

Doncaster's Economic Growth Plan 2013–18



SUMMER 2013

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PART 1: An Introduction to Doncaster's Economic Growth Plan

Our Economic Vision

'Doncaster is a successful borough, built on a strong local economy that supports progressive, healthy, safe and vibrant communities'.

Doncaster's key economic strengths are well documented and by effectively harnessing their power, the Council and its Partners are in an extremely strong position to influence the Borough's economic future.

This economic growth plan provides a clear framework for how we will release the potential of our people, businesses and the Borough's assets in order for Doncaster to become a more resilient and balanced economy. In doing so, Doncaster will make the maximum contribution to the Sheffield City Region (as its second largest economy) and the national economy to support wider growth.

We will:

- Maximise the distinct advantages we have at our disposal, including our unparalleled connectivity, the range of land earmarked for future development and Partnership collaboration to improve business support;
- Encourage and support the creation of higher skilled and better paid jobs;
- Deliver the major projects that led researchers to predict that the Borough will have the second highest growth rate in Sheffield City Region over the next 10 years: and
- Continue to be forward focused, identifying new projects and activity to continue Doncaster's economic growth.

The delivery of this plan will foster better conditions for economic growth and will mean that by 2018:

- Companies will be more productive, evidenced by an increase in the 'Gross Value Added' produced per head;
- Doncaster will have a revised business profile, with a larger number and percentage of companies employing more than 10 employees;
- More of our residents will have a formal qualification, matched by a greater percentage holding a 'higher-level' qualification, so our labour market better reflects what our businesses need; and
- A higher percentage of people will be in work.

Growing our economy is central to improving the Borough as a place to live and work for our residents. We also firmly believe that this will result in the aspirations of our people being raised in order for them to take advantage of the opportunities created, therefore leaving a social legacy for the Borough in addition to an economic one.

This Plan builds on the evidence base provided by Doncaster's **Local Economic Assessment** and reflects the changing economic conditions experienced within the Borough. It is clear that working collaboratively with a range of Partners to make the most of our local strengths and assets is crucial and we will use all of the available powers, freedoms and funding opportunities available to make this happen.

Our Plan has three priority themes based on what our economy currently looks like, the range of unique economic assets within the Borough, its economic potential, and the national, regional and local opportunities that we need to take advantage of. These are explained in detail within this Plan.

THEME 1: Business Growth

To create the conditions which encourage business investment and innovation - to increase and diversify the business base, leading to a more productive and resilient economy.

THEME 2: Place

To harness Doncaster’s asset base to support economic growth, including our urban centre, excellent connectivity, green space and large amount of land available.

THEME 3: Skills

To ensure that the residents of Doncaster have the skills and abilities that our current and future businesses require.

Supporting national & regional growth

This plan directly supports local, regional and national efforts to increase economic growth. Increasing economic growth is and will continue to be a key Government priority; the existing Plan for Growth, published alongside Budget 2011, and as part of Autumn Statement 2011, announced a programme of structural reforms to remove barriers to growth for businesses and equip the UK to compete in the ‘global race’.

There is also an increasing emphasis on regional leadership to support economic growth with the creation of a £2 billion Single Local Growth Fund to boost efforts to increase regional economic growth. The fund will be allocated on a competitive basis based upon the quality of individual City Region’s Strategic Growth Plan submissions. Growth Plans will be submitted in December 2013 and, in the Sheffield City Region, will also be used to direct European funding.

Our growth plan has directly shaped the City Region Plan and therefore ensures Doncaster is in a position to make the most of the opportunities that come from this, including resources to deliver key economic activity and projects. We will also work with other partners outside of the Sheffield City Region to support and help our businesses to grow and develop trade and transport links.

Supporting Doncaster’s Priorities

It is important for all of Doncaster’s Partners to take a strong lead and shape Doncaster’s future in the best interests of its residents and businesses. Our Economic Growth Plan directly contributes to Doncaster’s Borough Strategy. This over-arching strategy for Doncaster makes clear that improving the economy is essential if we are to improve the quality of life for people living, working, studying and visiting Doncaster.



The importance of the Economy

Doncaster places the economy at the centre of its Borough Strategy. We firmly believe that a strong economy leads to healthier, stronger, safer communities and improved quality of life.

PART 2: Making the most of our key economic assets

Doncaster's assets are increasingly recognised as economically important to the Sheffield City Region's economy. If Doncaster is to realise its full economic potential we need to properly harness our existing resources, assets and economic drivers, both within the Borough and beyond.

Excellent accessibility

Doncaster's accessibility to other parts of the UK and Europe remains one of its key strengths, further bolstered in recent years by the completion of key programmes such as the extension of White Rose Way. These assets need to continue to be emphasised:

- Excellent road **connectivity** due to convergence of A1(M), M18, M180 and M62 in the Borough;
- Excellent rail connections due to convergence of East Coast Mainline, Transpennine Line and important spurs (Doncaster-Leeds and Lincolnshire Line), leading to short rail times to London and other Cities; and
- The Doncaster-Sheffield **Airport** and associated air sector facilities and businesses.

Further commitment to the growth of the City Region-significant Airport has been demonstrated by the imminent start of Finningley and Rossington Regeneration Route Scheme (FARRRS). This '**Airport Growth Corridor**', including the development of the Strategic Rail Freight Interchange known as the 'Port of Doncaster' (see below) provides opportunities for business growth, job creation and inward investment along the growth corridor and at the Airport itself.

A range of employment sectors with the potential to grow

Doncaster has a strong **logistics** sector employing 6,500 people. The development of the Airport Growth Corridor (refer to Page 14) will lead to further Logistics expansion; this will support the growth of other sectors (with logistics acting as an enabler) by increasing distribution capacity & serving wider markets nationally and internationally.

The Sheffield City Region Logistics sector already has an economic output of £930m and employs 31,000 people; its expected growth means that this sector has huge potential to provide a significant contribution to the growth of the regional economy. The development of the Airport Growth Corridor and major sites alongside the M18 also gives Sheffield City Region the opportunity to become the centre of excellence for the sector in the UK.

Doncaster has a competitive **manufacturing** sector¹ which employs over 10,000 people and **advanced engineering** represents an excellent opportunity for Doncaster to support more highly skilled jobs. The range of manufacturing and engineering in the Borough is vast – from skilled tool-making through to rail and aviation engineering employers; these companies already significantly contribute to Doncaster's GVA and by building on our industrial heritage and our strong asset base, these sectors will help to rebalance our economy. Our rail engineering sector is also projected to grow through electrification and modernisation

¹ Centre for Cities 'Small Business Outlook 2013' Report

investment in the national rail network, bringing further high-value jobs and output for the City Region.

Similarly, whilst the recession badly hit the **construction** sector, a number of large firms remained and over 7,000 people in the Borough are still employed in the sector and Doncaster has a strong tradition of training and development construction trades. The requirement for new homes in the Borough (as shown on Page 17) provides an opportunity for them to thrive.

Doncaster has one of the best **retail** sectors in the UK – ranked 48th out of 2000 overall² and it employs over 14,000 people. Ensuring this sector remains a high volume employer requires employment to increase in other business sectors, further improvements to the urban centre and new approaches to retail in the face of the increasing popularity of internet shopping.

Doncaster's retail opportunities also contribute to the town's attractiveness as a place to visit for **leisure, tourism and sport**. This sector employs over 9,000 people and is one of the few sectors that has maintained its employment levels between 2008 and 2011, supported by high-profile attractions such as the Yorkshire Wildlife Park and Doncaster Racecourse. It therefore makes sense to further bolster our efforts to support this sector to grow.

We will promote and maximise our assets such as our historic markets and heritage, Lakeside Village, Frenchgate Centre and the continuing development of the Civic and Cultural Quarter in the urban centre, to increase choice and attract more visitors. Doncaster's rich engineering history includes jewels such as the production of the Mallard Steam Engine by Sir Nigel Gresley in 1938. Other historical assets that could be further promoted are Doncaster's roman connection and our racing heritage.

Low carbon is a fast growing and dynamic sector and the planned investments in carbon capture, waste and renewable energy will make Doncaster one of the UK's biggest energy hubs, creating an estimated 4,500 - 5,000 new jobs (including around 3,600 construction jobs) over the next 10 years³.

Green jobs in Doncaster account for around a quarter of all primary green jobs employment and around a third of all secondary green jobs in South Yorkshire⁴. The waste and recycling sector accounts for nearly a third of this total, while other sectors (e.g. renewable energy and environmental consultancy) are close to the national average. This serves to illustrate the importance of the Doncaster economy and the green economy in particular to the economic success of the city region.

Doncaster's cross-cutting strengths and capabilities (e.g. proximity to major power generations and national transport routes, presence of major energy companies and the availability of natural resources, such as groundwater supplies and minerals) are among the key drivers of the emerging low carbon economy within the Sheffield city region. For instance, Doncaster is the second highest contributor to renewable energy generation in the Yorkshire and Humber region (producing 12.8% of the region's total of 118 GWh of renewable energy supplied) and has the most properties with solar photovoltaics in the UK. The Humberhead Levels provides good links to the Humber ports and depleted North Sea oil and gas fields.

² VENUESCORE is Javelin Group's annual survey, which ranks the UK's top 2,000 venues including town centres, stand-alone malls, retail parks and factory outlet centres.

³ Based on current planning permissions.

⁴ The Yorkshire Cities Green Jobs Report (June 2011) has identified 1,800 primary green jobs in Doncaster, which is broken down as follows: energy management (10%), environmental consultancy (8%), renewable energy (12%), green infrastructure (7%), waste and recycling (43%), water supply and treatment (14%) and other sectors (6%). A further 6,600 jobs are employed in secondary green sectors such as agriculture and forestry, construction, heating and energy equipment manufacture.

This Plan intends to build on this existing infrastructure to deliver low carbon-led growth, including the delivery of the DN7 initiative (see Page 16) that will create one of the largest low carbon and renewable technology business communities in the UK.

The **financial and business Services** sector in Doncaster employs over 9,000 people, which is more than 8% of the workforce. This sector is a leading growth area in the national economy and Doncaster needs to capture a share of the employment growth, particularly the higher skilled employment, given its importance for building a more resilient and productive economy. Success in part will be linked to the availability of suitable premises in locations which meet the needs of investors.

The digital sector is an important driver of growth nationally, especially with regards to cloud computing, data centres, software and IT services. The **creative and digital** sector in Doncaster currently employs over 2,000 people and will have an increasingly important role to play in supporting the success of other sectors where digital capabilities are required, for example advanced manufacturing and healthcare technologies. We need to support indigenous businesses to grow, for example by **maintaining strong links to local Universities** to harness research expertise and the pool of graduate talent available, whilst also attracting inward investment from national and international companies.

The Borough's Natural Environment

Doncaster also has a significant natural environment that should be viewed as a key economic asset. Despite being a Metropolitan Borough, large areas are rural in character and two thirds of land use is agriculture. Most neighbourhoods in Doncaster have excellent access to the countryside (often within 10 minutes walk of people's homes) and we have a high number of quality parks and open spaces.

In addition to some of the Urban Centre's assets, Doncaster also has a number of other built and natural environment assets:

- Doncaster has around 800 listed buildings and 46 conservation areas, reflecting our rich and complex historic environment;
- Historic market towns such as Thorne, Bawtry, Mexborough and Conisbrough make significant contributions to the local economy, in addition to a number of rural villages with attractive historic centres;
- Assets such as the Grade 1 listed Brodsworth Hall, Cusworth Hall, Conisbrough Castle and Tickhill Castle are some of the Borough's key tourist destinations; and
- Some of our accessible countryside includes key sites such as the internationally important Thorne & Hatfield Moors, Potteric Carr and the Trans-Pennine Trail that is integral to the Borough's extensive footpath and cycle network.

Utilising these assets effectively can help support sustainable economic growth in the following ways:

- Providing an attractive setting for investment and a place where the workforce wants to live;
- Providing opportunities to diversify the economy and develop jobs in conservation, green industries, leisure & tourism and the Voluntary & Community Sector;
- Improving resilience to the impact of climate change, including reducing flood risk; and

- Improving the health and wellbeing of the local workforce and resident population through opportunities for physical activity and promoting contact with our natural environment.

PART 3: Wider opportunities to support growth

Improving economic growth is the key priority of central Government and there are a number of resulting opportunities which the Council and its Partners need to take advantage of in the best interests of the Borough. This includes the outcome of the 2012 Heseltine Review, which emphasised that the development of *regional* growth is crucial in the development of economic growth across the UK.

The following section explains some of the key opportunities, projects and initiatives that Doncaster will take advantage of over forthcoming years to help us meet our economic challenge. This reflects Doncaster not chasing *all* available opportunities – including Finance in an age of continuing public sector expenditure reductions – but in making the most of those that will provide the greatest contribution in achieving the Plan’s priorities.

Further localisation of funding to support key development

Announced as part of the 2013 Comprehensive Spending Review, LEPs will compete, through the submission of local growth plans, for a slice of £2 billion annually from 2015. Strong local growth plans which demonstrate joined up priorities which will create jobs and help rebalance the economy will get a greater share of the growth fund. We will make the most of this opportunity, using this growth plan to shape the regional plan. Growth Plans will be used by Government to allocated single local growth funding as well as EU resources.

The Sheffield City Region Local Enterprise Partnership have also established a City Region Investment Fund and detailed Single Assessment Framework to assess and allocate devolved resources to major capital schemes designed to increase the GVA of the City Region. £113m of devolved major scheme transport funding is already allocated to SCRIF and the first investment decisions will be made in late 2013. Our proposed schemes are detailed on Page 13 of this document.

In addition, the Government have announced that, from April 2013, a ‘business rates retention scheme’ will be in place. This means that Doncaster Council will be able to keep a proportion of any business rates revenue raised *as well as* growth on the revenue that is generated within the Borough – thereby providing a further incentive for the Council and its Partners to promote economic growth.

A more responsive local Planning system

Doncaster’s Local Development Framework (LDF) sets out the blueprint for development across the borough to 2028 and provides a robust plan to locate physical growth and secure quality development whilst protecting the countryside around our communities. It is the spatial representation of this Growth Plan.

The LDF is split into two distinct parts. The first part, the Core Strategy, decides what gets built, where and when. This includes the number of new homes we need to build and the amount of space we need to support new jobs and business. The second part is called Sites and Policies, which will determine the exact locations where development will be built (e.g. housing sites) and areas of the borough that will be protected or enhanced. It includes detailed policies against which we will determine planning applications. Our aim is to provide a flexible

and responsive service to make it as easy as possible for investors and developers to come to Doncaster to ensure 'the right development in the right area'. It also protects the environment so we all have an attractive place in which to live.

This is being matched by the development of a more business-friendly Planning service, as we recognise this can also support sustainable growth. We want to make the service as efficient as possible by improving communication with applicants at all stages in order to speed up the planning process. This will involve continuing to seek feedback on the advice that businesses have received in order to continually develop and improve what we offer.

The opportunity to develop Place Based Incentives including an Enterprise Zone

There are a number of new tools available to promote economic growth. One possibility is Enterprise Zones. Enterprise zones are specific geographical areas within local enterprise partnerships' (LEPs) boundaries. Enterprise zones can offer a range of incentives for businesses to start up or expand, such as:

- Business rates relief on selected sites;
- Simplified local authority planning, for example, through Local Development Orders that grant automatic planning permission for certain development (such as new industrial buildings or changing how existing buildings are used) within specified areas;
- Access to superfast broadband; and
- Enhanced Capital Allowances in some zones for investment into plant and machinery on selected sites.

All business rates growth generated within an enterprise zone will - for at least 25 years - be kept and used by the relevant LEP and local authorities to reinvest in local economic growth.

At present Sheffield City Region has one Enterprise Zone of the 24 nationally, comprising a number of development areas along the M1 corridor, from Barnsley in the North to Markham Vale in the South. Since April 2012, it has attracted 15 new occupiers and created 228 new jobs, showing that the incentives offered are attractive to inward investors.

With this in mind, we believe there is a possibility of developing an Enterprise Zone in Doncaster (as described on Page 13) to further spur development and investment. We will undertake detailed work with our Partners to work out the extent of our offer, feasibility in particular which incentives would work best to attract businesses to the area. We will also look at other opportunities where possible to use place based incentive to encourage growth.

Strong local leadership & Partnership working

Another key strength that Doncaster possesses is strong, stable leadership and clear Partnership consensus on what is required to deliver economic growth in the Borough. This approach – being honest and open in what we need to achieve and working in close collaboration with the Private Sector, other Public Sector bodies, voluntary groups and the Government – is absolutely crucial in securing growth.

PART 4: Our economic profile

Our present economic challenge is significant. As our **Local Economic Assessment** shows, there are a number of inter-related issues that we need to tackle to make Doncaster a more balanced, resilient economy to deliver sustainable economic growth.

- **Business Stock**: Our business stock has declined in recent years, indicating a lack of enterprise and resilience in our economy. Start-up rates and private sector jobs growth rates are below the UK average. The economy is also weighted towards micro-enterprise, with only 2.2% of our Businesses employing more than 50 people. ***We will connect Doncaster's economy to the wider regional, national and international economy, support start-ups, whilst stepping up our efforts to support businesses to grow.***
- **Sectoral Mix**: Doncaster is relatively reliant on lower skilled sectors that are more sensitive to changes in consumer demand (e.g. retail, wholesale, and construction). This leaves our economy more vulnerable to economic downturns. Doncaster has relatively less businesses in the more 'knowledge intensive' sectors which tend to be higher skilled, wealth creating and resilient. (e.g. financial, professional and business services) ***Whilst supporting our higher employment sectors to thrive, we will create the conditions for more knowledge intensive businesses to grow.***
- **Economic Output**: Doncaster is currently a c£4billion economy. However, overall our economy is less productive than it should be, as evidenced by a Gross Value Added (GVA) 'prosperity gap' of £794m with the Yorkshire & Humber region⁵ (a 21% increase in total GVA required to place Doncaster on a par with the average local authority area in the Region). ***We will create the conditions that support business growth and increased productivity***, thereby narrowing the gap against the regional & national average.
- **Skills Profile**: Doncaster has a relatively poor skills profile and low skilled workforce – with progression to attainment levels 3 & 4 (e.g. 'A' level and degree level respectively) a particular challenge. Occupations in Doncaster reflect its sector profile with the highest proportion of jobs in the 'elementary' professions in the Sheffield City Region and highly skilled occupations account for 34.3% of all occupation in Doncaster, compared to 37.8% in the SCR. This reduces Doncaster's ability to support more resilient, higher skilled jobs and therefore take advantage of the next economic growth cycle. Our ageing population also means that there will be future 'replacement demand' from some of our key businesses. ***We will increase the skills of our people whilst supporting employment opportunities that harness these skills and drive productivity.***
- **Employment Rates**: Too many people are out of work. Almost 10,000 people across the Borough are claiming Job Seekers Allowance (JSA), whilst a further 20,000 are claiming some kind of benefit. Youth unemployment is falling, but the rate of 11% is still 3% above the Y&H average. ***We will support the creation of more jobs for our residents, particularly in the private sector.***

Whilst these challenges are significant, they are not unique to Doncaster, and we should not lose sight of the fact that **we have a number of economic assets at our disposal** that we must harness to unlock the growth that we want to achieve.

⁵ Doncaster Local Economic Assessment, using the Regional Economic Model; 2011 data.

PART 5: Our Priorities for 2013-2018

The Council has a responsibility at a local and regional level to broker & lead effective approaches and collaboration to support growth. Ultimately, **this means not pursuing GVA growth at all costs** but pursuing a more rounded approach to promote an inclusive and resilient economy that grows sustainably. To create an environment for both our businesses and communities to thrive, this Growth Plan has three priority themes.

In preceding chapters we have established that to create an environment for both our businesses and communities to thrive we need to:

- Support **start-ups**, whilst stepping up our efforts to **support existing businesses** to grow;
- **Rebalance our economy** by supporting our higher employment sectors to thrive whilst creating the conditions for more knowledge intensive businesses to grow;
- Increase the **skills** of our people whilst supporting employment opportunities that harness these skills and drive productivity;
- Exploit the **distinct advantages** we have at our disposal, including our unparalleled connectivity and the range of land earmarked for future development;
- Deliver the **major projects** that led researchers to predict that the Borough will have the second highest growth rate in Sheffield City Region over the next 10 years; and
- Continue to be forward focused identifying new projects and activity to continue Doncaster's economic growth

Three priority themes will frame and focus action to deliver economic growth:

THEME 1:	Business Growth
THEME 2:	Place
THEME 3:	Skills

BUSINESS GROWTH

One of our key priorities must be to support our local businesses to become more productive and resilient to support long-term economic growth.

Firstly, a coherent approach is needed to enable our **existing businesses to grow** across a variety of sectors; this is where we expect a large proportion of the Borough's economic growth to come from. The Business Doncaster Partnership (www.businessdoncaster.com) will continually improve business support over the next 5 years, including:

- Clarifying and simplifying our offer as a Partnership for all sectors, so businesses can get good quality and timely support when they need it – including access to local supply chain opportunities, including through the purchasing power of the local Public Sector and the implementation of the Social Value Act;
- Better supporting business exports, utilising the development of the 'Airport Growth Corridor' connected to Doncaster Sheffield Airport (refer to Page 4); and

- Increasing our support for sectors that can help our economy to become more productive and resilient, for instance Engineering, Creative & Digital Industries and Professional services.

We will also continue to improve our support to attract and embed **Inward Investment** into the Doncaster economy – both domestic inward investment and foreign direct investment. The effective promotion of the Borough’s unique economic assets (as shown from Page 4), matched by a robust support offer, is absolutely crucial in developing the interest of potential investors. Attracting even a handful of large investors over the next five years will have a big impact on Gross Value Added and employment numbers. However, whilst welcome, this will not build a resilient economy for the longer term.

In a hugely competitive environment where potential foreign and national investors are inundated with offers from a variety of places across the United Kingdom, we will further refine our offer to offer a first-class service to potential investors, including:

- Continuing to develop and improve a single point of contact to investors that provides a swift, effective response to all enquiries;
- Delivering major planning decisions within 13 weeks;
- Matching the needs of companies with some of the key economic assets at the Borough’s disposal;
- Professional, bespoke property searches;
- A unique HR business consultancy;
- Links to other sources of finance;
- Assistance with International Trade and export; and
- Increasing the stock of suitable modern industrial and office premises, recognising that most inward investors seek premises that are ready for occupation almost immediately rather than sites with planning consent only

We also need to continue to foster enterprise and to **support Business start-ups**. This means developing Business Doncaster’s existing support to those looking to create their own business, through:

- Offering one-to-one support and advice, including business planning;
- Providing access to a professional business start-up advisor; and
- A chance to link with an established local business mentor to provide ongoing support and advice.

This approach will be underpinned by **clear access to appropriate finance** which is essential to support Enterprise, Jobs and Growth in the Borough.

Doncaster businesses already have access to many different funding streams - for example through the Banks, Finance Yorkshire, Regional Growth Funding, Donbac, Keyfund, UK Steel and so on. To make a real difference in growth however, the deals struck with businesses need to be affordable, and realistic in terms of the levels of security required. Funding providers also need to work more closely with businesses - to help them to be “investment ready”. This should result in more successful applications.

Existing finance provided by major banks needs to form part of an inclusive package of support to generate new businesses, enable existing business to thrive, and to attract businesses into the Borough. This should include bringing together many projects and services locally to improve access to finance across the region. This work should build on the schemes offered across South Yorkshire, where a range of investment models were created with the aim of creating revolving funds dedicated to supporting growth, for instance JESSICA, the CDFI ERDF Loan fund, Finance Yorkshire funds and so on.

Finance Yorkshire have operated a £90m fund across the whole of Yorkshire and the Humber which is due to finish Dec 2014 and are seeking sustainability with the use of the next round of European structural funds to create a further £100million fund, a large proportion of this available for SMEs in SCR to access.

Through CDFI representation across SCR, Donbac and Key Fund have provided over £20 million into the SCR in recent years (over £40 million with partners across the whole of Yorkshire and the Humber), and they are now well placed to provide a substantial potential match to the 2014-20 Euro structural funds to continue to expand the capital base available for SME's to access funding in the SCR alongside Finance Yorkshire. The use of future Euro funds allocated to Access to Finance should be made on an inclusive basis across this funding network. This will enable SMEs in the SCR to access non mainstream funding, which in turn will lever additional private sector investment and stimulate funding packages from mainstream lenders.

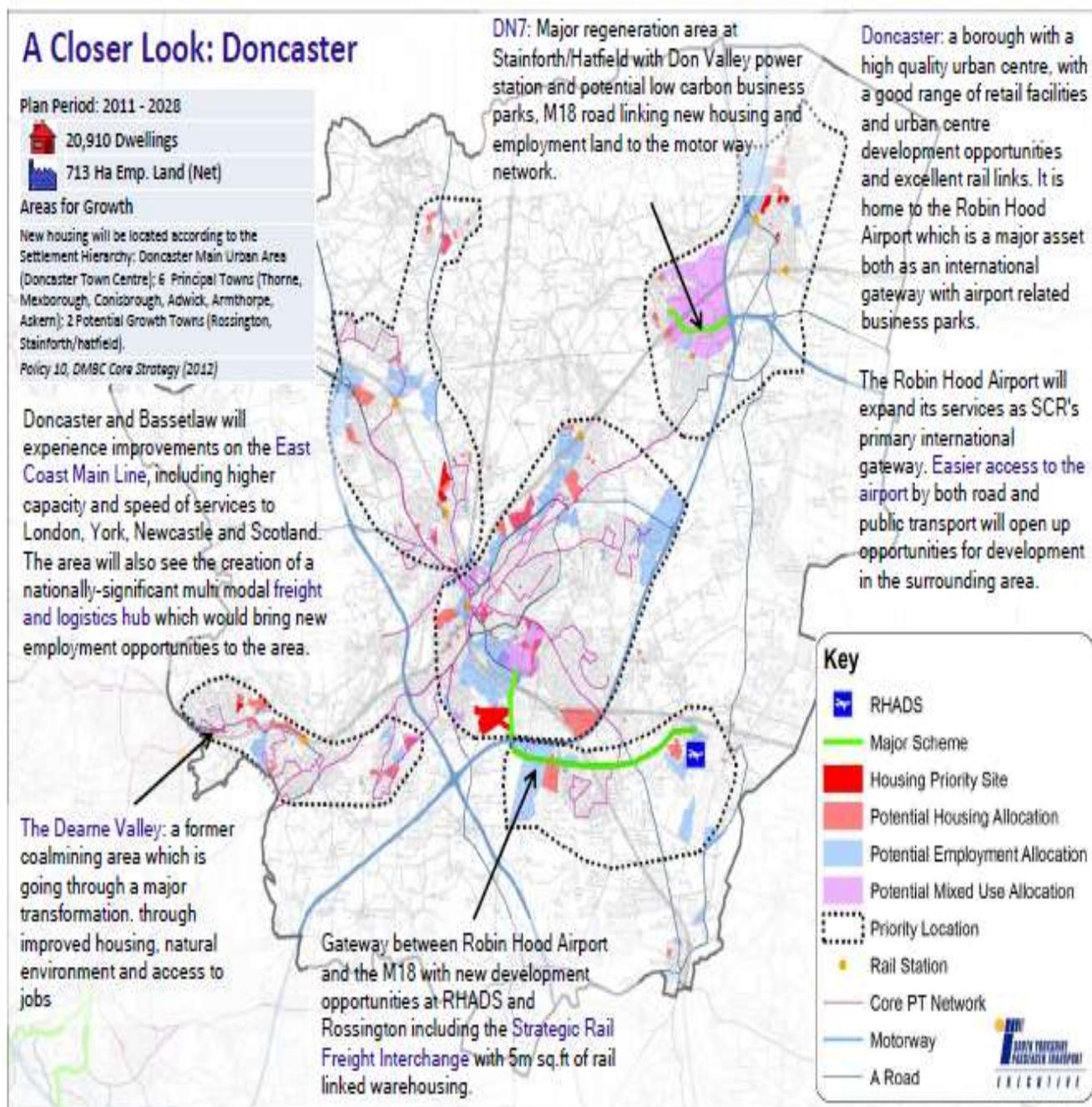
Working closely with local colleges and universities is also essential to support business growth, innovation, inward investment, skills development and to raise the demand for graduates within the indigenous business base.

PLACE

As a town on the edge of a number of large urban centres, we need to work hard to compete for and deliver economic growth. We will do this by creating a positive environment for business to grow and thrive, harnessing and promoting the Borough's existing distinctive assets.

Our approach will include delivering a range of key Transformational Projects already underway or in the pipeline to 'unlock growth', utilising our key economic assets. We also intend to deliver improvements to our transport infrastructure, a more vibrant Urban Centre and homes that our existing and future residents need.

Our major plans include the following.



The above plan summarises the development potential of the borough which aligns housing and employment growth into **5 cluster areas** each with distinct prospects.

Doncaster Urban Centre Cluster

This is the most accessible part of the borough so new investments will benefit many people. It includes the retail and commercial centre as well as new development sites near to the M18 motorway. Routes to the motorway are improving such as the White Rose Way and access to the rail way and bus services at the Interchange are important for attracting visitors and movement of people and goods through the Railport. It includes more traditional employment areas but many of these are changing as business requirements change and opportunities for more centrally located housing emerge. Key projects in the urban centre include the following.

- Plan and deliver a number of key development schemes to help speed-up growth. These schemes include key urban centre sites such as Lakeside, Waterfront, Waterdale and St Sepulchre Gate West. This will bring coherence to the delivery of these key schemes, in addition to further strengthening the case to secure additional financial investment. If all of these developments come to fruition, **3,924 new jobs** will be created, with a large number in place by 2018.
- Major projects such as our new Performance Venue, CAST, will be completed, bringing immediate economic improvements to Doncaster in addition to improving the quality of our leisure & cultural offer to our residents & visitors. This will also support and improve the retail offer in the town centre to attract growing numbers of shoppers and improve levels of service.
- The dualling of the Westmoor Link out to the M18 will be completed to support new development at Hungerhill, the development of land off junction 4 and new park & ride facilities.
- We will bring forward major new housing sites at Woodfield Plantation (Balby), Manor Farm (Bessacarr) and mixed developments along Wheatley Hall Road that will also improve accessibility to the Waterfront development.
- Key heritage sites such as the Mansion House, St George's area and conservation areas will continue to be protected and improved.
- Key leisure facilities including the Racecourse and Keepmoat Stadium will continue to be supported.

Land for over 8,800 houses will be made available and 158 ha of land will be developed for new industry; our work over the next 5 years is to develop this as swiftly as possible.

Gateway to the Sheffield City Region Cluster

This area is the gateway between Robin Hood Airport and the M18; the construction of FARRRS will link together various economic projects and communities in new creative ways to act as a spur for regeneration.

It will make the most of Doncaster Sheffield Airport as one of our key economic assets by linking it to other logistics infrastructure predominantly in the M18 corridor. The corridor centred around the FARRRS transport link will support the delivery of the Port of

Doncaster and redevelopment of the Bankwood Industrial Estate at Rossington and enable the redevelopment of the former colliery for housing and new facilities for Rossington and a new route in to the town. Existing and proposed strategic development sites in the M18 corridor, including the existing Railport at Doncaster Carr will provide a multi-modal logistics offer linking the City Region's economy to a range of national and global markets. Developing an Enterprise Zone at the Airport (as per Page 8) will support the Airport's expansion, attract further quality businesses into the Borough and improve connectivity to other markets for our existing indigenous businesses.

This will have a big impact on the local economy. Developing the Inland Port will result in an estimated 5,819 new jobs being created, whilst the development of the Airport will result in an estimated 8,000+ jobs being created (4,528 in Business Services, 2,124 in Logistics and 1,440 in Manufacturing).

Longer term there are prospects to grow the airport around improved connections to the railway and making better use of the long runway and terminal buildings. Around Rossington, there is scope to provide a world class golf course using the terrain with some low density parkland housing to attract business people into the borough.

It is expected that the area will eventually provide enough land for over 2,000 new homes and the development of over 200ha of land for new employment.

Dearne Cluster

This area comprises a range of smaller towns with distinct communities which have good access to the towns in South Yorkshire. The area has changed significantly as the remnants of former industries have been cleared away and new roads built into the area such as the Deane Valley Link Road. Rail stations and bus routes have been much improved. Investment is needed to support local businesses and employment areas, renewal in housing as well as new dwellings. The area has many smaller economic projects and recent joint work has been undertaken to see how the area can have a distinct advantage by improving its environmental credentials. This is innovative work requiring determination to identify opportunities and resources but which could assist the area to enjoy greater sustainable economic prosperity.

Because of the terrain there are few opportunities for large employment projects until the Manvers employment zone, but there is great potential through a range of existing assets; Conisbrough Castle, Denaby Industrial Estate, the former Earth Centre, the Transpennine Trail along the River Don corridor, Conisbrough and Mexborough town centres and manufacturing production at Edlington. The area continues to offer a range of housing attractive housing sites and recent house building rates demonstrate the continued economic vibrancy of the area.

Enough land for over 3,300 new dwellings will be made available in addition to over 21ha of new employment land for development.

Doncaster North Cluster

This area has seen significant growth in the 1990s at the Redhouse Interchange and is home to the Carcroft Industrial Estate and new transport improvement has also helped. However, a longer term focus is needed on this area as its potential needs to be

untapped by a new link road to the A1(m) and greater accessibility to Askern and Bentley. New sites are being brought forward north of Adwick consisting of housing and employment and the former colliery sites are in need of assistance to release brownfield development sites. The area has a large number of pockets of economic activity with successful businesses but opportunities to expand are limited with the employment areas being close to housing and poor roads limit their potential. The area is home to a range of out of town retailing at Scawsby and Carcroft as well as traditional high street areas in Bentley. It also has significant heritage assets as Cusworth Hall and nearby Brodsworth Hall.

The business needs of the areas are 4 fold:

- Support the range of existing businesses to identify and facilitate their growth needs;
- Develop the long term business infrastructure to sustain growth such as the A1 Link road;
- Secure investment in flood risk mitigation works; and
- Continue to improve affordable transport links to surrounding areas.

It is expected that the area will eventually provide enough land for approximately 3,200 dwellings and 94.3 ha of new employment land.

Thorne, Stainforth and Hatfield Cluster

This area has great potential located around the junction of the M18 and M180. Significant growth in the logistics sector has brought jobs to the Nimbus and Capital Parks at Thorne; our support of long standing developer plans to bring new employment and housing to Hatfield & Stainforth through the 'DN7 initiative' will bring further growth. This initiative encompasses a major regeneration area with a proposed carbon capture power facility, potential low carbon business parks & a link road to the M18 top open up new housing & employment land. If the full scale of the programme comes to fruition, **6,439 new jobs** will be created and it will house one of the largest low carbon business communities in the UK. Planning and project co-ordination will enable the DN7 programme to speed up development and to help secure further financial investment.

Land north of junction 6 of the M18 will add to the cluster of strategic business park on the west side of Thorne and with the logistics park in the DN7 project will contribute to the Port of Doncaster multi modal offer. Of interest to the area will be new development in the Humberside area at the Able Marine Park at Killinghome which at less than 30 minutes drive away will provide business and job opportunities. The area suffers from flood risk but with careful mitigation and co-ordination, the area can contribute over 153ha of employment development as well as seeing world leading technology used for clean coal burn power station and energy from waste recycling plant. Land will be made available for over 2,500 new dwellings as a result.

BEYOND OUR MAJOR PLANS

A range of other sites consisting of major and local sites are provided for through the Local Development Framework process to provide scope for existing businesses to expand with certainty and for additional inward investment. Besides these, there may be opportunities for unforeseen projects and opportunities and these will be supported where

they help meet the objectives of this Plan, for instance present proposals for a PGA golf course at Rossington.

If all of these programmes are delivered to profile, Doncaster is predicted to have the second highest growth rate in the Sheffield City Region over the next 5 years. However, these programmes (and the resulting population increase) will put a further stretch on Doncaster's existing housing supply and transport infrastructure.

We will allocate enough land in the LDF to cater for this housing demand and support a private, social and affordable housing mix to further increase our Housing supply and ensure that this growth is linked to sustainable transport improvements.

EFFECTIVELY MARKETING & PROMOTING DONCASTER

The increasingly competitive economic environment makes it important for places to clearly differentiate themselves and to convey why they are relevant and of value. Doncaster has so many opportunities and competitive advantages to offer people and businesses but historically the borough does not promote these well or in any coordinated way. Through a single 'Place Marketing' plan for the Borough, we and our Partners will promote our unique assets effectively under a single brand to further support our efforts in relation to investment, increasing visitor numbers and so on.

Running parallel to the place marketing project is the Science of Behaviour project which aims to understand the drivers underpinning the choices and behaviours of local people and how these may be positively influenced. The main focus of this project will be how behaviour can be changed and how aspirations, particularly within a low economic community, could be raised.

SKILLS

The Borough's low skills profile is an issue that this Plan must address as it remains a barrier to economic growth.

Our businesses have said that they need their staff to have the right skills in order for businesses to grow. At present, a disconnect remains between skills supply and skills demand, leading to a situation where some of the skills needs of our local businesses are not being met by the local Labour Market.

To create a demand-led skills system that meets the needs of local employers and the Borough's future economic growth, we need to address shortfalls in basic employability skills, a comparative lack of technical skills and to better retain those with higher skills at degree-level or above.

In addition, the present level of unemployment amongst 18 to 24 year olds is too high; we need to offer suitable opportunities for our young people to access, including good quality apprenticeships.

To meet the Skills needs of our employers and to tackle the current high rate of youth unemployment, we need to focus on four key Skills-related activities:

- Improve the advice and guidance we give to our Young People at School, College or in training including a better idea of the competencies employers want from any employee;
- Increase the number of apprenticeships on offer in the Borough by effectively delivering our 'Skills Made Easy Programme' (financed through the Sheffield City Region City Deal);
- Develop the Borough's high-end Skills by generating Graduate-level opportunities & improving the leadership capabilities of our businesses; and
- Putting in place virtual academies to meet the Borough's labour requirements in key sectors such as Rail engineering and Logistics.

Improving the Borough's Skills profile and the Labour Market's ability to meet the developing needs of our employers will further improve the productivity of our Businesses and ultimately lead to Doncaster making a greater contribution to the regional and national economy.

PART 6: Delivering the Plan & Judging its success

We recognise that the issues we are tackling within this growth plan are not simple ones. We believe however that Doncaster's key assets provide a platform from which a strong, inclusive, balanced, resilient economy can grow. By providing strong leadership and working collaboratively, we will maximise our existing asset base and the opportunities available at our disposal to 'unlock' the potential of the Borough and its residents.

Strong partnerships are integral to achieving this goal; the Council must continue to lead and foster the development of these relationships. A number of Doncaster's assets are seen as City Regionally significant and as the second largest economy in the City Region, Doncaster needs to continue to provide a strong voice to Government along with our neighbours as an active participant at Sheffield City Region's Local Enterprise Partnership Board and Combined Authority.

There are already a number of Partnership Boards in place to help drive Doncaster forward, including those at a regional level (such as the Local Enterprise Partnership and their sector groups) and those solely for the Borough (including those sponsored by Doncaster's Chief Officer Group Partnership). **The tables on the following pages**, beginning with our delivery plan for the 2013/14 financial year, show the short, medium and long-term actions that will be delivered through this Plan under each of the three themes. **Our delivery plan will be updated on an annual basis.**

Success will be determined against a number of **key measures** that will help determine whether we have met our vision of:

'Doncaster is a successful borough, built on a strong local economy that supports progressive, healthy, safe and vibrant communities'.

The key measures that will be used **to judge the overall success of this Plan by 2018** include the following.

HEADLINE MEASURE	REASON FOR INCLUSION IN THE PLAN
GVA Prosperity Gap with Y&H	Although this Plan does not want GVA 'at all costs', GVA remains the key measure of the value of goods and services produced in the Borough and efforts need to be targeted to increase this per head. This measure will capture the progress in increasing overall GVA output and narrowing the gap with the rest of Y&H. It is calculated with reference to three key elements: sectoral profile; worker productivity; employment rate.
Sectoral Profile (number of employees)	The need for the Borough to grow its existing businesses to make them more resilient and productive means that this indicator is an essential one.
Overall Business Base	A key measure of enterprise and economic resilience in the Borough. It will show the direction of travel in increasing the business base in relative to the region. Analysis of the changes will take into account start-up rates, survival rates and the size profile (employees) of the businesses.

HEADLINE MEASURE	REASON FOR INCLUSION IN THE PLAN
Businesses being more satisfied with the local Skills system	Previous Skills measures have focused on 'supply' (i.e. the qualifications our residents have reached); we need to determine whether we're developing a 'demand-led' skills system to meet the needs of our businesses. There are 2 to 3 questions from our annual Labour Market Information Survey that can be used to assess whether businesses believe that this is the case.
An improved Skills profile	Doncaster (at present) has a poor Skills profile, marked by too many of our residents having no qualifications and too few having the higher-level Skills desired by employers. We need to improve this in order to support the economic growth desired within this Plan.
Employment rate & Benefit claimants	We need to gauge the 'social' impact of our interventions and the extent to which levels of economic engagement is improving across the Borough. The effect of our interventions on unemployment levels requires monitoring as a result.

All of our activity will contribute to one or more of these measures.

Through the successful delivery of this Plan that wider economic benefits will be realised such as;

- More destinations available from Doncaster Sheffield Airport
- An increase in visitor numbers
- More businesses exporting
- A vibrant, growing and successful market

Our Delivery Plan for 2013/14

PRIORITY	WHAT	HOW	WHO	WHEN	MEASURES
Business Growth	Support the Growth of existing businesses across the Borough	Business Doncaster Board to meet every 6 weeks to regularly scrutinise & challenge the Partnership offer to Businesses	Business Doncaster	Board meetings throughout 2013/14	<ul style="list-style-type: none"> • £ Inward Investment attracted in 2013/14 • New Jobs created (1 yr+) • No of Business Start ups
		Promote the 'Growth Accelerator' programme with local Small & Medium-sized businesses	Business Doncaster	Promotion to begin from mid-July	
		Actively explore and develop new Business Support mechanisms appropriate to Doncaster business need	Business Doncaster	Ongoing	
		Through Doncaster's Labour Market Survey, establish business need for University support and use the results to guide further work	Business Doncaster	Survey to be run in October 2013	
		Investigate options for supporting the growth of key sectors	Business Doncaster	Ongoing throughout 2013/14	
	Increase support for business start-ups across the Borough	Continue to deliver contract to support Business Start-ups across the Borough in 2013/14	Business Doncaster	Ongoing throughout 2013/14	
	Increase Inward Investment by effectively marketing and promoting Doncaster at a national level to investors	Develop a more robust inward investment offer and, with Partners in Business Doncaster, work out effective methods to market this	Business Doncaster	Ongoing throughout 2013/14	
		Further develop relationships with authorities out of the City Region, for instance: <ul style="list-style-type: none"> a) Golden Corridor (Wakefield/N Lincs) b) East Coast Mainline Group (York, Nottinghamshire & Humberside) 	Business Doncaster	Ongoing throughout 2013/14	

		Work with the Sheffield City Region to market and promote Doncaster at a national level to investors	Business Doncaster	Ongoing in 2013/14	
	Buy Doncaster	Increase the ratio of public sector spend using Social Value Act to Develop a local Contracts register to promote local supply chain opportunities with indigenous businesses to increase local public spend ratio	Business Doncaster	Ongoing	
PRIORITY	WHAT	HOW	WHO	WHEN	MEASURES
Place	Further develop our Urban Centre	<p>Complete CAST, Doncaster's new Performance Venue, to improve our cultural offer and increase visitor numbers in the medium to long-term.</p> <p>Establish town centre forum with the private sector to aid communication between key partners and develop a cohesion of vision for the town centre.</p> <p>Secure the urban town centre regeneration as a City Region priority. If unsuccessful in securing funding through SCRIF then explore alternative funding streams or delivery mechanisms.</p>	<p>Major Projects Team</p> <p>Business Doncaster</p> <p>Major Projects Team / Service Improvement & Policy Team (R&E)</p>	<p>Launch in September 2013</p> <p>November 2013</p> <p>October 2013 for SCRIF</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Increase in employment on specified sites • New employment land delivered to profile • Number of new houses delivered (Public & Private) • Visitor numbers into Doncaster

<p>Create an Airport Growth Corridor</p>	<p>Launch the Port of Doncaster Project.</p> <p>Construct FARRRS</p> <p>Secure City Region Investment Funding to develop the business case for the FARRRS extension and RHADS railway station</p> <p>Explore the opportunity of developing an Enterprise Zone.</p> <p>Continue to support and promote the development of the Inland Port.</p>	<p>Business Doncaster</p> <p>Strategic Transport and Service Improvement and Policy</p> <p>Service Improvement & Policy Team /Finance</p>	<p>August 2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	
<p>Develop the DN7 programme</p>	<p>Secure the development of DN7 as a City Region priority. If unsuccessful in obtaining funding through SCRIF then explore alternative funding streams or delivery mechanisms.</p>	<p>Service Improvement and Policy Team (R&E) / Major Projects / Strategic Transport</p>	<p>October 2013 for SCRIF/</p> <p>Ongoing</p>	
<p>West Moor Link</p>	<p>Secure the development of West Moor Link as a City Region priority. If unsuccessful in obtaining funding through SCRIF then explore alternative funding streams or delivery mechanism.</p> <p>Gain agreement to complete preliminary development work to get the scheme 'oven ready' for when alternative funding streams become online.</p>	<p>Strategic Transport / Service Improvement and Policy Team (R&E)</p>	<p>October 2013 for SCRIF/</p> <p>Ongoing</p>	

A1/A19 link road	Secure the development of A1/A19 link road as a City Region priority. If unsuccessful in obtaining funding through SCRIF then explore alternative funding streams or delivery mechanism. Gain agreement to complete preliminary development work to get the scheme 'ready' for when alternative funding streams become online.	Strategic Transport / Service Improvement and Policy Team (R&E)	October 2013 for SCRIF/ Ongoing	
Provide certainty to local businesses to 'develop' through the Local Development Framework	Submit Sites and Policies Plan to Government Promote sites to developers	Service Improvement and Policy Team (R&E)	October 2013	
Build more homes for residents through the Council House Build Programme	Complete Lawn Avenue and Cantley Phase 1 Council House build programmes	Housing Team	March 2014	
	Complete Cantley Phase 2 and Sherwood Avenue Council House build programmes	Housing Team	July 2014	
Support the delivery of Private New Home building	Commence and support pre-planning discussion and work on technical issues on LDF housing sites to ensure deliverable land is allocated to meet housing target dwellings per year	Development Management and Service Improvement & Policy Team	Ongoing	
Further develop our Tourism offer to attract more investors into the Borough	Work with Welcome to Yorkshire and other local Partners to utilise the Visit Doncaster website and the Tourist Information Centre to promote Doncaster's rich heritage	Business Doncaster	Ongoing in 2013/14	

	Work in Partnership with the South Yorkshire Passenger Transport Executive to develop better public transport systems	Develop Doncaster Bus Partnership between DMBC, SYPTE and bus companies, agree major asks and deliver on actions	Strategic Transport Team	Delivery on asks from Jan 2014	
	Establish an effective 'Place Marketing' campaign for Doncaster	Establish baseline of marketing activity by all partners, key audiences and communication media used Establish a cross organisation marketing group with the mandate to coordinate communication activity and align resources Produce a Place Marketing Plan for Doncaster	Service Improvement & Policy Team (Corporate)	August 2013 October 2013 January 2014	
	Partnership Arrangements are appropriate to deliver the Growth Plan	Review partnership arrangements following sign off of this plan to ensure they are fit for purpose	Service Improvement & Policy Team	January 2014	
Skills	Improve the link between employers and schools so school leavers can better meet the needs of our businesses	Campsmount, All Saints and Hallcross Schools to pilot their response to the employability competencies developed by local Private Sector employers. This will include adapting current provision to ensure it meets the requirements of the competencies	Work & Skills Board	Pilot to begin in Sept 2013	<ul style="list-style-type: none"> View of businesses in response to key questions within Doncaster's annual LMI Survey Skills profile of Doncaster's residents
		Doncaster Council to create bespoke labour market information packages for each of the pilot schools to better inform teachers & advisors of the employment opportunities available in the Borough	Economic Policy Team (DMBC)	Packages to be ready for Sept 2013	
		Work & Skills Board to review the success of the pilots and to determine further rollout as needed	Work & Skills Board	From 1 November (3 month review)	

Skills	Create new apprenticeships with support from the City Deal-sponsored 'Skills Made Easy' programme	Business Doncaster's 'Skills Made Easy' team to support Small & Medium-sized Businesses to take on 130 new apprentices through the programme in 2013/14 as contribution to 750 target	Business Doncaster	Ongoing	<ul style="list-style-type: none"> • Number of people taken on as Apprentices through the Skills Made Easy programme • Numbers of Graduates supported into full-time employment as a result of the programme
	Develop more Graduate-level opportunities in the Borough	Deliver 5 more Graduate Academy programmes across Doncaster, supporting 60 local graduates to become more 'employment-ready' and to broker employment opportunities with Private, Public and VCS employers	Business Doncaster	1 Cohort per 6 weeks from August 2013	
		Develop the Doncaster 'Graduate Milkround' proposal to brigade SME employers with graduate-level opportunities within a 'Doncaster offer' to attract undergraduates to the borough	Work & Skills Board	Proposal to be finalised by 1 November 2013, ready for rollout at University events across the Country	
	Develop virtual academies to meet our employers future Skills needs	Virtual Academies in Rail Engineering and Logistics to gear up our Labour Market to access future employment opportunities in the Borough	Work & Skills Board	Ongoing in 2013/14	