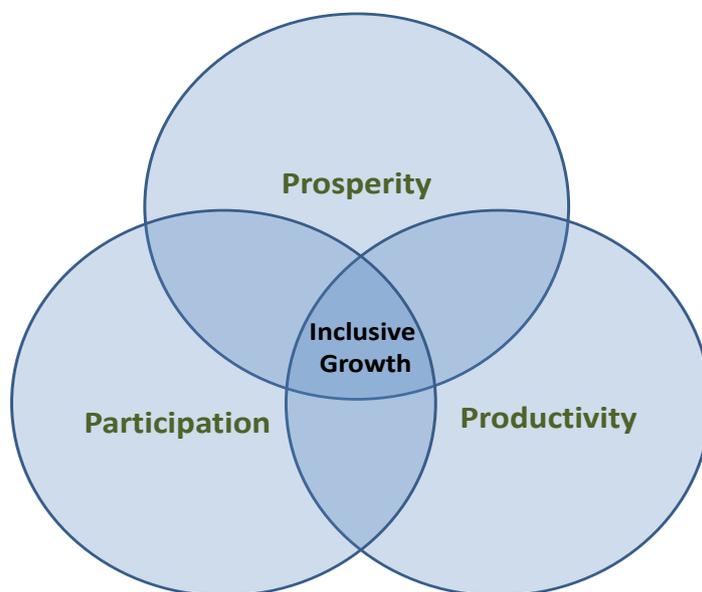




Doncaster Inclusive Growth Strategy

2018-2021



*Enabling Doncaster people, places and businesses
to enjoy improved prosperity by participating
in a growing and productive economy*

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Foreword

I am delighted to be able to present here a strategy to ensure that Doncaster's economy thrives and achieves its full potential, and that all of Doncaster's people, places and businesses benefit from economic growth.

For me, my colleagues in the Cabinet and all of the Team Doncaster Strategic Partnership, the intent, approach and specific actions this strategy sets out are a top priority. They are, quite simply, crucial to Doncaster's future prospects.

We have worked together in Doncaster to deliver a recovery in its economic fortunes and in the confidence and work of its public services and communities. This strategy makes clear that our economy has great potential to grow and thrive, despite challenging and uncertain times. It sets out the next stage of that journey - the discovery of a new chapter and future for our economy and for the skills and prosperity of the whole borough.

Delivery of the strategy will focus on six key drivers of inclusive growth and 'game - changing' actions which show the balanced approach that Doncaster needs – economy, people and communities growing together.

This includes a balanced combination of actions to deliver infrastructure, connectivity, major investment projects and targeted support to raise the productivity of our key growth industries. Work is already well under way to gear our education system up to prepare and to connect our young people to future labour markets.

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.

This is an ambitious but deliverable strategy to achieve our goal. As a partnership across the public, private, voluntary and community sector and in local communities we must grip and drive these priorities and actions relentlessly. As Mayor I will champion them everywhere I go, in Doncaster and beyond, and I want to encourage you to play your part and bring your ideas and energy to this vital mission for our whole borough.

Our time is now - let's deliver on this exciting prospect together.

Ros Jones
Mayor of Doncaster

Executive Summary

Growth...for all

Driving economic growth, and making sure that growth can directly benefit all of Doncaster's businesses, residents, and communities is a major priority for the Team Doncaster Strategic Partnership.

This document sets out a 15 year vision for inclusive growth in Doncaster. It explains the main focus of our work, and the actions we aim to deliver over the next three years (to 2021) that will propel the whole borough's economic prospects and boost the life chances and well-being of its people and communities.

Delivery of this strategy is 'everybody's business' – a shared mission across private, public, and community, voluntary and faith sectors. It is a crucial part of the Doncaster Growing Together Borough Strategy, calling for co-ordinated action across all policy areas to achieve inclusive growth.

Together we have delivered a real platform for further growth

Over recent years Doncaster businesses have led jobs growth – driving our economy forward, building confidence. This, combined with record levels of business investment and house building has contributed to the achievement of a £5.2b economy. We have innovative businesses across a range of sectors, hard-working employees, an expanding skills sector, world class connectivity and a growing cultural scene. The investments being made at iPort, the Airport, DN7 Unity, in our town centre and rail industry, combined with our University City aspirations and plans for a major film and TV production hub are building a more innovation and outward looking economy.

Employment levels have hit record highs, providing more residents with a stake in our economy, higher incomes and greater self-esteem. We have many major developments in progress and in the pipeline which can take Doncaster's economy to the next level.

Alongside this, our public services have improved and we are joining up efforts to deliver support for the most vulnerable people. We understand that prevention is better than cure, and that we need as many people as possible to contribute economically and benefit from this as individuals, families and communities.

This has all been delivered in challenging, uncertain economic times in a true partnership effort between the public and private sector, working towards one goal. We have a great platform of success to build upon, and we are ready to go further and faster.

We can, and must, become more productive

Productivity levels, *the amount of value created for every hour somebody works*, have been poor for the UK since the financial crisis and Doncaster has particularly struggled - productivity per worker is some 80% of the UK average. This strategy recognises that improving productivity is essential to keep our economy growing, increase wage levels, safeguard jobs and provide more money for public services. A more inclusive economy with better quality work will also be a more productive economy.

The benefits of growth are not yet reaching all people and places

There are too many "just about managing" families and individuals who have seen income levels stagnate, or even go backwards. Levels of unemployment and deprivation vary significantly across the borough and we have pockets of disadvantage that have 'locked people in' to a cycle of poor outcomes, sometimes across generations.

There are also groups of people within Doncaster (e.g. BME communities and care leavers), who have experienced a greater disadvantage than others in terms of access to economic opportunity.

'The times they are a changing'...

Major changes in how we live, work and how businesses trade are reshaping our economy and transforming communities. A technological revolution is underway making it easier to access services, support greener travel and enable firms to remain competitive in a global economy.

We must seize the opportunities presented by this revolution, for example to create new products and services, reach new markets and to prepare people for adjustments in the nature of the economy and work.

Alongside this, in-work poverty and job insecurity is a growing concern for local people. The growth of low paid, zero hours contracts and unstable jobs, with limited opportunities for in-work progression can cause vulnerability, health challenges and present disincentives to work.

The size of the prize - achieving full employment, breaking the cycle of poverty and disadvantage

Doncaster is set to create 13,000 net new jobs over the next 15 years which makes full employment a realistic goal. This is based on 'business as usual' growth rate. However, given the full package of actions in this strategy, our ambition is to double this to 26,000 and achieve full employment sooner. This growth would also add an estimated £2.6b in GVA to our economy. Achieving this is dependent upon retaining and attracting talented workers and supporting more residents into work.

At the same time, this strategy will also provide a greater local focus on the quality of jobs, creating pathways from lower paid, lower skilled work towards fulfilling and more secure jobs and careers.

By having a quality job, residents are more likely to be happier and enjoy better health for longer. We will also focus on connecting all of Doncaster's people and places to opportunity, both in terms of transport connections and supporting people to gain the skills they need to prosper.

Our mission is clear...Participation, Productivity and Prosperity

To build on our success, maximise our growth potential and ensure that all Doncaster businesses, people and places benefit from growth, we need to deliver a whole system approach. Work to drive economic growth must work hand in glove with efforts to tackle in-work poverty, support people in unstable work and to connect all people and places to opportunity.

It's about, for example:

- Wage rates and in-work progression
- Living standards
- Businesses prospering and creating quality jobs
- Businesses accessing new supply chains
- Residents accessing local opportunities
- Tackling long term unemployment and social exclusion
- Reaching the furthest away from opportunities
- No place in the borough being left behind

Our Mission:

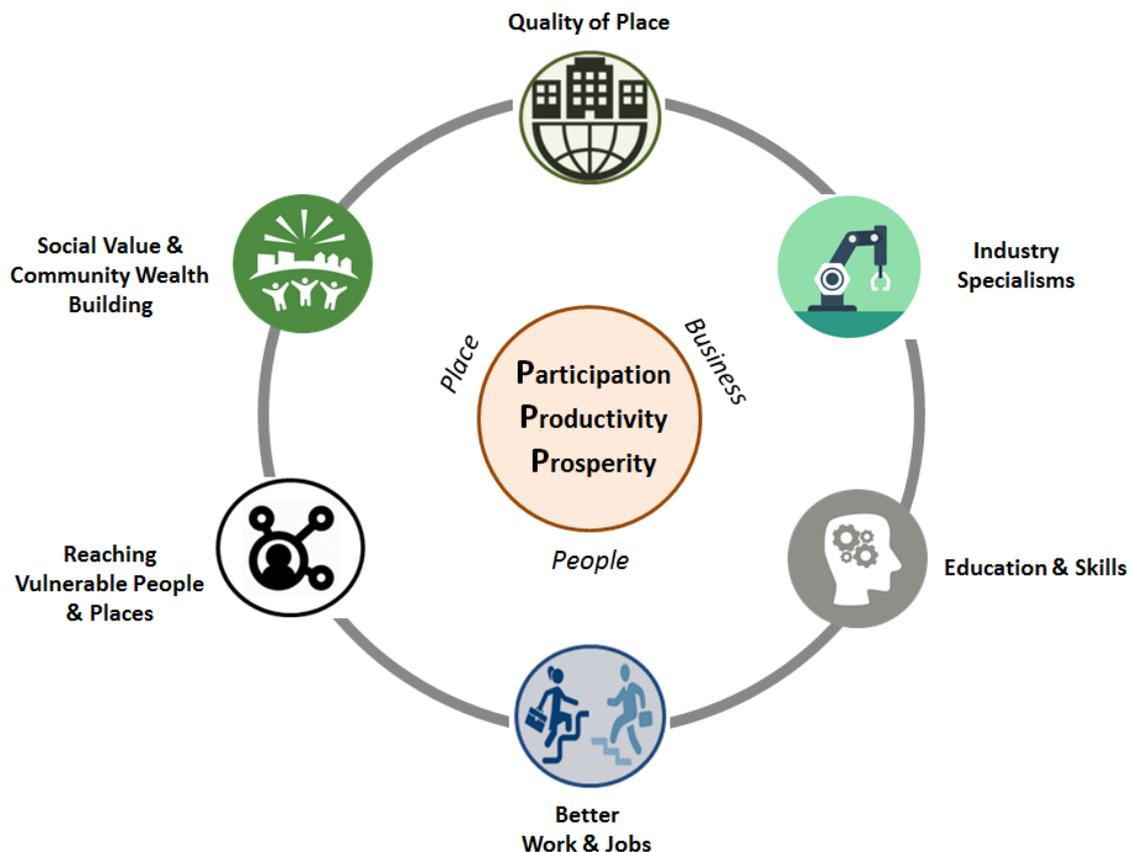
To enable Doncaster people, places and businesses to enjoy improved **prosperity** by **participating** in a growing and **productive** economy

Our six drivers of Inclusive Growth

We have set out a balanced package of actions to achieve our Mission. This combines a borough-wide push for growth, a focus on creating social value and targeted support for the most vulnerable residents and places. Delivery will focus on these **six drivers** of inclusive growth:

- 1. Quality of Place** – improving Doncaster as a place to live, work, visit and invest. This includes developing civic pride by investing in culture, housing, infrastructure, multi-modal connectivity and the environment. Attracting more inward investment is also a key part of this driver.
- 2. Industry Specialisms** – a focus on the higher-skilled jobs, productivity, and export potential of: Engineering and Technology; Digital and Creative; Future Mobility (via rail, road and air); and Advanced Materials (for manufacturing and construction). In addition, we will give a greater focus to a fifth, non-specialist industry growth ‘platform’, Supporting Services.
- 3. Education & Skills** – reforming our education and skills system to equip residents with the skills, ambition and attributes that employers need. This includes offering more diverse learning packages for vocational or technical based education and a focus on social mobility.
- 4. Better Work & Jobs** – ensuring more Doncaster work is good work, supporting people in unstable temporary work to progress, and ensuring more jobs offer quality, fairness, flexibility and equality - with key anchor institutions leading the way.
- 5. Social Value & Community Wealth Building** – by increasing the impact of local investment and economic growth on social and environmental well-being, civic pride and opportunities for local people. This includes channelling more and more of the ‘Doncaster pound’ spent by anchor institutions directly into our local economy and growing the social economy.
- 6. Reaching Vulnerable People & 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:



Game-changing Actions

For each of the growth drivers, we have identified a series of actions that we believe can have a transformational impact on growth and inclusion. In some cases these actions are well under way, driven through private sector efforts and the Doncaster Growing Together programme. Others need further development.

To deliver this strategy, we will build on the national and local initiatives that are already supporting inclusive growth, for example anti-poverty work to ensure unemployed residents access all available out of work benefits.

Anchor Institutions - leading the way

A key feature of the delivery of this strategy will be the role of Doncaster's anchor institutions. These are our large and influential private and public sector employers, sports and other institutions which can, in each of the key drivers, play a lead role in creating growth that is more inclusive. This could involve using their purchasing power to drive growth at a local level and providing employees with opportunities for in-work progression.

Delivery – reaching out, reaching in

The inclusive growth drivers and actions, summarised in the '**plan on a page**' at the end of this Executive Summary, will be used as priorities across all of the Team Doncaster Strategic Partnership and the Doncaster Growing Together Borough Strategy, which is also the Mayor's delivery programme for Doncaster.

In delivering this strategy, we will not be constrained by place boundaries and will actively pursue partnerships and collaborations across Yorkshire, the north of England and beyond. Within Doncaster, there is a role for many organisations across all sectors, particularly anchor institutions, who can lead the way in creating a more inclusive economy. Crucially, we will also work closely alongside local communities to ensure they can participate fully.

What will success look like?

The impact of this strategy will be kept under regular review, judged by the effect on the specific inclusive growth outcomes and indicators in our Borough Strategy and annual State of the Borough assessment, as well as feedback from Doncaster's businesses, residents and communities.

Our commitment to delivering inclusive growth is in the end geared towards improving quality of life in Doncaster. This will take time, particularly as many of the challenges are long-standing. However, by delivering the actions and milestones in this Inclusive Growth Strategy over the next 3 years we will make clear progress towards Doncaster being a more prosperous, inclusive place to live, work, visit and do business.

Doncaster's Inclusive Growth Strategy – Plan on a page

IG Drivers	Challenges & Opportunities	Objectives	Game-changing Projects & Actions
 <p>Quality of Place</p>	<ul style="list-style-type: none"> Improving the overall liveability of the borough for residents, visitors, workers and investors Large borough with dispersed industry sites, but a weaker town centre as a work destination Excellent road, rail and air network to exploit A need to better connect the borough Strong pipeline of economic developments Emerging creative/digital sector 	<ul style="list-style-type: none"> Deliver 'Doncaster Growing Together' Programmes to improve the quality and liveability of Doncaster Maximise investment into the borough Enhance, connect and promote our key assets to create quality growth and prosperity Ensure the town centre is a driver for growth, including by attracting more exporting firms Improve access to work and connect communities 	<ul style="list-style-type: none"> Deliver projects to improve access to arts and culture, including Culture 2020 Deliver the Urban Centre Master Plan, including investing in quality office, student and residential accommodation and improving the overall attractiveness of the town Support airport growth, including more quality businesses and jobs and improving multi-modal connectivity – particularly by securing a link to the East Coast Main Line DN7 Unity and the wider northern growth corridor (e.g. A1-A19 link) Deliver planned new homes with a focus on quality and affordability Integrated transport and active travel ensuring better access to work and leisure Improving digital connectivity across the borough
 <p>Industry Specialisms</p>	<ul style="list-style-type: none"> A need to improve productivity Doncaster has relatively low number of exports More investment is required to create quality jobs A need for more knowledge-based businesses A relatively low number of businesses and jobs for the size of population 	<ul style="list-style-type: none"> Significantly increase the number of quality, productive, export jobs in our distinctive industries Build a stronger service economy Support businesses with good quality advice and support 	<ul style="list-style-type: none"> Targeted programmes to grow our industry specialisms: <ul style="list-style-type: none"> Engineering & Technology Future Mobility (rail, road, air) Digital & Creative Advanced Materials Targeted programme to boost the growth of Supporting Services Directing business support resources to growth opportunities and challenges, including innovation, accessing new export markets and supply chains post Brexit
 <p>Education & Skills</p>	<ul style="list-style-type: none"> Doncaster has a relatively low proportion of 16-64 year olds with a Level 3 or above qualification Doncaster has a relatively low proportion of young people with a Level 3 or above qualification Doncaster is a social mobility 'cold spot' STEAM qualifications are in greater demand There is increased demand for transferrable skills There is a need to raise local ambitions 	<ul style="list-style-type: none"> Ensure the education and skills system meets the needs employers Strengthen vocational routes into higher education and work, including supporting apprenticeships Support residents to gain the transferable skills, attributes and experience to work in many roles Improve careers information, advice and guidance 	<ul style="list-style-type: none"> University City University Technology College (UTC) National College for High Speed Rail Further developing the skills provider network for young people and adults Implement the post 16 review Social Mobility Opportunity Area Programme Big Picture Learning
 <p>Better Work & Jobs</p>	<ul style="list-style-type: none"> Average wage levels are relatively low Zero-hour contracts and unstable jobs are now more common In-work poverty is a growing concern Poor flexible working in some industries 	<ul style="list-style-type: none"> Support people in unstable work to progress Engage local employers to increase the number of quality, flexible jobs in our economy Reduce in-work poverty in Doncaster Reduce inequalities in job opportunities, progression and pay Improve access to in-work training 	<ul style="list-style-type: none"> 'Advance' – supporting residents to thrive in their chosen profession and employers to attract and develop skilled employees including: <ul style="list-style-type: none"> Apprenticeships Career change support In-work training & progression Support for self-employment Recruitment advice Better Work Initiative (exploratory only) Doncaster employability framework (exploratory only)
 <p>Social Value & Community Wealth Building</p>	<ul style="list-style-type: none"> Ensuring growth supports community well-being The spend by anchor institutions into the local economy could be increased further The social economy has untapped potential More collaborative, innovative private, public and social sector provision is possible 	<ul style="list-style-type: none"> Increase opportunities for local organisations to bid for contracts that create social value Grow Doncaster's social economy Maximise social value from inward investment Increase entrepreneurship by developing and connecting our innovation know-how and assets 	<ul style="list-style-type: none"> Public procurement Social Value initiative Social economy development project Community Wealth Hubs – to develop innovative approaches to address locally identified challenges Leveraging social value from inward investment initiative
 <p>Reaching Vulnerable People & Places</p>	<ul style="list-style-type: none"> Significant deprivation in parts of the borough An ageing population Health & Social Care resource gap and the social care market has difficulty recruiting and retaining staff In-work poverty and job insecurity can cause vulnerability and health challenges 	<ul style="list-style-type: none"> Integrate Health and Social Care systems Deliver joined up prevention and support for Doncaster's most vulnerable people A specific focus on disadvantaged and marginalised groups (e.g. BME, disabled people and care leavers) 	<ul style="list-style-type: none"> Place Plan delivery to integrate Health & Social Care systems and provide a focus on: <ul style="list-style-type: none"> First 1001 Days Complex Lives Vulnerable Adolescents Learning Disabilities Intermediate Care Urgent & Emergency care In addition, ensuring the health & social care sector has the workforce it needs Get Doncaster Moving Early Intervention Employment Support Pilot Working Win - Health-Led Employment Trial

1. Place & Population

The quality and characteristics of Doncaster as a place to live, work and visit has a huge bearing on our inclusive growth aspirations and overall quality of life. Central to this is how well we use, improve, protect and connect our many strengths and assets.

Location & Connectivity

Doncaster is a metropolitan borough located in the heart of England in the county of South Yorkshire and the Yorkshire and Humber region, 20 miles from Sheffield, 26 miles from Leeds and 47 miles from Hull. Key transport routes converge here and Doncaster's multi-modal transport connectivity offers excellent access to major conurbations, coastal ports and other parts of the UK and beyond, linking east to west and north to south:

- **Air:** Doncaster Sheffield Airport is located some 5 miles from the centre of Doncaster and offers flights to destinations across the UK, Europe and now into the USA.
- **Road and motorways:** connected to the A1, M18 and M180, with links to the M1 and M62 motorways; over 6 million people live within a 45-minute drive of the borough.
- **Rail:** Doncaster train station is on the East Coast Mainline, providing fast direct trains between London and Edinburgh and serves the largest number of rail operators in the UK.
- **Ports:** with excellent links to the M1 and M62 motorways and international ports, particularly the Humber ports.
- **Waterways:** the South Yorkshire Canal runs through the centre of the borough

Doncaster has a fantastic opportunity to leverage and exploit its location and relationships as it has done for hundreds of years.

This is a key strength which this strategy promotes.



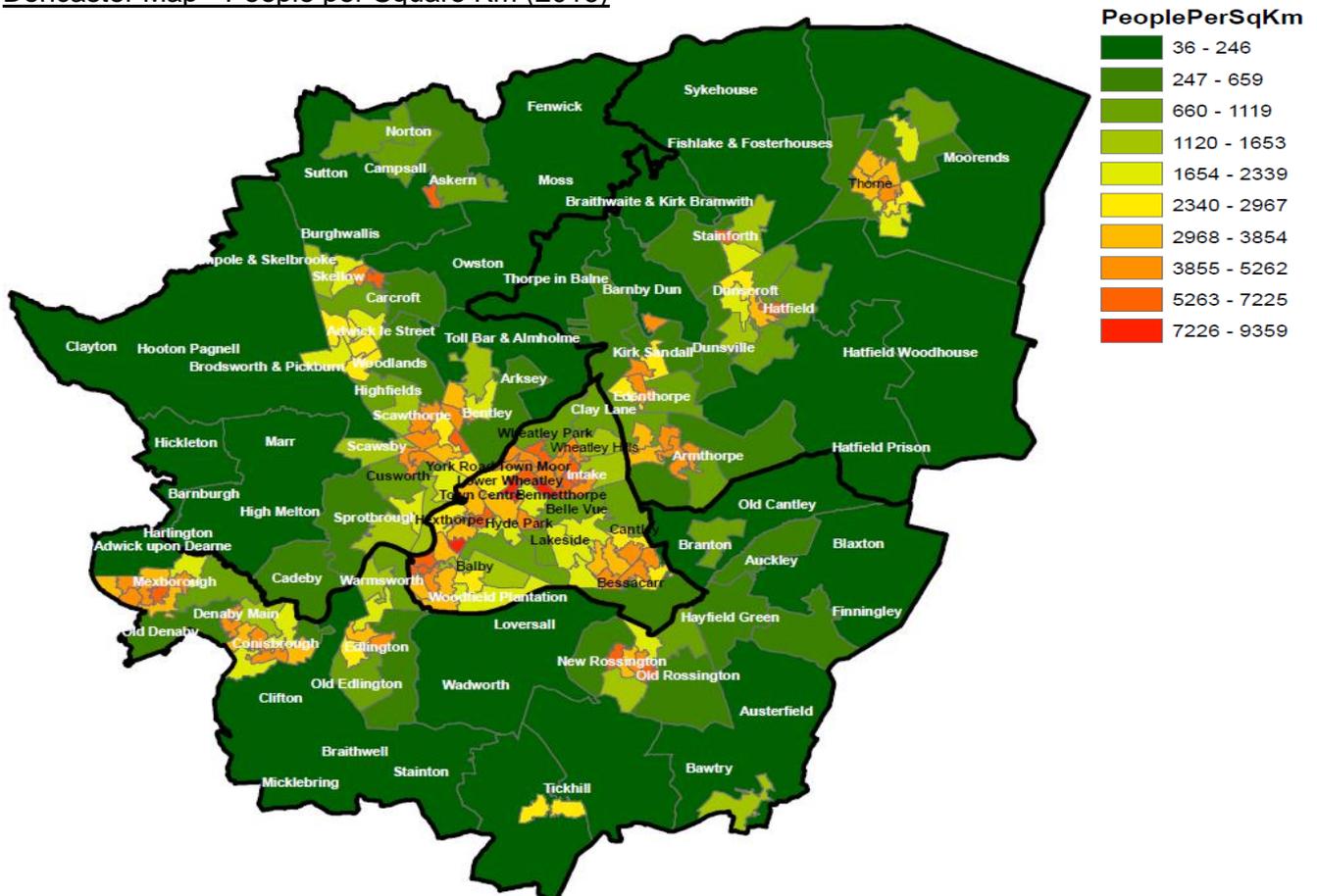
Population Size & Distribution

Doncaster has a growing population which currently stands at 308,900, which is larger than several cities including Newcastle, Derby and Southampton. Residents are spread across the largest metropolitan borough in the country which covers over 220 square miles and includes a diverse local landscape.

Doncaster town centre is a major sub-regional centre. Mexborough and Thorne are the largest centres outside of Doncaster and provide a wide range of services (e.g. shops, banks, building societies, libraries and restaurants serving a wide catchment area). The other centres within the borough (i.e. Bawtry, Armthorpe and Askern) serve more day-to-day needs.

The map below show where the greatest concentration of people are:

Doncaster Map - People per Square Km (2016)



This population distribution, which is rooted in Doncaster's industrial past presents a significant challenge in connecting people, places and businesses to economic and social opportunities. Bus patronage in Doncaster is lower than the national average and there is a need to improve public transport access to outlying communities in order to better link residents to job opportunities.

Countryside & Environment

Most neighbourhoods have excellent access to the countryside (often within a 10 minute walk of people's homes) and we have many quality parks and open spaces. This has a significant impact on quality of life. The natural environment provides resources needed to produce food and materials (e.g. stone) and absorbs and processes the unwanted by-products in the form of pollution and waste. Poor environmental quality affects economic growth and well-being, for example by lowering the quantity and quality of resources or impacting on people's health through poor air quality. Climate change through increases in CO2 levels presents a significant global threat to economic growth and well-being, with food production and prices being just one example of this.

Economic and environmental performance must go hand in hand. A new Environmental Strategy for Doncaster will be developed in 2019 to guide how we manage the provision and use of environmental resources in a way that supports improvements in prosperity and wellbeing, for current and future generations.

The move to cleaner economic growth, through low carbon technologies and the efficient use of resources, presents a significant economic opportunity which Doncaster will seek to exploit, for example through its 'Future Mobility' and 'Engineering and Technology' industry specialisms. The huge growth in green energy production in the Humber estuary demonstrates the scale of the opportunity to benefit from this growing industry.

Cultural Assets

Doncaster's Creative and Culture Strategy 2016-2021 highlights the positive impact that culture has on the economy, education, health, well-being and local communities. Doncaster has a range of cultural assets which include, for example theatres, art galleries, museums, historic buildings, sports clubs, artists and arts organisations, a growing events programme. A rich heritage still resonates today through for example horse racing and a thriving railway industry.

One of the aims of the strategy is 'to use culture, creatives and creativity to drive inclusive growth in Doncaster, reflecting the diversity of its people'. This inclusive growth strategy will support this aspiration, particularly through its focus on building a digital and creative industry specialism.

Investing in Our Future

A significant and successful range of investments have already been made in Doncaster and this is bearing fruit, supporting thousands of jobs, houses and improving Doncaster as a place. The opening of phase two of the Great Yorkshire Way in June 2018 exemplifies this.

We have a wide portfolio of development projects on-going and in the pipeline, including:



The scale, variety and borough-wide coverage of the economic development underway is positive for inclusive growth, but also presents challenges in creating a unified investment vision and a critical mass of growth. Masterplans for the Town Centre and the Airport provide examples of what more can be done to grow and connect our economy.

Improving Quality of Place is a key inclusive growth driver for the borough

2. Looking Outwards

Overview

For this strategy to be a success, it is essential that we recognise and where we can, respond to the wider global, national and regional changes – including connecting with other economic development, growth and strategic opportunities.

Advances in transportation and communication technology means that we live in an increasingly inter-connected world, which supports economic growth but also presents challenges in terms of environmental sustainability, trade policy and inequalities. The economic uncertainty and impact of the UK leaving the European Union only adds to a complex mix of challenges and opportunities.

Fourth Industrial Revolution – changing the world of work

A fourth industrial revolution is underway. The way we live our lives as workers, citizens and consumers is being revolutionised by digital technology, from online shopping to how we manage our finances. It is automating routine processes, creating smart homes, intelligent transportation and smart cities.

New technologies such as artificial intelligence and robotics have raised anxieties that increasing automation will destroy large numbers of jobs. However, past experience of automation is that while many jobs change, many others are created as productivity and incomes rise. The World Economic Forum predicts that robots will displace 75 million jobs globally by 2022 but create 133 million new ones. It is anticipated that automation will not be limited to ‘manual’ occupations, but also affect professions such as law, banking and accountancy. Conversely, work that involves creativity and a human touch, for example software designers, teachers, engineers, cooks and carers, will be in ever-greater demand.

To benefit from the fourth industrial revolution, we need to:

- Ensure Doncaster has an enterprising economy, built on creativity and innovation.
- Manage the impact of automation where we can, supporting workers to develop the new skills needed to work in new industries, or in the same industries applying by new processes.
- Help to raise local aspirations given the borough’s significant growth potential.

Industrial Strategy - a focus on raising productivity

In November, 2017 the Government published its Industrial Strategy which is based on the central premise that ‘by improving productivity while keeping employment high, we can earn more – raising living standards’. It has five Foundations for improving productivity and four Grand Challenges:



The term productivity primarily refers to labour productivity or how much is produced for a given input (such as an hour's work). At a regional and local level Gross Value Added (GVA) is used to measure economic output and productivity levels. The current way of measuring productivity is far from perfect, but it is the best we have at the moment.

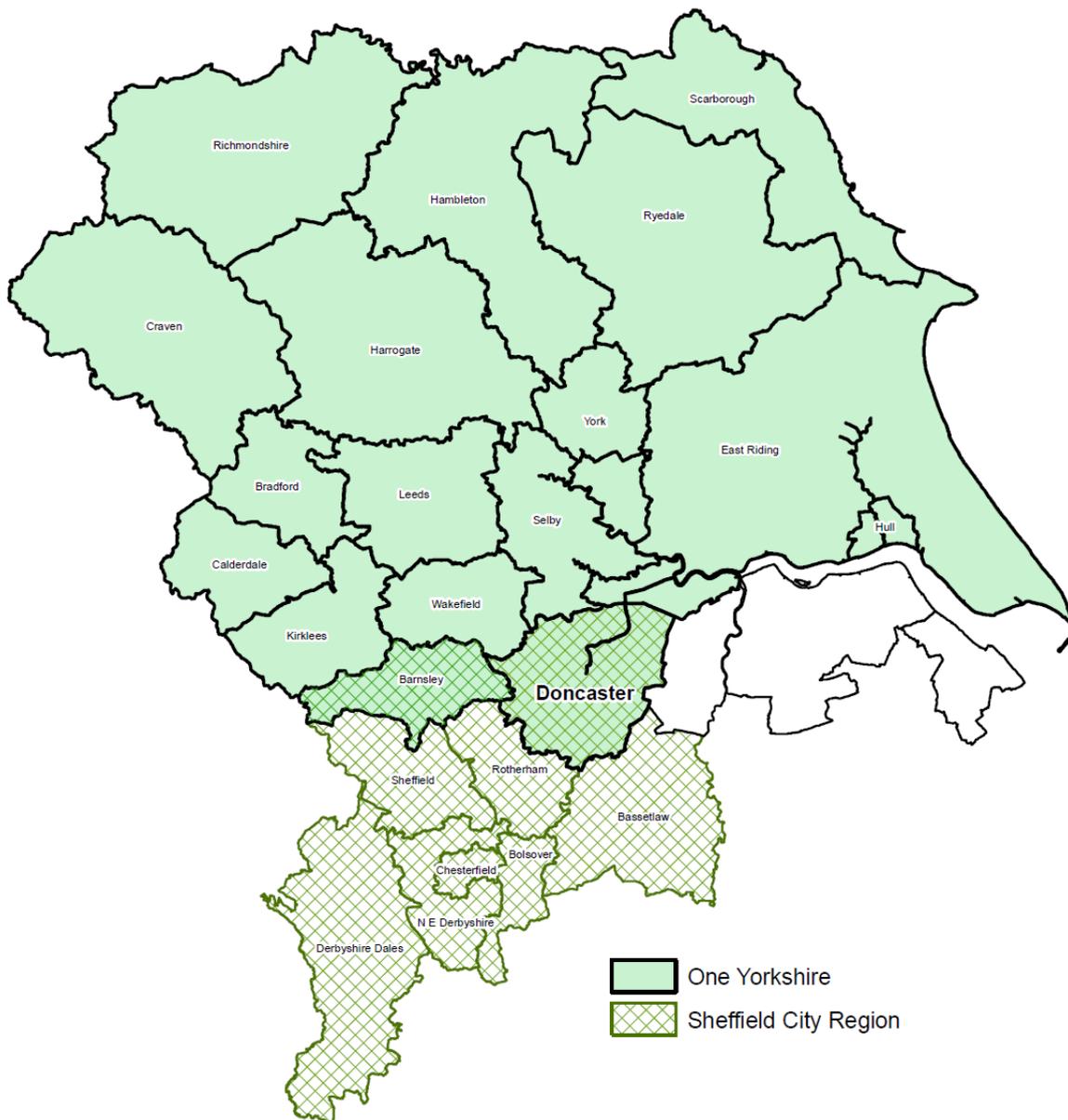
Doncaster's Inclusive Growth Strategy will address the Foundations for Productivity and the opportunities presented by the Grand Challenges.

The Regional Economy - devolved powers & funding

Whilst we hold many powers to influence our future within the borough, we must recognise that Doncaster is part of a much broader economic and political environment which influences our prosperity and future prospects.

Sheffield City Region

Doncaster is part of the Sheffield City Region (SCR) which in 2018 elected its first City Region Mayor, Dan Jarvis MP. The map below shows where Doncaster is positioned within the SCR and the potential footprint of a Yorkshire-wide Devolution Deal:



Inclusive growth will be a central theme in Sheffield City Region forthcoming economic strategy.

We will continue to utilise devolved powers, decision-making and resources to support delivery of our inclusive growth strategy and provide more targeted funding to meet local/regional needs. We have a strong track record of delivery and we have benefitted from devolution through investment in both place (e.g. infrastructure) and people (e.g. employment programmes). Going forward, we are working with other Yorkshire Leaders to pursue truly game-changing Devolution for Yorkshire.

One Yorkshire

A Yorkshire-wide Devolution Deal would provide Doncaster with the opportunity to play a significant role in increasing Yorkshire's contribution to improving productivity, rebalancing the national economy and spreading wealth and prosperity. It would provide resources and powers to support our inclusive growth ambitions, for example:

- Better bus services that can meet the needs of people, business and place
- Investment across Yorkshire to drive inclusive growth
- Funding to improve the skills offer for adults aged over 19
- Funding to improve careers and enterprise in education and promote STEAM choices
- Funding to tackle unemployment, in-work poverty and health barriers to work
- Services and budgets for employer skills investment and to increase apprenticeships
- Powers to enable more homes, commercial space and infrastructure to be built

Northern Powerhouse - rejuvenating the north of England

At an even broader scale, Doncaster is emerging as an important player in the Government's strategy to rejuvenate the north of England, for example through important infrastructure projects such as the Great Yorkshire Way and key developments like iPort, DN7 Unity Project and the Airport Masterplan. The Northern Powerhouse was established in 2014 to address the imbalance between economies in the north and south of England. A central objective, in conjunction with Transport for the North, is to improve rail and road connections between major economic areas within the north.

People's Powerhouse – a focus on the lives of people & communities

The first ever meeting of the People's Powerhouse forum was held in Doncaster in July 2017 to help ensure that people and communities are at the heart of the future debate around the Northern Powerhouse. Its main aim is to capture feedback and opinions, as well as knowledge and expertise from all sectors of society, with a particular focus on how people can drive meaningful development in their local area/region. The forums will be central to our strategy. They will discuss how we can ensure economic growth improves life chances of everyone and that northern devolution genuinely includes local people.

3. Doncaster's Economy

The Doncaster economy currently supports 8,800 businesses, 122,500 jobs and an employment rate which is at a record high of 72.7%. Economic output has grown steadily and it currently stands at £5.2bn per annum. There are many positive characteristics of our economy, including industries that trade across the world, signs of increasing levels of enterprise and a growing business stock.

However, there are at least as many challenges. In summary, we need to expand our economy, increase productivity and improve the quality of the jobs on offer, alongside building the skills base to ensure local people are ready to take up future job opportunities.

We do not underestimate the significance of this challenge, as many of the weaknesses in our economy are deeply entrenched. But we believe that there are exciting opportunities ahead and through co-ordinated partnership working, they can be seized to the benefit of all.

Economic Output – a growing economy, but lower productivity

Doncaster makes an important contribution to the UK's economy in terms of economic output, equating to 0.32% of the Gross Value Added (GVA). Over the past decade Doncaster has added £705m to its economic output, growth which has been driven by a range of sectors, particularly Distribution and Transport, Accommodation and Food and the Public Sector.

UK wide productivity growth has flattened out significantly in the decade since the 2008 recession. This has been termed the "productivity puzzle", and addressing this is the focus of the Government's Industrial Strategy.

In relation to output per hour worked (a standard measure of productivity) Doncaster is disadvantaged relative to the UK. Productivity per worker in the borough is some 80% of the UK average. The City Region and Yorkshire & Humber also lag behind the UK.

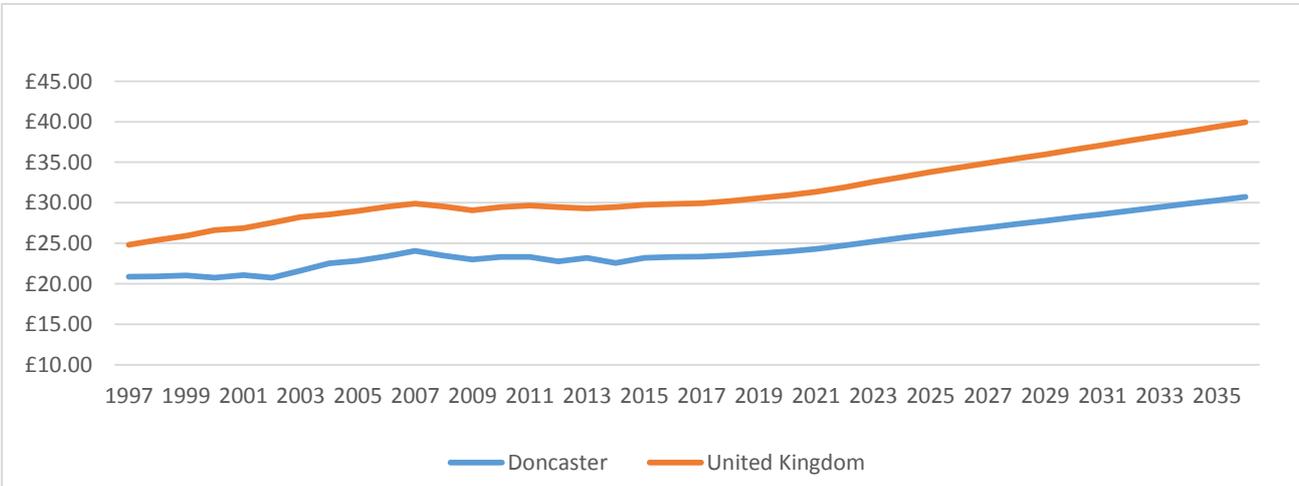
Output per hour worked

Area	Output (£) per hour worked
Doncaster	£23.31
Sheffield City Region	£24.00
Yorkshire & Humber	£24.73
UK	£29.85

Source: Regional Econometric Model (REM), 2016 data at 2013 prices

This relative position has not changed in the past, as productivity in the borough has grown at a very similar rate to the UK. The baseline forecast is for Doncaster's productivity to grow in parallel with the UK at about 1.4% per annum, as shown below:

Chart: Productivity in Doncaster and the UK, history and baseline forecast



Source: Regional Econometric Model, 2016 data at 2013 prices

To understand why Doncaster's productivity is lower than the UK's, these questions can be asked:

- Is Doncaster's industrial structure biased towards lower-productivity sectors?
- Is the productivity of individual sectors lower on balance than the UK?
- Or both?

The evidence suggests that both factors apply to Doncaster¹.

Firstly, Doncaster tends to have relatively few jobs in those sectors that show the highest productivity in the UK as a whole, such as Real Estate, Telecoms and Finance. It has more jobs in sectors which show the lowest productivity in the UK as a whole, for example Health, Retail, Land Transport, Storage and Post and Residential Care and Social Work. However, Doncaster is relatively well represented in the more productive sectors of Civil Engineering and Construction.

Secondly, most sectors have lower productivity in Doncaster than the UK. This includes, for example Transport Equipment (41% of the UK's productivity), Finance (55%), Administration and Support Services (72%) and Telecoms (77%). Sectors which exceed the UK's already high productivity levels include Real Estate (133%), Media Activities (117%) and Metal Products (115%).

This suggests that much of Doncaster's productivity deficit is due to the fine-grained mix of activity within individual sectors, rather than the distribution of activity between those sectors – i.e. within most sectors, Doncaster's jobs are weighted towards lower-value activities. Within this headline analysis, there are many other factors that influence productivity, including the use of technology, business investment, innovation, levels of exporting and the skills of workers.

To start to bridge the productivity gap with the UK, we need to increase demand for higher skilled employees, and develop the skills and capabilities amongst our residents to take up those jobs, whilst ensuring there are sufficient opportunities for people of all skill levels.

Enterprise - a growing business base, but relatively small overall

Doncaster's business stock has grown significantly in the last decade and currently stands at 8,800 businesses. Despite this positive trend, the density of businesses remains below the national average. A low business stock limits the competitiveness of the economy, constrains job creation, reduces demand for local products and services and means fewer spin-off opportunities.

Start-up rates in Doncaster are comparatively high, but to some extent this is undermined by a low business survival rate, meaning a high proportion of new businesses are closed within three years (44% of new businesses started in 2013 had closed within 3 years, compared with 39% nationally).

Like the rest of England, Doncaster's economy is weighted towards micro-enterprises (1-9 employees), which account for 89% of all enterprises. Enterprises employing more than 50 people account for 2.1% of all enterprises.

Business density - Enterprises per 1,000 population

Doncaster	28
Similar authorities	30
Yorkshire & Humber	34
England	42

Source: Business Demography 2016

Number of Jobs – a growing jobs base, but relatively small overall

The numbers of jobs in Doncaster's economy has increased in recent years and currently stands at 122,500. Doncaster has successfully replaced those jobs lost during the recession.

However, the density of jobs in Doncaster is comparatively low (0.72 of a job for every resident aged 16-64, compared to 0.85 nationally).

Jobs density – Jobs per resident aged 16-64

Doncaster	0.72
Similar authorities	0.70
Yorkshire & Humber	0.80
England	0.85

Source: Annual Population Survey 2016

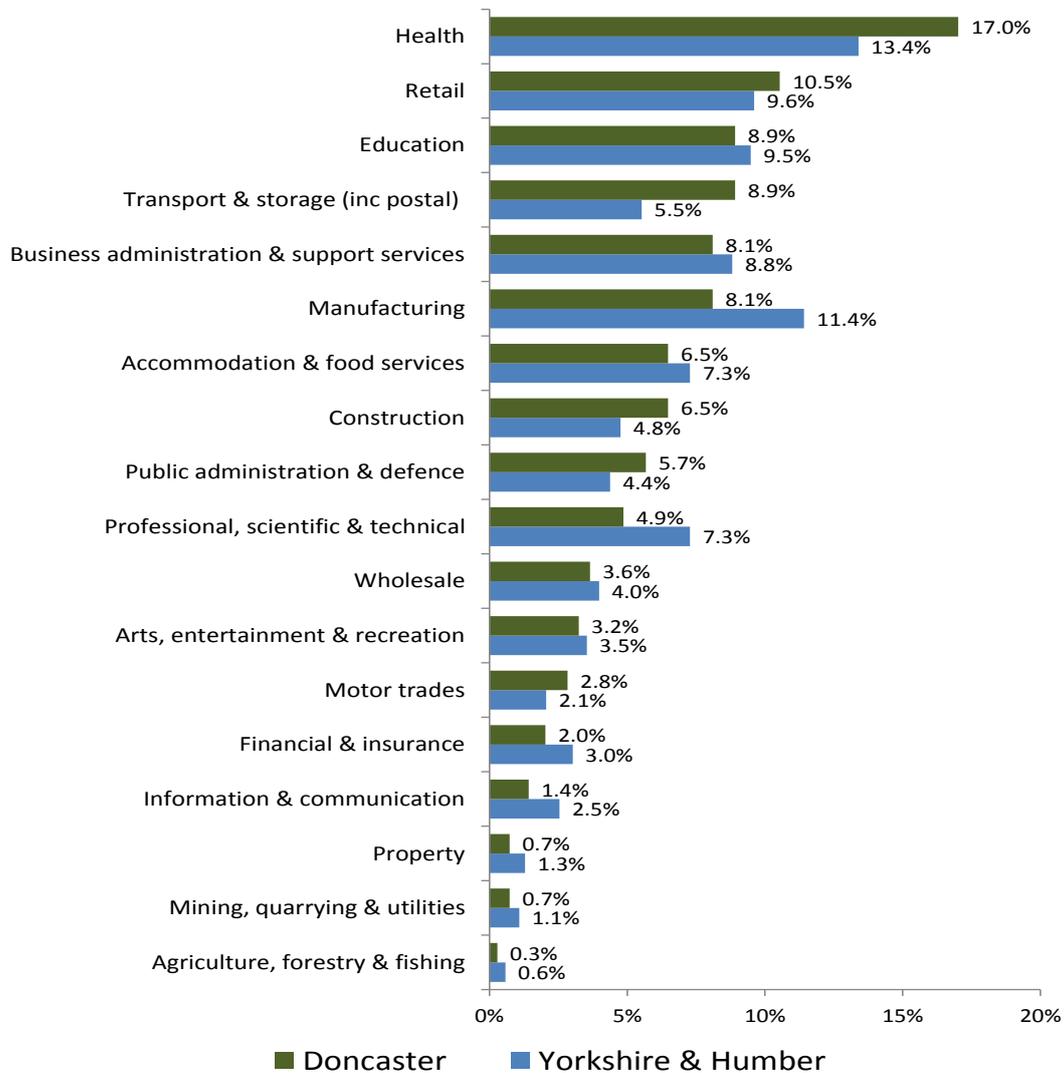
¹ 'Economic Forecasts and Housing Needs Assessment' report, Peter Brett Associates, June 2018

Industrial Structure – an economy which is relatively inward facing

Doncaster's economy is relatively reliant on lower skilled sectors that are more sensitive to changes in local demand (e.g. local spending in the retail sector). Building an economy with a sectoral mix that contains a higher proportion of high value activities and jobs is key to building prosperity.

As the chart below shows, compared to Yorkshire and Humber, our economy is more reliant on health, retail, transport and storage, construction and public administration.

Chart: Employment by sector (%) – Doncaster compared to Yorkshire & Humber



Source: Business Register and Employment Survey 2017 (provisional data)

Doncaster is strong in the following tradeable sectors, where goods and services are (or may be) traded internationally:

- Transport & Storage (11,500 jobs)
- Manufacturing, including advanced engineering (10,500 jobs)
- Financial & Professional services (8,800 jobs)
- Construction, including civil engineering (7,500 jobs)
- Wholesale (4,500 jobs)

It is also strong in a number of local sectors which serve a more localised market and meet everyday needs:

- Health & Social Care (20,500 jobs)
- Education (11,000 jobs)
- Retail (12,000 jobs)
- Business Administration (10,000 jobs)
- Public Administration (6,500 jobs)

The public sector is a significant and important employer in Doncaster. In total, 23.5% of all jobs are in the public sector which is higher than England (16.3%) and the Yorkshire and Humber (18.5%). There is therefore a significant opportunity to rebalance our economy through an increase in the number of private sector jobs, providing opportunities for local people across different occupational and skills levels.

Exports - lower levels of international trade

Exporting is important because it generally linked to employment growth, higher value goods and services (and therefore jobs) and improved productivity. An economy with a high level of exporting is also not constrained by the performance of the local, everyday economy.

The number of local businesses that export and jobs that rely on overseas demand has increased over recent years, but Doncaster is still underperforming in this respect.

Doncaster Exports per job

Measure	Doncaster	National Ranking
Exports per job (£)	5,410	(61/62)
Goods exports per job (£)	3,570	(57/62)
Services exports per job (£)	1,840	(61/62)

Source: Centre for Cities, 2014 data

Analysis by the Centre for Cities shows that Doncaster has one of the UK's lowest share of high-skilled exporting jobs, particularly in its town centre.² Current uncertainties regarding our future relationship with the EU presents significant challenges, but also opportunities to capitalise on new trading opportunities.

Specialisms - distinctive strengths we need to develop

By looking horizontally across our whole economy, rather than just vertically into individual sectors it is possible to identify specialisms which bring together multiple related sectors. This 'platforms' approach helps to identify the niche products/services, skills, techniques, tools and business models that an economy is founded on. Analysis led by Ortus Economic Research with the support of Sheffield University suggests Doncaster has four main specialisms with significant growth potential:

- **Engineering & Technology** (an established platform): Engineering and technology products and services (e.g. civil engineering) and those that rely on engineering and technology skills, tools and inputs.
- **Future Mobility** (an established platform): Transporting people and goods across all modes including the products and services that support road, rail and air transport and infrastructure.
- **Advanced Materials** (an opportunity platform): The production, supply of plastics, glass, metals, stone, rubber and related products and the technologies required to create them.
- **Digital & Creative** (an opportunity platform): Industries which trade on individual and organisational creativity, generate and distribute digital content, utilise digital platforms as the basis for the delivery of their products or create/exploit digital technology. The main basis for this platform being chosen is the prospect of the High Melton investment by 360 Media.

In addition the study recommends a fifth, non-specialist platform - Supporting Services, based on its fundamental importance to a modern, growing economy.

Our 4 Industry specialisms together with the Supporting Services platform are key growth drivers for the borough

In developing our economy, we need to create the right balance of jobs, opportunities and demand to deliver inclusive growth. There are a number of considerations in developing our strategy, including:

Supporting the everyday economy: This part of our economy (also termed the 'Foundational Economy') refers to services and goods that meet our everyday needs like retail, health, social care, education and food production. It's a major part of our economy in Doncaster, employing over 40%

² Centre for Cities 2018 [add name of the report]

of our workforce and contributes significantly to the well-being of residents. The Good Food Doncaster partnership is a great example of how the everyday economy can help to address social, economic and environmental challenges. We need to improve the quality, pay and productivity of jobs in the everyday economy. This includes harnessing the benefits of technology to increase efficiency and value for money.

Building a stronger service economy: A key economic trend of the UK economy over recent decades, which is set to continue, is the transition from a manufacturing-led to a service-led economy. This shift is not only reflected in the industrial mix but also the nature of business models, with manufacturers also now increasingly offering services to support, deliver and maintain their products.

Stimulating growth in the knowledge economy: Doncaster has a smaller knowledge economy (which includes both manufacturing and services) than in comparable areas.

% Jobs in Knowledge intensive business services

Doncaster	7.5%
Similar authorities	8.8%
Yorkshire & Humber	13.0%
England	15.7%

These types of jobs tend to require higher skills, attract higher wages and offer more stability.

Source: Business Register & Employment Survey, 2017, Nomis

They are particularly prevalent in sectors like Financial Services, Information Technology, Architectural and Engineering activities. Increasing the number of knowledge-intensive jobs is crucial for improving prosperity in Doncaster. A key part of this is to upskill the workforce and tailor the education and skills system to match the needs of the knowledge economy.

Building our tourism/recreation offer: Doncaster has invested significantly in its visitor economy in the past 10 years, adding to the range and quality of an already strong visitor offer and contributing to raising the profile of the borough as a location to visit and for the community to live in and enjoy. Examples include the significant expansion of the Yorkshire Wildlife Park and the new 150 bed Hilton Garden Inn Hotel at Doncaster Racecourse. Supporting the jobs and growth created by this part of our economy remains a key part of our Inclusive Growth Strategy.

Skills & Occupations – a lower skilled workforce

The proportion of working age population with level 3 qualifications or above in Doncaster is 40.8% which is lower than both regional and national comparators (52.3% and 57.1% respectively). The proportion of the working age population with a level 4 qualification or above is 23.6% in Doncaster which is lower than both the regional and national comparators.

If the gap between Doncaster and comparators is not reduced, this will limit productivity, earnings growth and investment in the creation of the higher skilled jobs that residents could benefit from.

% of people who are qualified to level 4 or above (16-64)

Doncaster	23.6%
Yorkshire & Humber	33.0%
Great Britain	38.6%

Source: Annual Population Survey Jan-Dec 2017, Nomis

Developing the skills of the workforce is a key inclusive growth driver for the borough

Within Doncaster there are 47,700 highly skilled jobs (34.2% of all jobs). This is 12.1 percentage points below the national figure, and lower than other comparators.

% of people employed in Directors and Managerial/Professional and Technical Occupations

Doncaster	34.2%
Similar authorities	37.9%
Yorkshire & Humber	40.6%
England	46.3%

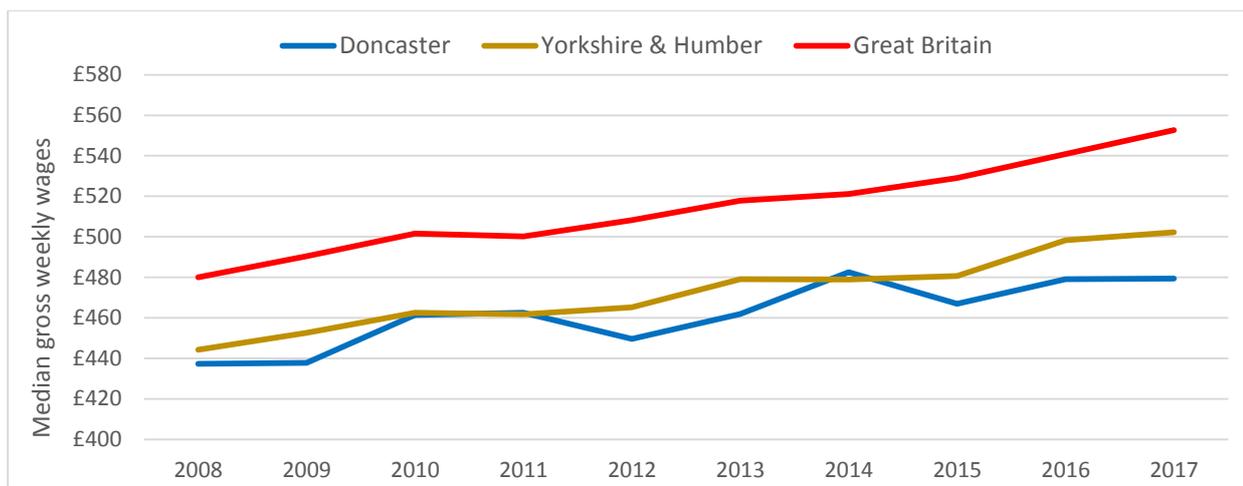
Data source: Annual Population Survey April 2017-March 2018

The key reason for this is the industrial structure of the Doncaster economy. The sectors that provide the largest numbers of jobs are those that require fewer senior/high skilled jobs, meaning that the occupational profile for Doncaster is skewed towards lower skilled jobs.

Building an economy that is more focused on knowledge intensive activities will create new opportunities for local people in higher occupational levels, providing attractive career development opportunities and increasing the general prosperity of the area.

Wages & Prosperity - relatively low wage rates & limited growth

The incomes of local people are of crucial interest to this strategy as they are directly linked to prosperity. Doncaster's economy can be typified as comparatively low skill and low wage. The median gross weekly wage in Doncaster is £479 which is below the region (£502) and Great Britain (£553) and has only increased by £35 since 2008.



Data source: Annual Survey of Hours & Earnings, Nomis

To raise prosperity we need to build an economy which contains a higher proportion of higher paid jobs, whilst protecting the pay levels of workers throughout the economy. Nationally, there is a strong correlation between the density of knowledge-intensive jobs and higher levels of income, and we have seen that Doncaster has a low proportion of its economy based around knowledge-intensive activities.

National data³ suggests that high employment growth and poor earnings growth has meant that household income inequality has actually fallen in the UK over the past decade. However, living standards of young people have not done as well as those of older people. The after housing costs incomes of those in their 20s are still below where they were in 2008, whereas for those over 60 they are almost 10% higher.

There are too many "just about managing" families and individuals who have seen income levels stagnate, or even go backwards.

Labour Market - record employment, but more insecure work

The employment base in Doncaster is relatively strong, with a high proportion of economically active people in work. Our employment rate (72.7%) continues to improve since the low of 64.4% in 2011, although it remains lower than the Yorkshire and Humber and England.

% of working age population employed

Doncaster	72.7%
Similar authorities	72.5%
Yorkshire & Humber	73.5%
England	75.2%

Data source: Annual Population Survey April-March 2018, Nomis

³ Institute for Fiscal Studies 2018, analysis for the BBC. <https://www.bbc.co.uk/news/business-45487695>

In Doncaster 11% of working age population are claiming out of work benefits (e.g. Job Seekers Allowance or Employment Support Allowance - which are being replaced by Universal Credit), which is on a par with similar authorities, but higher than the Yorkshire and Humber (9.7%) and England (8.3%).

In Doncaster 41,300 of the working age population are economically inactive - this is 22.4% which is marginally less than the Yorkshire and Humber (22.7%), but slightly higher than England (21.4%). Residents who are long-term sick account for the largest single economically inactive group in Doncaster (33.5%) in contrast to the above comparators where it is students.

Self-employment rates are low by regional and national standards (8% in Doncaster compared to 9.4% for Yorkshire and Humber and 10.9% for England).

The workplace is changing. For example, flexible working is now more prevalent in what is now commonly called the “gig” economy. Alongside this, in-work poverty and insecurity is a growing concern. The growth of low paid, temporary or unstable jobs with limited flexibility and opportunities for in-work progression can cause vulnerability, health challenges and present disincentives to work.

Better work and jobs is a key inclusive growth driver for the borough

Future Growth - achieving full employment & higher productivity

Independent forecasts estimate that Doncaster is set to create 13,000 net new jobs over the next 15 years – which makes full employment a realistic goal. This is based on ‘business as usual’ estimates and an average annual growth rate of 0.6%.

However, given the full package of action in this strategy, our ambition is to achieve an average annual jobs growth rate of 1% - which will add a further 13,000 jobs – and enable us to achieve full employment sooner. This would also add an additional £2.6b to our economy.

Achieving this is dependent upon reducing local economic inactivity rates and attracting and retaining skilled workers, particularly as according to the State of the Borough assessment:

- Doncaster, in common with the rest of England has an ageing population.
- Doncaster has a relatively low proportion of residents in the 20-24 age group and more in the 55-64 age group
- Doncaster’s projected population growth is lower than comparators.

At the same time, this strategy will also provide a greater local focus on the quality of jobs, creating pathways from lower paid, lower skilled work towards fulfilling and more secure jobs and careers.

We will also focus on connecting all of Doncaster’s people and places to opportunity, both in terms of transport connections and supporting people to gain the skills to access employment opportunities. The impact of this extra participation for the economy, families, individuals and communities and for public services can be transformational.

Whilst the focus will be on achieving the broadest growth possible across our economy, we believe growing our industry specialisms is essential for achieving this ambition for growth in businesses, jobs, productivity and earnings.

Collectively, the six drivers for inclusive growth in this strategy are intended to bring this ambition to fruition.

4. Quality of Life

Improving Quality of Life – a key focus for inclusive growth

Our commitment to delivering inclusive growth is in the end geared towards improving quality of life for residents, businesses and visitors. Economic growth and access to opportunity is key to this, but our success in improving quality of life is not assessed in economic terms alone. This is a cross policy, whole of Team Doncaster priority.

The baseline position for quality of life in Doncaster is expressed in an annual [State of the Borough Assessment](#). Beyond the economic factors, the assessment sets out the evidence to support reasons to be positive about quality of life in Doncaster, as well as remaining challenges. Some of the key data sets to illustrate this are shown below, with further detail available in the full document.

Health & Well-being

The health and well-being of the Doncaster population is central to the question of whether local people can live rewarding, fulfilling lives. Doncaster has a number of long standing health challenges, for example relating to adult excess weight.

There was a slight reduction in healthy life expectancy for males between 2013-15, following encouraging increases of over 2 additional years between 2012-14. Healthy life expectancy for females in Doncaster is much better, performing slightly above similar authorities and the regional average, but still 2 years below the national figure.

Healthy life expectancy at birth

	Male	Female
Doncaster	59.6	61.9
Similar authorities	60.0	60.2
Yorkshire & Humber	61.3	61.5
England	63.3	63.9

Data source: Public Health Outcomes Framework 2014-16, Public Health England

Housing

There were 1,173 net additional homes built in Doncaster during 2017/18; this is 3.4 per 1,000 population which is higher than similar authorities and Yorkshire and the Humber. For each of the past three years we have delivered above 1,000 additional homes. Housing affordability is currently relatively less of an issue for Doncaster; however there are variations across the borough.

Number of net additional homes built (per 1,000 population)

Doncaster	3.4
Similar authorities	2.9
Yorkshire & Humber	3.2
England	3.9

Data source: Housing supply: net additional dwellings 2016/17, Ministry of Housing, Communities & Local Government

Educational Attainment

Doncaster's average GCSE attainment score (attainment 8) is lower than similar authorities and the national average, but overall it is an improving picture.

Our average attainment 8 score

Doncaster	43.6
Similar authorities	45.0
Yorkshire & Humber	45.4
England	46.4

Data source: GCSE and equivalent results 2016/17, DfE

Quality of Environment

We must be ever mindful of the impact of development and growth on the environment. CO2 emissions are continuing to fall from 9.4 tonnes per capita in 2005 to 6.7 tonnes in 2016. We currently perform better than our regional neighbours and similar sized authorities, but we are still higher than the England average.

CO2 emissions per capita (tonnes)

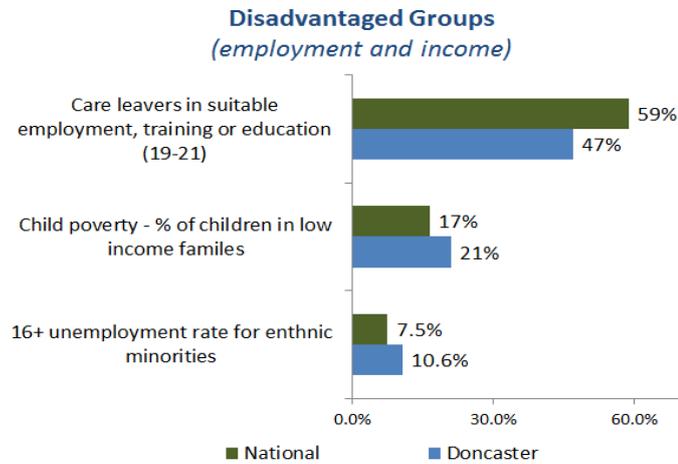
Doncaster	6.7
Similar authorities	8.6
Yorkshire & Humber	6.9
England	5.3

Data source: Local Authority Carbon Dioxide figures 2016, Department of Energy and Climate Change

Disadvantaged Groups

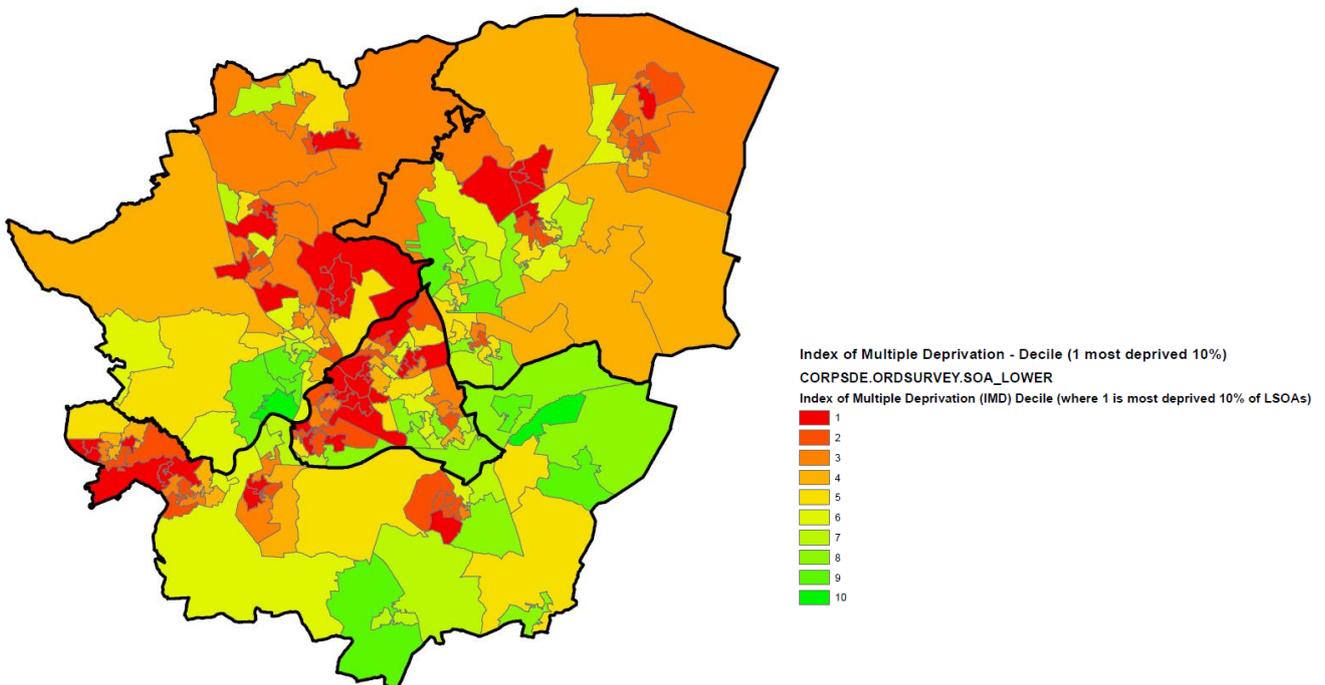
Doncaster has a number of vulnerable or disadvantaged groups performing comparatively poorly against the national average, or between the most and least deprived areas of the borough. Here are a few notable examples which indicate some of the challenges we face:

- Care leavers - in suitable employment, training or education (aged 19-21), which is currently 12 percentage points below the national average.
- Child poverty and children in need – 21% of children live in low income households. The proportion of children subject of a Child Protection Plan is also relatively high in Doncaster.
- The 16+ unemployment rate for ethnic minorities in Doncaster is 3 percentage points higher than the national rate.



Disadvantaged Places

Doncaster is one of the 20% most deprived areas in England and about 24% of children live in low income families. Levels of poverty and disadvantage vary significantly across the borough as illustrated in the map below, drawn from the indices of multiple deprivation:



This indicates that our work on ensuring all people can enjoy the benefits of growth should be focused in part on specific areas where our people can be more disconnected from economic opportunity than others.

Reaching vulnerable people and places is a key inclusive growth driver for the borough

5. Summary of Challenges & Opportunities

The context and analysis set out in the preceding sections have identified a series of challenges and opportunities that Doncaster's approach to inclusive growth and our specific plans will need to consider and address. These are summarised in headline form here:-



Overall, we have good reason to be positive about Doncaster's potential to deliver growth that is increasingly inclusive, benefitting all residents, families, communities and businesses. We have the key conditions to achieve this, alongside a strong political and cross sector commitment to reform public services to ensure that even the most disconnected people and places can enjoy the benefits of growth.

The remainder of this strategy sets out our approach to achieving inclusive growth, which responds to Doncaster's context and seeks to address the challenges and maximise the opportunities available to us.

6. Our Approach to Inclusive Growth

Driving Growth, Connecting People & Communities - a whole system task

We are clear that to build on our success, maximise growth potential and ensure that all Doncaster businesses, residents and places benefit from growth we need to deliver a whole system approach. This must provide the drive to go further and faster, but also ensure balance in our focus to ensure that no people or places are left behind, disenfranchised and unable to share the benefits of economic and social opportunity.

So our strategy must provide the correct focus and specific actions that can drive economic growth that work hand in glove with efforts to tackle in-work poverty, support people in precarious work and to connect all people and places to opportunity. This must be a coherent and deliberate approach, planned, designed and delivered to achieve maximum impact. It involves the private sector, public sector and also Doncaster's social enterprises and community, voluntary and faith sector organisations. Not least, we also need to engage Doncaster's residents and communities directly in this work, ensuring everybody is clear that there are opportunities to take, and that our commitment is to ensure these are shared by all.

This is reflected in our **Mission**:

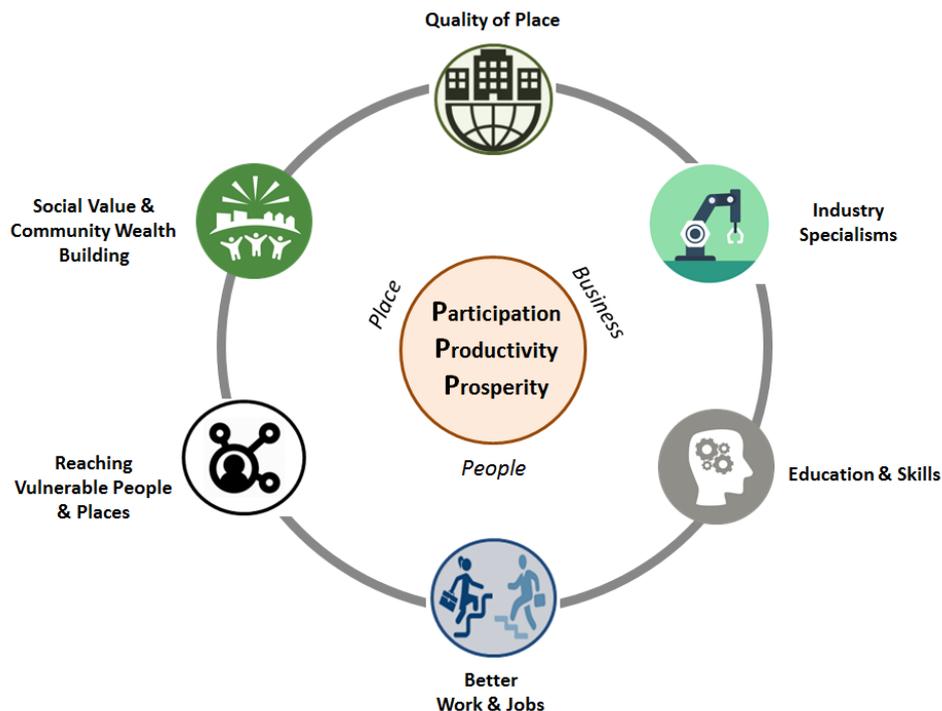
For Doncaster people, places and businesses to **participate** in a growing and **productive** economy and enjoy improved **prosperity**

Six Drivers of Inclusive Growth – our focus for delivery

The drive and balance we need will be provided by a focus on **six drivers of inclusive growth**. This combines a borough-wide push for growth, a focus on ensuring we retain and recirculate as much wealth as possible in our local economy and communities, and targeted support to ensure the most vulnerable residents and places can share and contribute in economic and social growth:

1. **Quality of Place** – improving Doncaster as a place to live, work, visit and invest. This includes developing civic pride by investing in culture, housing, infrastructure, multi-modal connectivity and the environment. Attracting more inward investment is a key part of this driver.
2. **Industry Specialisms** – a focus on the higher-skilled jobs, productivity, and export potential of: Engineering and Technology; Digital and Creative; Future Mobility (via rail, road and air); and Advanced Materials (for manufacturing and construction). In addition, we will give a greater focus to a fifth, non-specialist industry growth 'platform', Supporting Services.
3. **Education & Skills** - reforming our education and skills system to equip residents with the skills, ambition and attributes that employers need. This includes offering more diverse learning packages for vocational or technical based education and a focus on social mobility.
4. **Better Work & Jobs** – ensuring more Doncaster work is good work, supporting people in unstable temporary work to progress, and ensuring more jobs offer quality, fairness, flexibility and equality - with key anchor institutions leading the way by creating fulfilling jobs and improving skills and careers, for example in the growing health and care sector.
5. **Social Value & Community Wealth Building** – by increasing the impact of local investment and economic growth on social and environmental well-being, civic pride and opportunities for local people. This includes channelling more and more of the 'Doncaster pound' spent by anchor institutions directly into our local economy and growing the social economy.
6. **Reaching Vulnerable People & 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:



These represent the areas of focus for our work and together they will foster a wide-ranging and coherent package of action to achieve our Mission.

Game-Changing Actions – with a transformational impact

For each of the growth drivers, we have identified a series of major actions that we believe can have, individually and collectively, a transformational impact on growth and inclusion. In some cases these actions are well under way, driven through private sector efforts and the Doncaster Growing Together programme, and in others they are to be developed. These are set out in the next section of the strategy.

Local Plan - releasing the sites we need for jobs and growth

A new Local Plan will be agreed in 2019 to ensure the new businesses, jobs, houses, infrastructure and other investment needed over the next 15 years are in the right places whilst protecting and improving the environment and overall quality of life. It is therefore an essential Plan for realising the ambitions in this Strategy, and crucially ensuring the delivery of them is sustainable – from an economic, social and environmental point of view.

Despite being a metropolitan borough, large areas are rural in character and the largest land use (67%) is agriculture. The countryside in the western ‘half’ of the borough is statutory Green Belt and there are also long standing polices protecting the countryside in the eastern half of the borough from inappropriate development. Over two fifths of the borough is located within areas at a medium to high risk of flooding from both the river Don and Trent catchments. Areas at risk include Carcroft, Askern, Thorne, Moorends, Hatfield and Stainforth and large parts of the main urban area.

Anchor Institutions – leading the way

A key feature of the delivery of this strategy will be the role of Doncaster’s Anchor Institutions. These are our large and influential private and public sector employers, sports and other institutions which can, in each of the key drivers, play a lead role in creating growth that is more inclusive. This could involve using their purchasing power to drive growth at a local level in Doncaster and providing employees with opportunities for in-work progression.

Anchor institutions share a number of key characteristics including:

- Spatial immobility: have strong ties to an area and are invested in it
- Size: tend to be large employers and have significant purchasing power
- Land and assets: occupy various sites across the borough and have good community reach

"Team Doncaster" is Doncaster's Local Strategic Partnership and brings together organisations and individuals from different sectors to take shared ownership and responsibility for delivering Doncaster Growing Together Borough Strategy. Team Doncaster members include:

- Doncaster Council
- Doncaster Bassetlaw Hospital NHS Foundation Trust
- Doncaster Clinical Commissioning Group NHS
- South Yorkshire Fire and Rescue Service
- South Yorkshire Police
- Doncaster Chamber of Commerce
- Doncaster College and University Centre
- St Leger Homes

Anchor institutions are central to the concept of community wealth building and creating social value. The sustainability of anchor institutions is inextricably linked to the vitality of their surrounding communities and it is therefore in their interest to build a strong, inclusive local economy.

Creating social value is a key inclusive growth driver for the borough

From this strong foundation of committed anchor institutions there is an opportunity to build an anchor institution strategy and network – reaching beyond the boundaries of the current partnership into larger private sector employers and also schools, colleges, sports clubs and others who may be prepared to contribute. The potential role of Anchor Institutions is identified in each of these sections, providing a framework for further development.

Team Doncaster Focus - Doncaster Growing Together (DGT)

Launched by Team Doncaster in 2017, our Doncaster Growing Together Plan has four themes:

- **Working** – in ways that enable more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and more prosperous future
- **Learning** – that prepares all children, young people and adults for a life that is fulfilling
- **Living** – in a borough that is vibrant and full of opportunity, where people enjoy spending time
- **Caring** – together for the most vulnerable in our communities



Delivery of the inclusive growth strategy will be a whole of Team Doncaster task, requiring action across each of these themes. Some of the actions contained within this strategy are game changing actions that are already being driven through DGT programmes of action. Each programme is focussed on reform within the context of a complex public sector reform agenda. They are helping to strengthen the foundations for inclusive growth and how equalities and diversity guides our work.

Delivery – reaching out, reaching in

In delivering this strategy, we will not be constrained by place boundaries and will actively pursue partnerships and collaborations across Yorkshire, the north of England and beyond. Within Doncaster, there is a role for many organisations across sectors, particularly Anchor Institutions across the public sector and Doncaster's key institutions and large employers, who can lead the way in creating a more inclusive economy. Crucially, we will also work closely alongside local communities to ensure they can participate fully, guided by our Community Engagement Strategy.

Participation, Productivity & Prosperity

This strategy will sharpen Team Doncaster’s collective focus on three inclusive growth essentials - Participation, Productivity and Prosperity.

This table provides examples of what they mean for local people, businesses and places:

	Participation	Productivity	Prosperity
People	<ul style="list-style-type: none"> • Ambition, skills, health and social capabilities to access opportunities • In-work progression • Tackling unemployment • Social connectedness & confidence building • The practicalities, e.g. affordable transport 	<ul style="list-style-type: none"> • Working smarter by improving skills and using technology • Opportunities for flexible working • Productivity as a means to improve earnings and job stability 	<ul style="list-style-type: none"> • Ensuring residents benefit from participating in growth – in terms of income, health and happiness • Considering the impact of growth on all socio-economic groups
Businesses	<ul style="list-style-type: none"> • Creativity and enterprise • Access to new economies and supply chains • Local businesses as drivers for improving Doncaster and living standards • Business buy-in to Doncaster’s ambitions • The public and private sectors sharing the risk and costs of investment 	<ul style="list-style-type: none"> • Competitive and resilient businesses • Businesses creating quality jobs • Improved business support for innovation and exporting • Management capabilities • Innovation and technology • Improving productivity in the everyday economy • Creating the conditions for businesses to thrive • Capturing the higher value creative parts of industries 	<ul style="list-style-type: none"> • Recognising that businesses have different incentives • Successful businesses providing a draw for inward investment • Businesses having the income to invest in the future • Maximising Social Value from economic growth • More income to fund public services
Place	<ul style="list-style-type: none"> • No place left behind • The practicalities, e.g. transport connectivity between jobs and places • Considering the needs of individual communities • Using all our strengths and assets to support inclusive growth 	<ul style="list-style-type: none"> • Supporting innovation in communities • Improving ultra-fast broadband connectivity • Targeting resources and building resilient communities • Putting the Doncaster ‘£’ to the most productive use 	<ul style="list-style-type: none"> • Maximising Social Value from economic growth • Investing in quality of place to ensure Doncaster is modern, clean and has an infrastructure that supports a prosperous economy and lifestyle. • Ensuring Doncaster is well-connected and environmentally sustainable with quality housing, leisure, cultural assets and services

Each of the six Inclusive Growth Drivers are now set out in more detail:

7. Inclusive Growth Driver 1 – Quality of Place

Why is this a driver for inclusive growth?

For Doncaster to be successful as a place and an economy it must be a location where people, communities and businesses want to be and invest their time, energy, emotions and resources. All the drivers for inclusive growth in this Strategy will have a positive impact on this.

Through the Doncaster Growing Together Plan we are delivering actions to make Doncaster a great place to live, including by ensuring:

- Town centres are the beating heart of Doncaster
- More people can live in a good quality, affordable home
- Healthy and vibrant communities through physical activity and sport
- Everybody takes responsibility for keeping Doncaster clean

We must also ensure that Doncaster is built on firm foundations and outward-looking. Investing in modern and accessible infrastructure throughout Doncaster is essential to our future growth and prosperity. Efficient transport systems bring a wide range of work within people's reach, and bring goods from suppliers to markets. Digital infrastructure allows us to lead modern lives and enables businesses to reach new markets. Quality and accessible hospitals, schools, community buildings, leisure facilities, parks and open spaces are essential for the well-being of individuals and communities and the attractiveness of a place for inward investment.

The significant investment in our road, rail and air infrastructures over recent years have been crucial to Doncaster's recent growth and overall quality of life, exemplified by the opening of the Great Yorkshire way. Our connectivity is a particular strength which we must maintain through further investment.

Doncaster is a large borough geographically with a dispersed population living in both urban and rural communities. Key development sites are distributed across the borough, for example the iPort, Airport, DN7 Unity and the Civic & Cultural Quarter. These are focal points for business activity and connecting the wider population to these opportunities is a key challenge. Much of our public transport system supports travel to and from the town centre, rather than across economic sites.

Further investment to transform the town centre is planned over the next 3 years, including the opening of a University Technical College, a cinema complex, new Central Library and Museum and the creation of a new gateway into the town centre from the rail station forecourt. An Urban Centre Masterplan is in place to guide the development of the town centre. It is also intended to develop masterplans for Thorne and Mexborough to guide their development.

At the moment our urban centre is over reliant on retail – which accounts for 43% of the floor space, compared to 19% for office accommodation⁴. The averages for Great Britain are 26% and 50% respectively. Having fewer office workers in the town centre reduces the support available for retail which is already under pressure from on-line shopping. In addition, only 12% of the office space is classified as high quality, compared to an average of 25%. Investing in quality office space to make our town centre more of a work destination is an opportunity and an imperative.

Investment into and within Doncaster is at a record level (£253m in 2017/18) and there are opportunities to connect to other investment opportunities to achieve inclusive growth, including:

- Initiatives and funding flowing from the Industrial Strategy
- Devolution
- The Transport for the North Strategy

⁴ Source: Centre for Cities, 2018

Our objectives for this driver

We have 5 objectives:

- Deliver 'Doncaster Growing Together' Programmes to improve the quality and liveability of Doncaster
- Maximise investment into the borough
- Enhance, connect and promote our key assets to create quality growth and prosperity
- Ensure the town centre is a driver for growth, including by attracting more exporting firms
- Improve access to work and connect local communities

The role of Anchor Institutions

Improving the overall liveability of Doncaster requires the Team Doncaster Strategic Partnership Executive to continue to provide strong, whole-place leadership which ensures the borough is full of opportunities, vibrant, outward looking and connected locally, nationally and globally.

Anchor institutions in the borough can potentially utilise their land, property and assets to support inclusive growth and can also ensure that investment in and development of our infrastructure benefits communities and contributes to inclusive growth.

Game changing actions

Action	Delivery
Improve access to arts and culture	Culture 2020 is a major project for Doncaster which will further improve access to arts and culture, building on the significant investments already made.
Urban Centre Masterplan	The delivery of this masterplan, including investing in quality office, student and residential accommodation and cultural facilities, to provide a stronger draw for, workers, students, visitors, a range of businesses and inward investment.
Support Airport Growth	We will continue to support airport growth, including expanding the enterprise sector, linking to regional growth corridors (e.g. the Advanced Manufacturing Park in Rotherham), and securing support for a rail link between the airport and the East Coast Main Line.
DN7 Unity Project	We will continue to support this development, which is one of the UK's largest mixed use regeneration schemes, including 3,100 houses, 100 acres of employment and a direct link road to the M18 junction 5.
Deliver planned new homes	Our proposed programme is already well underway and will build 920 new homes per year by 2032. Within this there is a focus on quality and affordability.
Integrated transport and better access to work	This initiative will examine options for joined up modal travel and public transport that connects people across the borough (local communities and key work sites), including: <ul style="list-style-type: none"> • Smart mobility through an easy-to-use multi-modal transport system that supports a growing economy. Working with partners, including SYPTTE we will develop an open information and payment platform that serves a smart transport network across our borough and region, spanning all modes of travel. • Integrated ticketing that links urban centres and growth areas with their markets and labour force. • Sustainable, multi-modal transport throughout the borough. The Sheffield City Region recently secured £7.5m of investment to support walking and cycling schemes, helping to reduce congestion and improve health and well-being.
Improve digital connectivity across the borough	Ensure that Doncaster benefits fully from the South Yorkshire Digital Connectivity Strategy which aims to ensure that 'by 2021, South Yorkshire is recognised as one of the best connected regions in the country'.

8. Inclusive Growth Driver 2 – Industry Specialisms

Why is this a driver for inclusive growth?

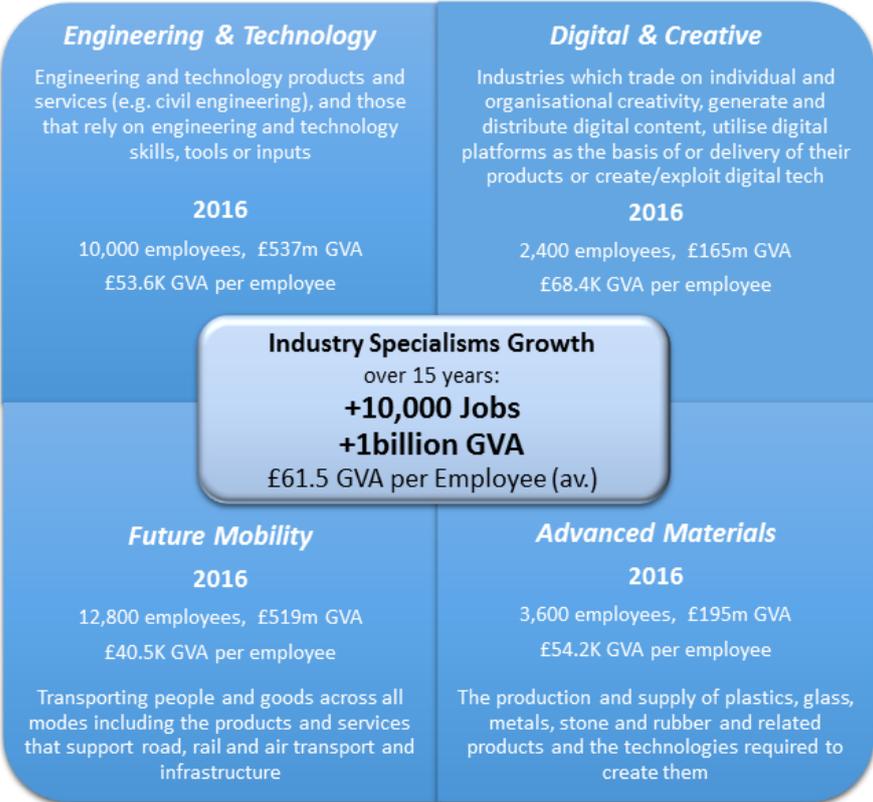
All jobs, businesses and industries are important to Doncaster’s economy and our goal is to help create the conditions for every business and sector to flourish. However, in order to drive productive, resilient growth that improves the lives of residents, we need to identify and exploit what makes our economy distinctive. The new jobs and growth this creates will in turn support all of our economy through increased local spending power and supply chain opportunities.

The ‘Doncaster’s Economy Today’ Chapter highlighted that Doncaster has four main specialisms which have significant growth potential – and can support many firms, sectors and supply chains, as well as the overall economy. The potential contribution of these is different, varying in size and scale, and the rate at which productivity is projected to improve:

- The **Engineering & Technology** platform is a large employer, with the most ambitious projected employment growth. Productivity gains even in the less ambitious scenarios, which project some employment decline, show that contributions to the local economy in terms of GVA will increase. Replacing an ageing workforce in the engineering sector is a national challenge.
- The **Future Mobility** platform represents a significant specialism in the Doncaster economy, and employment is projected to continue to grow. Productivity is also projected to improve.
- The **Advanced Materials** platform represents a significant specialism in the Doncaster economy. Employment has declined in recent years, and while the most ambitious scenario projects future growth, this will be at a slower rate than the Doncaster average. Productivity is projected to improve at a faster rate than average, and GVA is also projected to increase in this scenario.
- The **Digital & Creative** platform is currently small and does not represent a specialism. Employment in Doncaster has not grown as fast as across the UK as a whole, but productivity is high and projected to improve at a faster rate. The prospect of the High Melton investment by 360 Media means this platform is an important growth driver for the future.

A focus on these specialisms means that strategies and plans can be developed to capitalise on the competitive advantages of our economy to provide better jobs. This will offer better opportunities for **participation** through the creation of more job and training opportunities across different occupations and skills. Growth will also contribute to greater **productivity**, as the specialisms are built on high value activities which pay higher levels of pay. This combination of more job opportunities open to all, and an increase in higher value jobs, the **prosperity** of people in Doncaster should improve.

Adopting this approach could also change our industry mix. The potential collective impact over the next 15 years (by 2032) is summarised in the chart opposite.



This will make a significant contribution to Doncaster’s overall growth ambition for jobs and growth.

In addition, analysis of Doncaster’s economy has identified that a greater focus should also be given to a fifth, non-specialist platform, Supporting Services based on its fundamental importance to a modern, growing economy. At present the Supporting Services sector employs 13,000 but could grow to employ 15,500 in 2032 with the effective policies and support. The growth in the four specialisms will create demand for support services such as finance, consultancy and will also drive demand for local services in healthcare, education, leisure, personal services etc.

Our objectives for this driver

We have 3 objectives:

- Significantly increase the number of quality, productive, export jobs in our distinctive industries
- Building a stronger service economy
- Support businesses with good quality advice and support

The role of Anchor Institutions

Anchors can have a profound impact on industry clusters, spearheading their growth throughout the region. By collaborating with other institutions and businesses, anchors can attract talent, funding and new companies and help drive innovative research and commercialisation. Anchors can also help young firms with high growth potential by serving as geographic or virtual incubators.

Game changing actions

Action	Delivery
<i>Specialist industry growth programmes</i>	Develop targeted support programmes to grow our specialist industries and boost productivity/exports. This will build on investment from the existing SCR Growth Hub and concentrate on: <ul style="list-style-type: none"> • Supporting start-ups. • Supporting Doncaster businesses to access new supply chains and attract overseas orders, supported by road, rail, air and the Humber ports. • Financial support packages (equity loans, grants, investment fund). • Attracting high-productivity export businesses and innovative industries. • Developing talent with the transferable skills to work in our specialist industries. • Connecting, assets, businesses and organisations which can collectively support the development and promotion of our specialisms. • Identifying capabilities and opportunities which align with national and sub-regional initiatives (e.g. Future Mobility as one of the four Grand Challenges). • Marketing our specialisms.
<i>Supporting Services growth programme</i>	Develop targeted support programmes to grow our supporting services, including <ul style="list-style-type: none"> • Supporting start-ups. • Supporting businesses to access new supply chains, including with our Specialist Industries. • Financial support packages (equity loans, grants, investment fund). • Attracting high-productivity businesses, particularly to the town centre. • Developing talent with the transferable skills to work in our Supporting Services.
<i>Directing business support to growth opportunities and challenges</i>	We will direct the business support resources available to support our economic growth opportunities and challenges including innovation, accessing new export markets and supply chains post Brexit.

9. Inclusive Growth Driver 3 – Education & Skills

Why is this a driver for inclusive growth?

Achieving our inclusive growth ambitions depends upon everyone, no matter what their background or circumstances, having the opportunity to progress through an education and training system that provides the foundation for a happy and fulfilling life. Having the skills employers need increases people's earning power, opportunities for better jobs and social mobility. Skills are also a key driver of productivity, business success and inward investment. We are already investing in the assets, institutions and initiatives to support this from strong foundations for children and young people in schools, and high quality further and higher education opportunities, to career-long learning.

The task ahead is challenging. Doncaster's productivity per worker is relatively low and our borough has been identified as a social mobility 'cold spot'. Despite making improvements we still need to:

- Increase the proportion of the working age population with a level 3 qualification or above.
- Reduce the number of young people aged 16-24 claiming out-of-work benefits.
- Increase the number of people with learning difficulties that are helped into work.
- Reduce the levels of young people aged 16-17 not in employment, training or education.

We need to match the types of education and training on offer to different local aspirations and the needs of our industries. This means meeting the demand for STEAM qualifications and offering more diverse, customised vocational or technical based learning packages for mainstream and higher education, to cater for different career path choices. Increasing the provision of high quality apprenticeships and information, advice and guidance are key parts of this. Further improvements in the quality of teaching and learning are required to ensure that this participation is as rewarding as possible, regardless of background or circumstances.

Our Social Mobility Opportunity Area Programme is a key part of the solution to these challenges.

The growth opportunities presented by our industry specialisms (see Inclusive Growth Driver 2) also increases the requirement to support residents to develop the transferrable skills, attributes and experience to work in many roles and sectors. This approach aligns well with national and sub-regional initiatives (e.g. Future Mobility as a Grand Challenge in the Industrial Strategy) and takes a more holistic approach to training, encouraging cross-sectoral working and collaboration.

We need to provide more opportunities for young people to gain work experience in the professions they are interested in, including in the knowledge intensive service and manufacturing jobs that Doncaster needs more of. At the same time we need to improve careers information, advice and guidance, informed by an understanding of our growth industries and recruitment challenges. Doncaster is leading the way nationally in early years education, ensuring children consider career choices as soon as possible to access customised pathways to learning and higher education.

Retaining and attracting talented workers and supporting more residents into work is now even more important given the impact of Brexit on the supply of skilled migrant workers.

Improving in-work skills and training provision for adults is also a key priority for Doncaster to support in-work progression and increase productivity. This is particularly important for residents in more unstable, lower paid work (see Inclusive Growth Driver 4).

Our objectives for this driver

We have 4 objectives:

- Ensure the education and skills system meets the needs of employers
- Strengthen vocational routes into higher education and work, including supporting apprenticeships
- Support residents to gain the transferable skills, attributes and experience to work in many roles
- Improve careers information, advice and guidance

The role of Anchor Institutions

Each anchor institution has a potential workforce of thousands and when this is scaled up across all anchors, employment represents a significant share of the local labour market. We want to explore the extent to which the collective power of recruitment, training and employment can contribute to more inclusive growth. An 'employer-led' approach has already reaped rewards in the development of the National College for High Speed Rail and the announcement of a University Technical College for Doncaster. However, we think that anchor institutions can contribute further, for example by recruiting apprentices and providing opportunities for residents to gain work experience.

Game-changing actions

Action	Delivery
University City	This is an over-arching ambition for the future of Higher Education in Doncaster, bringing together our educational and skills institutions to consolidate and build on our current offer. The vision sets out two primary goals of achieving a 100% increase in residents educated to Level 4 or above by 2028 and an improved higher education offer by Sept 2024. Economic growth will provide more opportunities and life chances for residents and attract inward investment as local businesses see the benefits of skilled local people.
University Technical College (UTC)	We will deliver our approved University Technical College as part of our overall University City aspirations.
National College for High Speed Rail	The new college teaches STEM (Science, Technology, Engineering & Maths), as well as advanced engineering. More than half of rail industry employers have highlighted difficulties in recruiting STEM trained employees over the next 3 years, with almost a third of the current railway workforce requiring further training in order to deliver HS2. As economic growth continues, the college will provide superb social mobility opportunity for local people to enter the sector or change careers by re-training.
Developing the Skills Provider Network	We will further develop our skills provider network to ensure young people and adults have the employability skills, attributes and experience required by local employers. This includes, for example the Doncaster Skills Academy which helps equip schools and young people with the skills and information required to secure work, whilst helping local businesses with recruitment and retention of skilled workers.
Implementing the Post 16 Review	The 2018 review of post 16 education in Doncaster set out these key recommendations to improve outcomes for young people and raise achievement levels across the borough: <ol style="list-style-type: none"> 1. Consolidation of school sixth forms across the borough 2. Inclusion – providing sufficient places, quality of provision and support and ensuring young people with special educational needs and disabilities are prepared for the transition to adult life. 3. Extending careers education, information, advice and guidance. 4. Strengthening the vocational routes into employment and higher education – including supporting apprenticeships
Social Mobility Opportunity Area Programme	Covering a number of projects and initiatives: <ul style="list-style-type: none"> • <i>Building solid foundations for all children</i> - focuses on improving the quality of teaching in schools across the borough to help reduce the attainment gap between disadvantaged children and those from more affluent backgrounds. • <i>No careers out of bounds</i> - focuses on raising the aspirations of Doncaster children and young people who need guidance to help understand what career options they might be interested in and what subjects will support a particular career path. Including: <ul style="list-style-type: none"> - Improving online careers information - 'Opportunity for all' coaching & mentoring programme - Careers hub
Big Picture Learning	Working in partnership with the Innovation Unit and supported by the government's Life Chances Fund, this initiative is about testing new ways of learning for disadvantaged young people. The Big Picture Learning school provides opportunities for them to learn in local workplaces. It will improve life chances for 11 to 16 year olds disengaged from learning by focusing on their passions and interests. The school is in Bentley and will open in 2019 (30 pupils in first two terms and then 60 pupils per year after that).

10. Inclusive Growth Driver 4 – Better Work & Jobs

Why is this a driver for inclusive growth?

Doncaster’s economy currently has a relatively low skilled and low wage workforce which means that we struggle to attract and develop high value jobs and the businesses that will create them.

As Doncaster’s economy grows further, we need to ensure that as many people as possible participate in the local economy, and that the work they do is meaningful and offers opportunities for advancement for those who want it.

The national and local labour market is changing, with more temporary work and zero-hour contracts and the rise of the “gig” economy. For example, national data shows that 70% of care workers are now on zero hours contracts, compared to 10% in 2015. Though this type of work can suit some people, it can stifle ambitions and prosperity. For example, non-permanent work, combined with low wages can prevent residents securing a loan or a mortgage to buy a house.

At the same time many people have limited options for flexible working to fit with family, caring requirements or lifestyle choices.

Demand for more flexible working is high across both genders, with surveys showing that 84% of men and 91% of women want more of it.

The table opposite shows how flexible working varies across different sectors.

Flexible working index by sector

Business type	% of flexible jobs (UK average) *	Level of business types in Doncaster
Health Services	26%	Very High
Social Services	22%	Very High
Education & Training	15%	High
Retail & Hospitality Services	11%	Very High
Administration / Clerical	11%	High
Science Research & Development	9%	Low
Creative industries	8%	Low
Information Technology	7%	Low
Finance / Accounting	7%	Low
Human Resources	7%	Low
Operations / Logistics	7%	High
Engineering	5%	High
Construction & Facilities Maintenance	3%	High
Manufacturing	3%	Medium

* Taken from National flexible working index

Here are some of the benefits of flexible work and jobs:

- ✓ Allows more work-life balance control and helps support modern lifestyles
- ✓ Can cut down commuting time and the costs of child or adult care
- ✓ Enables employers to reach a wider workforce, including older workers and people with disabilities or health challenges.
- ✓ Creates more time for leisure and/or study
- ✓ Can enhance family wellbeing and reduce welfare dependency
- ✓ Helps reduce age, gender and disability discrimination

In-work poverty, work insecurity and lack of flexible working can cause vulnerability, health challenges and present disincentives to work. Therefore, to encourage people into employment and promote social mobility, **we need to change the way we work**. This means working with local employers and anchor organisations to improve the quality and flexibility of jobs they offer and become more equality conscious and accessible.

If we do this right, it’s a win-win for everyone.

Our objectives for this driver

We have 4 objectives:

- Support people in unstable work to progress
- Engage local employers to increase the number of quality, flexible jobs in our economy
- Reduce in-work poverty in Doncaster
- Reduce inequalities in job opportunities, progression and pay
- Improve access to in-work training

Given the different work requirements needed to run productive companies in the different industries, it's important not to adopt a one-size-fits-all approach, for example on flexible working policies and incentives. It may be more practical to develop a sector-focused approach, customising incentives to suit different business needs.

To place this into a national context the Government has accepted the recommendation in the 2017 Matthew Taylor review (working practices in the modern economy), to develop a set of principles and measures against which to assess job quality and success. The Taylor review made seven key recommendations which include: good work for all; overall worker satisfaction; good pay; participation and progression; a healthy workplace; safety and security; and voice and autonomy. In delivering Doncaster's approach to delivering better jobs and work, we will utilise the foundations of this review and shape and deliver our proposition where deemed appropriate.

The role of Anchor Institutions

Anchor organisations, such as the council, hospitals, businesses and not-for-profit organisation with strong local links are ideally placed to lead the way in providing better work and jobs. Through a more collaborative approach which includes sharing approaches to improving the quality and flexibility of jobs, all organisations can improve their ability to attract and retain a talented productive, workforce.

Game changing actions

Action	Delivery
<i>Deliver 'Advance' Programme</i>	<p>The 'Advance' Programme will support residents to thrive in their chosen profession, and employers to attract and develop skilled employees including:</p> <ul style="list-style-type: none"> • Apprenticeships • In-work training and progression • Recruitment advice • Career change support • Support for Self-Employment
Other potential actions that we could adopt:	
<i>Better work initiative</i>	<p>This will drive good work and reduce the number of people in unstable, temporary work. We could develop a targeted support programme focusing on:</p> <ul style="list-style-type: none"> • Increased job flexibility • Income maximisation • Raising the equalities profile • Skills escalator
<i>Employability framework</i>	<p>Developing a 'Doncaster employability framework' that includes in-work appraisal schemes using a common framework of transferable skills that makes it easier to move between employers and sectors. It could also include targeted training subsidies for workers to help them progress to fill skill shortages and improve social mobility</p> <p>This could be supported by developing and promoting a "Good business, good work checklist" which sets voluntary minimum standards and encourages employers to pay all their employees above the Living Wage.</p>

11. Inclusive Growth Driver 5 – Social Value & Community Wealth Building

Why is this a driver for inclusive growth?

Social value and community wealth building is widely acknowledged nationally as crucially important in developing a fairer and more inclusive society. A key part of this is to increase the impact of local investment, entrepreneurship and economic growth on social and environmental well-being, civic pride and economic opportunities for local people.

The social economy is also known as ‘the third sector’ to differentiate it from the private and public sectors. Social economy organisations include charities, community interest companies, charitable incorporated organisations, not for private profit companies and cooperatives. These organisations vary from being reliant on donations as a traditional non-profit organisation to generating income entirely through trading activity. Social entrepreneurs are the long term community stewards, local employers, investors and innovators who often underpin the social and physical development in communities. Social entrepreneurs take an enhanced role within local communities by investing in social value and community wealth building.

There is the potential to increase entrepreneurship across the social sector to address local community challenges in partnership with the public and private sector. In 2016, there were over 169,000 social economy organisations in the UK, which represent an income of £71 billion. Over three quarters of social economy organisations (77%) were contained in four sectors: human health (45%), other services (34%), education (27%) and arts/entertainment (26%). In Doncaster, there are over 500 registered charities.

Since the introduction of the Public Services (Social Value Act), the whole nature of procurement is changing. It is no longer about cost and efficiencies - considerations of quality and social value are becoming far more important, for example by:

- Providing access to new social networks through community based activities
- Improving the appearance of community assets, e.g. community centres and public spaces
- Increasing levels of household income and access to higher paid jobs
- Investing in the natural environment such as green spaces, reducing waste sent to landfill, reducing carbon emissions, energy and water consumption
- Supporting people to access higher level qualifications
- Increasing attendance at community events or volunteering on a regular basis

Doncaster Council is supporting the creation of social value with its ‘Buy Local’ procurement scheme and by working closely with companies investing in Doncaster to consider wider economic, social and environmental impacts. The iPort Academy is a good example of this – by supporting the employers at the iPort to access the local workforce and training support they need. We will build on this approach and encourage other anchor institutions to do more to create social value. Overall, a culture shift is required towards co-producing social value and joining up our innovation know-how and assets within Doncaster and to wider networks. A recent example of this type of culture shift is the collaboration between voluntary led organisations and charitable/public sector bodies to create new investment for youth activities (EXPECT Youth).

Our objectives for this driver

We have 4 objectives:

- Increase opportunities for local organisations to bid for contracts that create social value
- Grow and support the role of the social economy in Doncaster
- Maximise social value from inward investment
- Increase entrepreneurship by developing and connecting our innovation know-how and assets

The role of Anchor Institutions

Anchor institutions across the public, private and social sector will be central to our approach. These institutions are rooted in localities and their collective spend and influence can play a significant role in creating social value and building community wealth. Working together, they will lead the way, setting a standard and showing others what is possible.

Game-changing actions

Our initial objectives over the first three years will focus on the following, reflecting the challenges and opportunities above:

Action	Delivery
Public Procurement Social Value Initiative	<p>We will build on the Council's 'Buy Local' initiative and encourage other anchor institutions to do more to support the local economy by, for example:</p> <ul style="list-style-type: none"> • Understanding current levels of expenditure into the local economy and opportunities to do more. • Providing opportunities for more local organisations to bid for contracts that promote social value. • Growing the local economy in a way that benefits all sections of the community including people with protected characteristics • Supporting local people to make commissioning decisions on behalf of their communities. • Creating a marketplace for social value through matching volunteers, funding support and procurement opportunities. • Embedding social value into services and growing the social economy • Reviewing our commitments to the Compact Charter principles that increase levels of trust between private, public and social sectors. • Using procurement to deliver improvements to the natural environment, for example by increasing green spaces, reducing waste sent to landfill, carbon emissions, energy and water consumption.
Social Economy Development Project	<p>This project will examine options and deliver improvements relating to:</p> <ul style="list-style-type: none"> • Connecting young people with social enterprises and socially responsible businesses, building on the work of local NCS programmes and the successful #iwill campaign. • Support the creation and expansion of co-operatives, charities and social enterprises in having much greater involvement in the running of public services. • Harness the power of technology in addressing complex social issues, such as tackling loneliness, healthy ageing, online safety, and digital inclusion. • Developing and testing a methodology for measuring inclusive growth, so we can identify the tangible economic, fiscal and social benefits of a focus on social value and community wealth building.
Community Wealth Hubs	<p>Establishing Community Wealth Hubs will allow communities to develop innovative new solutions to social issues, supported by a combination of grant funding and staff time.</p>
Leveraging social value from inward investment	<p>The significant level of inward investment and major developments in Doncaster present opportunities to leverage social value. Working closely with the private sector we will:</p> <ul style="list-style-type: none"> • Identify opportunities to support inclusive growth • Explore local labour and supply chain opportunities such as apprenticeships, traineeships, living wage employment for local people to gain higher level, transferrable skills. • Train a new generation of community organisers to support initiatives in our most deprived wards.

12. Inclusive Growth Driver 6 - Reaching Vulnerable People & Places

Why is this a driver for inclusive growth?

Ensuring that economic growth and opportunity reaches the borough's most vulnerable and marginalised people and places is a central aim of this strategy. Residents may be excluded from opportunities or the benefits of economic growth through poverty, deprivation, personal circumstances (e.g. low skills or caring responsibilities), or as a result of a disability, learning difficulties or mental health challenges. We are committed to tackling this in a number of ways:

- By breaking the cycle of deprivation and improving life chances and outcomes for Doncaster's most vulnerable people, families and communities;
- By increasing economic participation which will be key to maximising growth (i.e. a skills and labour supply shortage could be a significant brake on Doncaster's economic ambition); and
- By reducing demands and costs for acute public services, as a key contribution to the management of public service budget pressures

Connecting vulnerable people and places to opportunity is a challenge that spans a wide range of public policy areas and services. It's also important that we continue to focus on prevention and targeted locality working.

One of the key issues impacting on our residents' ability to contribute and benefit from economic growth is their health. 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. Adults with good health are more productive; children with good health do better at school. This makes economic growth more sustainable and inclusive. As part of this, there is a growing commitment among communities, workplaces and schools to change the way we think about mental health. Improving mental health is a key priority in Doncaster Place Plan.

Overall health and wellbeing is improving in Doncaster for both men and women. However, it is generally worse than the England average and many residents experience poor health or die prematurely (i.e. before the age of 75). These inequalities are much worse in the most deprived areas of Doncaster, where life expectancy is 10.7 years lower for men and 7.1 years lower for women. Where people live, the quality of education, housing, work, crime levels and the environment are all major contributors to health and wellbeing.

Despite the recent economic upturn, Doncaster currently has too many *"just about managing"* families and individuals who have seen income levels stagnate, or even go backwards⁵. Levels of unemployment and deprivation vary significantly across the borough and we have pockets of disadvantage that lock people in to a cycle of poor outcomes. Many local communities have not fully recovered from the decline of traditional industries (e.g. mining) and adjustment is still required in terms of the economic purpose of places, and the nature of community life. There are also groups of people within Doncaster who are particularly at risk in terms of access to economic opportunity, for example some black and minority ethnic (BME) communities, disabled people and other groups with protected characteristics under the Equality Act 2010.

Doncaster residents often cite lack of transport as a barrier that prevents them taking employment. Prioritising public or community transport and active travel to connect people in disconnected communities to jobs is therefore a key challenge – as recognised in Inclusive Driver 1.

Addressing these challenges requires an integrated approach across public services, as well as major public service system reforms to ensure that we can support people and places across a range of interconnected issues. This will need to deal with the symptoms and root causes of economic and

⁵ The Living Standards Audit 2018, Resolution Foundation

social disconnection. This will be challenging, with increased demand for health and care services increasing in Doncaster and the Council needing to bridge a funding gap of £139.5m by 2021.

The number of people aged 65 and over within Doncaster is due to increase by about 23,000 (40%) by 2041. This has implications for a wide range of local services and the workforce required to meet the rising demand for quality services. For example, the social care market is experiencing increasing difficulties in recruiting and retaining staff (both care workers and nurses) as they are often unable to compete with other organisations that can offer either better pay rates or more advantageous terms and conditions.

Our objectives for this driver

We have 3 objectives:

- Integrate Health and Social Care systems
- Deliver joined up prevention and support for Doncaster’s most vulnerable people
- A specific focus on disadvantaged and marginalised groups, e.g. BME/disabled people.

The role of Anchor Institutions

Through a range of training and employment opportunities, ongoing work in local communities and through procurement processes, anchor institutions can work to support improved outcomes for our most disadvantaged groups, families and places. This includes work on improving corporate social responsibility, through employee volunteering and by working alongside communities to drive social and economic inclusion.

Game changing actions

Action	Delivery
Delivering the Place Plan	The integration of the Health & Social Care delivery system for children & adults is essential to ensure we have a joined up approach to the delivery of support, using a preventive and strengths based approach. This includes a focus on: a child’s first 1001 days; Vulnerable Adolescents; Complex Lives; Learning Disabilities; Intermediate Care; and Urgent and Emergency Care. In addition, through social care market engagement and development the council is working with its partners across health and social care to look at different ways to ensure they can attract and retain the strong, confident and skilled workforce they need. There is an aspiration to develop health and social care academies in one or more schools to encourage young people to choose health and social care as a career.
Get Doncaster Moving	The vision is to utilise physical activity and sport to contribute to inclusive economic growth ambitions. Through our participation in the Sport England Delivery Pilot (and access to a share of £110million over 3 years), we will tackle inequalities by addressing inactivity in communities that do not demonstrate patterns of regular participation.
From an <i>employment & skills</i> perspective, we have worked jointly with local authority colleagues across the City Region to develop two complementary projects. Both are designed to connect with existing support activity by the Department for Work and Pensions, in particular the Work and Health Programme and programmes designed and commissioned through the European Structural and Investment Fund:	
Early Intervention Employment Support Pilot	Working effectively with Job Centre Plus (JCP) to better identify people within the first year of any benefit claim, who may find it hard to find and keep paid work and provide the support required to enable participation in employment.
Working Win - Health-Led Employment Trial	Helping those off sick or those in work but who, as a consequence of health issues, are less productive to sustain employment. This is the first attempt in the UK to robustly evaluate a support employment intervention with those who have depression, anxiety and physical health conditions.

13. Delivering our Priorities

The delivery of this Strategy will be a major priority for the Team Doncaster Strategic Partnership across all policy areas and all sectors, public, private, community and voluntary. It must also engage local communities in the delivery effort and inspire a sense of confidence in Doncaster's economic potential and future. The key ingredients of the delivery task are:

Team Doncaster Collective Leadership

Delivering our inclusive growth ambition will require strong entrepreneurial, whole-place leadership, bringing together business, civil society and political leaders, formally and informally, to drive system-change. This will be led by the Mayor of Doncaster as Chair of the Team Doncaster Strategic Partnership Executive. The leadership task across such a diverse range of activity must be shared by leaders from all Team Doncaster policy areas, partner organisations, and across Anchor Institutions.

Leveraging Devolution Arrangements

We will use the growth levers at our disposal through the devolution process at Sheffield City region level and potentially in future through a possible Yorkshire level devolution deal. This will help us to secure additional support and funding to progress our inclusive growth actions and to access government initiatives and funding programmes linked to the Industrial Strategy

Clarity of Outcomes

The overall impact of this strategy will be judged by its contribution to Team's Doncaster's outcomes framework, as well as feedback from Doncaster's businesses, residents and communities.

Programme and Project Management

We will ensure that effective programme/project management arrangements are in place to drive the delivery of the actions in this strategy. In some cases these are already established as part of the Doncaster Growing Together strategy. We will pay particular attention to the identification and management of interdependencies across the diverse range of actions that this strategy promotes.

Governance and Accountability Arrangements

The delivery of the Inclusive Growth Strategy will be a key focus of attention for the Team Doncaster Strategic Partnership Board, who will regularly receive progress and monitoring reports, and be able to promote corrective action where necessary to ensure overall delivery remains on track. At the more detailed level of governance and accountability, delivery will be driven by the Inclusive Growth Board. This will provide strategic oversight of the range of delivery activities across the Doncaster Growing Together agenda and beyond, including at a City Region level. Governance arrangements will be kept under review to ensure they are fit for purpose in driving this crucial strategy for Doncaster.

Action Learning Focus

The programme of activity set out in this strategy is ambitious and will require a flexible approach to delivery, informed by learning about what works and what doesn't. We will ensure arrangements are in place to capture and share the learning, and where necessary, to adjust activities.

Action Plan - Game-changers

In many cases the actions in this strategy are drawn from more detailed plans that are already in place. However, some drivers for inclusive growth, for example 'Industry Specialisms' and 'Better Jobs' have actions which will require more development.

Within 3 months of publishing this strategy we will also publish a more detailed Action Plan.

Further Information

About this strategy

For further information on about this strategy:

Team Doncaster

Floor 1,
Civic Office
Waterdale,
Doncaster
South Yorkshire
DN1 3BU

www.teamdoncaster.org.uk

Industry Specialisms

For further information on Doncaster's Industry specialisms:

[A link will be provided to final, accompanying research report]

Investing in Doncaster

For further information about investing in Doncaster:

<https://wearedoncaster.co.uk/business/>

Local Plan

For further information on Doncaster's Local Plan:

<http://www.doncaster.gov.uk/services/planning/local-plan>

Doncaster Growing Together Strategy

For further information on Doncaster's Borough Strategy, also the Mayoral Delivery Programme:

<http://www.doncaster.gov.uk/services/the-council-democracy/doncaster-growing-together>