make sure no communities are left behind in full fibre broadband roll out
- Digital skills provision in collaboration with partners in the voluntary sector





**Promoting the borough and its cultural, sporting, and heritage opportunities**



The Doncaster Economic Strategy 2030 has the core mission to create an inclusive and regenerative economy for thriving, people and planet and key to this is action that will support our Great 8 priority of Promoting the borough and its cultural, sporting, and heritage opportunities. Great 8 priority of Building Transport and digital connections fit for the future. The commitment can be seen in the strategy’s Missions centring around thriving people, places and planet and in the Mission Priorities, such as Vibrant Places. Individual projects that come out of the Strategy in the coming years will have their own impacts on Promoting the borough and its cultural, sporting, and heritage opportunities, some may require trade-offs and mitigations but these will be presented during the appropriate time of the decision making process. However, there are a number of examples of work coming out of the strategy that demonstrate commitment to Promoting the borough and its cultural, sporting, and heritage opportunities such as

- Developing a coherent culture offer
- Promoting Doncaster as a destination
- Supporting cultural career pathways

**Fair & Inclusive**



There is a Fair & Inclusive chapter in the strategy that highlights specifically how our strategy supports this wellbeing goal, including focussing in the Mission Projects that will support our residents through the cost-of-living crisis in the next two years

Fairness and Inclusion is central to the Doncaster Economic Strategy 2030, sitting in the centre as a cross cutting theme that is reflected throughout. This has been reflected in our approach to engagement and research, in which we have shown due regard to people from protected groups. The full range our engagement is listed in Para 12, which considered the challenges faced by people from a wide range of backgrounds, and embedded this into our strategy, including but not limited to:

- People from Minority Ethnic backgrounds
- Gypsy & Roma Travellers
- Veterans
- People with Disabilities and Mental Health issues
- People experiencing Poverty and Financial Insecurity
- Prison Leavers

Alongside our ‘develop through engagement approach’, we have been intelligence and data led so that our strategy can effectively work to counter inequalities in our borough.

**29. Legal Implications [Officer Initials: SRF | Date: 16.11.22\_]**

*Section 1 of the Localism Act 2011 provides the Council with the so-called “General power of competence” by stating that “A local authority has power to do anything that individuals generally may do.”*

S111 of the Local Government Act 1972 provides that “a local authority shall have power to do any thing (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.”

Individual projects and initiatives arising from implementing the Strategy will require further approvals so that specific advice and implications can be considered as and when actions are further developed.

**30. Financial Implications [Officer Initials: JC\_\_ | Date: 14.11.22\_]**

Approval of the Economic Strategy and the general commitment to deliver the associated mission priorities does not in itself carry any direct financial implications for the Council. However, individual projects and initiatives arising from implementing the Strategy will require further reports and approval so that specific advice and implications to be considered as and when actions are further developed. No works should be commissioned unless sufficient resources have been identified.

It should be noted that a number of the transformational actions outlined in the strategy include projects or initiatives that have resources identified and are already underway. Either as part of the Council’s capital programme, or as part of the activities of a number of services within the Council.

The actions proposed within the strategy and detailed action plans will be fed through the Doncaster Delivering Together Investment Plan, to ensure capital and revenue asks are considered for external funding where appropriate. The strategy requires joint working with Council Partners and other external organisations who may require funding support.

**31. Human Resources Implications [Officer Initials: \_KG\_ | Date: \_091122\_]**

There are no direct HR implications to this report

**32. Technology Implications [Officer Initials: PW | Date: 09/11/22]**

With regard to building digital connections for the future, Doncaster Council has a representative on the Superfast South Yorkshire Management Board about to evolve into the South Yorkshire Digital Infrastructure Strategy Delivery Board working with the South Yorkshire Mayoral Combined Authority, the other three South Yorkshire Councils and Building Digital UK. So far, this has contributed to 99% superfast broadband coverage and 68.34% gigabit coverage across Doncaster. The next deliverable will be Doncaster’s element

of the government's Project Gigabit designed to fund and implement gigabit capable broadband in rural areas where coverage is not planned by commercial providers. A South Yorkshire Digital Infrastructure Strategy has also been agreed with many deliverables including a target of 80% gigabit capable coverage across South Yorkshire by 2025.

With regard to the rest of this strategy, there are no specific technology implications at this stage. However, any requirements for new, enhanced or replacement technology to support the delivery of the Doncaster Economic Strategy 2030 will need to be considered and prioritised by the Technology Governance Board (TGB).

## **RISKS AND ASSUMPTIONS**

33. There is a risk that the Mission Priorities in the new Doncaster Economic Strategy are not delivered on fully due to the scope and ambition of the strategy and considering resource and staffing limitations. The progress checking outlined in Para. 20 will measure the strategy's performance using the Mission Metrics set out in each Mission Priority.
34. Risks and assumptions for individual Mission Projects will be developed as part of their programme delivery.

## **CONSULTATION**

35. Our approach to strategy was to 'develop through engagement' as set out in the Design Council's Double Diamond, see Para. 10 and Figure 3. A list of the consultation and engagement in developing Doncaster Economic Strategy 2030 is provided in Para. 12. We have also developed an Engagement Journey which provides greater detail on our consultation and due regard, attached in Annex B.

## **BACKGROUND PAPERS**

36. Background Papers in support of this report are:
  - Annex A: Doncaster Economic Strategy 2030
  - Annex B: Doncaster Economic Strategy Engagement Journey
  - Annex C: Doncaster Economic Strategy Research Draft Final Report

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

37. No acronyms or abbreviations used.

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