



Doncaster
Delivering Together

Investment Plan
2023 - 2024

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Foreword from Mayor Ros Jones

In 2021, Team Doncaster launched the Borough Strategy; Doncaster Delivering Together. At its core is the mission of Thriving People, Places and Planet. Our ambition is to improve the wellbeing of all the people and communities of our city, while embedding regenerative and sustainable approaches to ensure future generations have the tools to build upon this.



Our ambition is one thing, but more crucial is the roadmap to deliver on this. As a place of places, with 88 communities that make up the fabric of our city, we need to ensure that investment is shared and that our approach is strategically driven and coherent, recognising and building on the strengths and diversity of our different places.

Since introducing the first Doncaster Delivering Together Investment Plan in Summer last year, there has been significant progress as we move forward in our commitment to the *decade of delivery* that was set out in Doncaster Delivering Together. Following the success of Levelling Up Fund Round 1, £18.6m worth of investment is being used to redevelop the Civic Quarter, Waterfront, Markets and Corn Exchange. In addition, we have set out our plans for the £8.96m of UK Shared Prosperity Fund and projects totalling £2.86m from the Community Renewal Fund have been successfully delivered.

There has, however, been significant challenges, most notably the decision by Peel to close Doncaster Sheffield Airport in November of last year, however the fight is not over! I have been immensely proud by the way in which the people of Doncaster have collectively stood tall on this issue. We remain committed to securing the future of our airport, identifying a new operator and seeing aviation return to Doncaster. This airport has the potential to be the jewel in the crown of the Doncaster and South Yorkshire economy. It is an investment in the future of this great city and the region.

Of course, our commitment to a successful operational airport has significant implications on our investment priorities going forward, but only goes to highlight more clearly than ever the need for a strategically driven approach to investment. This way, we can be proactive and place-based in our investments, ensuring that the right projects get put forward for the right funding opportunities.

This approach is vital as we look to secure both present and future investments that will shape our city and the prospects of all our residents. In the government budget of March this year, Doncaster was announced as one of twenty new Levelling Up Partnerships and invited, as part of South Yorkshire, to bring forward a proposal for an investment zone. Our strategic focus will allow us to maximise the impact of these and future investment opportunities for Doncaster.

Doncaster Delivering Together Investment Plan is a mindset, one that means the investments we make will directly contribute to the delivery of our ambitions for thriving people, places and planet.

I am keen to deliver for Doncaster, and this plan sets out the opportunities for investment that can help all of Doncaster to reach their potential.

Strategic Context

To ensure our plan meets the needs for people, places and the planet, it is crucial that the investments set out in this plan meet our strategic objectives. This is not just about achieving our ambitions locally, but also to ensure that we meet regional and national strategic objectives, to reflect the wider eco-systems Doncaster operates in. These strategic led priorities are key to help tackle our wellbeing challenges and maximise our opportunities.

Local – Doncaster Delivering Together

In September 2021, Team Doncaster launched [Doncaster Delivering Together](#) (DDT), our 10 year Borough Strategy, that marks a significant change of gear in the collective effort to improve the wellbeing of everyone in the borough. It has one central mission **thriving people, places and planet**, supported by our **Wellbeing Wheel** that shows our six long-term goals and our ‘Great 8’ priorities that will drive our work and actions.



Figure 1: Doncaster Delivering Together's Great 8 Priorities

These are supported by other Tier 1 policies and [strategies](#). To ensure high-level strategies meet the needs of local people through 'local solutions for local people', [Locality Plans](#) have been developed, and are updated annually to reflect new and updated priorities. These priorities are critical to informing the investments within this plan.

Regenerative Investment

Key to our place-based approach to investment, and the delivery of Doncaster Delivering Together, is the notion of being **regenerative**.

Regeneration, when used in its fullest sense, marks a fundamental shift in thinking and action in the arenas of environmental, economic and social change. It is grounded in a living systems view of the world and recognises the interdependence of the challenges we are facing today, across climate change and bio-diversity loss, social and economic inequality.

It aims to take a holistic approach to addressing the difficult problems we currently face by focusing thinking on the **whole**, and recognises the need to determine which aspects of this living system to work on, in order to realise the greatest **potential**. This potential is key to frame around the people, places and planet of DDT. It requires systems and thinking that moves from siloed and static, to interdependent and evolving.

Regenerative Investment Principles

Regenerative thinking, and therefore regenerative investment has some key components, as outlined in DDT. This is about having purposeful, mission-orientated innovation to improve wellbeing.

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

Regional – South Yorkshire

The South Yorkshire Mayoral Combined Authority (SYMCA) is formal partnership of councils that shapes policy and has direct powers over themes such as transport, economic development and regeneration. Operating regionally across South Yorkshire, and formed in 2014, the constituent members represent the four South Yorkshire local authorities, including Doncaster.

Key to the success of the SYMCA is delivery of the [Strategic Economic Plan 2021-2041 \(SEP\)](#). All four South Yorkshire local authorities will develop Investment Plans which will have strong alignment with the SEP.

Integrated Care Systems (ICS) are partnerships or organisations that come together to plan and deliver joined up health and care services, and to improve the lives of people who live and work in the area.

The purpose of ICSs is to bring partner organisations together to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- help the NHS support broader social and economic development

Key to the delivery of place-based interventions and investments will be the work of the ICS, including the [South Yorkshire Integrated Care Partnership Strategy](#) currently in development.

National – Levelling Up

On 2 February 2022 Government published its long-awaited policy paper [Levelling Up the United Kingdom](#). Central to the Government's plan for 'Levelling Up' was the establishment of 12 new missions across four broad areas:

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

Doncaster has been categorised as Level 1 under the UK Government's [Levelling Up prioritisation of places model](#).

In the 2023 Budget, Doncaster was both identified as a Levelling Up Partnership, which will provide resources for bespoke place-based regeneration and, as part of South Yorkshire, also shortlisted for an Investment Zone, providing a further opportunity for Doncaster to level up and maximise investment opportunities. Unfortunately, Doncaster was unsuccessful in its attempt to become the home of Great British Railways, finishing second in the Government competition.

Our approach to investment therefore needs to reflect these opportunities at our disposal, at a regional and national level, in a way that meets our borough-wide strategic objectives and matches the distinct needs of our communities in our 'Place of Places'.

Investment Opportunities

To help deliver many of the investments that will be presented in this plan, there are numerous investment opportunities currently available and known.

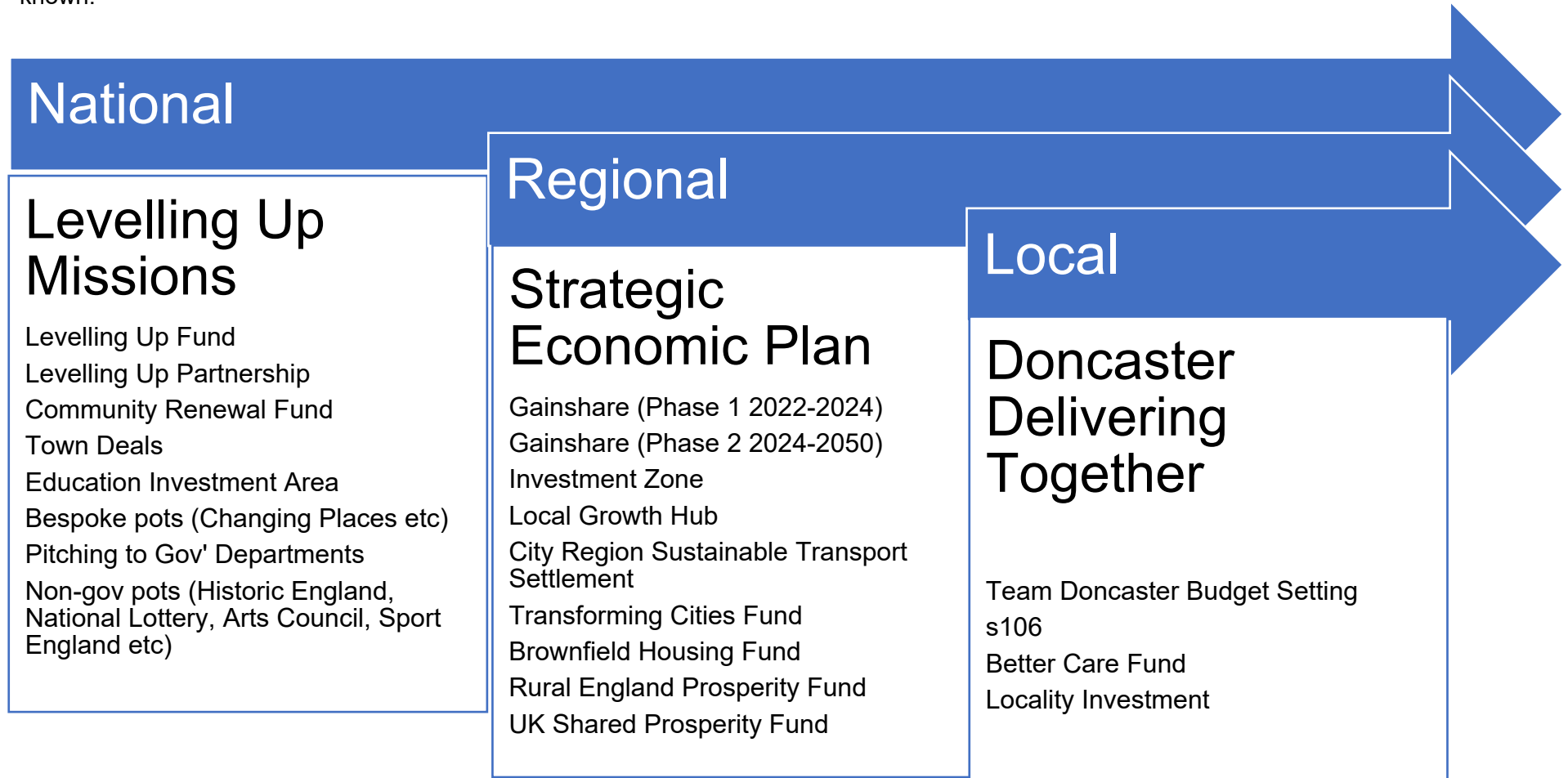


Figure 2 Investment Opportunities Golden Thread

Theory of Change

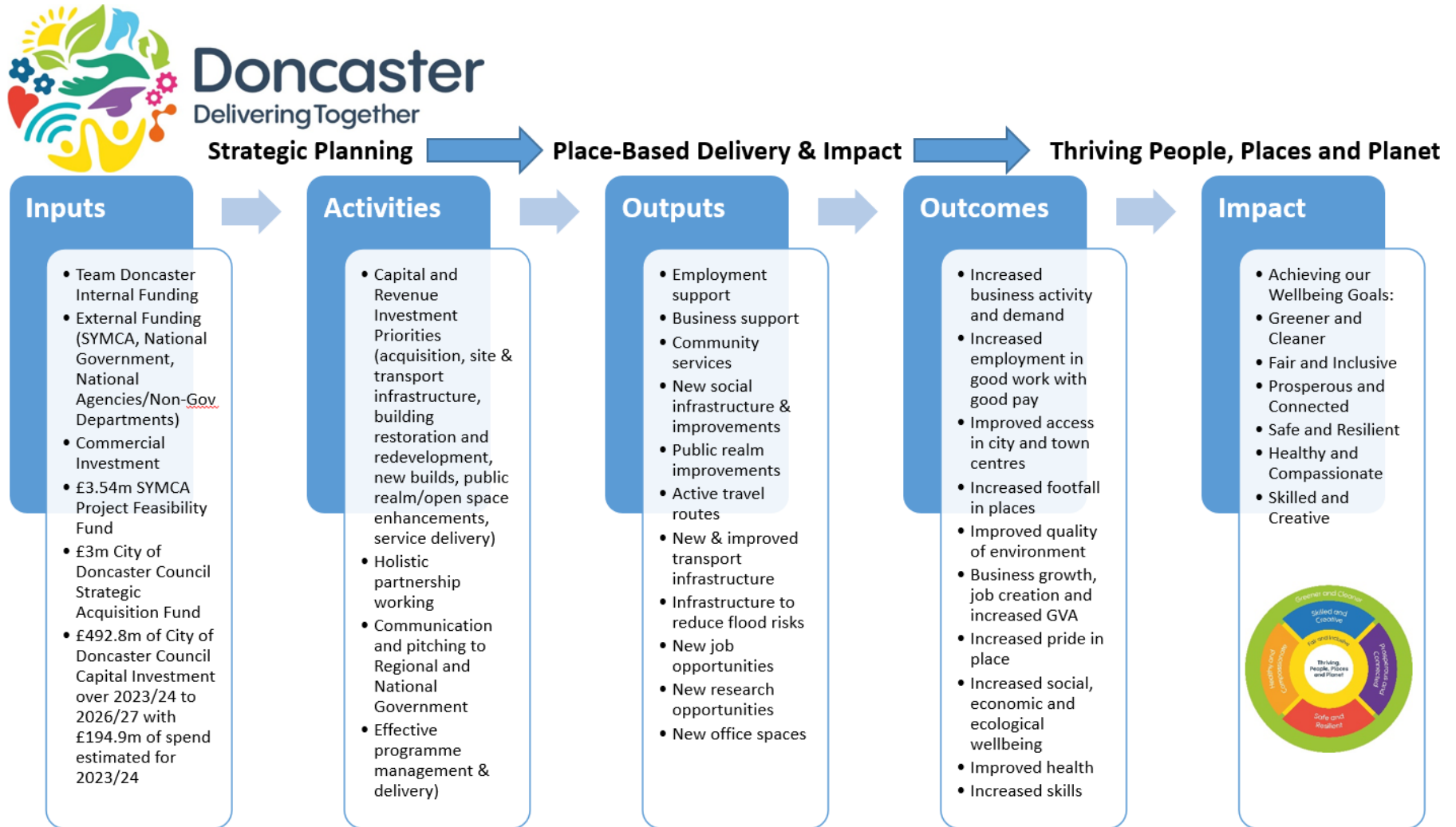


Figure 3: Theory of Change Diagram

Doncaster's Place-based Approach to Investment

With a diverse spatial geography, reflected in our distinct communities, town centres, villages, green spaces and more, it is critical that **our approach to regenerative investment in Doncaster is firmly rooted in our understanding of our place**. The Investment Plan outlines projects across Doncaster, but central to this are **five spatial priorities** which help define the nature of investment across the borough.

Sub-regional Strategic Innovation Sites: The sub-regional Strategic Economic Plan and Doncaster Delivering Together outline three Strategic Innovation and Growth Sites across Doncaster which have the potential to create change at scale and bring benefits to the wider region.

- **Unity** at J5, M18 – delivering 7,000 new jobs through a wide range of employment opportunities and creating a new community for Doncaster. Our [Stainforth Town Investment Plan](#) is bringing **£21.6m** worth of capital investment to the area
- **South Yorkshire Airport City** – central to the Airport City Vision is an operational and thriving Doncaster Sheffield Airport, this is a key investment priority for 2023 – 2024 and beyond.
- **Doncaster City Centre** – supported by our [Urban Centre Masterplan](#), £24.8m [Doncaster Town Investment Plan](#) in the City Gateway and £18.6m [Levelling Up Fund](#)

Priority Neighbourhoods: Wellbeing and the ability to thrive is felt differently across every community in Doncaster. Our Priority Neighbourhoods aims to provide a co-ordinated approach to change, leading to better value for money and improved outcomes. Having started with Edlington, the principle will provisionally move to Highfields and Hexthorpe also:

- **Edlington** – a pilot is currently underway in the community of Edlington, with the local primary Multi Academy Trust as the lead anchor organisation. A [Community Investment Masterplan](#) has been developed outlining critical capital investments that funding will be explored and hopefully resourced to help deliver. Depending on the Government's eligibility criteria, **Edlington will form the basis for Doncaster's Levelling Up Round 3 application in 2023**, including a New Multi-Use Leisure Centre.
- **Highfields** – the development of this Priority Neighbourhood will occur between September 2023 and March 2024
- **Hexthorpe** – the development of this Priority Neighbourhood will occur between September 2023 and March 2024

7 Main Towns & 10 Service Towns and Villages: [Doncaster's Local Plan 2015-2035](#) was adopted in September 2021. It defines Doncaster's Settlement Hierarchy (Policy 1) which informs decisions on the location and scale of development. It outlines **7 Main Towns:** Adwick – Woodlands; Armthorpe; Conisbrough & Denaby; Duncroft, Dunsville, Hatfield & Stainforth; Mexborough; Rossington; and Thorne & Moorends. It also outlines **10 Service Towns and Villages:** Askern; Auckley – Hayfield Green; Barnburgh – Harlington; Barnby Dun; Bawtry; Carcroft – Skellow; Edlington; Finningley; Sprotbrough; and Tickhill.

- **7 Main Towns** – Community Investment Masterplans have been developed for three of our Main Towns, [Rossington](#), [Thorne & Moorends](#), and **Mexborough**, outlining critical capital investments. Funding will be explored and hopefully resourced to help deliver these, such as City Region Sustainable Transport Settlement funding for Mexborough, leisure improvement programme investment in Thorne leisure centre.
- **10 Service Towns and Villages** – example investment includes **Askern** Country Park and Pool

Employment Sites: Doncaster is an ambitious city, named as one of Europe’s best places for investment in the FDI European Cities and Region of the future competition. Key to this is our [Employment Sites](#), including:

- **iPort**
- **Doncaster North (Thorne)**
- **Lakeside**
- **West Moor Park**
- **St. Modwen Park**
- **Carcroft Common**

Regenerative Investments: Spatial investment will look to see regenerative growth and social infrastructure in culture, bio-diversity, community and skills assets, and business development as well as thinking about Doncaster’s place regionally, nationally and globally, such as:

- [Yorkshire Wildlife Park](#)
- Natural Capital – including **Thorne** and **Hatfield Moors** and Humberhead Peatlands
- A Youth Hub in Wheatley

These spatial priorities have been derived from key policy drivers and help deliver against our Locality Plans.

Spatial Priority	Policy Driver	Locality	Potential Funding
Sub-regional Strategic Innovation Sites	SYMCA Strategic Economic Plan Doncaster Economic Strategy 2030 Education and Skills 2030	Central Locality East Locality	SYMCA Gainshare Private Sector City Region Sustainable Transport Settlement Investment Zones
Priority Neighbourhoods	Doncaster Delivering Together Community Investment Masterplans (for Edlington)	Central Locality North Locality East Locality	Levelling Up Fund SYMCA Gainshare City Region Sustainable Transport Settlement s106
7 Main Towns & 10 Service Towns and Villages	Doncaster Local Plan 2015-2035 Community Investment Masterplans (for Rossington, Thorne & Moorends, and Mexborough) Neighbourhood Plans	All Localities	City Region Sustainable Transport Settlement SYMCA Gainshare s106
Employment Sites	Doncaster Local Plan 2015-2030	All Localities	UK Shared Prosperity Fund Private Sector SYMCA Gainshare
Regenerative Investments	Doncaster Delivering Together and Supporting Strategies	All Localities	SYMCA Gainshare Youth Investment Fund Arts Council England UK Shared Prosperity Fund Rural England Prosperity Fund

Doncaster Delivering Together Investment Plan Map

Doncaster Delivering Together Investment Plan Map is a new product which maps and presents key investments within the borough in a user-friendly way. It will allow officers, ward members and the public to view our current and planned investment activity across the borough. It includes both capital and revenue investments that are currently being delivered, being pitched for, or are pipeline interventions. The Investment Plan Map replaces the Doncaster Place-Based Investments tables from the 2022/23. This is an iterative product that will be continuously updated throughout the year to properly reflect the progress of investments in the borough. Once live, the day and time of the most recent update is visible in the top left corner of the map.

The DDTIP Map will be accessible on the Team Doncaster website at the following location from May 2023: [Doncaster Delivering Together Investment Plan - Team Doncaster](#).

INSERT SCREEN SHOT OF MAP ONCE USER FRIENDLY VERSION AVAILABLE

Investment Programme 2030 – Collaborating Regionally and Nationally



As one of the SYMCA local authorities, Doncaster has been allocated £83m in Capital Funding (CAP) and £55m in Revenue Funding (REV) between 2024-2050, through 'Gainshare'. As a flat profile, this equates to £3.1 CAP and £2.1m REV annually.

This will not be enough to deliver our full Investment Programme 2030. In some cases, our finite resources may mean some projects identified below cannot be delivered and there may need to be borrowing considerations, as well as Investment Partnerships.

Projects have been identified across our Spatial Priorities that are key for our **2030 Investment Programme**. These projects are key to help deliver on our local strategies, including the priorities within our Locality Plans and regional SYMCA ambitions. With Gainshare a core source of funding, our 2030 Investment Programme identifies the schemes we will work more closely with SYMCA on. These are identified in **bold**.

This programme may change over time as projects get funded and priorities develop.

Project Name	Spatial Priority
South Yorkshire Airport City (CAP / REV)	Sub-regional Strategic Innovation Site
Unlocking the Waterfront (CAP)	Sub-regional Strategic Innovation Site
Hybrid Air Vehicles Production Facility (CAP)	Employment Sites
AMRC Doncaster (CAP / REV)	Sub-regional Strategic Innovation Site
Doncaster Film Studios (CAP)	Sub-regional Strategic Innovation Site
International Conservation Exchange, Yorkshire Wildlife Park (CAP / REV)	Regenerative Investment
New Teaching and Research Hospital (CAP)	Sub-regional Strategic Innovation Site
Grand Theatre Regeneration (CAP)	Sub-regional Strategic Innovation Site
Enterprise Spaces (CAP)	Sub-regional Strategic Innovation Site
Edlington Community Investment Masterplan (CAP)	Priority Neighbourhoods
New Edlington Leisure Centre (CAP)	Priority Neighbourhoods
Edlington Royal Estate Regeneration (CAP)	Priority Neighbourhoods
Rossington Community Investment Masterplan (CAP)	7 Main Towns & 10 Service Towns and Villages
Thorne and Moorends Community Investment Masterplan (CAP)	7 Main Towns & 10 Service Towns and Villages
Mexborough Community Investment Masterplan (CAP)	7 Main Towns & 10 Service Towns and Villages
Askern Rail Station (CAP)	7 Main Towns & 10 Service Towns and Villages
Sector of Opportunity Employment Hubs (CAP / REV)	Sub-regional Strategic Innovation Site
UTC 2 with a focus on Creative & Digital (CAP / REV)	Sub-regional Strategic Innovation Site
NCATI Centre of Excellence for Advanced Manufacturing, Engineering, and Rail (CAP / REV)	Sub-regional Strategic Innovation Site
Talent and Innovation Ecosystem – <i>Innovative Learning Environments, Learner Profiles, Micro-credentialing</i> (REV)	Sub-regional Strategic Innovation Site

Talent and Innovation Ecosystem – <i>Doncaster’s Higher Education Development</i> (CAP / REV)	Sub-regional Strategic Innovation Site
One Million Trees Scheme (CAP)	Priority Neighbourhoods, 7 Main Towns & 10 Service Towns and Villages, Regenerative Investment
Tiny Forest Scheme (CAP)	Priority Neighbourhoods, 7 Main Towns & 10 Service Towns and Villages, Regenerative Investment
Electric Vehicle Charging Installation (CAP)	Sub-regional Strategic Innovation Sites, Priority Neighbourhoods, 7 Main Towns & 10 Service Towns and Villages, Employment Sites
Decarbonising Doncaster (CAP)	Sub-regional Strategic Innovation Sites, Priority Neighbourhoods, 7 Main Towns & 10 Service Towns and Villages, Employment Sites
Housing Retrofit Programme (CAP)	Sub-regional Strategic Innovation Sites, Priority Neighbourhoods, 7 Main Towns & 10 Service Towns and Villages
Improving Doncaster’s Hydrogen Sector (CAP)	Employment Sites
Stainforth Wider Town Deal Objectives (CAP)	Priority Neighbourhoods
Transforming Cities Fund Continuation Programme (CAP)	Sub-regional Strategic Innovation Sites, Priority Neighbourhoods, 7 Main Towns & 10 Service Towns and Villages, Employment Sites
Masterplan Active Travel and Transport Improvements (CAP)	Priority Neighbourhoods, 7 Main Towns & 10 Service Towns and Villages

Investment Partnership Examples – key factors for 2023 - 2024:

Levelling Up Partnerships – In the Spring 2023 Budget, Doncaster was confirmed as one of 20 Levelling Up Partnership. These partnerships will explore a ‘deep dive’ to help unblock regeneration and provide access to a share of £400m+ worth of investment. More information will be released during this iteration of DDTIP.

Investment Zones – In the Spring 2023 Budget, South Yorkshire, via the SYMCA, was invited to co-develop a proposal for an [Investment Zone](#) with Government to help unlock innovation, ecosystems development and research capabilities. Doncaster’s Sub-regional Strategic Innovation Sites are prime locations for Investment Zones and collaboration will be undertaken to pitch for Doncaster’s inclusion to help drive innovation in one of our Sectors of Opportunity. Securing an Investment Zone in Doncaster will be a key focus for 2023 – 2024 and beyond to support our ambitions, such as securing the long-term future of Doncaster Sheffield Airport.

Gainshare – Through devolved Gainshare monies, Doncaster has already secured in-principle approval of £6.178m to further Unlock the Waterfront and approval of £7m for the Hybrid Air Vehicles Production Facility.

Industry and Skills Ecosystems – Across Team Doncaster partners and beyond place-based ecosystems wrapped around industry and skills progression in key sectors, such as Engineering and Manufacturing, Creative and Digital, Health and Care, Culture – including further specific focuses on Green Technology and Rail, will shape joined up investment asks to help create the conditions for regenerative investment.

Delivery

Key to the success of this plan is ensuring that we are in the best position to deliver and be accountable for our delivery.

Developing Our Plan

DDTIP, outlines the priorities for investment, in particular our 2030 Investment Programme. This programme will develop and change over time as projects are funded and emerging priorities take shape locally, regionally and nationally.

Investment needs to be flexible, as demonstrated over the past few years, circumstances at a national level can bleed down to create situations regionally and locally that are hard to foresee or plan for. As such, this plan will be **updated annually**, similarly to the Council's Corporate Plan and Budget Setting, to ensure that the projects fit for investment reflect the nature of what is needed borough-wide, but also within our spatial place of places.

This flexibility will also allow the plan to meet political changes. Whilst our approach and principles will be long-term, supported by some of our major projects, we must be able to scale up or down priorities depending on elected democratic mandates.

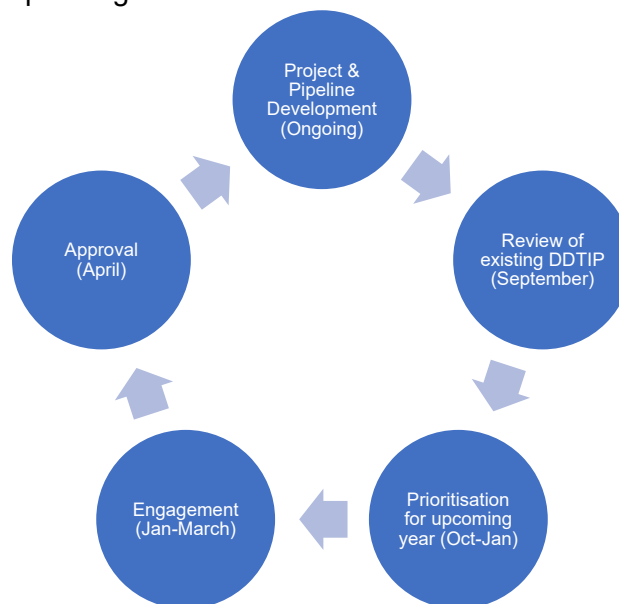


Figure 4: Doncaster Delivering Together Investment Plan - Update Timeline Process

Governance

Team Doncaster is formally recognised as the strategic partnership of organisations and individuals that spans the public, private, voluntary and community sectors. This partnership oversees the delivery and achievements of Doncaster Delivering Together and will play a vital role in the delivery of this investment plan.

Underneath the Team Doncaster umbrella there are numerous boards and partnerships that help progress our Wellbeing Goals and the delivery of the Great 8. The Team Doncaster Coordinating Group (TDCG) supports the Team Doncaster Partnership Executive by having an overview of all groups and focusing in on threats, issues and actions to ensure effective delivery. TDCG will have Team Doncaster oversight of this investment plan to ensure it delivers on Doncaster Delivering Together and partnership working.

Within City of Doncaster Council, the Capital and Major Projects (CAMP) Board has officer oversight of the development of capital major projects, including monitoring and the

prioritisation of the capital pipeline. As we have developed ecosystems thinking over the coming months, to ensure the right governance is in place for both pipelines, the CAMP will be reviewed and future governance proposed.

Capacity to Deliver

City of Doncaster Council and Team Doncaster partners have an excellent track record of delivering major capital and revenue projects, including those funded from external investment.

To support capacity for delivery, the SYMCA developed a Project Feasibility Fund (PFF) to:

- Relieve capacity constraints and improve capability;
- Reduce reliance on external expertise;
- Develop plans into a pipeline or programmes and projects and ensure project lifecycle funding is available, particularly for revenue-based schemes.

Doncaster has been allocated an initial £3.54m PFF, providing support across:

- Commercial Project Delivery
- Strategic Asset Management
- Policy and Investment
- Monitoring and Compliance
- Major Projects Delivery
- Business Doncaster
- Masterplanning
- Legal, Procurement and Finance
- External Resource

Capacity to deliver has to also reflect the circumstances in which the delivery takes place. As inflationary pressures increase, and the cost and time to deliver investment projects, especially capital projects, increases, how we deliver investment has to become flexible. Our annual approach to DDTIP will allow for us to reconsider asks alongside delivery pressures. Potential funding must reflect this.

Delivery to Date

Key to DDTIP is being accountable for the investments within the plan that are funded. As this plan develops, future iterations will give an overview into the delivery of our plan to date. This will be linked to the Doncaster Quarterly Finance and Performance Report. On the ground delivery of where investments are taking place can be viewed utilising the Doncaster Delivering Together Investment Plan Map.

Measuring Success

Team Doncaster's plans and Doncaster Delivering Together will only be a success if we start to turn the curves on key metrics across the wellbeing goals.

To support this a Doncaster Delivering Together Dashboard has been launched that provides public access to a range of performance indicators for each of the six wellbeing goals. The Dashboard presents Tier 1 'core' indicators as well as a more detailed Tier 2 set. The dashboard can be accessed on the [Team Doncaster website](#).

The purpose of the Dashboard is not to describe all things across the borough in great detail, as its value is to bring a high level assessment to enable us to see the whole borough picture. It will prompt discussion and potentially further research and analyses into Doncaster's key challenges and opportunities, including for investment. This plan will do this through the investment principles and priorities outlined in this plan.

Success can also be tracked using the [South Yorkshire Data and Intelligence Hub](#) which aligns to the UK Government's Levelling Up White Paper and provides further indication into how positive change is being achieved in Doncaster

Glossary

AMRC – Advanced Manufacturing Research Centre

CAMP – Capital and Major Projects

CAP – Capital Funding

DDT – Doncaster Delivering Together

DDTIP – Doncaster Delivering Together Investment Plan

GVA – Gross Value Added

ICS – Integrated Care Systems

PFF – Project Feasibility Fund

REV – Revenue Funding

SEP – Strategic Economic Plan

SYMCA – South Yorkshire Mayoral Combined Authority

TDCG – Team Doncaster Coordinating Group