

**#Doncaster***Made4***GBR**HQ 





# So you're looking for the perfect location for the GBR HQ?



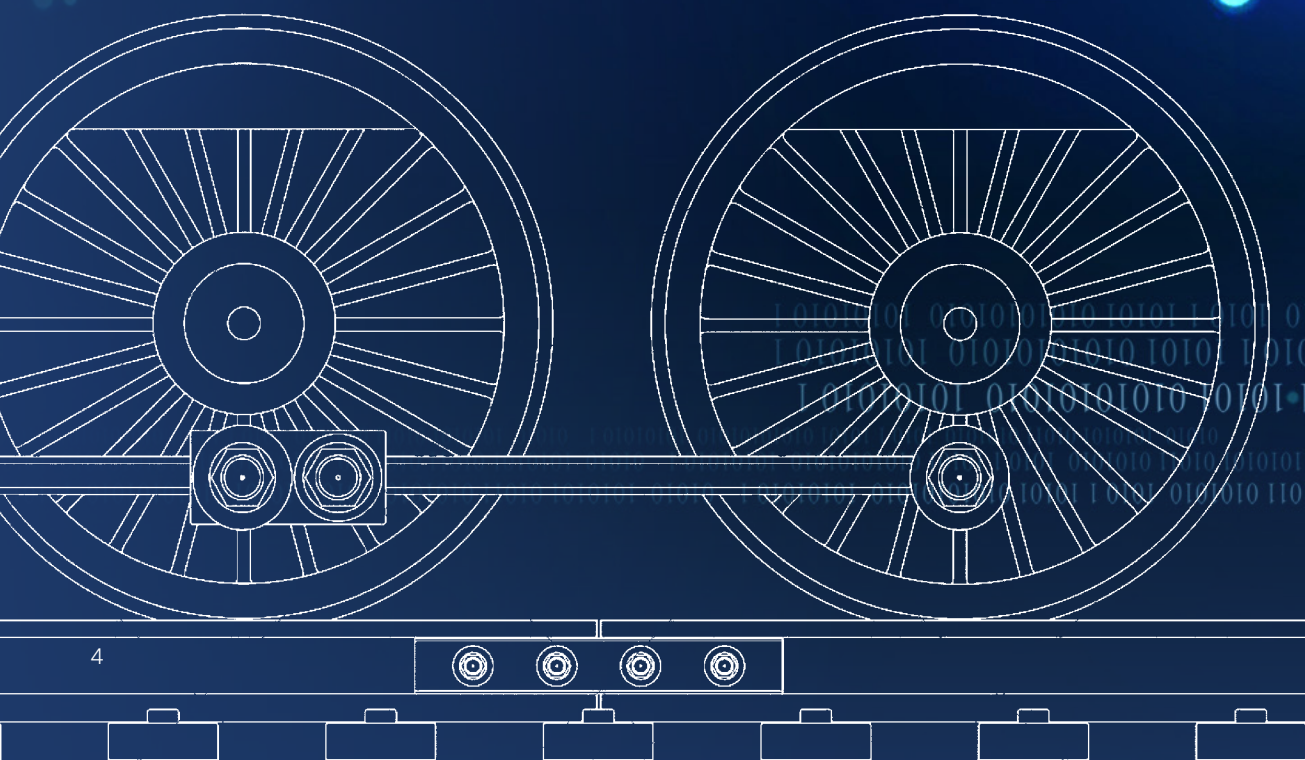




# Doncaster's made for it.

OVER  
**150**  
YEARS

of engineering  
excellence in  
the rail sector



“There are few locations within the UK that can compete with Doncaster's rail heritage, connectivity and cluster of rail companies. VolkerRail are proud to be part of that rich heritage.”

Volker Rail

**Rail. It's in  
our DNA.**



# 1. Context



You couldn't be in a better position



# Describe the location of your application and your proposed headquarters site

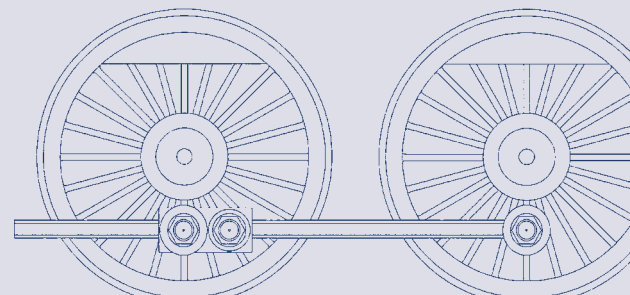
Since 1849, when the Great Northern Railway first operated in Doncaster, Britain's railways have shaped our history and economy.

Yet, if it had not been for the local Conservative MP Edmund Beckett Denison, the railway and railway workshops would never have come to Doncaster. He persuaded the Great Northern to extend their line through the town, and then to transfer its locomotive repair workshops to Doncaster. It was perhaps the most significant example of levelling-up in Doncaster's history. Thereafter, the town became known as a place where the latest locomotives and carriages were conceived and brought to life to enrich the nation's railways and the local community's well-being.

South Yorkshire (SY) today is characterised by mature partnership working and shared ambition for our businesses and communities. We have targeted the rail sector for growth in collaboration with the Department for International Trade (DIT) over some years. We anticipate that the GBRHQ, located within five minutes' walk of Doncaster Station, will contribute to, and draw from this existing momentum. This will be achieved through agglomeration benefits afforded to the region's rail cluster, enhanced opportunities for collaboration and innovation, and the proximity to influencers and decision makers responsible for the UK's strategic rail network.

## As the heartland of the UK's rail and logistics strategic infrastructure, Doncaster was made for GBRHQ:

- We have a diverse rail cluster of 200 firms that is already advancing all aspects of the railway and we can do more
- We offer an amazing place, potential HQ sites and homes which provide excellent value for money (VfM) to Government and relocated staff
- We have room for expansion – on site and across SY to benefit the sector's growth
- We are committed to social value and levelling-up with existing plans complementary to GBRHQ
- Our skills and R&D offer are world class
- Our heritage and our future ambition deliver an emotional and commercial commitment to rail unrivalled elsewhere – we built the Flying Scotsman
- We understand GBR's mission, and we can offer UK and international connectivity, proximity to end-users and potential sites that befit the stature, accessibility, and technical requirements of a national HQ
- The catalytic impact of the GBRHQ can bring further momentum to Doncaster's town centre improvements and to the SY green renaissance
- Our public-private partnerships are mature and committed to level-up once and for all. Better, greener, fairer.



With a population of 312,800, Doncaster has a central business and retail district with huge potential and a strong economy with a local GDP of £6.97bn and 136,000 local jobs. Some 19,000 of these jobs are in 200+ rail and logistics firms. Ultimately SY's "levelling-up" for its 1.4M population must improve skills, productivity, and economic resilience. We have the foundation and plans in place to achieve this – GBRHQ is our catalyst for our change, and we can help you with yours.

The GBRHQ will have our track/train, freight/passenger, rail supply, manufacturing, and skills/higher education dynamism at its disposal. We are net zero energy pioneers e.g., Hydrogen firms ITM, Clean Power and the Energy Institute at the University of Sheffield (UoS). The UK Rail Research and Innovation Network (UKRRIN) is of international significance e.g., we are testing steel for our future railway at the Advanced Manufacturing Park (AMP) in Rotherham and we host UKRRIN's Digital Hub at Unipart Rail in Doncaster.

Future rail careers are being shaped at the award-winning University Technical College (UTC) and at the National College for Advanced Transport and Infrastructure (NCATI), which specialises in skills for rolling stock, track systems and power. Sheffield Hallam University (SHU) is steeped in rail and offers, inter alia, a degree apprenticeship in railway engineering. SY is soon to have an Institute of Technology (IoT), making a substantial contribution to the region's productivity and ability to attract and retain higher-level technical skilled roles in the region.



**Our firms, our workforce and our young people are ready for the challenges and opportunities of GBRHQ.**

Our bid is supported across SY and the North by public and private sector leaders and has been led by a sub-group of the Borough Partnership.

***"My brother works for Network Rail, and I wanted to follow the same route that he took. I want the GBRHQ to bring new options for career development for me."***

Lewis – student at Doncaster UTC.

Our excellent, and unique, 'cross section' of local rail skills, expertise, and insight can bring GBR closer to its customers, collaborators, and innovators. In doing so, GBR can help yield external economies of scale that are fundamental to securing the benefits of rail agglomeration for the regional economy. Our sector expertise includes freight (e.g., DB Cargo, iPort Rail, GBRf, Freightliner), passenger (e.g., Hitachi rolling stock maintenance, seven TOCs – equal highest number in UK), Network Rail management / operations, supply chain (e.g., Volker Rail, Unipart Rail, TTS Rail, British Steel, SPL Powerline, Trackwork,) and skills (NCATI, UKRRIN).





We offer several highly visible site options at Doncaster's City Gateway development that can be dedicated to the GBRHQ – all within walking distance of the East Coast Mainline station. Our preferred site is next to the station with BREEAM excellent status and intelligent building potential, making it an ideal HQ location.

Speaking in 2020 when opening a Network Rail office in Doncaster, (Mallard House after the famous locomotive), Andrew Haines, Chief Executive of Network Rail said: “We have a fantastic history in Doncaster as one of the archetypal railway towns and we have a fantastic history in the name of Mallard. I genuinely believe that with the quality of the people we have here and these new facilities to support them, we have a fantastic future as well.”

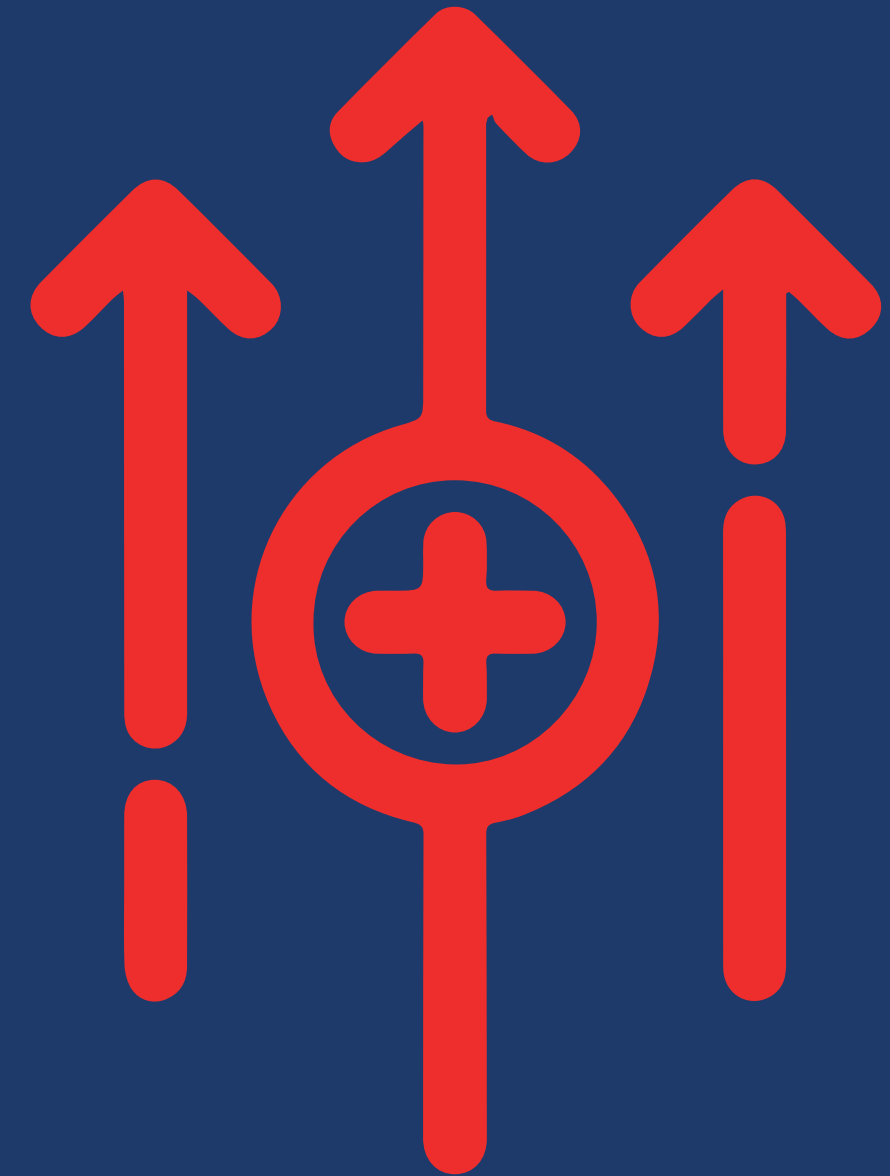
Doncaster and SY are key target areas for Levelling-up in the Government's White Paper, which notes that just a quarter of adults have a qualification at level 4 and above in Doncaster, compared to nearly half in York. Doncaster is designated as an Education Investment Area and GBRHQ will create the opportunities for high skill and well-paid jobs that will make this a success and retain well qualified people in the area.



*Looking ahead to 2050 – 200 years after Denison – we see SY at the heart of a zero emissions railway: faster, smarter, with far more passengers and freight, as vastly improved signalling and other technologies, and better rolling stock, raise the capacity and running speeds of existing lines. For SY, these revolutionary changes will bring, and require, thousands of high-wage, high-productivity jobs, galvanising change to level-up the economy. Like Beckett Denison, GBRHQ will spark fundamental levelling-up.*



## 2. Levelling up



A great growth opportunity for Doncaster,  
South Yorkshire and the North



# Describe how your application will align with and demonstrate Levelling Up

Plans to level-up Doncaster and SY are in the SY Strategic Economic Plan (SEP) and the Doncaster Delivering Together Strategy.

At table 2 we demonstrate how our plans align with the levelling-up white paper and GBRHQ. We want a better economy, higher value, and

higher tech, more directly linked to the wellbeing of our population and planet, where people are empowered to share in the fruits of their labour. Productivity remains a key part of this challenge, as a determinant not just of economic growth but of quality of life and wellbeing. GBRHQ will help SY deliver this step change.

## Key Benefits and impact include:

- 1. **Enhanced Pride in Place**
- 2. **Increased GVA and GVA per hour worked**, levelling-up the productivity gap
- 3. **Increased mean and median pay**, levelling-up SY with the opportunity to address the gender pay gap with executive jobs and increase female representation in transport, construction and engineering
- 4. **Increase in number of residents and employees qualified to NVQ Levels 3/ 4**, levelling-up skills
- 5. **A catalyst to inward investment and employment** in the rail cluster, supporting the SEP, and the UK economy
- 6. **Growth of R&D investment and agglomeration** in the existing rail cluster
- 7. **Increase in travel to work by rail**, supporting mode shift, decarbonisation and air quality improvement
- 8. **Increase in urban centre jobs, employment diversity and occupation of Grade A offices** supporting the shift to a knowledge-based economy and increasing the contribution of Doncaster town centre to regional growth
- 9. **Physical regeneration of the urban centre**, acting as a catalyst for further investment
- 10. **Increase High Street footfall**, helping to sustain the retail, leisure and cultural offer, and a safe, inclusive, green and attractive town centre environment
- 11. **Promotion of SY rail heritage** and support for local culture and institutions including the Rail Heritage Centre
- 12. **Promotion of SY** as a place to live, work, invest and play
- 13. **Manifest levelling-up and social value** - a visible commitment to Level Up

Job and GVA effects from GBRHQ location in the town are set out below (estimated in line with HMT Green Book 2020).  
The proposition has a net present value of more than £825M.

Measure					Commentary
Employment at GBR in Doncaster range from 100-1000 relocations	100	200	400	1,000	Number of people assumed to be employed at GBRHQ
Total net employment effect (including at GBRHQ)	184	368	736	1,840	Estimated effect on employment of Doncaster residents
GVA impact per annum, £m	£11.0	£22.1	£44.2	£110.4	Estimated effect on local GVA, e.g., if there were 1,000 employees at GBRHQ, Doncaster GVA would rise by £110.4m or by about 2%
Welfare impact of GVA at 40%, £m pa	£4.4	£8.8	£17.7	£44.2	Output (GVA) must be 'earned'. It is not a straight gain. Extra GVA is a gain to society not least because the extra taxes on the activity, and benefits saved, allow government to employ more nurses, teachers etc, or to reduce general taxation. Government estimates that this welfare gain equals about 40% of the increase in GVA
Net Present Value of GVA impact 2022 values, £m, 2% annual real terms growth assumed	£82.7	£165.5	£331.0	£827.5	The value of the impact in total over eight years (discounted). Assumes that the effect persists for eight years
Net Present Value of Welfare impact 2022 values, £m	£33.1	£66.2	£132.4	£331.0	Ditto



The table below details how GBRHQ will add value to the Levelling-up Missions in the White Paper.

Table 2: Added value plans

LU White Paper		Local LU Plan Doncaster Delivering Together			Metrics	GBRHQ Impact
Mission	Capitals	Delivery Priorities	Core Supporting Strategies			
Objective 1 Boost productivity, pay, jobs, and living standards by growing the private sector, especially in those places where they are lagging.						
Mission 1: Pay, employment and productivity will have risen in every area of the UK	ALL	<ul style="list-style-type: none"><li>Making Doncaster the best place to do business and create good jobs</li></ul>	<ul style="list-style-type: none"><li>SYSEP</li><li>Doncaster Inclusive Growth Strategy</li><li>Doncaster Local Plan</li><li>Urban Centre Masterplan</li><li>Town Investment Plans</li><li>GatewayEast Economic Blueprint</li></ul>		<b>GVA per hour worked</b> <ul style="list-style-type: none"><li>Doncaster £27.25</li><li>UK: £35.15</li></ul> <b>Gross median weekly pay</b> <ul style="list-style-type: none"><li>Doncaster: £537</li><li>GB: £613</li></ul> <b>Employment rate age 16–64</b> <ul style="list-style-type: none"><li>Doncaster: 69.1%</li><li>GB: 74.6%</li></ul>	<b>Direct</b> <ul style="list-style-type: none"><li>Increased GVA</li><li>Increased GVA per hour worked</li><li>Increased mean and median pay</li><li>Increased jobs in Doncaster rail sector</li></ul> <b>Induced</b> <ul style="list-style-type: none"><li>Inward investment and employment growth in wider rail and transport sector</li><li>Agglomeration benefits</li></ul>
Mission 2: Domestic public investment in R&D outside the Greater South East will increase by at least 40% and over the Spending Review period by at least one third	Intangible	<ul style="list-style-type: none"><li>Making Doncaster the best place to do business and create good jobs</li><li>Developing the skills to thrive in life &amp; work</li></ul>	<ul style="list-style-type: none"><li>SYSEP</li><li>Doncaster Inclusive Growth Strategy</li><li>GatewayEast Economic Blueprint</li></ul>		<b>Business expenditure R&amp;D</b> <ul style="list-style-type: none"><li>Y&amp;H£1.07bn (4%)</li><li>UK£26.94bn</li></ul> <b>Government funding R&amp;D</b> <ul style="list-style-type: none"><li>Y&amp;H £130m (4.9%)</li><li>UK: £2.66bn</li></ul>	<b>Induced</b> <ul style="list-style-type: none"><li>Growth of regional rail and transport sector with associated business R&amp;D investment</li></ul>
Mission 3: Local public transport connectivity across the country will be significantly closer to the standards of London	Physical	<ul style="list-style-type: none"><li>Tackling Climate Change</li><li>Building transport and digital connections fit for the future.</li></ul>	<ul style="list-style-type: none"><li>SY Transport Strategy<ul style="list-style-type: none"><li>Integrated Rail Plan</li><li>Active Travel Plan</li></ul></li><li>Doncaster Local Plan</li><li>Urban Centre Masterplan</li><li>Town Investment Plan</li><li>GatewayEast Economic Blueprint</li><li>Environment and Sustainability Strategy 2030</li></ul>		<b>Usual method of travel to work by region of workplace</b> <i>Car</i> <ul style="list-style-type: none"><li>SY: 70%</li><li>London: 27%</li></ul> <i>Rail</i> <ul style="list-style-type: none"><li>SY: 4%</li><li>London: 48%</li></ul>	<b>Direct</b> <ul style="list-style-type: none"><li>Mode shift<ul style="list-style-type: none"><li>Increase travel to work by rail</li><li>Increase active travel</li></ul></li><li>Support air quality improvements</li></ul> <b>Induced</b> <ul style="list-style-type: none"><li>Catalyst for urban centre employment growth, supporting further mode shift.</li></ul>
Objective 2 Spread opportunities and improve public services, especially in those places where they are weakest						
Mission 6: The number of people successfully completing high-quality skills training will have significantly increased in every area of the UK	Human	<ul style="list-style-type: none"><li>Developing the skills to thrive in life &amp; work</li></ul>	<ul style="list-style-type: none"><li>Doncaster Education and Skills Strategy 2030</li></ul>		<b>NVQ Level 3+/4+</b> <ul style="list-style-type: none"><li>Doncaster: 51.4%/26.2%</li><li>GB: 61.3%/43.1%</li></ul>	<b>Direct</b> <ul style="list-style-type: none"><li>Increase number of residents qualified to NVQ Level 3+ / 4+</li></ul> <b>Induced</b> <ul style="list-style-type: none"><li>Growth in rail sector/supply chain and in work training opportunities</li><li>Growth in industry employer links to Doncaster education sector</li></ul>



LU White Paper		Local LU Plan Doncaster Delivering Together		Metrics	GBRHQ Impact
Mission	Capitals	Delivery Priorities	Core Supporting Strategies		
<b>Mission 8:</b> Well-being will have improved in every area of the UK	ALL	<ul style="list-style-type: none"><li>• ALL</li></ul>	<ul style="list-style-type: none"><li>• ALL</li></ul>	<b>Average life satisfaction ratings</b> <ul style="list-style-type: none"><li>• Doncaster: 7.2/10</li><li>• UK: 7.4/10</li></ul>	<b>Induced</b> <ul style="list-style-type: none"><li>• Increased volume and choice of job opportunities</li><li>• Increased pay</li><li>• Increased skills</li><li>• Improved town centre including sustainable retail, leisure &amp; culture offer</li></ul>
<b>Objective 3</b> Restore a sense of community, local pride and belonging, especially in those places where they have been lost					
<b>Mission 9:</b> Pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK	Institutional and Social	<ul style="list-style-type: none"><li>• ALL</li></ul>	<ul style="list-style-type: none"><li>• ALL</li></ul>	Satisfied with local area / engaged in civic participation	<b>Direct</b> <ul style="list-style-type: none"><li>• Urban centre regeneration</li><li>• Increase High Street footfall and sustainability of retail and leisure offer</li><li>• Support for local culture and cultural institutions including Rail Heritage Centre</li><li>• Promotion of local rail history &amp; heritage</li><li>• Promotion and status of Doncaster as a good place to live work and invest.</li></ul>





### 3. Connected and easy to get to



Doncaster • The UK's most central rail location





## Describe how your location is well connected to the rest of Great Britain and how people will access your site

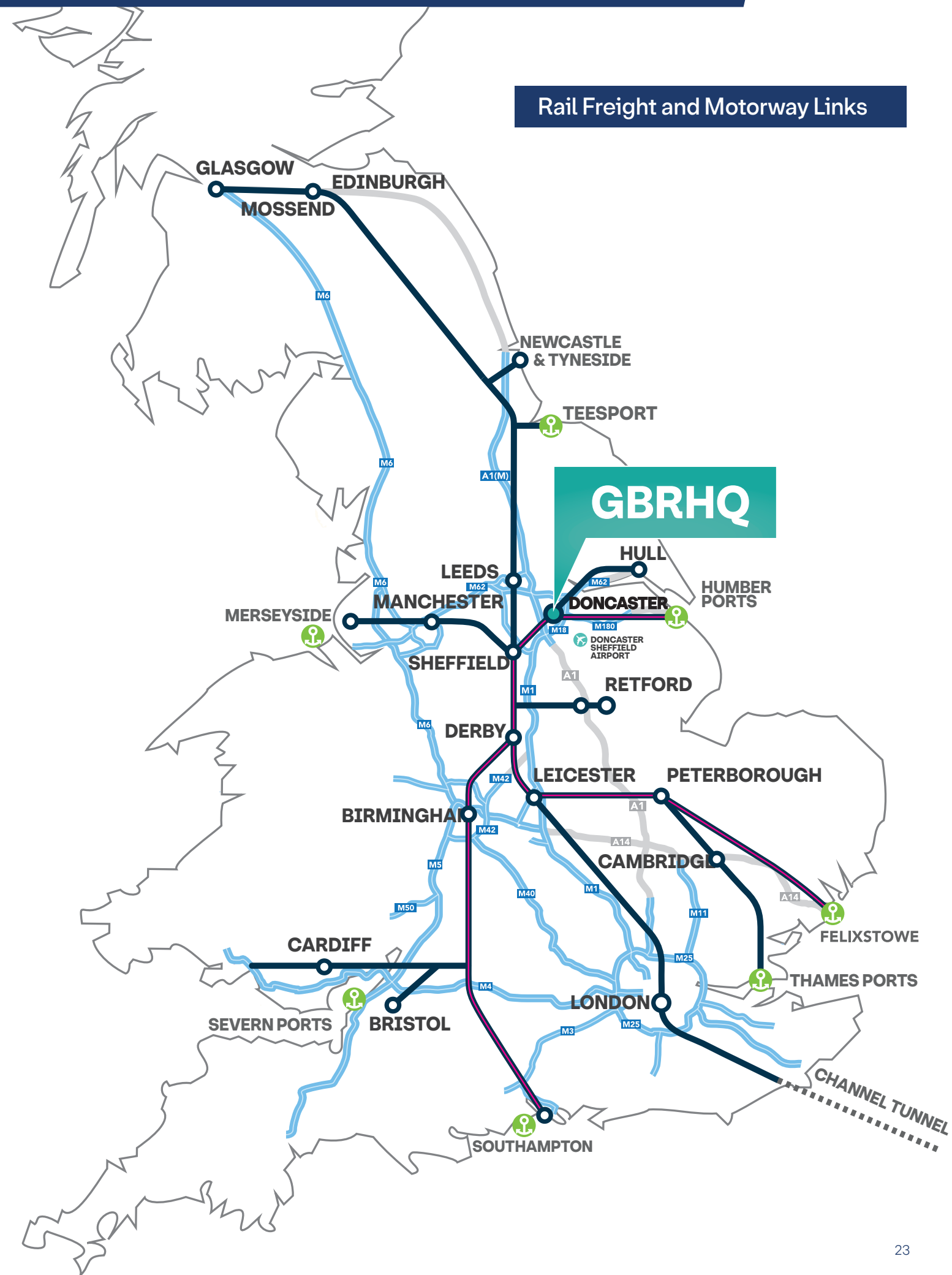
**Doncaster connects the whole of the UK and the wider North as a strategic interchange. We anticipate current rail journey times to reduce based on investments in the Integrated Rail Plan (IRP).**

Potential GBRHQ sites are within five minutes of the train station, directly serving more than 100 rail stations through seven Train Operating Companies. Road access is superb via five motorways (M1, A1M, M18, M180, M62). Doncaster Sheffield Airport's (DSA) international links are 9km from our prospective sites. Our City Gateway investment has already delivered urban realm improvements and a welcome and safe arrival point for Doncaster.

We see the GBRHQ as sitting within this local environment with inter-modal opportunities to include active travel and sharing schemes as well as more traditional modes with easy access to buses and car parking. Our emphasis, however, is on active modes generally, and walking specifically. A major challenge in our levelling-up indicators is health. We expect the City Gateway and GBRHQ to be exemplar locations for healthy and reduced carbon travel.

Levelling-up and the future railway have several things in common – one standout is that the process and results must be inclusive – by everyone and for everyone. Our partnership, our values, our railway must embrace equality. GBRHQ provides an opportunity to demonstrate Public Sector Equality Duty (PSED). Social value, (see Network Rail Social Value Framework, 2021), is managed most effectively when embedded in operations, projects, or programmes from the outset.

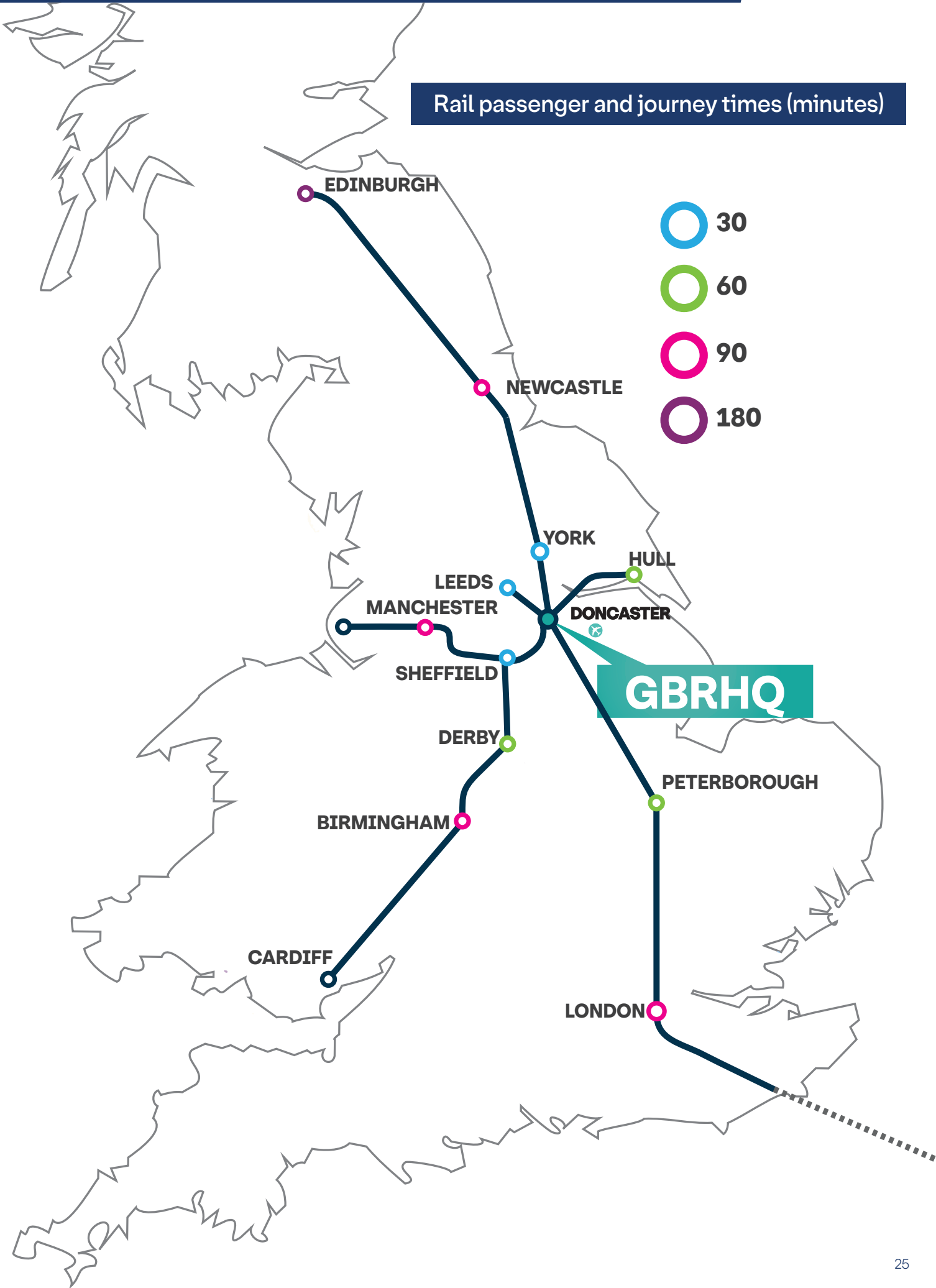
Our starting point is to go beyond PSED and, working with GBR, we will deliver greater equality by using the baseline of DfT's Inclusive Transport Strategy and Network Rail's Everyone Matters Strategy. In practical terms, this means liaison with, inter alia, Doncaster's many multi-faith centres (many within walking distance of the proposed site), Doncaster School for the Deaf (uniquely provides post-16 education) and our Lesbian, Gay, Bisexual, Transgender, Queer or Questioning (LGBTQ) partnership.





**Team Doncaster** is the focal point for our Borough Partnership and has an ethos of collaboration, progress, and positivity, encompassing voluntary/community members, the private and public sector to provide the certainty and collaboration that gets things done. Our partnership's achievements relevant to GBRHQ include Great Yorkshire Way, UTC, NCATI, UKRRIN and DSA as Britain's most popular airport. In SY, we highlight UoS AMRC and new Sustainability Centre as examples of our collaboration to benefit our people, businesses, and communities.

We are, of course, actively involved with Transport for the North and Northern Powerhouse Partnership and our businesses are embedded in the Rail Industry Association (RIA). For DIT we have supported the promotion of the UK's rail sector, promoting SY as an inward investment location and supporting the rail sector's export potential.





Proposed sites, subject to detailed discussion and specification from GBR, are set out in table 3 below and on the map. **Not included in this version.**



## 4. Opportunities for Great British Railways



The perfect place for GBR to thrive



# Showcase the opportunities your location offers Great British Railways

**GBR will create a balance between a whole system view nationally, particularly for freight and cross-country services, and the needs of local communities and regions.**

Our location offers ease of access to the railway, GBR regional HQs and the rail sector, including passenger, freight, engineering, logistics, sector management, and important users such as Humber Freeport and iPort. Proximity to customers and a growing rail cluster is an essential and exciting part of our offer.

Doncaster is also a transport hub, and our business base and supportive Chambers of Commerce across the North include all aspects of transport, from road hauliers to Port operators and developers. In terms of facing future challenges and taking opportunities e.g., in DfT's Transport Decarbonisation Plan, a multi-modal perspective is required, and we offer this on the doorstep.

Our local businesses have an active rail working group and national/international sector influence. Local firms are signed up to the Women in Rail /RIA EDI charter and the Rail Supply Group's work visibility pipeline, providing a platform from which GBR can easily consult on current issues and future plans. Our firms are at the forefront of collaborative working with Rail Infrastructure Maintainers and Operators, Office of Rail and Road, Rail Sector Organisations and across their industry peers. For example, VolkerRail's local team have roles on several sector bodies including the Board of the RIA.

And, we have room for growth. Sites are available for inward investment and 'Doncaster Rail' is already being promoted globally by DIT as a High Potential Opportunity, benefiting GBR and the whole UK.

The offer includes opportunities across the supply chain, for track and train better joined up, with social value, EDI, and decarbonisation in everything we do. This includes the further and higher education facilities and R&D centres of excellence already noted plus ease of access to the wider rail family e.g., Institute for Transport Studies (ITS) in Leeds and engineering firms e.g., Arup, Jacobs, WSP with offices in South Yorkshire that will grow as they welcome the GBRHQ.

The site itself will be a demonstrator for PSED, social value, inclusion, and decarbonisation. Working with you on its design and fit out will provide opportunities to consider public and industry inclusive accessibility with the potential to consult on plans alongside the display of artefacts from our local rail collection. We expect the site location to support our retail and leisure markets locally and, in Amazon and Aldi at iPort, we have a major retail sector customers on the HQ's doorstep.



Following the Williams-Shapps review, GBR's Whole Industry Strategic Plan has five pillars and we have commented on how our offer will benefit these below.

## 1) Meeting customers' needs

- a) Our site is accessible to the passenger market (all modes) and can be designed to provide exhibition space for future public / industry consultations and historic artefacts
- b) Our rail cluster covers all aspects of end-users and everything in-between meaning that dialogue on current and future needs is easier

## 2) Delivering financial sustainability

- a) In sections below we set out our value for money case

## 3) Contributing to long term economic growth

- a) The combination of GBRHQ and our world class rail cluster will deliver accelerated and sustainable economic growth locally AND nationally
- b) The HQ will enhance our offer in knowledge sectors, improving productivity, skills and visibly delivering levelling-up
- c) We are experiencing growth from other industries, notably the aviation and digital/media sectors across SY. GBRHQ can accelerate growth directly and signal of our confidence in the future

## 4) Levelling-up and connectivity

- a) Our case for levelling-up is solid – we have opportunity and challenge. GBR can be part of the opportunity and a demonstrator for the implementation of the Government's Levelling-up White Paper

## 5) Delivering environmental sustainability

- a) GBRHQ will be a green building and we expect that digital communications will reduce the need to travel as a decarbonisation exemplar
- b) The site location will hub with other transport modes and will feature safe walking and cycling modes reducing carbon and promoting health
- c) Our site options include new build and refurbishment – the HQ will again be an exemplar of modern construction techniques

The GBRHQ will have a key role in bringing together industry funders and strategists for key issues e.g., Union Connectivity and devolution (DfT, Scottish and Welsh Governments, regional and local stakeholders) and infrastructure and train service operating organisations.

While communication with, and access to, other organisation HQs is clearly important, there is also a need to remain visibly independent and impartial. Doncaster is well suited in this case, as it has not traditionally been home to Railway regional and governance HQ centres – so is well placed to forge its own independent and dynamic HQ culture.



## 5. Railway heritage & links to the network



The birthplace for modern rail  
with outstanding connections



## Demonstrate the location's railway heritage and current network links

**Doncaster is the town that built the world-famous Flying Scotsman and Mallard and is today among the most important rail hubs in the UK, at the centre of developing the next generation of rail skills and expertise.**

The Railway is our past, present, and future. We are railway family and offer a committed and skilled workforce and community ready to embrace the move of key decision-making functions (the controlling mind in the Williams-Shapps Review) from London to the cradle of the rail sector.

With a long history of representation from rail freight operators, rolling stock sub-suppliers, power supply and distribution, infrastructure maintenance, and the operational railway, our rail cluster continues to diversify in line with the emerging requirements for the industry.

For example, local employment agencies have rail/transport specialisms built upon our supply chain and the indelible link between our people and the railway.

UKRRIN, a £92m partnership between academia and industry, has established a new Technology & Innovation Hub at Unipart Rail's HQ in Doncaster. This is in addition to the UoS specialist rail and steel R&D work at AMRC. The facility will develop new technologies to solve strategic rail industry challenges. We are home to NCATI – formerly the High-Speed Rail College – and Wabtec Rail is a founding sponsor of our award-winning UTC. With regional and national partners, we have represented the sector as an investment opportunity on several occasions – notably at InnoTrans Berlin.

We have an environment for the growth of transport related sectors – including recent and new rail investments (the Azuma/Class800 maintenance facility) and other transport stories (DSA, logistics development). These wider transport industries will allow the GBRHQ to attract transferable skills from a wide variety of industries and communities to ensure that fresh thinking is drawn into the management and delivery of the rail industry.

The railway exhibits at the Danum Gallery, Library and Museum in our Civic Quarter are a small illustration of our railway heritage and we are aware of many more artefacts that can be displayed in a new GBRHQ. Naming rights for the new HQ can also emphasise heritage and our rail family. The main square in front of our civic buildings and UTC is named for the railway legend, Sir Nigel Gresley.

*“Students emigrate, find jobs in other areas, and spend their income in these other areas. If we have opportunities linked to degree apprenticeships, with better pay, and we can get a good education without going to university, then many of those students would stay in the area.”*

Finn – student at Doncaster UTC.





## 6. Value for Money



You'll be better off in Doncaster



## Describe how your location will offer Great British Railways good value for money



### VfM is as follows.

1) **Financial efficiency** – delivering at minimum cost by virtue of Doncaster’s central location and low factor costs. Savings include:

- a) property costs: ideal high quality, ready to occupy, offices at the station at a discounted rate.
- b) lower labour costs.
- c) low living costs for employees.
- d) lower costs for purchased inputs, from office supplies, to utilities, to consultancy services.

2) **VfM in the sense of the Green Book and Five Cases’ Economic Case**, which considers ‘economic, social and environmental impacts’ as well as ‘financial efficiency’. We are confident that location in Doncaster will offer better VfM, using Benefit Cost Ratio, than competing locations.

Added to this, the central location offers advantages in terms of greenhouse gas emissions and wider economic benefits (Green Book Annex 2). These will be pronounced given Doncaster’s labour market conditions (see GVA multiplier calculations).



Doncaster is one of few UK locations with substantial under-used labour and other resources available. We have conducted a modelling exercise to quantify the effects on employment, productivity, and output, which has identified that, in the Doncaster context, each GBRHQ job would generate 1.84 jobs overall (see results tabulated earlier).

As a further example, Grade A office space in Doncaster is marketable at around £15psf. The VfM from a location outside London and the South East, and indeed other more expensive tenure in the North, is therefore a considerable and on-going feature. Of the sites presented, several are in public sector ownership and subject to details, there may be further savings/discount on rental costs.



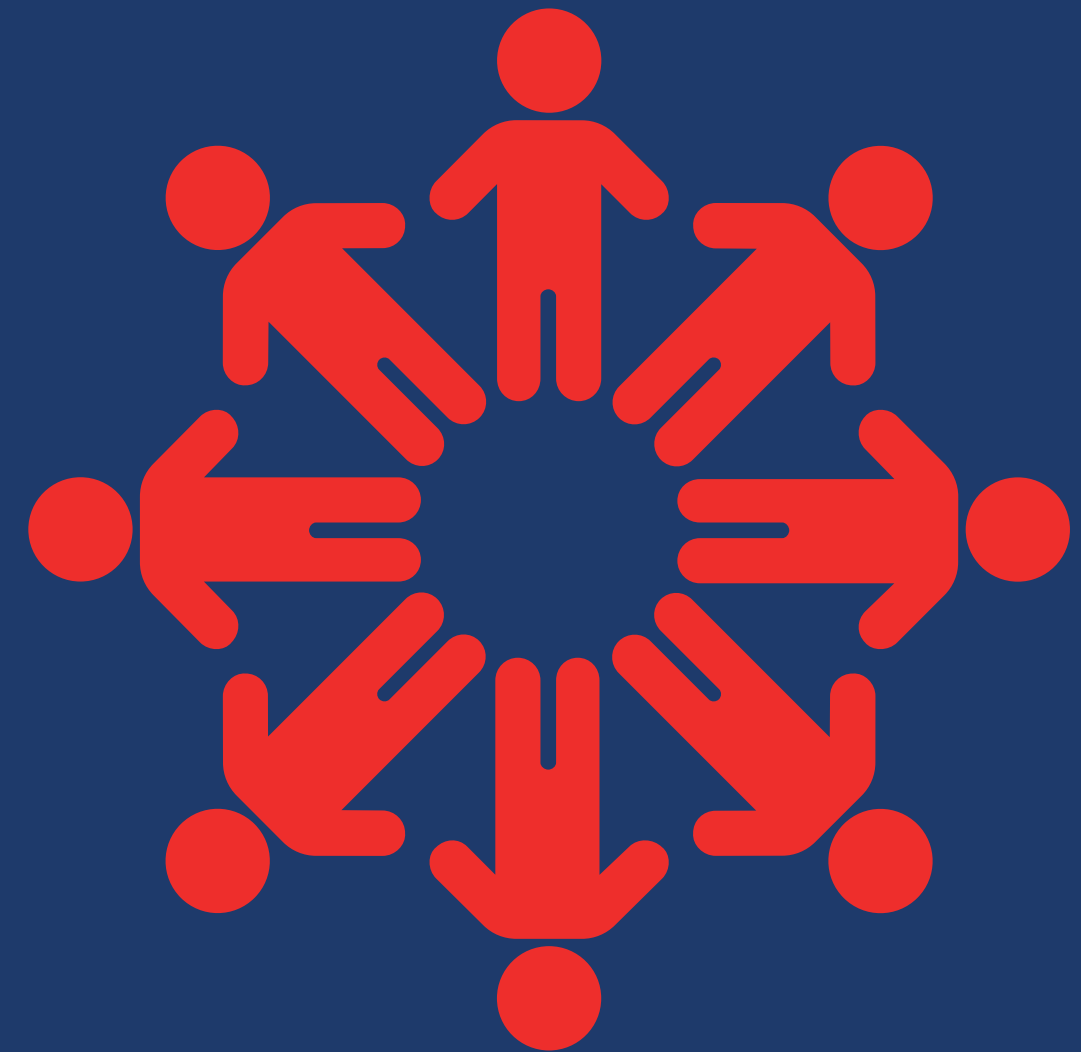
Team Doncaster is committed to economic and social regeneration and to protecting the environment, including the goal for Doncaster to be carbon neutral by 2040; 10 years ahead of the national target.

We are committed to making it possible for direct employees of GBR, and those in the indirect jobs, to cycle or walk to work, safely and easily, from areas of good quality housing – Doncaster’s topography and low population density (for an urban area) make it possible to offer these environmentally beneficial arrangements.





## 7. Public Support



Our people are proud of our rail



# Demonstrate how the national headquarters will be welcomed by the local public

Over a three-week period in preparation for this bid, Team Doncaster conducted a public consultation using #DoncasterMade4GBRHQ alongside #DestinationGBR.

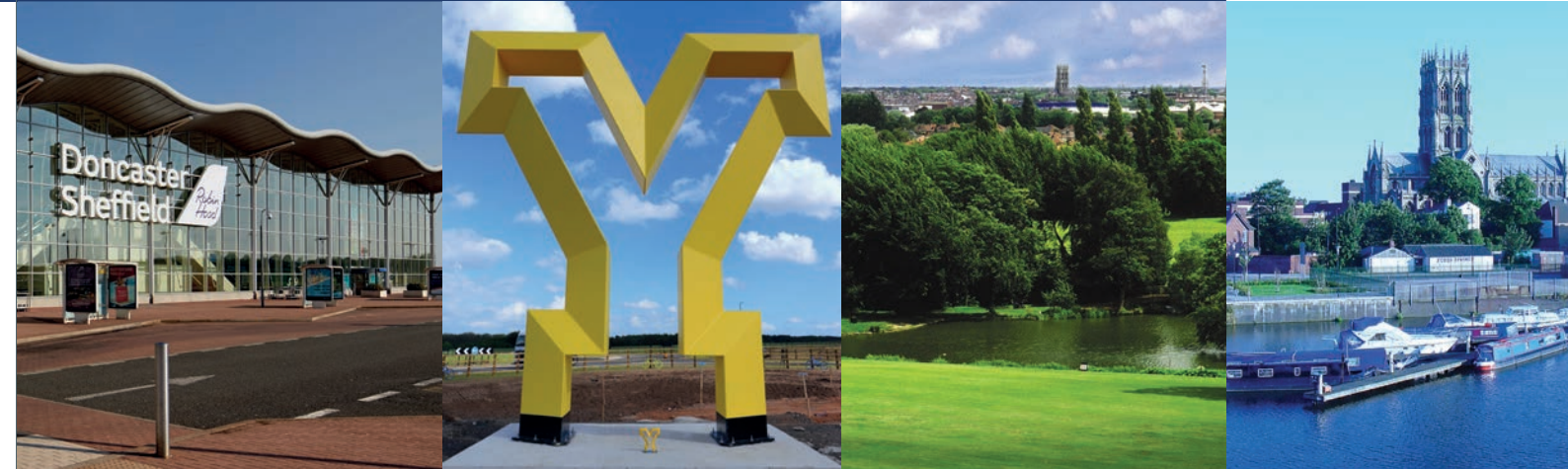
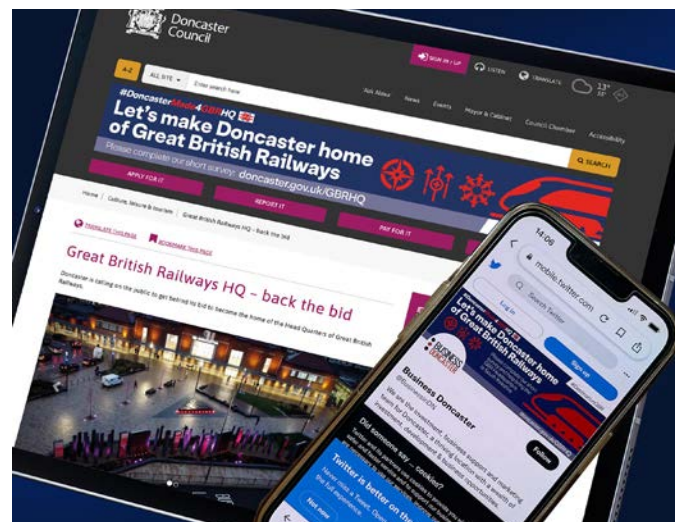
As proof that we are railway family and that we are railway families, an incredible xxxx responses were received in support of the GBRHQ. GBRHQ will be a welcome new addition to our railway family – like coming home.

In the sections above we have demonstrated the economic, social, and environmental significance of the railway and a railway HQ to our history and our future. We have the businesses, the workforce, the end customers, the skills infrastructure, investors and innovators that GBR will need to be a success.

Our intention is for GBRHQ to provide a beacon for the sector's future development and for manifest levelling-up. DIT will no doubt welcome the new HQ as an aid to their continued promotion of SY as a hub for rail investment in the UK.

Michael Hird of Hird Rail Services and Chair of the Team Doncaster Working Group for GBRHQ, said:

*"I have never known such enthusiasm for a project among the local businesses and in our workforce. It's a real opportunity for the sector and for our community. But it's also a real opportunity for GBR. The controlling mind suggested by Williams-Shapps, has to be built on railway foundations and there's nowhere better for that than Doncaster."*





#Doncaster**Made4GBR**HQ 



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