

# Doncaster Economic Strategy 2030

*A Regenerative and Inclusive Economy for Thriving  
People, Places and Planet*



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## Foreword from Ros Jones, Mayor of the City of Doncaster

We are delighted to be able to present Team Doncaster's new economic strategy, and the next step on our improvement journey for the borough... the Doncaster Economic Strategy 2030. It is our long-term vision for an economy that works for **thriving people, places and planet** by transitioning to a wellbeing economy that is regenerative and inclusive. It outlines the future intent for Doncaster's economy, whilst recognising the challenges of our time.



Our economy has made real improvements in recent years. Doncaster has seen some of the strongest growth across the Yorkshire and Humber region over the last two decades. We have a high degree of specialism in **Industries** such as engineering and advanced materials, as well as competitive advantages in future mobility including rail. Pre-pandemic, employment was at record levels. We have seen how our fantastic business community works together, seen with our successful city status bid, our pitch to be the home and headquarters of Great British Railways and how it has got behind our work to make sure we have a commercially successful airport.

However, we must also acknowledge just how much has changed in the past few years. Our economy and local places are still in recovery from the Covid-19 pandemic. In 2022, we entered a cost-of-living crisis which is putting pressure on our residents and businesses alike. The impact of global warming and climate change is ever more apparent, including locally with flooding and wildfires. The idea that prosperity will eventually trickle down to everyone has failed. Business as usual has not always worked for Doncaster. In fact, at times, it has harmed our borough. We need to build an economy that is fit for the future.

Other changes represent significant opportunities for the borough. Such as our commitment to reach net zero by 2040 and to cut 85% of our emissions by the end of the decade. Or our ambition to develop **Talent** through a Talent and Innovation Ecosystem and to place an even sharper emphasis on **Fairness and Inclusion**. This has created new ways in which we consider our economic performance, and we need to harness this potential to become the best place to do business and create good jobs.

There is no doubt that the wider economic outlook points to some challenging years ahead, with difficult decisions for organisations, businesses and residents alike, but this is exactly why we need to take an alternative economic approach. Backing down from the challenges we face is not the Doncaster way. We need to steer a course that measures success in the wellbeing of all our people, all our places and our planet. The current situation may slow down the journey, but it does not change our direction of travel, nor our destination or the urgency.

Extensive consultation has been held over the last six months to get to the point we are at today, to ensure that we have a strategy that reflects Doncaster in its entirety. This has included businesses, residents, community and voluntary organisations. It is directly out of this engagement that five Mission Priorities have emerged, each with three Mission Aims setting out the destination, and various Mission Projects which collectively represent the vehicle to get us there. This strategy firmly outlines how business and the economy will be the thriving heartbeat of wellbeing, both now and in the future.

Success will only be achieved through true collaboration, with a Team Doncaster approach that brings the borough together to help Doncaster reach its potential. The economic status quo has not delivered for all people, our places and the planet. We cannot, and will not, wait for prosperity to trickle down. This is about forging a new path, a path befitting of an aspiring, forward thinking **city**... a path towards an economy that works for thriving people, places and planet.

Let us forge this path together.

# Doncaster's Economic Strategy 2030

## Executive Summary

A **Regenerative** and **Inclusive** Economy for Thriving People, Places and Planet

### Economic Missions

What do we want to achieve?



By 2030, we aspire to have an economy that improves the living standards for all and that leaves no **PEOPLE** behind



By 2030, we aspire to have a more resilient, productive economy across all **PLACES**



By 2030, we aspire to have a greener, regenerative economy that restores and enhances our **PLANET**

### Mission Priorities

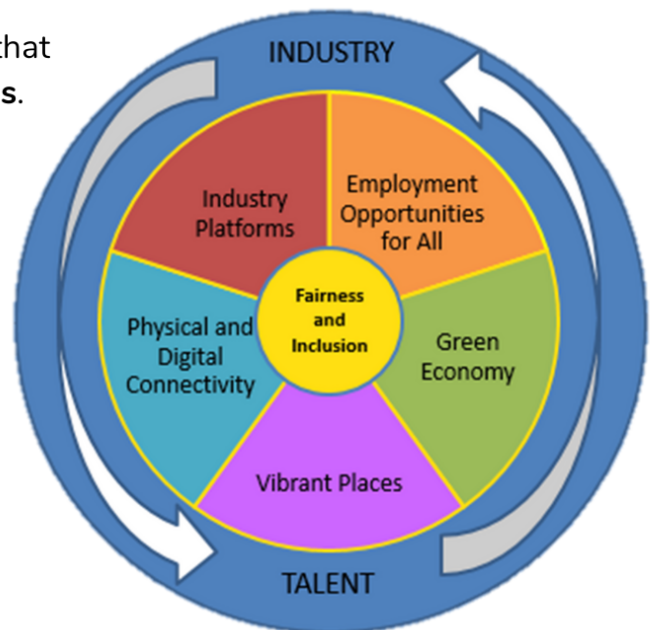
How are we going to achieve it?

Each priority represents an area of focus that will help deliver on our **Economic Missions**.

These priorities each have a set of aims that outline its objectives.

**Mission Projects** sit under each of these priorities. Whilst the list is not exhaustive, they address a number of current and future opportunities to drive change.

**Industry, Talent, and Fairness and Inclusion...** represent cross-cutting opportunities.



### Mission Metrics

How are we going to measure success?

To determine whether the strategy is making progress towards a regenerative and inclusive future, each Mission Priority has outlined the metrics we will measure. These Metrics may change over time, as more appropriate indicators are developed, and will be supplemented with lived experience to understand the wellbeing improvements of people, places and planet.

## Priorities on a page

Mission Priority	Priority Aims	Mission Projects	Mission Metrics
<b>Industry Platforms</b>	<ul style="list-style-type: none"> <li>➤ Create Industry, Learning, and Research Partnerships</li> <li>➤ Provide high quality business, enterprise, and investment support</li> <li>➤ Develop our key employment and innovation sites to create industry clusters and attract inward investment</li> </ul>	<ul style="list-style-type: none"> <li>➤ Establishing Ecosystems</li> <li>➤ Developing our Innovation Sites</li> <li>➤ Business Development and Economic Gardening</li> <li>➤ Financing</li> </ul>	<ul style="list-style-type: none"> <li>➤ Economic Size</li> <li>➤ Economic Output</li> <li>➤ Higher-level Occupations</li> <li>➤ Knowledge Intensive Business</li> <li>➤ Business Density</li> <li>➤ Industry Specialisms</li> </ul>
<b>Employment Opportunities for All</b>	<ul style="list-style-type: none"> <li>➤ Support everyone in Doncaster to have equitable access to employment opportunities, by utilising a Compassionate Approach to Employment Support</li> <li>➤ Support employers across Doncaster to provide employment opportunities that are inclusive and support health &amp; wellbeing</li> <li>➤ Support organisations across Doncaster to have a positive social impact on people, places and planet</li> </ul>	<ul style="list-style-type: none"> <li>➤ Doncaster's Compassionate Approach to Employment Support</li> <li>➤ Inclusive, accessible, fit for purpose recruitment practices</li> <li>➤ Employment opportunities for all that are inclusive and support health &amp; wellbeing</li> <li>➤ Develop socially conscious organisations across Doncaster</li> </ul>	<ul style="list-style-type: none"> <li>➤ Employment</li> <li>➤ Claimant Count</li> <li>➤ Economically Inactive</li> <li>➤ Wages</li> <li>➤ Real Living Wage</li> <li>➤ Earnings Inequality</li> <li>➤ Poverty</li> </ul>
<b>Green Economy</b>	<ul style="list-style-type: none"> <li>➤ Create a thriving Green Sector and build the skills for local residents to access it</li> <li>➤ Transition our industries and communities to be circular, low waste and low carbon</li> <li>➤ Protect and restore our biodiversity and natural capital and recognise the value of land and food within the economy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Developing Green Sector Specialisms</li> <li>➤ Circular Economy and Communities Initiative</li> <li>➤ Decarbonising Doncaster</li> <li>➤ Nature and Food Recovery Programme</li> <li>➤ Socially Conscious Organisations</li> </ul>	<ul style="list-style-type: none"> <li>➤ Reduction in CO2 Emissions</li> <li>➤ Green Jobs</li> </ul>
<b>Vibrant Places</b>	<ul style="list-style-type: none"> <li>➤ Empower local places by redirecting wealth back into our local economies</li> <li>➤ Create a thriving City Centre and local town centres that foster community wellbeing and civic pride</li> <li>➤ Strengthen and promote the cultural sector and visitor economy across Doncaster</li> </ul>	<ul style="list-style-type: none"> <li>➤ Visit Doncaster</li> <li>➤ Supporting the cultural sector</li> <li>➤ Place Shaping</li> <li>➤ Community Wealth Building and Social Value</li> <li>➤ Supporting care within the economy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Health</li> <li>➤ Footfall</li> <li>➤ Income Deprivation</li> <li>➤ Employment Deprivation</li> </ul>
<b>Physical and Digital Connectivity</b>	<ul style="list-style-type: none"> <li>➤ Develop a more accessible, affordable, and greener transport system that supports residents to access opportunities</li> <li>➤ Ensure the rollout of high-speed broadband across the borough and support residents and business to get online</li> <li>➤ Support residents to improve their digital skills and enable access to opportunities and services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Active travel network improvements</li> <li>➤ Affordable and Accessible Transport</li> <li>➤ Incentivising Active Behaviour Change</li> <li>➤ Flexible and Decarbonised Transport Solutions</li> <li>➤ Digital skills support</li> <li>➤ Get households online</li> <li>➤ Get communities connected</li> </ul>	<ul style="list-style-type: none"> <li>➤ Traffic Count</li> <li>➤ Average Download Speed</li> <li>➤ Gigabit Availability</li> <li>➤ Receiving over 30 mbps</li> <li>➤ Receiving under 10 mbps</li> </ul>

## Drivers for Change

For the Doncaster Economic Strategy 2030 to be successful, it is essential to recognise and respond to the wider drivers for change; nationally, regionally and locally. This can only be achieved by taking a collaborative approach with wider economic development partners and strategic opportunities. When Doncaster prospers, the benefits are enjoyed not just locally, but by the region and the nation more widely.

### National

On 2<sup>nd</sup> February 2022, the UK Government published its long-awaited policy paper “[Levelling Up the United Kingdom](#)”. Central to the Government’s plan for ‘Levelling Up’ was the establishment of 12 new missions across four broad areas:

- Boosting productivity and living standards by growing the private sector, especially those places where they are lagging
- Spreading opportunities and improving public services, especially in those areas where they are weakest
- Restoring a sense of community, local pride and belonging, especially in those places where they have been lost
- Empowering local leaders and communities, especially in those places lacking local agency

The Government’s Levelling Up agenda is influenced by the ‘Six Capitals’ thinking: Physical, Human, Intangible, Financial, Social, and Institutional.

The Levelling Up agenda is supported by other Government policies that aim to deliver economic prosperity across the nation. The Government’s “[Build Back Better: Our Plan for Growth](#)” outlines three core pillars of growth:

- Infrastructure
- Skills
- Innovation

The Doncaster Economic Strategy 2030 will address Doncaster’s approach to economic prosperity; placing a focus on each of these pillars across its three missions and priorities, and incorporating capitals thinking locally. Team Doncaster would welcome further investment and collaboration to deliver our Mission Projects.

### Regional

Whilst we hold many of the powers to influence our future within the borough, Doncaster is part of a broader, regional economic and political environment which provides opportunities for collaboration and investment.

#### *South Yorkshire Mayoral Combined Authority*

Doncaster is one of four core Local Authorities that comprise the South Yorkshire Mayoral Combined Authority, alongside Barnsley, Rotherham and Sheffield. Key to the success of the Mayoral Combined Authority is the delivery of its [Strategic Economic Plan](#) which has three overarching ambitions:

- **Growth:** Growing the economy and enhancing its strength and resilience
- **Inclusion:** Ensuring that everyone has a fair opportunity to contribute to and benefit from economic growth, that people have a greater stake in their economy, and that work is more closely linked to wellbeing and a decent life
- **Sustainability:** Driving low carbon, green and circular economy opportunities within the economy and delivering net-zero emissions and lower overall environmental impact

As a constituent member, Doncaster’s contribution to the Strategic Economic Plan is crucial. The Doncaster Economic Strategy 2030 clearly sets out our local contribution to regional growth, inclusion and sustainability.

The Mayoral Combined Authority provides unique devolved funding, namely ‘Gainshare’, which will be vital to deliver place-based interventions, as well as look collaboratively at regional interventions in areas such as employment and business support. The Strategic Economic Plan outlines seven priority themes for investment:

- Vibrant and Resilient Places
- Clean Energy and Net Zero
- A Digital Revolution
- Innovation, Enterprise and Growth
- Transport and Mobility
- Land, Housing and Built Environment
- Skills, Education and Employment

This strategy will lead actions prime for investment that can deliver against these themes. Collaboration will be vital to achieve the aims of South Yorkshire and Doncaster. This strategy will seek to identify how Doncaster's local economic priorities align with the local economic plans of our South Yorkshire neighbours. Through this we can explore opportunities to collaborate and scale up interventions to support the regional economy.

The South Yorkshire Local Enterprise Partnership sets the strategic direction for the South Yorkshire region, and its key advisory role is critical to help deliver for Doncaster’s economy and vice-versa.

### ***South Yorkshire Integrated Care Board***

Integrated Care Boards bring stakeholders together to collectively deliver health and care services that meet the needs of the local population, and have existed on a statutory basis in England since 1st July 2022. Prior to this, South Yorkshire and Bassetlaw already had an established board. However, a new South Yorkshire Integrated Care Board will establish key place-based partnerships for the delivery of integrated services across localities in health. It is vital that wider economic opportunities are brought to the attention of the Integrated Care Board as it develops, to drive economic activity that can reduce health inequalities.

### ***Wider Partnerships***

Partnerships across South Yorkshire are important, but so too are those across the Yorkshire and Humber region and beyond, to help drive collaboration, share best practice and lobby collectively on key issues, including powers and actions for economic development. These partnerships include:

- Yorkshire and Humber Councils
- Northern Powerhouse
- People’s Powerhouse
- Key Cities Network

### **Local**

In September 2021, Team Doncaster launched [Doncaster Delivering Together](#), a long-term Borough Strategy that marked a significant change of gear in the collective effort to improve wellbeing across the borough. It has one central mission - ***thriving people, places and planet.***

The Strategy’s Wellbeing Wheel shows our six long-term goals – ‘beacons’ that we are working towards to improve wellbeing. Collectively, they represent a whole systems approach to achieving change.

Goals are all very well, but people need to know how they can be achieved. Our ‘Great 8’ priorities will drive our work and



actions, to meet the six long term goals within our Wellbeing Wheel that we need to deliver for Doncaster over the next ten years.



Doncaster Delivering Together is supported by a number of [key supporting strategies](#). The Doncaster Economic Strategy 2030 is just one of these. Each second-tier strategy is consistent with and complementary to the Borough Strategy, as well as to each other.

To ensure high-level strategies meet the needs of local people, through ‘local solutions for local people’, Locality Plans have been developed. As we move further towards locality-based working, we have created four dedicated Locality Plans for each area of Doncaster: North, East, South and Central, which outline the priority areas for improvement over the next 12 months. In essence, the Locality Plans are designed to bring the aspirations and ideas of those within each community to life, to continue to improve the lives of those who live, work and visit each area.

The local delivery of strategy is supported by key documents at a regional level, namely the South Yorkshire Mayoral Combined Authorities Strategic Economic Plan, and the South Yorkshire Integrated Care Strategic Plan.





## Doncaster's Economy

From a traditional economic perspective, Doncaster has a growing, but still underperforming economy. A snapshot of our economy is outlined below:

**Number of Residents:** 308,300 (Office for National Statistics, Census, 2021)

**Total Gross Domestic Product:** £6.74bn per annum - 8th Largest in Yorkshire and Humber (Office for National Statistics, Regional Gross Domestic Product, May 2022)

**Gross Value Added per hour worked:** £28.40 (Office for National Statistics, Subregional productivity in the UK, July 2022)

**Total Employment:** 135,000 residents - 70.3% residents aged 16-64 (Office for National Statistics, Regional Labour Market Data, October 2022)

**Employment by Sector:** Top 5 broad sectors groups by employee jobs (NOMIS, Employee Jobs by Industry, 2021)

- Human Health and Social Work - 22,000 jobs
- Wholesale and Retail Trade - 18,000 jobs
- Transportation and Storage - 16,000 jobs
- Manufacturing - 11,000 jobs
- Education - 11,000 jobs

**Median Weekly Gross Pay:** £494.20 (Office for National Statistics, Earnings and hours worked by Local Authority, October 2022)

Traditional economic metrics are just one aspect of a successful economy. Doncaster's economic success should also be measured by its ability to improve the wellbeing of people, places and planet, such as:

**CO2 Emissions per head:** 5.5 Tonnes (Department for Business, Energy & Industrial Strategy, UK Local Authority and Regional Greenhouse Gas Emissions, 2022)

**Healthy Life Expectancy:** Males 57.4 years, Females 56.1 years (Office for Health Improvement & Disparities, Public Health Outcomes Framework, 2022)

**Level 3 Qualifications:** 46.2% of 19 year olds (Department for Education, Level 2 and 3 Attainment by Young People Aged 16 to 25 in 2021, 2022)

**Relative Deprivation:** 41/317 most deprived Local Authority in England (Department for Levelling Up, Housing and Communities, 2019, English Indices of Deprivation, 2019)

More information on the state of the borough can be found on the [Team Doncaster Data Observatory](#).

To support the production of the Doncaster Economic Strategy 2030, a report, produced by Ortus Economic Research and Kada Research, was commissioned. The report will be available for public viewing on the Team Doncaster Data Observatory and outlines further economic data and detailed analysis.

The [South Yorkshire Mayoral Combined Authority Data Intelligence Hub](#) outlines further information and data for the regional economy, including comparisons.

## Economic Challenges

Doncaster has seen considerable change since the launch of our Inclusive Growth Strategy 2018-2021. Progress has been made across Doncaster's economy through game changing programmes, infrastructure projects and development within our localities. However, as highlighted in the data above and during the Doncaster Economic Strategy 2030 engagement, we continue to face a number of long-term challenges, which affect our ability to develop thriving people, places and planet. These challenges are summarised below:

### *Living Standards*

- There are low employment rates across the borough. People face barriers to accessing opportunities including inflexible recruitment practices, lack of affordable transport, low skills attainment, poor health and unsuitable employment support
- There is a high proportion of people living in poverty across the borough and the current cost of living crisis is making this worse
- There are long-standing socio-economic injustices that create additional barriers for some residents
- Inequalities and deprivation are felt differently across our local areas, demographics and communities

In short, too many people are excluded from reaching their potential in the economy, without the income or flexibility to secure higher living standards, resulting in people and places being left behind.

### *Resilience and Productivity*

- Poor health is hindering the potential of people and businesses by limiting economic opportunities
- Doncaster's sectoral base is concentrated in traditionally less resilient areas, meaning the local economy is more reactive to national and international economic downturns
- Doncaster has a lack of research and development organisations located within the borough, and currently underdeveloped relationships with research institutions regionally and nationally
- Doncaster's City Centre and local town centres are underutilised, with empty units and low footfall which is still below pre-Covid levels

In short, Doncaster's economy is not resilient or productive enough and not helping the whole borough reach its potential

### *Climate and Biodiversity Crisis*

- Doncaster is at the forefront of the climate and biodiversity crisis and in recent years has experienced devastating floods and wildfire, affecting communities, businesses and the environment
- Our recent approach to economic development has focused on practices that use up resources without replenishing or recycling them which has caused friction with our net-zero targets
- Current climate action support has not led to overwhelming business uptake
- There is a clear need for a just 'green' transition. Without equity being a key principle, there is a risk that decarbonisation will exacerbate existing inequalities

In short, if ignored, the climate and biodiversity crisis will prevent Doncaster from achieving its potential.

# Doncaster's Economic Opportunities

## A New Approach

The challenges outlined are complex, multi-faceted and long-standing, with no simple solution or 'quick fix.' Therefore, addressing them requires a multi-partnership approach to change, it will require sustained commitment and action from all of Team Doncaster. Central to this is the need for a new approach to the economy – one that tackles our systemic challenges, looks to provide opportunities and that moves from beyond mere considerations of productivity to one that takes account of wellbeing more broadly.

### *Doncaster's Regenerative and Inclusive Economy*

Doncaster Delivering Together outlined our ambition to transition towards a wellbeing economy. During the development of the strategy, alongside stakeholders, this ambition was developed to make sure it met local needs, addressed our challenges, but equally responded to our strengths. This led to our local wellbeing economy needing to be **regenerative** and **inclusive**. In practice but also as a mindset.

**A Regenerative Economy...** means moving away from economic models that seek to 'extract' value from people, places and planet to deliver endless growth with no regard for the consequences. Instead, a regenerative economy should unlock the potential for wider positive contributions for people, places, and planet. It recognises that the economy is part of a wider system, and its role should be to help support development within that. **Regenerative economics does not just look to limit negative impacts, it aims to improve the wellbeing of people, places, and the planet in a way that is sustainable for current and future generations.**

**An Inclusive Economy... is one in which there is shared prosperity and widespread access to opportunities, including and especially for those facing the greatest barriers to advancing their wellbeing.** It recognises that there are different structural challenges facing different people and communities that the economy needs to take a stronger role in addressing. This rejects the myth that prosperity will eventually trickle down to everyone. It emphasises participation and equity.

### *Doncaster's Approach to Economic Growth*

Being regenerative and inclusive marks a step change for the borough and how Doncaster views its local economy. As highlighted in the definitions, it takes a different approach to what success looks like and therefore what we mean by growth.

The success of an economy tends to be measured by how much it produces and how much people consume. This lends itself to more extractive development, which in turns exacerbates some of the wider problems Doncaster faces. This definition of economic success values economic growth as the ultimate aim for any economy, with little regard for who that economic growth benefits or how it impacts the planet.

Economic growth does not automatically improve the wellbeing of people, places, and planet. To develop Doncaster's regenerative and inclusive economy, it will be necessary to take a more holistic view of economic success. This means measuring the value of economic growth by the extent to which it increases the wellbeing of people, places, and planet.

It will be important to explore the potential to develop a broader set of metrics that goes beyond a measure of our Gross Domestic Product. This is not to say that we do not want to see progress within those traditional 'success' measures, but it is about measuring more of the right things, in the right ways. To this extent, it is about aiming for **Good Growth**.

### *Good Growth... is Healthy & Compassionate*

The Covid-19 pandemic has highlighted that the economy and health are not in competition with each other; they are mutually supporting. It has demonstrated beyond doubt that health resilience at all levels is vital to the functioning of our economy, and that the economy is vital to health resilience. We need to see health as the new wealth.

Healthy Economy = economic benefits of health ↔ health benefits of the economy

Access to high quality healthcare is essential for the health and wellbeing of residents but it is not lack of healthcare that leads people to become ill in the first place: it is the conditions in which people live and work. Partners across Doncaster can and should be responsible actors in improving the conditions in which people live and work, and can as a result be forces for good in creating greater health equity. This collective responsibility to improve the social conditions for better health and wellbeing of people in Doncaster is at the core of our local [Compassionate Approach](#) which seeks to reduce stigma, practice 'no judgement', and invest in prevention.

One of the key measures of the value of economic growth is the extent to which it improves the health and wellbeing of Doncaster's residents. This is part of the broader regenerative approach to the economy that seeks not just to 'do no harm' but to go further and unlock potential for positive contributions that improve the health and wellbeing of residents in a sustainable way. As such, a regenerative and inclusive economy must value 'good growth' that prioritises the health and wellbeing of Doncaster's residents.

### ***Good Growth... Tackles Climate Change***

Many current economic models continuously 'extract' natural capital from the Earth, create waste, and generate carbon emissions in the pursuit of endless growth. This linear approach to natural capital is harmful to the wellbeing of people, places, and planet and should be avoided in Doncaster if we are to meet our net zero ambitions set out in Doncaster Delivering Together. Instead, Doncaster should pursue a model of 'good growth' and development that tackles challenges like climate change, biodiversity loss, waste, and pollution.

This approach acknowledges the value of nature in improving overall wellbeing, through outputs like improved air quality and access to green spaces. It will be vital to protect and grow natural capital as part of a thriving economy that is circular and regenerative, that benefits everyone within the limits of our planet.

### ***Good Growth... is Fair & Inclusive***

To measure the value of growth by the extent to which it increases the wellbeing of people, places, and planet, we must consider how the benefits of that growth are distributed. Economic growth does not automatically improve the standard of living for all people and the benefits of growth are not currently being felt by all residents in Doncaster. It has left people behind.

Some residents will have greater barriers to accessing the benefits of economic growth than others. These structural barriers have been exacerbated by the Covid-19 pandemic and the cost of living crisis. Removing barriers for people to access economic opportunities and tackling inequalities, whilst intrinsically valuable for the wellbeing of residents, will also have a positive impact on driving good growth by creating a more resilient and inclusive economy.

### ***Good Growth... supports the needs of local communities***

Just as growth does not automatically improve the wellbeing of all residents, it also does not automatically support thriving communities across the borough. It will be important to ensure that economic growth also supports the needs of our local communities. This will include the continued support of 'community wealth building' to ensure that wealth created in Doncaster is not extracted but is invested back into the local economy to support local people and places. For example, by offering employment and skills development opportunities to local people or supporting improvements to the local environment.

This will be supported by the localities model and regenerative neighbourhoods which will help support local communities to come together to participate and influence decision making that will support their communities to thrive.

## Industry

Central to driving forward this change is to generate more highly valued, highly skilled economic activity that stimulates the innovation required to create thriving people, places and planet. This will need us to focus in on key industries that can drive our good growth model and economic development. But as highlighted with our economic challenges, work needs to be undertaken over the duration of this strategy to build and expand upon this focus.

Doncaster's Inclusive Growth Strategy 2018-2021 identified a number of industries with an established and future base for inclusive growth. Analysis led by Ortus Economic Research and Kada Research\* reevaluated these Industry Specialisms, but with a wider view to incorporate those sectors that are foundational, aspirational, and strength-based, and a wider assessment of these in terms of their contribution to good growth:

Strength-based	Aspirational	Foundational
<p><i>Sectors with a high employment and business base compared to national averages</i></p> <ul style="list-style-type: none"> <li>➤ Advanced Engineering and Technology</li> <li>➤ Mobility, including a particular specialism in Rail</li> <li>➤ Advanced Materials</li> </ul>	<p><i>Sectors we want to strive for because they have the potential to provide employment opportunities across the borough</i></p> <ul style="list-style-type: none"> <li>➤ Creative and Digital, including Culture more broadly</li> <li>➤ Green Technology</li> </ul>	<p><i>Sectors that are vital for community cohesion and wider wellbeing</i></p> <ul style="list-style-type: none"> <li>➤ Health and Care</li> <li>➤ Support and Professional Services</li> </ul>

\* This report can be found on the Team Doncaster Data Observatory.

Focusing in on these specialisms provides an opportunity to accelerate good growth and stimulate wider industry-led innovation. It is vital to build on the current economic assets and fantastic work going on across Doncaster's economy.

## Talent

In addition to a keen focus on industry, our approach to talent development is likewise critical to the success of our economy. The Talent and Innovation Ecosystem set out in the Education and Skills 2030 is a major economic opportunity for Doncaster.



The Ecosystem model represents a whole-system approach involving partners from across and outside of education and skills to deliver:

- Learning for the real world, by collaborating on meeting real-world design and commercial challenges
- Education to employment through hybrid learning, making available informal and formal, traditional and non-traditional, academic and vocational learning opportunities
- Learning coordinated by local experts, through establishing local partnerships

This creates a different lens for skills development, one that is rooted across a person's life course, but linked to the current and future needs of business. Unlocking this skills pipeline is vital to transform Doncaster's economy and the Mission Priorities that will be presented.

To help drive this education and skills transformation, five **Centres of Excellence** were introduced to focus the partnerships and systems changed required:

- Health and Care
- Engineering
- Creative and Digital
- Green Technology
- Culture

## Integrating Industry and Talent

Industry Specialisms, alongside the Centres of Excellence, represent two different but overlapping sets of priorities. On a practical level, **Talent** and **Industry** need to be working together – this is vital to the ambitions of both the Talent and Innovation Ecosystem and a regenerative and inclusive economy. They are two sides of the same coin.

Central to the integration of talent and industry is seeing both elements as the key drivers of the conditions required to achieve our overarching borough mission. To prioritise change, these will be focused on Key Sectors of Opportunity, based upon our Industry Specialisms, which are priority areas for economic development, inward investment, business support and talent development.

### Key Sectors of Opportunity:

- Health & Care
- Engineering & Manufacturing
- Creative & Digital
- Culture

Based on the Industry Specialism analysis, the above areas of opportunity will play different but complimentary roles in achieving our aspirations. Within the Sectors of Opportunity are a number of 'niches' which offer the opportunity for highly productive and innovation-led growth. This approach acknowledges the need to focus talent development and industry support around the niches that are of particular relevance to Doncaster's economy, but which may change over time. These niches can work across multiple sectors. For example, Green Tech presents opportunities for engineering, materials, health and care, creative and digital, all aligned to market development in the area of green technology.



There are a number of key characteristics which unite these Key Sectors of Opportunity, including that:

- They are articulated by a joint prospectus that showcases the offer and support from local and regional partners
- They include a hybrid higher and further education offer, ensuring a focus on lifelong learning
- They are developed in partnership with local industry and employers, and learning providers
- They support a mixture of specific skills for industry progression and key transferable skills for the borough
- Each is supported by a physical presence that promotes the co-location of Talent and Industry where possible
- They work collectively to drive innovation in each of the Sectors by exchanging knowledge and working together on opportunities
- They have equity at their heart to drive down inequalities

Harnessing these Sectors of Opportunity requires integrating delivery of our Education and Skills Strategy with our economic Mission Priorities. Driving greater innovation and knowledge dissemination between Key Sectors of Opportunity will be key to their success. Long term, this will require creating a network across these key sectors.

## Fairness and Inclusion

Doncaster Delivering Together outlined the need to create a Fair and Inclusive Doncaster. This is central to Doncaster's concept of good growth. Work to create a Fair and Inclusive Doncaster provides a unique opportunity for a regenerative and inclusive economy, in particular:

**Wellbeing Essentials:** Better wellbeing requires solid foundations. We all need to have our basic needs met before we can have the chance to thrive, and the economy cannot reach its potential to flourish when there are inequalities between people and communities. Doncaster Delivering Together outlined a number of potential 'Wellbeing Essentials', for example – income for a good standard of living, employment opportunities, and social equity. These are key target areas for Team Doncaster and partnership working.

**Equitable Approach:** Improving the wellbeing of all residents in Doncaster will require an equitable approach whereby those who experience the greatest barriers to establishing a solid foundation of wellbeing essentials are supported to remove those barriers and give them an equal chance at advancing their wellbeing.

Doncaster's Health and Wellbeing Board has instructed an independent **Fairness and Wellbeing Commission**, chaired by Rt Hon Dame Rosie Winterton DBE MP, to produce a report with clear areas of focus to improve wellbeing for residents. It will receive evidence and consider real-life experiences of people who live and work here to produce a series of findings that will inform our medium and long-term approach to shape a borough of reduced inequalities, increased capabilities and social mobility. The recommendations that emerge from the commission will be embedded into the delivery of the Economic Strategy.

## Wider Economic Opportunities

As well as integrating talent development with the growth of our industrial specialisms, we must also recognise and build on our wider assets:

- **Foundational Economy:** The 'everyday' economy that provides the essential goods and services on which every resident relies upon and is critical for good living standards. It is not just a key employer in Doncaster, but as highlighted by Covid-19 is critical for our people and places and delivers real benefit for local communities.
- **Location:** Doncaster's geographical location within the United Kingdom is unrivalled, lying at the gateway to the North:
  - Situated at the heart of the motorway network, 87% of the UK population is reachable in a four hour's drive time.
  - The East Coast Main Line links Doncaster by rail to the whole of the UK and into Europe (London - 88 mins, Manchester 80 mins, Newcastle - 83 mins, Birmingham - 88 mins, Edinburgh - 178mins).
  - Our iPort boasts a first-class rail freight facility which handles deep sea containers and links directly to the Humber Ports.
  - Although its future is currently uncertain, Doncaster Sheffield Airport handles around 1 million passengers a year, with the airport also benefitting from first-class cargo facilities. A regional airport is vital for our connectivity and economy, and Doncaster is committed to the long-term future of the airport, including the option to pursue a Compulsory Purchase Order if necessary to ensure we have a growing aviation hub.
- **City Status:** The granting of city status provides an opportunity to enhance Doncaster's profile externally and create increased confidence locally. It also provides access to further city-based networks in which Doncaster can use to create new partnerships and collaborations.

## An Economy for Thriving People, Places and Planet

Doncaster will harness the aforementioned opportunities to deliver three core Economic Missions for the benefit of *Thriving People, Places and Planet*.

### Our 2030 Economic Missions



By 2030, we aspire to have an economy that improves the living standards for all and that leaves no **PEOPLE** behind



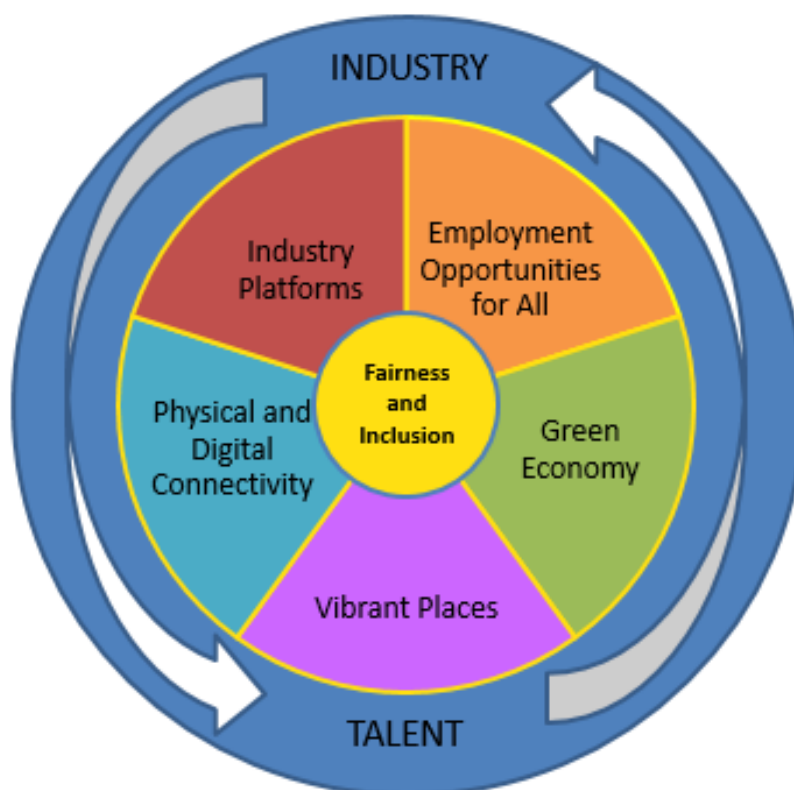
By 2030, we aspire to have a more resilient, productive economy across all **PLACES**



By 2030, we aspire to have a greener, regenerative economy that restores and enhances our **PLANET**

### Our 2030 Mission Priorities

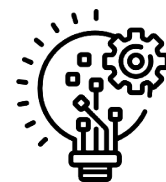
To drive forward our three Economic Missions, five Mission Priorities have been identified. Each priority has key aims that summarise the intent and Mission Projects to help drive change. These Projects are not exhaustive and must respond to current opportunities as well as starting our future journey. These priorities will not be seen as siloed, but rather as overlapping areas of focus that work in conjunction with each other. The three opportunities presented earlier are key and cross-cutting for each of the priorities: **Industry, Talent, and Fairness and Inclusion**.



**Measuring Success:** To determine whether the strategy is making progress towards a regenerative and inclusive future, each Mission Priority has outlined the metrics we will measure. These metrics may change over time, as more appropriate indicators are developed, and will be supplemented with lived experience to understand the wellbeing improvements of people, places and planet.



## Industry Platforms



### About this Mission Priority

Doncaster's economy has been growing over the past ten years (albeit from a low starting base), with the rate of growth of Gross Domestic Product placing Doncaster within the top performers within the region. Despite this, prosperity has not reached all people and places in Doncaster.

A key opportunity for Doncaster's economy is integrating our Industry Specialisms, with our approach to Talent across Key Sectors of Opportunity. These will be focused across: **Engineering & Manufacturing, Creative & Digital, Health & Care, and Culture**. Underneath these, niche areas will help drive specialised support and development. These may change over time but currently focus in on: **Rail, Green Tech, Future Mobility, and Advanced Materials**. These sectors

#### Case Study – Creating Platforms

Doncaster's City Centre is leading the way in creating the conditions for Industry Platforms. Doncaster's £24.8m Towns Deal is looking to stimulate the conditions for inward investment, business expansion and further investment by investing in a state of the art, net zero office building and surrounding public realm. Creating the right infrastructure to drive collaboration at the City Gateway will open up the potential for key businesses to locate together to create clusters.

need to be prioritised to help with wider wellbeing through developing an ecosystem of talent, business support and spatial development. We need to create the platforms for those industries to support good growth and work alongside the Education and Skills 2030 Strategy.

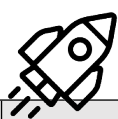
Driving the creation of platforms requires the development of the right partnerships across the system. The integration of Industry and Talent is integral to develop the current and future skills pipeline. Doncaster faces critical challenges across both the supply and demand for skills. Many of the skills required to grow our industry base are not currently located within the borough, and where people have specific skills, there are not always the right jobs available locally. There is also the need to accelerate the development and acceptance of cross-transferable skills to help drive new thinking. Research and development is a key driver for local economies. Doncaster does not have the established research and development institutions or relationships to drive innovation. Work has been undertaken to partner with regional and national universities but

linking in industry with these opportunities is crucial. Finally, Doncaster has created the start of a great business community, that can be expanded for the greater good of business but also people, places and planet. Further collaboration can help generate ideas, find solutions and achieve common goals.

However, a successful platform needs more than just partnerships, but the support and conditions for progress. This means fulfilling our role in Team Doncaster as 'system gardeners' by providing support to foster entrepreneurship and start-ups, economic gardening for small and medium enterprise, and bringing in the right businesses who not only want to locate in Doncaster, but also want to invest in its people and places. This prospectus of support is key to prioritise opportunities to support our key sectors and the niches within them.

Central to Industry Platforms is creating the right clustering effect to drive business, research and skills collaboration, but also healthy competition to drive innovation. There are advantages in clustering similar businesses and activity together, to encourage collaboration, create a sense of community and develop a magnetising effect which draws in other businesses. This aspiration should be expanded to include co-location of learning and talent development, as well as the key socio-economic drivers the economy influences and vice-versa. Doncaster has key innovation and employment sites such as our City Centre, Unity and GatewayEast (alongside a commercially successful airport), primed for clustering. Our work will not stop with creating Industry Platforms. Long term these areas should be working together, transitioning towards a cohesive network for mutual benefit.

### Our Mission Priority Key Aims



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

## Mission Projects

Mission Project	Transformational Actions
<b>Establishing ecosystems</b>	<ul style="list-style-type: none"> <li>➤ Bring Industry and Industry together through:               <ul style="list-style-type: none"> <li>○ Continuing with Business Doncaster and Doncaster Chamber events such as the Business Showcase and Business Conference respectively</li> <li>○ Creating a business directory with open access for businesses detailing location, sector, industry expertise etc</li> <li>○ Promoting the dissemination of knowledge, technology and innovation across different industries through forum networks</li> <li>○ Mapping out local supply chains for industry development, linking local businesses within and identifying gaps for new businesses to emerge or inward investment targeting</li> </ul> </li> <li>➤ Encourage industry-driven Research and Development through:               <ul style="list-style-type: none"> <li>○ Engaging regional academic partners to support our Key Sectors of Opportunity</li> <li>○ Creating industry and further and higher education foundation partnerships to create opportunities, such as linking entrepreneurs within Universities with local businesses and businesses with research knowledge to unlock challenges</li> </ul> </li> <li>➤ Strengthen Industry and Talent relationships through:               <ul style="list-style-type: none"> <li>○ Bringing together services to develop the current and future talent pipeline such as education and training providers to ensure provision is aligned with industry needs through concepts such as creating micro-credentials</li> </ul> </li> <li>➤ Create innovation hubs to bring all stakeholders in the ecosystem together to create opportunities for collaboration and sector focussed applied research</li> <li>➤ Bring Sectors together to create a wider network of learning</li> </ul>
<b>Developing our Innovation Sites</b>	<ul style="list-style-type: none"> <li>➤ Deliver our Levelling Up Round 1 Programme to remediate the Waterfront, unlocking its capability for development</li> <li>➤ Pitch for the major capital investments required for ecosystemic innovation such as:               <ul style="list-style-type: none"> <li>○ A New Teaching and Research Hospital</li> <li>○ AMRC Doncaster</li> <li>○ Film Studios</li> </ul> </li> <li>➤ Develop a more diverse property offer in key locations to foster incubation spaces and co-working. A key first step is delivering our Doncaster Town Deal and our City Gateway Multi-Use Building project</li> <li>➤ Work with private developers to focus in on our strategic Key Sectors of Opportunity on our key innovation and employment sites</li> <li>➤ Identify talent co-location opportunities with industry and the key facilities required to support them</li> </ul>
<b>Business Development / Economic Gardening</b>	<ul style="list-style-type: none"> <li>➤ Provide support to help people to start a business, become self-employed or assisting existing micro businesses to develop and grow through our Launchpad programme</li> <li>➤ Continue to attract inward investment into Doncaster through targeted business support such as property searches and site marketing</li> <li>➤ Support the scale up of local businesses through our ScaleUp 360 programme</li> <li>➤ Linking businesses in with regional support offered at the South Yorkshire Growth Hub</li> <li>➤ Undertake a review of the support landscape to target areas of support need</li> <li>➤ Match businesses with local business support to stimulate supporting services</li> <li>➤ Business development support should match our socially-conscious business Mission Project for Employment Opportunities for All</li> </ul>
<b>Financing</b>	<ul style="list-style-type: none"> <li>➤ Explore alternative models to finance and ways to implement the right models, especially cross-regionally to support both the local and regional economy</li> <li>➤ Better link businesses with external funding opportunities and financing options</li> </ul>

## Mission Metrics

To measure the success of Industry Platforms, various Mission Metrics have been identified that will be monitored, alongside the lived experience of Doncaster to demonstrate change.

- By 2030, Doncaster will look to be performing at least equal to the regional average across a number of Industry Platforms Mission Metrics:
  - Economic Size
  - Economic Output
  - Higher-Level Occupations
  - Knowledge Intensive Businesses
  - Business Density
- By 2030, Doncaster's strength-based and aspirational Industry Specialisms within our Key Sectors of Opportunity will expand, to deliver more high value jobs and businesses

## Delivering Doncaster's Wellbeing Goals



## Employment Opportunities for All



### About this Mission Priority

Doncaster Delivering Together, highlights the need to create employment opportunities for all that benefit residents and businesses. The challenge is not simply to increase the number of employment opportunities available, but also to ensure that those opportunities are accessible, inclusive, and have a positive impact on the wellbeing of people, places, and planet. They must improve living standards and support all residents to live fulfilling lives. This also needs to respond to the recruitment and retention challenges faced by businesses, now and in the future.

#### Case Study – Working Win

Working Win supports people who have a health condition to find and stay in employment, with more than 5,200 residents across South Yorkshire being supported. It takes a different approach by providing:

- One-to-one support
- A qualified team of Health & Wellbeing Coaches
- Access to a free Health & Wellbeing package
- Access to debt, benefit, and employment law support from Citizens Advice

To ensure all residents have equitable access to employment opportunities that allows them to reach their potential, they must be able to access suitable support. This employment support should be inclusive, accessible, and person-centred. A Compassionate Approach to Employment will be developed, building on best practice examples (such as Working Win) and [Doncaster’s Compassionate Approach](#) principles. This will take a stigma-free, socially conscious approach to employment that aims to provide equitable and inclusive employment support for Doncaster’s residents. To further support employment opportunities for residents, and to address recruitment and retention challenges faced by businesses, it will be vital to support organisations across Doncaster to implement more flexible and inclusive recruitment practices.

Organisations across Doncaster can and should be responsible actors in improving the conditions in which people live and work. The Marmot Review for Industry provides evidence of how businesses affect our health, and what they can do to improve health equity. Drawing from these recommendations, and existing best practice in Doncaster, there is

an opportunity to develop an approach to employment and socially conscious business practices that will support the wellbeing of people, places and planet.

It will be vital to encourage and support Doncaster’s employers to provide employment opportunities that are inclusive, accessible, healthy and compassionate. This will include, but is not limited to, paying a Real Living Wage, fairer hours and contracts, flexible working (e.g. four-day working week), healthy working conditions, and employee representation in decision making. This will also involve providing accessible opportunities for learning, reskilling, and progression for employees of all ages. Inclusive and equitable access to these employment opportunities will benefit residents by advancing their health and wellbeing, but it will also benefit employers as they will have a healthier workforce that are more resilient and productive.

Team Doncaster’s ambition is to encourage and support more organisations across Doncaster to deliver socially conscious business practices that benefit people, places and planet, as well as having a positive impact on Doncaster’s businesses and economy. Organisations can positively affect the wellbeing of residents and local communities through the products and services they provide, by investing back into local communities, and through partnerships and procurement. Socially conscious organisations must also commit to limiting their carbon emissions and work together to tackle climate change. These socially conscious business practices will be essential in the development of a regenerative and inclusive economy.

### Our Mission Priority Key Aims



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

## Mission Projects

Mission Projects	Transformational Actions
Doncaster's Compassionate Approach to Employment Support	<ul style="list-style-type: none"> <li>➤ Continue to deliver employment support programmes such as Working Win and the Advance Programme</li> <li>➤ Work with key stakeholders to develop a Compassionate Approach to Employment Support, building on the principles developed by Doncaster Council's Public Health team</li> <li>➤ Support the delivery of Doncaster's Compassionate Approach to Employment Support and integrate within current programmes where possible</li> <li>➤ Utilise Employment Hubs and Youth Hubs to deliver inclusive and accessible employment and skills support, maximising the potential of these hubs by linking them to Industry Platforms</li> <li>➤ Support residents to be employment ready, including transferable/soft skills</li> <li>➤ Expand opportunities for multiple pathways to employment (e.g. apprenticeships), ensuring parity of esteem between vocational and academic pathways in partnership with Industry Platforms</li> <li>➤ Undertake an employment support outreach programme for different communities in Doncaster</li> </ul>
Inclusive, accessible, fit for purpose recruitment practices	<ul style="list-style-type: none"> <li>➤ Undertake a campaign to promote employment opportunities in our key sectors</li> <li>➤ Develop relationships between employers and education settings whereby employers can raise awareness and provide opportunities for industry-driven career pathways to local employment – The Doncaster Promise will be a key delivery mechanism</li> <li>➤ Support organisations across Doncaster to implement more flexible and inclusive recruitment practices, focusing in on: <ul style="list-style-type: none"> <li>○ Supporting values-based recruitment and models to implement</li> <li>○ Supporting alternative forms of learning accreditation – such as Learner Profiles and micro-credentialing</li> <li>○ Removing any unnecessary stages to recruitment processes by only assessing skills that are relevant to the role</li> </ul> </li> </ul>
Employment opportunities for all that are inclusive and support health & wellbeing	<ul style="list-style-type: none"> <li>➤ Work with organisations to develop more inclusive workplace practices that provide opportunities to residents who may face additional barriers to accessing employment. Linking with actions around recruitment. Areas for action will include: <ul style="list-style-type: none"> <li>○ Working with our local prisons to develop inclusive workplaces to provide employment opportunities to prison leavers</li> <li>○ Encourage organisations to engage with training to improve their workplace practices for employees with Special Educational Needs and Disabilities</li> </ul> </li> <li>➤ Encourage organisations to provide more opportunities for workplace training and progression opportunities for people of all ages – including apprenticeships</li> <li>➤ Ensure organisations are supported to adopt these practices, particularly SMEs</li> </ul>
Develop socially conscious organisations across Doncaster	<ul style="list-style-type: none"> <li>➤ Develop Doncaster's framework for socially conscious business practices that have a positive impact on people, places, and planet. This will be developed drawing from best practice across the borough, as well as existing frameworks, such as: <ul style="list-style-type: none"> <li>○ <b>The Good Business Charter</b></li> <li>○ <b>Marmot Review for Industry</b></li> </ul> </li> <li>➤ Create a network of organisations that can share best practice and support each other to embed socially conscious business practices – with particular support for SMEs</li> <li>➤ Create a pilot project which supports the growth of the Foundational Economy to implement living wage, skills progression, and adoption of new business processes to support business growth across Doncaster</li> <li>➤ Support organisations to champion alternative models of ownership, e.g. supporting the growth of employee and worker ownership through the South Yorkshire Ownership Hub</li> <li>➤ Create business and community partnerships for tangible corporate social responsibility, for example working with Get Doncaster Moving to link local businesses with community grants to increase the social impact of sporting events</li> </ul>

## Mission Metrics

To measure the success of Employment Opportunities for All, various Mission Metrics have been identified that will be monitored, alongside the lived experience of Doncaster to demonstrate change. By 2030, Doncaster will look to be performing at least equal to the regional average across a number of Employment Opportunities for All Mission Metrics:

- Employment
- Claimant Count
- Economically Inactive
- Wages
- Real Living Wage
- Earnings Inequality
- Poverty

## Delivering Doncaster's Wellbeing



## Green Economy

### About this Mission Priority



Doncaster, like many areas across the country, is responding to the Climate and Biodiversity crisis which presents one of, if not the, biggest challenge the current and future generations face. In 2019, Team Doncaster declared a Climate and Biodiversity emergency, and set out our local ambition to be carbon neutral by 2040, with an 85% reduction by 2030.

#### Case Study – Mainstreaming Sustainability

Doncaster already has some great businesses leading the way towards a Green Economy. SYNETIQ have launched a sustainability strategy, 'Our Road to Tomorrow', focussed on growing green parts usage in automotive repairs and putting sustainability at the heart of their operations. Key to this has been Carbon Literacy training and the electrifying of the delivery fleet.

The economy, our industries and commerce will have a vital role at the forefront of this ambition. But the ambition also presents an opportunity for Doncaster to develop a greener economy that is circular by design. Doncaster is well placed to capitalise on emerging green sector opportunities, and become a leader nationally, with a strong current business base and unrivalled connectivity. Sector specific opportunities should be targeted, such as within hydrogen production and storage, building on our solar energy generation and focusing in on the green technologies, innovation and skills required to decarbonise our existing industries, such as within rail, construction and engineering.

To fully exploit and create a green economy, we need to support businesses, industries and communities to decarbonise, develop an economy with circular processes and become more resilient to global challenges such as energy prices. In an economy that's circular, we look to stop waste from being produced in the first place, but in a way that

also looks to address systematic challenges. This is wrapped around three principles: eliminating waste and pollution, circulating products and materials at their highest value, and regenerating nature. It can give us the power to grow prosperity, jobs and resilience while cutting greenhouse gas emissions, waste and pollution. This should be targeted towards our key industries and towards developing a local supply chain. But this also must be seen and felt by local people. Taking this approach across our communities give us an opportunity and lens to address the lack of equity within our local economy by working to ensure local communities benefit from the social, environmental, and economic impacts of a more 'circular' economy. Doncaster's Regenerative Neighbourhoods model provides the seeds for a local and equitable approach. It not only outlines a vision for the future but can have tangible impacts to support residents through the cost of living crisis.

We are living through, not just a climate crisis, but also a biodiversity crisis. Doncaster's Green Economy will provide parity of esteem between the natural environment and built environment and contribute to the delivery of the Local Nature Recovery Strategy. Doncaster has a high amount of farmland, internationally rare lowland peatland and various UK priority habitats, however over half of South Yorkshire's natural capital is estimated to be in poor condition and therefore not delivering for biodiversity. This provides the challenge to protect and restore our natural environment but also creates key opportunities for a Green Economy. The value of the benefits provided by natural capital across Doncaster is £131 million per annum. These opportunities will be explored in more detail but Doncaster's makeup allows for a focus to build on our farming base and stimulate new farming techniques and technologies, creating sustainable food networks, and exploring nature tourism.

### Our Mission Priority Key Aims



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

## Mission Projects

Mission Project	Transformational Actions
<b>Developing Green Sector Specialisms</b>	<ul style="list-style-type: none"> <li>➤ Accelerate a focus on low carbon energy generation and storage through initiatives such as building local Hydrogen Hub infrastructure and expansion of our solar base</li> <li>➤ Develop Green Knowledge Hubs, bringing businesses to business, businesses to education and skills and businesses to research collaboration around best practice, challenge led discussions and also delivery partnerships – this will be driven by our Industry Platforms approach</li> <li>➤ Target green technology development on the decarbonisation and innovation of existing industries, such as rail, logistics, farming, construction, manufacturing</li> <li>➤ Work alongside education and skills institutions to develop the skills pipeline and green micro-credentials to develop the green economy, including general skills asked by business such as project management skills</li> </ul>
<b>Circular Economy and Communities Initiative</b>	<ul style="list-style-type: none"> <li>➤ Undertake a Circular Economy industry analysis, waste impact and scale to prioritise potential industry focuses</li> <li>➤ Undertake a business engagement series focusing on systems change opportunities within the economy</li> <li>➤ Undertake Circular Communities engagement and systems change mapping, initial focus on Regenerative Neighbourhoods and local ‘waste as treasure’ initiatives</li> </ul>
<b>Decarbonising Doncaster</b>	<ul style="list-style-type: none"> <li>➤ Undertake Decarbonisation and Green Grant programmes to support businesses to become more energy efficient and reduce their emissions</li> <li>➤ Development of toolkits designed for businesses, with businesses, to help support their carbon literacy and sustainability planning, outline green investment and financing opportunities, local supply chain connections and initiatives such as cycle to work schemes</li> <li>➤ Dedicated net-zero business communications campaign targeted at businesses</li> <li>➤ Link local businesses in with the opportunity for retrofitting to support the energy efficiency and warmth of homes</li> </ul>
<b>Nature and Food Recovery Programme</b>	<ul style="list-style-type: none"> <li>➤ Apply for Doncaster to become an UNESCO biosphere reserve</li> <li>➤ Create a land management strategy in partnership with key stakeholders such as businesses and farmers</li> <li>➤ Deliver the businesses and economic elements of our FixOurFood programme (procurement, supply chains)</li> <li>➤ Develop a combined Local Nature Recovery and Natural Capital Investment Strategy</li> <li>➤ Monitor and review South Yorkshire’s Natural Capital accounts (physical and monetary flows)</li> </ul>
<b>Socially conscious organisations</b>	<ul style="list-style-type: none"> <li>➤ Improve net-zero requirements in procurement and utilising green suppliers</li> <li>➤ Target net-zero build requirements for new built environment projects led or completed in partnership with the public sector</li> <li>➤ Create a business and local nature volunteering partnership</li> </ul>

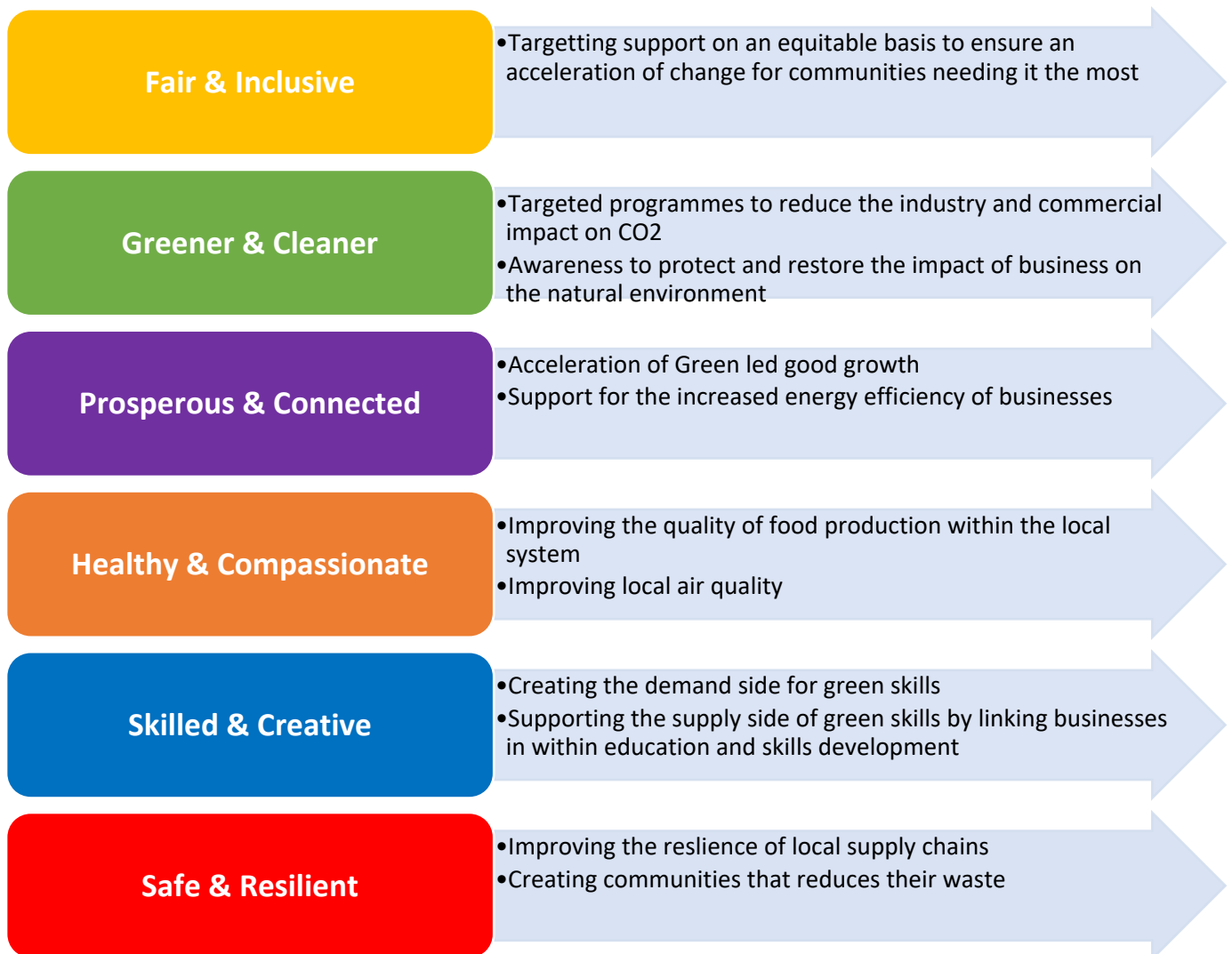


## Mission Metrics

To measure the success of Green Economy, various Mission Metrics have been identified that will be monitored, alongside the lived experience of Doncaster to demonstrate change:

- By 2030, Doncaster's CO2 emissions, especially those relating to the Economy, will have reduced by 85% compared to 2005 levels
- By 2030, the number of 'Green Jobs' within the Economy will have increased so the sector represents a meaningful employer locally

## Delivering Doncaster's Wellbeing Goals





## About this Mission Priority

To deliver a regenerative and inclusive economy that works for thriving people, places and planet, growth needs to be felt across the borough. Doncaster is the largest metropolitan borough in England by land size. This presents challenges to ensure that the whole of Doncaster benefits from our good growth approach, and the wider wellbeing it can help create. Ensuring we have Vibrant Places across Doncaster is a key priority for the regenerative and inclusive economy we want to build.

The Covid-19 pandemic has highlighted key inequalities in our communities and accelerated a number of pre-existing trends, which have the potential to change the role of our city centre and town centres. In addition, we have seen further challenges to the resilience of our local communities through increased energy costs and inflation, which have put further pressure on household budgets.

Current statistics show that Doncaster is the 41<sup>st</sup> most deprived Local Authority in England, with many of our communities in the top 10% of the most income deprived areas. This means that people living in these areas are less likely to have disposable income and more likely to be in poverty. We need to ensure that income and wealth produced locally continues to circulate within our communities to enable prosperity for all.

### Case Study – Community Wealth Building

Doncaster’s Community Wealth Builders works to put wealth back into our local communities by focusing on supporting pre-start and current social enterprises, charities, community interest companies and co-operatives to ensure they get the tailored support to enable them to succeed. We know that these kind of businesses are often the backbone of any community – and make the most difference to people.

Through a Community Wealth Building approach, we can harness the power that our local institutions possess through spending and investment decisions, employment practises, use of land and other assets and enabling greater community ownership. Fantastic work has already been achieved through Well Doncaster and Community Wealth Builders, with businesses and social enterprises leading the way. We want to build on this. We will prioritise key sectors within the everyday economy to maximise social value including Social Care, Retail and Hospitality.

Doncaster’s City Centre has seen a substantial decline in footfall since the Covid-19 pandemic due to changes in shopping habits and the cost of living. This shift provides an opportunity to rethink what we want from our city centre and to develop a more diverse offer which can meets the needs of both visitors and residents. Through our City Status we can attract further investment and build momentum to drive regeneration across the borough. Key to this will be our wider place shaping agenda

around our Local Plan and Doncaster Council’s Housing Building programmes to develop regenerative places.

Residents have told us they want to see greater access to a range of cultural and leisure activities in Doncaster. To achieve this, we will work in tandem with the Doncaster Culture Strategy 2030 to develop a unique cultural offer, to attract visitors from across the borough and beyond. We have already hosted several key events which have put Doncaster on the map as the home of sport and culture, including the Rugby League World Cup and UCI World Road Championships. These opportunities are vital to stimulate our visitor economy. Through developing our culture sector, we can expand opportunities for residents to secure employment and training opportunities locally. Our cultural offer will be firmly rooted in Doncaster as a place, our unique heritage and our potential as one of the UK’s newest cities.

## Our Mission Priority Key Aims



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

## Mission Projects

Mission Project	Transformational Actions
Visit Doncaster	<ul style="list-style-type: none"> <li>➤ Support the delivery of cultural activity, firmly rooted in our unique heritage and culture to promote Doncaster regionally and nationally</li> <li>➤ Review Doncaster’s cultural offer to identify and address gaps to attract a greater number of visitors to the borough</li> <li>➤ Embed technology and innovation into the delivery of cultural events to promote a unique offering to visitors</li> <li>➤ Build on the success of the Rugby League World Cup and UCI Road World Championships by maximising the impact of future sporting opportunities and events</li> <li>➤ Work closely with regional, national and international partners to promote Doncaster’s visitor economy more widely</li> </ul>
Supporting the cultural sector	<ul style="list-style-type: none"> <li>➤ Promote cultural career pathways across Doncaster in conjunction with our Good Employment for All Mission Priority</li> <li>➤ Support entrepreneurship and greater innovation within the cultural sector</li> <li>➤ Link organisations in the cultural sector to education and training providers, as part of a wider Culture Ecosystem, to support employer-led training opportunities – this will be driven by our Industry Platforms</li> </ul>
Place Shaping	<ul style="list-style-type: none"> <li>➤ Refresh the Urban Centre Masterplan to create a thriving, regenerative City Centre that considers a range of needs including, residential, retail, essential and recreational activities, and green space</li> <li>➤ Invest in the development and maintenance of flexible, mixed-use spaces which can accommodate a variety of cultural activities and events</li> <li>➤ Deliver our Community Investment Masterplans for Edlington, Mexborough Town Centre, Rossington and Thorne and Moorends and explore masterplans for other areas</li> <li>➤ Support a sustainable future for historic buildings across the borough, and in particular listed buildings such as the Grand Theatre, St James Baths and the Corn Exchange</li> <li>➤ Promote our conservation areas and historic parks and gardens and encourage investment to preserve and enhance their special character</li> <li>➤ Develop thinking around a 20-minute neighbourhoods model to support place shaping and ensure that services and social infrastructure are accessible</li> <li>➤ Encourage community ownership of green space, where appropriate, through local grants to promote enhancements that encourage community access and use</li> </ul>
Community Wealth Building and Social Value	<ul style="list-style-type: none"> <li>➤ Continue our Community Wealth Builders programme to support Social Enterprises, Charities, Community Interest Companies and Co-operatives to take a person-centred approach to local economic development</li> <li>➤ Benchmark current local spend of organisations and identify priority areas</li> <li>➤ Review existing land and assets use at a local authority level to identify where current assets and empty lots can be used to support community activity</li> <li>➤ Support procurement professionals to be able to identify opportunities to procure locally and support local supply chains</li> <li>➤ Build the residents voice into our ecosystems development to ensure business development plans are suited to the needs of residents (e.g., Shaping Stainforth)</li> </ul>
Supporting care within the economy	<ul style="list-style-type: none"> <li>➤ Strengthen community outreach to residents to increase awareness and use of welfare and income maximisation support which is available to them</li> <li>➤ Leverage procurement of Social Care services to support better retention of staff through higher wages and better working conditions</li> <li>➤ Work closely with Social Care providers to identify and support opportunities to decarbonise in conjunction with our Green Economy priority</li> <li>➤ Encourage the adoption of more regenerative models of Social Care, where appropriate, including use of direct payments, person-centred models of care delivery.</li> <li>➤ Provide small community care grants to support community developed ideas to address current gaps in local community provision</li> </ul>

## Mission Metrics

To measure the success of Vibrant Places, various Mission Metrics have been identified that will be monitored, alongside the lived experience of Doncaster to demonstrate change:

- By 2030, the healthy life expectancy of Doncaster residents will have increased, with the gap between Doncaster and the national average narrowing
- By 2030, footfall in the City Centre will have surpassed the levels seen pre Covid-19
- By 2030, Doncaster will look to be performing at least equal to the regional average for Income and Employment deprivation

## Delivering Doncaster's Wellbeing Goals



## Physical and Digital Connectivity



### About this Mission Priority

Doncaster, as the largest metropolitan borough in England, has distinctive challenges and opportunities in terms of its physical and digital connectivity. We know that the limitations of our transportation system can act as a significant barrier to our residents accessing economic opportunities, and that as a greater proportion of our lives are conducted online, a lack of digital skills and or access will become an increasing limitation on our residents' prosperity and wellbeing.

#### **Case Study – Digital Support**

Digital support is critical for residents to access wider support. To help increase applications, we need to understand why support is under claimed. Via our Social and Digital Inclusion work stream, Team Doncaster partners are working together to get this message out to eligible residents. Citizens Advice Doncaster are leading the way with a support offer available to help residents with their online / telephone applications.

In Doncaster Delivering Together, Team Doncaster agreed the 'Great 8' priorities, including 'building transport and digital connections fit for the future' and identified Digital Capabilities and Transport as two of the wellbeing essentials that are key to ensuring no one in the borough is left behind. Physical and digital connectivity needs to work in tandem to ensure that people and places in the borough feel connected to opportunities and each other.

Our transport system needs to increase the use of public transport and physically active means of travel. Residents need to be able to access employment, education, and training wherever they live in the borough, be it by bus, train, or active means. This is about continuing to invest in a more sustainable, affordable and accessible offer so that residents with access to a car are given a good reason to choose the alternative, and so those who do not can be linked up with opportunities that might be otherwise out of reach. This also needs to involve shifting perceptions, so the choice to take public transport choice feels natural. Some of this we

can lead on locally, but it also requires a strong South Yorkshire voice and leadership to create this transport infrastructure and change.

We need to ensure a minimum standard of broadband infrastructure in our borough, so that everyone, including rural communities, shares in the higher download speeds that will be made available in the gigabit roll out this decade. Furthermore, we know that many residents already live in areas with full fibre broadband but are not able to take it up due to different but related reasons, including lack of financial means, awareness, interest, or digital literacy. We need to enable residents and businesses to access broadband at the speed that is appropriate for their needs so they can share in digital opportunities.

This approach to digital infrastructure and access is only going to be effective if our residents are equipped with the necessary skills to access digital opportunities and services, such as income support. Team Doncaster needs to work with partners in the voluntary, community and faith sector to ensure delivery utilises the personal connections that exist across our borough. Part of this is thinking about the different cohorts of people who are not digitally included and recognising the need for a place-based, as well as community-led, approach.

### Our Mission Priority Key Aims



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

## Mission Projects

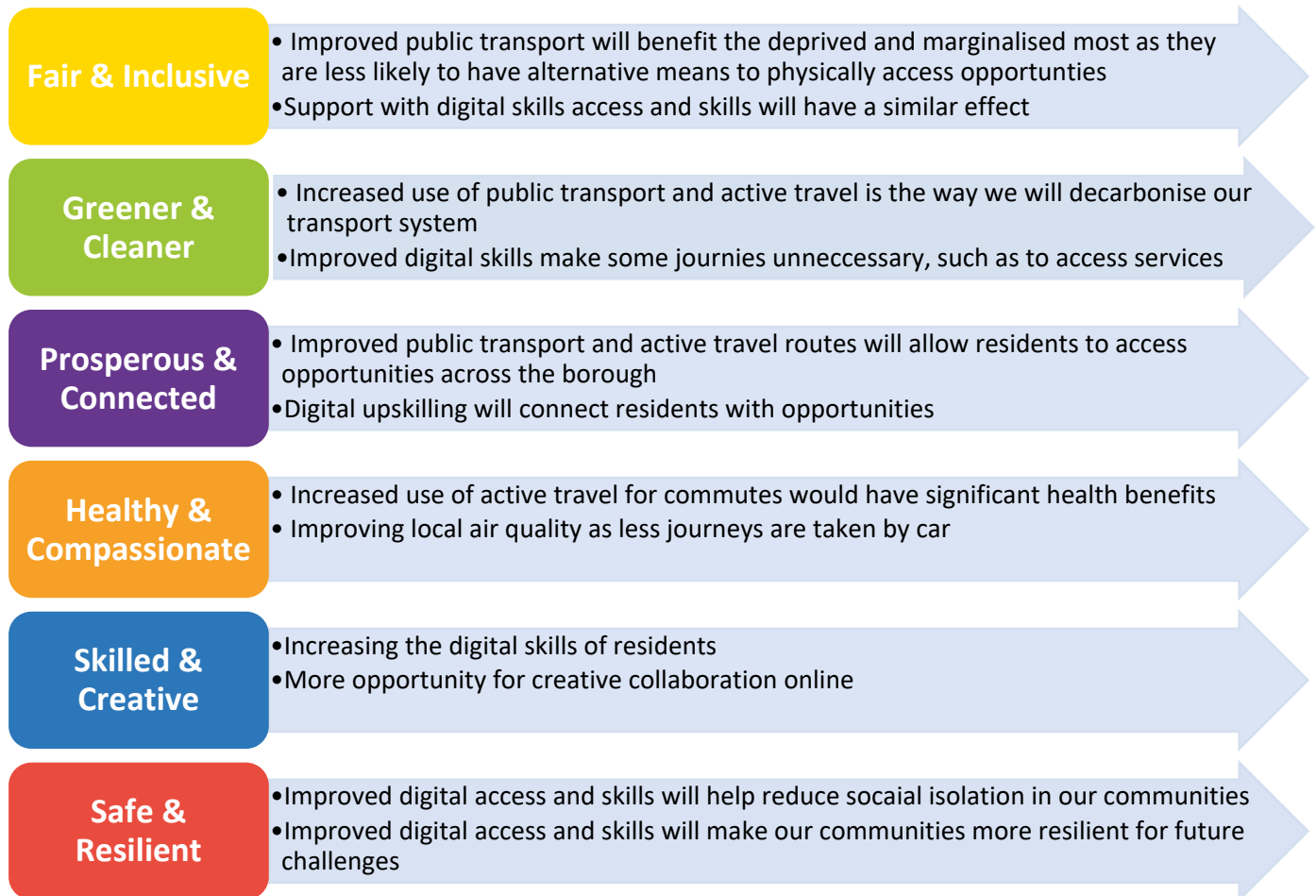
Mission Project	Transformational Actions
<b>Active Travel Network Improvements</b>	<ul style="list-style-type: none"> <li>➤ Delivery of current funding secured for active travel routes and improved traffic flow in the City Region Sustainable Traffic Settlement, Transforming Cities Fund and Active Travel Fund</li> <li>➤ Prioritise the linking of residential areas to key employment sites in future bids for active travel funding</li> </ul>
<b>Affordable and Accessible Transport</b>	<ul style="list-style-type: none"> <li>➤ Push for further reductions to the price of bus travel, building on the South Yorkshire £2 capped single price – push for the feasibility of South Yorkshire targeted free bus travel for those who could benefit most, such as under 25s</li> <li>➤ Explore the potential of expanding our railways, and improving the local networks</li> <li>➤ Support South Yorkshire Mayoral Combined Authority to explore a move for bus franchising powers, which gives local leaders the power to design routes and timetables</li> <li>➤ Work with health partners, the voluntary sector and relevant transport companies to make public transport more accessible for those with mental and physical health conditions so that they are not limited in accessing employment due to transport concerns</li> </ul>
<b>Incentivising Active Behaviour Change</b>	<ul style="list-style-type: none"> <li>➤ Promote and support Get Doncaster Moving's work with businesses, including promoting the Cycle to Work Scheme, offering to provide racks for cycling parking, and visits from Dr Bike</li> <li>➤ Support the work of Doncaster Active Travel Hub to do more outreach to business to work collaboratively on encouraging active commutes</li> <li>➤ Build on the Active Travel Social Prescribing pilot to give more residents the opportunity to try cycling and consider it for their commute</li> </ul>
<b>Flexible and Decarbonised Transport Solutions</b>	<ul style="list-style-type: none"> <li>➤ Explore suitability of multimodal and flexible transport solutions in Doncaster, such as electric bikes and scooters and facilitating bike-rail commutes</li> <li>➤ Undertake a feasibility study into decarbonisation of buses – exploring hydrogen and electric potential</li> <li>➤ Increase the roll out charging points for electric vehicles with a focus on key employment sites, and assisting sectors where public transport will not be a viable option to move to electric vehicles, such as health visiting</li> </ul>
<b>Digital Skills Support</b>	<ul style="list-style-type: none"> <li>➤ Ensure that digital help and provision is signposted in every relevant interaction with residents (Learn My Way, Doncaster Chamber Level 2 Digital Skills and Digital friends at public and community libraries are examples of current provision) and ensure this includes all the work done by the voluntary, community and faith sector</li> <li>➤ Develop a referral system with partners in the Department for Work and Pensions and voluntary, community and faith sector to ensure a joined-up approach to digital skills provision</li> <li>➤ Support local businesses to embrace digital technology through Doncaster Digitisation Grants</li> </ul>
<b>Get Households Online</b>	<ul style="list-style-type: none"> <li>➤ Digital Doorstep: an IT loan scheme with a right to buy – with wrap around training and support</li> <li>➤ Outreach to get more businesses involved in IT loans and donations and potential for them to be involved in digital skills training as well if sector is appropriate</li> <li>➤ Support digitally impoverished groups to access social tariffs. Consider subsidising these further in particularly digitally impoverished areas to encourage uptake</li> <li>➤ Support children to develop digital skills with a focus on funding in rural communities</li> </ul>
<b>Get Communities Connected</b>	<ul style="list-style-type: none"> <li>➤ Fund wards with high digitally poverty to connect public buildings to fast broadband</li> <li>➤ Develop the digital skills and access offer of local hubs such as community centres and libraries; consider whether primary schools can be utilised for evening classes as these provide good coverage across the borough</li> <li>➤ Digital hubs should be considered as part of the town centres / city centre offer set out in Vibrant Places priority, potentially by taking advantage of empty units</li> </ul>

## Mission Metrics

To measure the success of Physical and Digital Connectivity, various Mission Metrics have been identified that will be monitored, alongside the lived experience of Doncaster to demonstrate change:

- By 2030, the uptake of public transport and active travel will have increased
- By 2030, the coverage of high-speed broadband will be equitable across the borough, with all rural and urban areas being covered

## Delivering Doncaster's Wellbeing Goals



## Cost of Living Support

The launch of the Doncaster Economic Strategy comes at a time of economic uncertainty and a cost of living crisis that is having an impact on our residents and businesses. As such, it is critical for some Transformational Actions to be targeted towards providing relief where possible.

Team Doncaster is leading the way with providing support and advice to help people and places. These are focused around: winter, food, community spaces, the home, money, family and health. Across the Mission Priorities, the following Transformational Actions within their respective Projects will be focused upon in the short-term to further help people and businesses alike.

<b>Mission Priority</b>	<b>Transformational Action</b>
Industry Platforms	<ul style="list-style-type: none"> <li>➤ Provide support to help people to start a business, become self-employed or assisting existing micro businesses to develop and grow through our Launchpad programme</li> <li>➤ Match businesses with local business support to stimulate supporting services</li> </ul>
Employment Opportunities for All	<ul style="list-style-type: none"> <li>➤ Continue to deliver employment support programmes such as Working Win and the Advance Programme</li> <li>➤ Develop relationships between employers and education settings whereby employers can raise awareness and provide opportunities for industry-driven career pathways to local employment – The Doncaster Promise will be a key delivery mechanism</li> <li>➤ Support organisations across Doncaster to provide employment opportunities for all that are inclusive and support health &amp; wellbeing</li> <li>➤ Utilise Employment Hubs and Youth Hubs to deliver inclusive and accessible employment and skills support</li> </ul>
Green Economy	<ul style="list-style-type: none"> <li>➤ Undertake Circular Communities engagement and systems change mapping, for our cost of living response a focus will be undertaken on local ‘waste as treasure’ initiatives and local food support</li> <li>➤ Undertake Decarbonisation and Green Grant programmes to support businesses to become more energy efficient</li> <li>➤ Link local businesses in with the opportunity for retrofitting to support the energy efficiency and warmth of homes</li> </ul>
Vibrant Places	<ul style="list-style-type: none"> <li>➤ Community outreach to residents to ensure they are aware of and making the most of the welfare and income maximisation support which is available to them</li> <li>➤ Review existing land and assets use at a local authority to map out where current assets and empty lots can be used to support community activity</li> </ul>
Physical and Digital Connectivity	<ul style="list-style-type: none"> <li>➤ Push for further reductions to price of bus travel, building on the South Yorkshire £2 capped single price – push for the feasibility of South Yorkshire targeted free bus travel for those who could benefit most, such as under 25s</li> <li>➤ Ensure that digital help and provision is signposted in every relevant interaction with residents (Learn My Way, Doncaster Chamber Level 2 Digital Skills and Digital friends at public and community libraries are examples of current provision) and ensure this includes all the work done by the voluntary, community and faith sector</li> <li>➤ Supported digitally impoverished groups to access social tariffs. Consider subsidising these further in particularly digitally impoverished areas to encourage uptake</li> </ul>



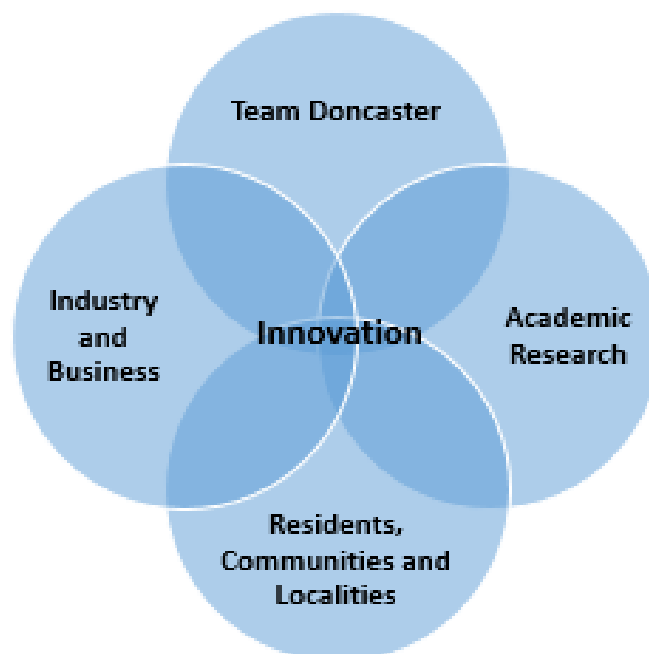
## Delivering the Missions

Delivery of the Doncaster Economic Strategy 2030 will be a key area of focus for the Team Doncaster Strategic Partnership, with the Team Doncaster Economic Board taking strategic responsibility for its delivery. A supporting group will be established to drive forward activity, but to also ensure coordination with the delivery of other key Team Doncaster strategies.

Delivering the strategy will require a truly Team Doncaster approach, embodying the Ways of Working within Doncaster Delivering Together:

- New ways of doing things to improve wellbeing
- Working closer with communities
- Whole life, whole system integration
- Shared Responsibilities
- Regenerative development
- Intelligence-led interventions

To be successful, work has to be undertaken to create and sustain links between the four components of dynamic, innovative, local economies, presented by a Quadruple Helix Approach, modified below for Doncaster.



More detailed action plans will be developed for each of the five Mission Priorities, building on the emerging Mission Projects and Transformational Actions listed within the Mission Priorities Chapters. These action plans will be developed and delivered with the key stakeholders required for success. They will also link to the locality plans to ensure delivery has an impact across Doncaster.

Progress against the strategy, including updates on Mission Project delivery and focuses for the upcoming year, will be reported on an annual basis. This will present an update on the Mission Metrics, supported with the lived experience and stories that data does not always show. This will ensure accountability against the Missions outlined, as well as allow continuous reflection and emergent thinking to inform the delivery of the strategy.

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

# Glossary

## **Circular Economy**

The circular economy is a systems solution framework that tackles global challenges like climate change, biodiversity loss, waste, and pollution. In our current economy, we take materials from the Earth, make products from them, and eventually throw them away as waste – the process is linear. In a circular economy, by contrast, we stop waste being produced in the first place. It is underpinned by a transition to renewable energy and materials.

## **Community Wealth Building**

Community wealth building is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.

## **Doncaster's Compassionate Approach**

Doncaster's Compassionate Approach to the development of a healthy economy looks to move away from blaming individuals for their health or socio-economic circumstances. Instead, a compassionate approach will encourage a collective responsibility to improve the social conditions for better health and wellbeing – by reducing stigma, practicing 'no judgement', and investing in prevention.

## **Ecosystems**

A complex network or interconnected system – the tangible and intangible connections between people, businesses and infrastructure that make up a thriving economy.

## **Equity**

Equity recognises that each person has different circumstances and barriers to establishing a solid foundation of wellbeing. Equity is a solution for addressing imbalanced social systems by working to remove those barriers and give everyone an equal chance at advancing their wellbeing.

## **Foundational Economy**

The foundational economy supplies essential goods and services. It includes key workers, essential supply chains and infrastructure, culturally important goods and services (like hairdressing and beauty). It's the "everyday economy", or the "essential economy" - the businesses we all rely on for our daily needs.

## **Inclusion**

Inclusion is about creating, fostering, and sustaining practices and conditions that encourage and allow all residents to thrive. It involves creating an environment whereby residents experience acceptance and celebration of their identities and feel welcome and connected to the wider Doncaster community. To create an inclusive economy in Doncaster, this must involve providing equitable access to opportunities and resources to allow residents to thrive.

## **Regenerative**

Regenerative means moving away from economic models that seek to 'extract' value from people, places and planet to deliver endless growth with no regard for the consequences. Instead, a regenerative economy should unlock the potential for wider positive contributions for people, places, and planet. It recognises that the economy is part of a wider system, and its role should be to help support development within that. Regenerative economics does not just look to limit negative impacts, it aims to improve the wellbeing of people, places, and the planet in a way that is sustainable for current and future generations.

## **Wellbeing**

Wellbeing is about 'how we are doing' – as individuals, in the community we are part of, as a borough and as a planet. It is the sense of whether life is good or not – and what the future holds.

## Further Information

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@TeamDoncaster1

#DoncasterDeliveringTogether #DDT #DoncasterIsGreat

