

## Mayoral Combined Authority Board

24 January 2022

### Gateway East Economic Blueprint Delivery Model

---

<b>Is the paper exempt from the press and public?</b>	No
<b>Reason why exempt:</b>	Not applicable
<b>Purpose of this report:</b>	Policy Decision
<b>Is this a Key Decision?</b>	Yes
<b>Has it been included on the Forward Plan?</b>	Yes

---

**Director Approving Submission of the Report:**

Martin Swales, Interim Director of Transport, Housing and Infrastructure

**Report Author(s):**

Colin Blackburn, Assistant Director Housing & Infrastructure

[Colin.Blackburn@sheffieldcityregion.org.uk](mailto:Colin.Blackburn@sheffieldcityregion.org.uk)

Matt Bartle, Senior Programme Manager Strategic Development

[Matt.Bartle@sheffieldcityregion.org.uk](mailto:Matt.Bartle@sheffieldcityregion.org.uk)

---

**Executive Summary**

The purpose of this paper is to consider and seek approval for the creation of a Strategic Partnership delivery model, to oversee delivery of the Gateway East Economic Blueprint development proposals.

**What does this mean for businesses, people and places in South Yorkshire?**

The creation of the preferred delivery model, a Strategic Partnership, will seek to enable development of Gateway East opportunities to be accelerated. It will bring together partners to optimise economic and inward investment opportunities for the benefit of both Gateway East development and the wider South Yorkshire region.

## Recommendations

The Board are asked to:

- Approve a recommendation to form a Strategic Partnership governance and delivery model to accelerate the practical delivery of Gateway East.

## Consideration by any other Board, Committee, Assurance or Advisory Panel

South Yorkshire Chief Executives

25 November 2021

---

### 1. Background

- 1.1 Gateway East is one of eight Growth Areas identified in the current Strategic Economic Plan (SEP). An Economic Blueprint for Gateway East was approved by the Local Enterprise Partnership in July 2020.
- 1.2 The Blueprint provides a roadmap for developing the Gateway East Innovation District Project, which is focused around five themes comprising:
  - 1) Develop a high value innovation cluster
  - 2) Sustainability
  - 3) Connectivity
  - 4) Land and development
  - 5) Airside Growth
- 1.3 An interim Shadow Board was established in late 2020 to progress implementation of the Blueprint with an initial task to consider the governance and delivery options necessary to oversee development and delivery activity. The Board commissioned the consultant Deloitte to undertake and support governance and delivery options evaluation work; the outcome of which recommends establishing a Strategic Partnership as the preferred option.

### 2. Key Issues

- 2.1 The Shadow Board comprises senior representatives from Doncaster Sheffield Airport, DSA landowner Peel Ltd, the MCA Executive and Doncaster MBC.
- 2.2 The purpose of the Deloitte commission was to consider the model options to best support and accelerate delivery of Gateway East. It was also to position the opportunity for local, regional and Central Government support and enable joint working arrangements between partners to accelerate delivery and maximise cumulative economic benefits and inward investment opportunities for the Region.
- 2.3 A range of options were considered and appraised, ranging from the current Shadow Board informal arrangements to an Urban Development Corporation established through an Act of Parliament.
- 2.4 The report concluded that there are two possible preferred governance and delivery models as noted below. The respective strengths and weaknesses of each are set out in the report:

1. Strategic Partnership
2. Mayoral Development Corporation 'Lite'

2.5 Following consideration of the options report by the Shadow Board and its representatives, the recommended option is to establish a Strategic Partnership to support delivery of the outcomes and ambitions set out in the Economic Blueprint. The key reasons for this include:

- It can be set up quickly as it is not a legal entity and does not require legislation; instead it simply requires approval by the requisite partners as it is a voluntary Partnership.
- It is an evolution and formalisation of current arrangements but offers flexibility to allow further adaptation in the future should strategic priorities suggest there could be benefits - such changes would need to be agreed by all partners.
- More specific delivery sub-models could subsequently be adopted for individual projects.
- It does not require significant additional resources to manage the Partnership but will need partners to contribute to ensuring the Partnership is successful in progressing delivery.
- It provides an entity for stronger public and private sector joint working and for adopting shared positions on strategic priorities for policy and investment.

### **3. Options Considered and Recommended Proposal**

#### **3.1 Option 1**

This option is to approve the recommendation to establish a Strategic Partnership.

#### **3.2 Option 1 Risks and Mitigations**

Paragraph 2.5 above sets out the proposed benefits of this option, which will enable a smooth transition from the existing interim arrangements in a short time period. It is not proposed that any MCA powers are devolved to the Partnership, and any future additional MCA funding requests to support the delivery of the Economic Blueprint priorities and projects would be submitted through the usual MCA finance and assurance processes.

#### **3.3 Option 2**

This would be to either select another governance and delivery option or to continue with the current Shadow Board arrangements.

#### **3.4 Option 2 Risks and Mitigations**

The other options considered in the commission will require additional resources (some very significant) to set up and operate, as well as requiring legal agreements and legislative approval. They would therefore take much longer to establish, diverting attention and effort from development and project delivery. Continuing the current Shadow Board arrangements, which were put in place as a temporary measure, may weaken the commitment of partners and may demonstrate a lack of commitment to future public and private sector funders.

### **3.5 Recommended Option**

Option 1 is the preferred option that is recommended.

### **4. Consultation on Proposal**

4.1 The governance and delivery options commission has been overseen by the Gateway East Shadow Board. The South Yorkshire Chief Executives considered the proposals on the 25<sup>th</sup> November 2021 and supported the recommendation to establish a Strategic Partnership.

### **5. Timetable and Accountability for Implementing this Decision**

5.1 The intention is to implement the new arrangements as soon as possible following approval by the MCA and partners on the current Shadow Board.

### **6. Financial and Procurement Implications and Advice**

6.1 Establishing the Strategic Partnership would not require additional funding for its operation over and above commitment of time of partner representatives to deliver the objectives and attend meetings/undertake governance roles. The support roles of the MCA can be undertaken within existing MCA Executive resources. There may be future funding requests to support research or projects, and any such calls would be dealt with in accordance with the usual MCA finance and assurance processes.

### **7. Legal Implications and Advice**

7.1 The Strategic Partnership model is not a legal entity so no legal agreements will be necessary beyond MCA approval.

### **8. Human Resources Implications and Advice**

8.1 None as a result of this paper.

### **9. Equality and Diversity Implications and Advice**

9.1 The proposals and delivery of the Economic Blueprint priorities and ambitions will be developed in accordance with the MCAs commitment to Equality and Diversity.

### **10. Climate Change Implications and Advice**

10.1 The Economic Blueprint and associated policy including the Airport masterplan and the Doncaster Local Plan as it relates to Gateway East, includes a range of proposals to develop in a sustainable way that supports net zero ambitions.

### **11. Information and Communication Technology Implications and Advice**

11.1 None as a direct result of this paper.

### **12. Communications and Marketing Implications and Advice**

12.1 An approach to marketing Gateway East as a result of the MCA approving a Strategic Partnership will be agreed with relevant stakeholders, in line with the MCA's wider communications and marketing strategy. Appropriate resourcing and clear responsibilities will need to be established as part of this discussion.

### **List of Appendices Included**

None

### **Background Papers**

None