



Doncaster Council

Agenda

To all Members of the

CABINET

Notice is given that a Meeting of the Cabinet is to be held as follows:

Venue: 007a and b, Civic Office, Waterdale, Doncaster, DN1 3BU

Date: Tuesday, 23rd April, 2019

Time: 10.00 am

Item

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Public Questions and Statements.

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. of the third working day before the day of the meeting. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk)

Jo Miller
Chief Executive

Issued on: Thursday 11 April, 2019

Governance Services Officer for this meeting:

Amber Torrington
(01302) 737462

Doncaster Metropolitan Borough Council
www.doncaster.gov.uk

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 12 March, 2019 for noting (previously circulated)

A. Reports where the public and press may not be excluded

Key Decisions

- | | | |
|----|---|---------|
| 6. | Doncaster's Visitor Economy Strategy | 1 - 40 |
| 7. | Doncaster's Local Delivery Pilot Investment Plan. | 41 - 52 |

Cabinet Members

Cabinet Responsibility For:

Chair – Ros Jones, Mayor of Doncaster

Budget and Policy Framework

Vice-Chair – Deputy Mayor Councillor Glyn Jones

Housing and Equalities

Councillor Nigel Ball

Portfolio Holder for Public Health, Leisure and Culture

Councillor Joe Blackham

Portfolio Holder for Highways, Street Scene and Trading Services

Councillor Rachael Blake
Councillor Nuala Fennelly

Portfolio Holder for Adult Social Care
Portfolio Holder for Children, Young People and Schools

Councillor Chris McGuinness

Portfolio Holder for Communities, Voluntary Sector and the Environment

Councillor Bill Mordue

Portfolio Holder for Business, Skills and Economic Development

Councillor Jane Nightingale

Portfolio Holder for Customer and Corporate Services.



Doncaster Council

Date: 23 April 2019

To the Chair and Members of Cabinet

Doncaster's Visitor Economy Strategy

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Mordue	All	Yes/No

EXECUTIVE SUMMARY

1. During the past five-years, Doncaster has developed an increasing reputation as a quality visitor destination. This has been achieved by a marked improvement in the quality of the visitor economy offer, investment in key attractions and overnight accommodation. The co-ordination and package led marketing approach including the use of social media and video has enabled a modern, family friendly image of Doncaster to be portrayed.

This Strategy sets out how the ambition for Doncaster to become recognised as a major visitor destination by 2022 can be achieved and how we aim to compete with other major towns and cities that already attract significant day and overnight visitors.

The visitor economy strategy also sets out how Doncaster has been successful in attracting and delivering large national and international events and we want to build upon that success in a planned and co-ordinated way with strategic purpose linked to our vision and objectives within the visitor economy strategy. The focus on major events would be to ensure they are the right fit for Doncaster and they have a long lasting impact on people and businesses across the borough.

The delivery of the strategy and associated action plan of initiatives will contribute to ensuring that Doncaster is not only recognised locally as a quality destination but as a world-class destination offering a unique visitor experience generating new jobs and bringing additional value to the economy.

The Strategy co-ordinates the vast and varied initiatives/projects that are being delivered by a range of partners to provide a single and coherent plan for the benefit of Doncaster, its residents, visitors and workforce as outlined below. It will ensure that Doncaster's public and private sectors continue to work together at all levels to act upon key intelligence, trends, activity and emerging investment to deliver the very best within the Visitor Economy Sector.

EXEMPT REPORT

2. N/A

RECOMMENDATIONS

3. To approve the Visitor Economy Strategy for implementation.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. A commitment to:
 - Provide Doncaster residents with an enhanced programme of events and cultural activities.
 - Provide new world-class attractions/venues in addition to those already sited in Doncaster.
 - Provide employment opportunities through the development of new attractions and venues.
 - Increase feelings of civic pride in Doncaster.

BACKGROUND

5. English Tourism contributes £106 bn to the British economy, and is worth £6.5 bn to Yorkshire and The Humber region. Doncaster's benefit from Tourism is worth over £400m per year, and the growth in visitor numbers has exceeded the national average of over 5% year on year.

Contributing to this success, Doncaster Council has for the last 10 years invested in its tourism and marketing offer through Visit Doncaster and our award winning Tourist Information Centre. This will however be the Council's first Visitor Economy Strategy.

The past five-years has seen a marked improvement in Doncaster's reputation as a quality visitor destination. This has been achieved through an improvement in the quality of the tourism offer, investment in key attractions, overnight accommodation and by a co-ordinated and package led marketing approach contributed by the use of social media channels and video.

In order for Doncaster to compete with other towns and cities, it must continue to further invest in its development of key facilities and programming of major events to attract more and more visitors year on year.

Our Vision is that Doncaster:

By 2022, will be recognised as a major visitor destination within Yorkshire and will be seen as one of the foremost emerging visitor destinations nationally. Doncaster's reputation will be one of an eclectic blend of historic heritage, family friendly attractions, a broad ranging arts & culture offer, fantastic entertainment, cuisine, sport and leisure facilities.

In order to achieve this, 6 key objectives are identified below that aim to contribute to reaching this:

Objectives

1. **Culture and Heritage:**
Create, develop and promote new and existing artists, attractions and events to continue building our cultural and heritage offer.
2. **Major Events:**
Position Doncaster as a host of quality national and international events that have long lasting impact on the people and businesses across the borough.
3. **Quality Destinations:**
Promote Doncaster and the town centre as destinations to spend quality time.
4. **Accessible Doncaster:**
Develop and promote Doncaster as an accessible destination for all visitors regardless of faith, background or disability.
5. **Local Engagement:**
Encourage Doncaster residents to recognise and engage in attractions, events and culture.
6. **Longer Stays:**
Increase overnight stays to embed Doncaster as a true weekend, conference and long stay visitor destination.

In order to achieve these objectives and ultimately our vision, five cross cutting, enabling work streams have been identified.

1. **Promoting Doncaster**
Raising awareness of our offer amongst residents, visitors and potential visitors
2. **Better Intelligence**
Improved data and evidence
3. **Developing Partnerships**
Working collaboratively to get better results
4. **Promoting Doncaster**
Appropriate resourcing to help support and improve our offer
5. **Developing Skills and Education**
Helping to develop a stronger and higher skilled workforce resulting in a more responsive tourism industry and quality experience

OPTIONS CONSIDERED

6. To continue without a strategy and deliver activities in a piece meal approach

To allow the private sector to deliver investment and events without the Council's intervention or co-ordination

To create a Visitor Economy Strategy that presents a coordinated plan to develop the sector for the benefit of the community and visitors (recommended)

REASONS FOR RECOMMENDED OPTION

7. To create the maximum impact for Doncaster's reputation and quality of life for its residents, the Council must take a major role in leading and co-ordinating tourism and visitor economy related activities.

A collective Doncaster has a much stronger voice than individual attractions and venues can ever have creating a stronger output, resulting in more visitor spend and overnight stays – with benefits to the economy.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

8.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Providing employment opportunities</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>Providing vibrant town centres, quality attractions and venues for residents. Enabling residents to enjoy major events and cultural performances in their hometown. Provide a co-ordinated marketing approach so that activities and events are attended and appreciated.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>Providing fun and cultural experiences for young people to enjoy, learn from and be inspired.</p>

	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>Providing an increased health and wellbeing to our residents through the pleasure of arts and culture. Provide young people with an opportunity to engage in tourism and the arts.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>Digital promotion including social media and website. Face to face interaction within the Tourist Information Centre.</p>

RISKS AND ASSUMPTIONS

9.

- Visit Doncaster / Doncaster Council is responsible for actions listed with their responsibility in the action plan only. Many actions are the responsibility of the private sector and are subject to private investment and wider implications.
- All activity is subject to appropriate levels of resources (financial and staffing).
- Macro economics could affect the delivery of key investments such as Brexit and economic downturn.

Governance

To ensure that the Council's contribution to Visitor Economy Strategy objectives are robust we would propose to review and enhance existing arrangements. The Objectives of any new arrangements to be put in place would include:

- a) To oversee the contribution by the local authority to the delivery of the visitor Economy Strategy
- b) To set and discuss the strategic positioning of Doncaster with regard to major events across the borough
- c) Identify, advise and include key stakeholders as appropriate in the process
- d) Ensure Local Authority support and delivery of major events is planned and resourced appropriately.

To achieve these objectives the council would;

- Introduce a strategic events group that would proactively position Doncaster and recommend decisions and direction on future and continuing major events across the Borough (responsible for objectives a-c above)
- Support the existing partnership delivery arrangements which would continue to take on the main delivery work arising from hosting major events (objective d).
- Recommendations made by the strategic events group would need to be informed by / inform future resource and structural considerations i.e. do we have the resources to achieve our vision with regard to major events.
- Doncaster Council's Directors will regularly review the strategy, its action plan and receive updates on the progress of the projects to ensure that all elements of the Strategy are managed effectively.

LEGAL IMPLICATIONS [Officer Initials...ND..... Date.....27/11/18..]

10. Section 1 of the Localism Act 2011 gives the Council the power to do anything that an individual may do.

The approval of the Visitor Economy Strategy and the commitment to deliver the associated action plan will assist the Council in optimising Doncaster's ability to improve on its offer to visitors' year on year.

Further legal advice and assistance will be given as the strategy and action plan are delivered.

FINANCIAL IMPLICATIONS [Officer Initials...DR.....Date...26.11.18.....]

11. Approval of the Visitor Economy Strategy and a general commitment to deliver the associated actions does not in itself carry any direct financial implications for the Council. However, individual projects and initiatives arising from implementing the Strategy will require specific advice and implications to be considered as and when they are further developed. This is expected to be concluded by further reports or decisions relating to individual projects as they come forward. No works should be commissioned unless sufficient resources have been identified.

It should be noted that a number of the actions outlined in the strategy include projects or initiatives that have resources identified and are already underway. Either as part of the Council's capital programme, e.g.: -

- Station forecourt improvements;
- Civic Quarter cinema and restaurants;
- Wool Market refurbishment;
- Doncaster Culture and Learning Centre.

Or as part of the activities of a number of services within the Council, e.g.: -

- Visit Doncaster, including the Tourist Information Centre and Doncaster Growing Together events budgets;
- Inward Investment and Sector Growth, including working with investors and business owners;
- Communities, including town centre management and initial investment in a culture development programme;
- Leisure, including co-ordination of major cycling events.

A number of the events budgets are or will be provided from one-off funding and will not be available beyond 2020/21. If events funded from those monies are intended to re-occur beyond that date then they will need to become self-

sustaining, otherwise further resources will need to be found. This could be difficult in the current climate of the Council's budget.

HUMAN RESOURCES IMPLICATIONS [Officer Initials...CR Date...26.11.18..]

12. There are no direct HR Imps in relation to this Report, but if in future staff are affected or additional specialist resources are required then further consultation will need to take place with HR.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date...23/11/18]

13. The strategy makes reference to the ongoing use of T Stats technology, which is an online tourism data management system to enable improved collection, analysis and sharing of trends and data with partners/stakeholders in the Doncaster visitor economy. This technology was considered and agreed by the Technology Governance Board in December 17, subject to discussions with SPU re the Corporate BI solution. These discussions concluded that whilst the BI solution may meet some of the general functionality, it may not allow for the nuances of the tourism work and the stakeholder management associated with it. It was therefore agreed that the T Stats contract should be sought for one year following which the situation should be reviewed again with SPU.

The strategy also includes an action to develop a new Visit Doncaster website and it is understood that the report author is submitting a proposal in relation to this for consideration by the Technology Governance Board in January 19.

HEALTH IMPLICATIONS [Officer Initials... CEH ..Date ...26/11/18.....]

14. The vision to improve the cultural environment for Doncaster through a wide-ranging approach has great potential to impact positively on Doncaster residents' health and wellbeing. In particular through the improvement of the physical environment and facilities that are health promoting such as libraries, museum, sport facilities and open spaces.

The evidence for the impact of events to improve health in the long term is not conclusive and recent research on the Tour De Yorkshire in Doncaster has suggested that to leave a legacy that impacts on the largest proportion of the population, the window of opportunity to engage residents is within 3 weeks prior to, with a focus on the 48 hours around the actual event.

It is recommended that decision makers consider how residents are best placed to take advantage of the opportunities that this strategy will deliver in particular focussing on addressing inequality in access. Barriers to access could include disability, transport, cost, age and ethnicity. It is recommended that the design, cost, location, access and communication of all events, activities and attractions are considered in light of overcoming barriers to access, particularly for those living in Doncaster. Co-production and engagement with local residents, especially young people, could not only maximise the health and wellbeing benefits of the visitor economy for local people, but could also help overcome barriers to participation.

Doncaster Council has a responsibility to protect the health and wellbeing of its residents. We would also welcome the continuation of the consideration of the health impacts within the delivery of events for example recent work on smoke free environments for family focussed activities and not supporting the hosting of the Coca Cola truck on Doncaster Council land.

EQUALITY IMPLICATIONS [Officer Initials LR..... Date.....4.4.19.....]

15. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.

Visit Doncaster in its marketing and promotion of Doncaster ensures that visitors of all race and ethnicity are welcomed equally.

Provision for any additional needs will be accommodated whenever possible.

CONSULTATION

16. DLT
Doncaster's Visitor Economy Group – representing major attractions and accommodation providers
Mayor and portfolio holder
SPU
Communications Team
Director's meeting group

BACKGROUND PAPERS

17. Draft Visitor Economy Strategy (attached separately)

REPORT AUTHOR & CONTRIBUTORS

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VISITOR ECONOMY STRATEGY

2019 – 2022



FOREWORD

When it comes to the tourism and visitor economy, Doncaster means business.

Whether it's creating new jobs, supporting investment or simply providing a great experience to our residents and visitors, we're serious about getting it right. This is why we're developing our first Visitor Economy Strategy that sets out our plans and commits Doncaster Council and its partners to achieve fantastic growth at a fast rate.

There has never been a more important time to lead transformational investments within the leisure and cultural sector. We live in an age where interconnectivity by road, rail and air means people have a broader range of options on how and where to spend their leisure time. As a result, the tourism industry has become an ever increasingly competitive market, one in which

Doncaster needs to have a clear plan of how we can compete with other areas by targeting and improving our offer to where the demand lies.

We are proud of Doncaster and its assets and we're here to achieve more.

Our objectives within this strategy outline a clear vision for Doncaster's visitor economy; quality destinations, a captivating mix of events and a diverse culture and heritage offer coupled with accessibility and local engagement resulting in longer stays and enhanced economic and societal benefits.

Working in partnership to deliver the exciting projects that underpin these objectives will help achieve our inclusive growth ambition to ensure all Doncaster's people and places can participate in a growing, productive economy and feel the benefit of doing so.



This Visitor Economy Strategy will have a major impact on the borough and its residents, creating and sustaining jobs and growth and improving Doncaster as a place to learn, work, live and care.

Ros Jones, Mayor of Doncaster



High Street, Doncaster

INTRODUCTION

During the past five years, Doncaster has developed an increasing reputation as a quality visitor destination. This has been achieved by a marked improvement in the quality of the visitor economy offer, investment in key attractions and overnight accommodation and by the co-ordination and package led marketing approach contributed by use of social media channels and video.

Doncaster has a solid base upon which to build on, covering a mix of natural and developed visitor attractions which attract a broad cross section of the local, national and international community.

The 'Doncaster Growing Together' (DGT) borough strategy identifies four inter-related themes of activity for the period 2017-2021 in which the visitor economy is closely aligned particularly in the living and working theme;

- Living in a place that is vibrant and full of opportunity here people enjoy spending time.
- Working in ways that create purpose and meaning and allow more people to pursue their ambitions.
- Learning that prepares all children and young people for a life that is fulfilling.
- Caring together for the most vulnerable in our communities.

*SOURCE: VISIT ENGLAND

DURING 2015-17
330,000

TRIPS TO DONCASTER
GENERATED AROUND

643,000

OVERNIGHT STAYS
SPENDING APPROXIMATELY

£3.6m

IN THE DONCASTER AREA*

14,000

JOBS IN DONCASTER'S
VISITOR ECONOMY SECTOR



YORKSHIRE
WILDLIFE PARK
FEATURED IN
THE TOP 20
PAID UK VISITOR
ATTRACTIONS
(2017*)

2ND HIGHEST
IN THE YORKSHIRE
HUMBER REGION.

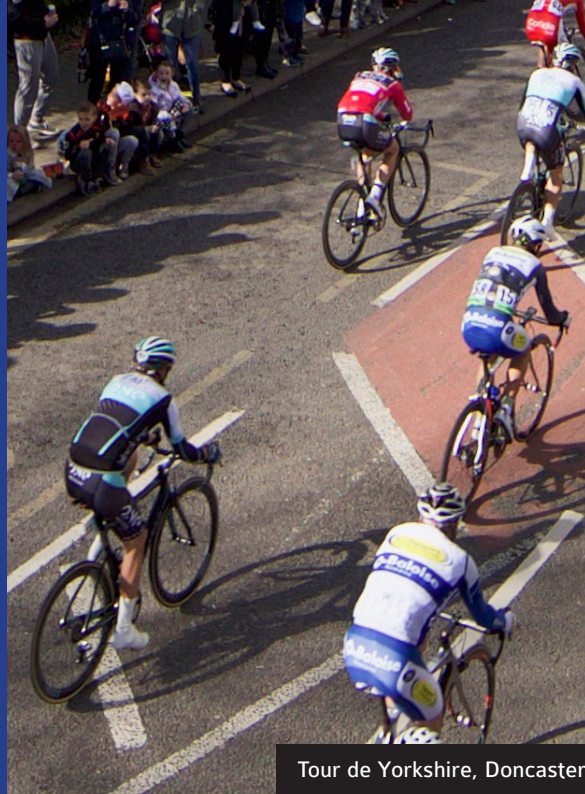


Lakeside Village, Doncaster

LOCAL CONTEXT

Doncaster already has a diverse and exciting offer for residents and visitors that we want to build upon including;

- Major Events
- Heritage
- Arts and Culture
- Sport and Outdoor Activities
- Transport and Connectivity
- New Developments
(planned or under construction)



MAJOR EVENTS

Major events: Doncaster's reputation for hosting major free to attend events has increased in recent years and is responsible for attracting tens of thousands additional visitors to the town. From international events such as the Tour de Yorkshire and the annual St Leger Festival to the Delicious Doncaster Food Festival, mass participation fitness to music and entertainment there is a growing programme that will only continue to develop Doncaster's visitor economy.



HERITAGE

Brodsworth Hall and Gardens provides a glimpse of a Victorian life in a country house. The Mansion House, one of only three in the country, now proudly hosts regular open days and afternoon teas contributing to the unique selling points that Doncaster truly enjoys.

Doncaster Market dates back almost 2000 years and is still known as one of the best fresh produce markets in the UK. The Mansion House is one of only three original Georgian mansion houses in the country. Doncaster Racecourse is home to the St Leger – the world's oldest classic horse race; and the neighbouring St Leger Yearling Sales is the oldest Bloodstock Sales in the UK.

Doncaster Minster not only offers guided tours and educational visits but as an event venue, most recently providing a perfect backdrop for the Museum of the Moon Exhibition – brought to Doncaster by Right Up Our Street, attracting over 16,000 visitors.

Cusworth Hall and Museum is an 18th century house set in extensive landscaped parklands and Conisbrough Castle is a fine example of Norman Castle architecture.



Brodsworth Hall

ARTS & CULTURE

Cast theatre provides high-quality artistic experiences including drama, comedy, dance, and musical performances while more intimate venues in the form of Doncaster's Little Theatre and the Phoenix Theatre in Bawtry host regular film nights and Folk and Blues evenings.

Other cultural offerings include darts (Doncaster Community Arts) and The Point which host world class exhibitions, Delicious Doncaster Food & Drink Festival, Doncaster Pride, and the neo-Victorian science fiction Steampunk events.

Doncaster Creates is the new project dedicated to increasing and profiling the wealth of distinctive arts and cultural activity in Doncaster from 2020, enabling visitors and residents to experience world class art, produced locally and touring.



CAST Theatre



SPORT AND OUTDOOR ACTIVITIES

Doncaster has a rich and diverse offer for those wanting to take part in sport and leisure activities as a participant or spectator. Being home to Doncaster Rovers FC, Doncaster Belles, Doncaster Knights RFUC and Doncaster RLFC there is opportunity to watch high-quality professional sport at our excellent stadia.

For those who want to Get Active we have a number of existing and new facilities to tempt all. The iconic Dome, one of the region's largest leisure pools with ice rink and new cycle circuit can provide an active day out for the family. The Transpennine Trail linking the Irish and North seas provides Doncaster with a range of exciting outdoor routes for cyclists, walkers and horse riders.

Hatfield outdoor centre provides a venue for adventure with kayaking, canoeing, open water swimming, archery and climbing, as well as high quality campsite and residential facilities for overnight stays.

For golf enthusiasts we have an abundance of choice across the borough, with over seven courses providing a challenge for all.

Doncaster also provides great opportunities for more leisurely past times with vast areas of green space throughout the borough. In addition, Doncaster's Hayfield Lakes is the proud host to the annual 'Fish O Mania' which is screened live on Sky Sports and attracts a significant spectating crowd.



Bawtry Paintball Fields

The Dome

TRANSPORT CONNECTIVITY

Doncaster Sheffield Airport (DSA) is the fastest growing international airport outside London (2017) with daily access to international hubs for worldwide connectivity. We have unrivalled access to major road networks (A1, M1, M18) and the ferry port of Hull is just an hour away. Doncaster Railway Station is situated on the London-Edinburgh east coast mainline providing over 50+ trains a day (by three operators) from London northwards and has one of the fastest connection times in the UK. This ease of access is fundamental to the success of our attractions and venues.



Doncaster Sheffield Airport

New Azuma train, Doncaster



NEW DEVELOPMENTS

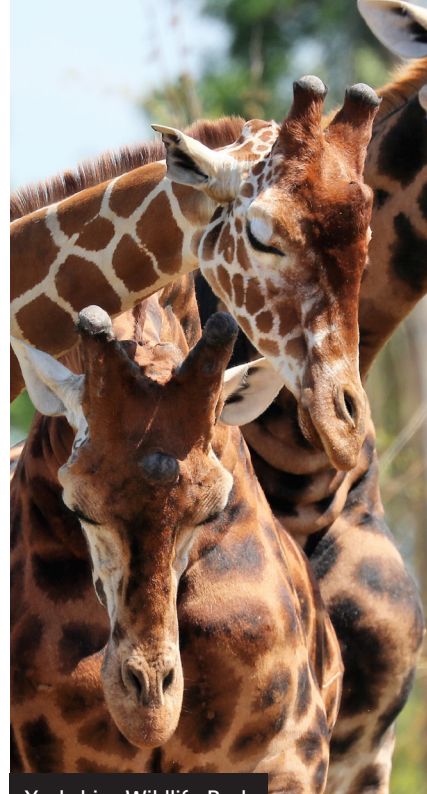
Doncaster's famous Wool Market reopened in March 2019 following an extensive £7m refurbishment. The development is a vibrant, attractive and welcoming destination providing a new and enhanced offer to retail traders and customers. As part of the re-design, the Wool Market also features a production stage allowing live music, entertainment and cookery demonstrations to attract residents and visitors alike.

Yorkshire Wildlife Park is already recognised as Doncaster and Yorkshire's headline attraction boasting visitor numbers of 750,000 per annum. A £50m expansion, delivered by 2020 aims to almost double this figure by 2022 – cementing its position in top 20 most visited attractions in England cited by Visit England.

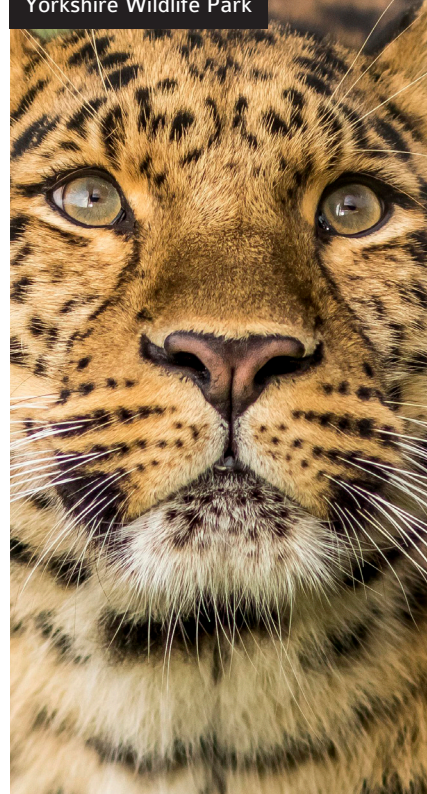
In addition, investment has been secured in hotel provision including the new Hilton Garden Inn at Doncaster Racecourse and multi-million pound refurbishment of Mount Pleasant Hotel, the Crown Hotel, Rossington Hall and Mecure Danum providing visitors with the quality associated with a desirable destination. National and international brands have also extended their portfolio in the borough including a recently extended Premier Inn at Lakeside.

Due for completion in summer 2020, a state of the art £15m Central Library and Museum project will create a new town centre attraction providing areas for quality arts and creative industries, heritage exhibitions, education and business space.

Construction also commences onsite in Spring 2019 for a multiscreen cinema with associated restaurants which will complement the offer of the Civic and Cultural Quarter. Additional footfall will be created by the development of the University Technical College (UTC) also due for opening in 2020.



Yorkshire Wildlife Park



Central Library and Museum (artist's impression)



Wool Market, Doncaster (Credit: Ben Harrison)



Crown Hotel, Bawtry



Hilton Garden Inn, Doncaster



Mount Pleasant Hotel,

OUR VISION

By 2022, Doncaster will be recognised as a major visitor destination within Yorkshire and will be seen as one of the foremost emerging visitor destinations nationally. Doncaster's reputation will be one of a blend of historic heritage, family friendly attractions, a broad ranging arts & culture offer, fantastic entertainment, cuisine, sport and leisure facilities.

OBJECTIVES

1. CULTURE & HERITAGE:

Create, develop and promote new and existing artists, attractions and events to continue building our cultural and heritage offer.

2. MAJOR EVENTS:

Position Doncaster as a host of quality national and international events that have long lasting impact on the people and businesses across the borough.

3. QUALITY DESTINATIONS:

Promote Doncaster and the town centre as destinations to spend quality time.

4. ACCESSIBLE DONCASTER:

Develop and promote Doncaster as an accessible destination for all visitors regardless of faith, background or disability.

5. LOCAL ENGAGEMENT:

Encourage Doncaster residents to recognise and engage in attractions, events and culture.

6. LONGER STAYS:

Increase overnight stays to embed Doncaster as a true weekend, conference and long stay visitor destination.



5 CROSS-CUTTING WORK STREAMS

In order to achieve these objectives and ultimately our vision, five cross cutting, enabling work streams have been identified:



OBJECTIVE 1

CULTURE & HERITAGE:
DEVELOP AND
PROMOTE EXISTING
LOCAL ATTRACTIONS
AND EVENTS TO
IMPROVE OUR
CULTURAL AND
HERITAGE OFFER

CULTURE & HERITAGE: DEVELOP AND PROMOTE EXISTING LOCAL ATTRACTIONS AND EVENTS TO IMPROVE OUR CULTURAL AND HERITAGE OFFER



Colour of Light

WHY THIS IS IMPORTANT

Doncaster has a vast array of cultural and heritage assets that could be utilised more by both visitors and the local community. We are planning to expand and enhance the Cultural offer from 2020 with high quality experiences that contribute to the quality of life for individuals and how people experience the town.

We know that arts, culture and heritage contribute to the local economy and arts and culture have the potential to generate more per pound invested than the health, wholesale and retail, and professional and business services sectors.

As well as being a key driver in attracting more people into the borough evidence shows that cultural experiences can help the local population in terms of well-being and how they feel about the place they live.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- The proportion of the local people who report they have taken part in cultural events will increase.
- Greater investment secured to host cultural events.
- Increased economic impact from cultural events held throughout the borough.
- Culture and heritage related attractions visitor numbers increase.
- Track return visitors and new post code registrations where possible.

WHAT WILL WE DO OVER THE NEXT THREE YEARS?

- Invest and support Doncaster Creates 2020 and promote Doncaster as a cultural destination with quality experiences that reaches all parts of the borough and attracts more people to Doncaster.
- Showcase Doncaster's rail heritage within the Central Library and Museum.
- Develop brand new town centre cultural experiences over next two years including the Wool Market, Civic Quarter and Central Library and Museum.
- Focus on increasing the quality and quantity of the food and beverage offer, particularly relating to the early evening and night time economy to help increase dwell time.
- Support development of an already established independent international food restaurant sector to attract a regional draw.
- Develop public space areas such as Quality Streets in Hallgate and Silver Street for the benefit of the night-time economy.
- Maximise the opportunity to develop Lakeside in to a water focussed tourism activity centre.
- Mayflower400 –deliver a range of events to commemorate the 400th anniversary. In 2020 the UK, USA and Holland will commemorate anniversary of the sailing of the Mayflower. The Separatist Mayflower Pilgrims, known for generations as the 'Pilgrim Fathers,' have their origins firmly established within the wider Doncaster area.
- Support Right Up Our Street and partners for the delivery of an extended programme from 2020 – 2023 inc high quality events, community engagement and cultural activity.
- Build stronger relationships with sector partners to enhance funding and promotion opportunities (e.g. Heritage Lottery Fund, Arts Council and Welcome to Yorkshire).
- Develop and build on cultural relationships with organisations such as Doncopolitan, DARTS, Right Up Our Street (RUOS) and CAST.

MAJOR EVENTS:
POSITION DONCASTER AS A
HOST OF QUALITY NATIONAL
AND INTERNATIONAL
EVENTS THAT HAVE LONG
LASTING IMPACT ON THE
PEOPLE AND BUSINESSES
ACROSS THE BOROUGH

OBJECTIVE 2

MAJOR EVENTS:

POSITION DONCASTER AS A HOST OF QUALITY NATIONAL AND INTERNATIONAL EVENTS THAT HAVE LONG LASTING IMPACT ON THE PEOPLE AND BUSINESSES ACROSS THE BOROUGH



WHY THIS IS IMPORTANT

Doncaster has a history of quality national and international events, including the annual St. Leger Racing festival. These types of events contribute to our economy attracting larger numbers into the borough.

Major events contribute to the profile of the place and we want Doncaster's profile to match our ambition and for Doncaster to be known for hosting a series of high quality major events.

Doncaster is a vibrant place and we want to build on this vibrancy with varied major events that complement each other and the local events offer we have to create a social buzz about the place, particularly in the town centre.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- The number/quality of major events across the borough increases.
- The number of international scale events increases.
- Day and overnight visitors increase.
- Economic impact of hosting events.



Doncaster Racecourse

MAJOR EVENTS:

POSITION DONCASTER AS A HOST OF QUALITY NATIONAL AND INTERNATIONAL EVENTS THAT HAVE LONG LASTING IMPACT ON THE PEOPLE AND BUSINESSES ACROSS THE BOROUGH

WHAT WILL WE DO OVER THE NEXT THREE YEARS

- Strategically identify and pursue key national and international scale events that are right for Doncaster.
- Develop a framework to co-ordinate and facilitate the delivery of events schedule from a local authority and partners' perspective.
- Support Doncaster Creates to deliver a quality arts and culture programme.
- Host major live music events at large and small venues, as appropriate.
- St Leger Festival (September) – expand the event to a month-long festival experience celebrating culture, comedy, music and of course sport.
- Ongoing involvement in international cycle races in forthcoming years, specifically the UCI and Tour De Yorkshire in 2019.
- Deliver Mayflower 400 events to contribute to national and international activities in 2020.
- Continued investment in cycle routes and promotion of cycle hire including developing a new 1km cycle track at Doncaster Dome.
- Host three matches for the Rugby League World cup in 2021.
- Continue to promote Doncaster's visitor economy development opportunities to new markets.
- Develop and embed a research/evidence-based decision-making process for new developments & events; and post event evaluation and improvement.
- Deliver World Host customer service training to provide visitors an experience they will remember.
- Development of a PGA tour golf course near Rossington.

MAJOR EVENTS

MAY / JUNE

Tour de Yorkshire
Delicious Doncaster Food Festival
Doncaster Spectacular Steampunk Event
Armed Forces Day

JULY / AUGUST

Dragon Boat Racing
Doncaster Pride

SEPTEMBER

St Leger Festival
UCI World Championships (2019)

NOVEMBER

Countdown to Christmas

OBJECTIVE 3

QUALITY DESTINATIONS:
PROMOTE DONCASTER
AND THE TOWN CENTRE
AS DESTINATIONS TO
SPEND QUALITY TIME

QUALITY DESTINATIONS: PROMOTE DONCASTER AND THE TOWN CENTRE AS A DESTINATIONS TO SPEND QUALITY TIME



WHY THIS IS IMPORTANT

Doncaster needs to stand out as a place that people want to come to. People will make decisions on how they spend their time on the quality of the place.

People's experience while they are in the Borough will impact how long they stay, their perception and likelihood to return.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- The perception of Doncaster as a place will improve both locally and from visitors.
- Increase in civic pride and positive feedback from residents and visitors.
- Increase in footfall within the town centre.
- Reduce number of empty properties within town centres.

Frenchgate Shopping Centre, Doncaster



OBJECTIVE 3

QUALITY DESTINATIONS: PROMOTE DONCASTER AND THE TOWN CENTRE AS A DESTINATIONS TO SPEND QUALITY TIME

WHAT WILL WE DO OVER THE NEXT THREE YEARS?

- Improve the borough's arrival point at the railway station including the redevelopment of public green space.
- Continue to implement the Town centre masterplan by creating a mix of independent and brand retailers.
- Work with retailers and leisure operators to promote the distinct destinations as places to spend quality time.
- Maximise the opportunity to develop Lakeside in to a water focussed tourism activity centre.
- Work with investors and business owners to enhance the image of the town including shop front improvement schemes.
- Development of a University offer generating a new audience for visiting friends and family.
- Delivery of the proposed 360 Media Studios at High Melton, creating a new destination profile for the film industry and its followers and create a higher skills offer.
- Capitalise on the opportunity created through available space (including retailer closures) to attract leisure based industries.
- Ensure that the physical shape of the town acts as a catalyst between developments and current attractions and that event space and future growth is always considered.
- Investigate regional TV advertising as a new source of promotion with maximum reach.
- Support the Ambassador Programme with relevant messages to support live, work, play concept.
- Develop our award winning Tourist Information Centre, capitalising on its reputation to ensure Doncaster continues to contribute to the visitor offer on the high street.
- Support the development of an east coast mainline station at the airport.
- Support the development of a new course, hotel and leisure complex at Bawtry Golf Club.
- Ensure promotion of new developments such as the Wool Market reach local, regional and national audiences.

OBJECTIVE 4

ACCESSIBLE DONCASTER:
DEVELOP AND PROMOTE
DONCASTER AS AN
ACCESSIBLE DESTINATION
FOR ALL VISITORS
REGARDLESS OF
FAITH, BACKGROUND
OR DISABILITY

OBJECTIVE 4

ACCESSIBLE DONCASTER: DEVELOP AND PROMOTE DONCASTER AS AN ACCESSIBLE DESTINATION FOR ALL VISITORS REGARDLESS OF FAITH, BACKGROUND OR DISABILITY



WHY THIS IS IMPORTANT

Doncaster is a vibrant and welcoming place to people of all backgrounds and we want to celebrate and champion the wider range of cultures, faiths, ethnicity and disabilities.

Offering an enhanced amount of diverse cultural events will expose Doncaster, to out of town visitors that may otherwise have disregarded Doncaster as a cultural destination.

Consulting with communities in Doncaster will broaden the cultural calendar of events, along with engaging parts of the community that to date have remained untapped.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- Greater number of options created, opening Doncaster up to an untapped market, resulting in a larger footfall and community engagement.
- Adding Doncaster to the list of towns that host meaningful cultural events, more cohesive town, removing barriers.



ACCESSIBLE DONCASTER: DEVELOP AND PROMOTE DONCASTER AS AN ACCESSIBLE DESTINATION FOR ALL VISITORS REGARDLESS OF FAITH, BACKGROUND OR DISABILITY

WHAT WILL WE DO OVER THE NEXT THREE YEARS?

- Promote facilities such as Changing Places within venues to improve the experience of families requiring support.
- Encourage venues to promote special measures being implemented to ensure experience can be enjoyed by all the family, including autism friendly shows, breast-feeding welcome venues, signed performances.
- Continue to support the annual PRIDE event in Doncaster and host the national PRIDE conference in 2019.
- Champion local events that are inclusive and celebrate the wide range of cultures and diversity that we have in Doncaster.
- Support the development across the public transport network to enable easy access for inbound visitors.
- Promote arts and cultural activations within venues such as Faces of Frenchgate, a collaboration between Doncopolitan and Frenchgate shopping centre.
- Consider dates of significance to host /support festivals relating to ethnicity/faith/gender/age/sexuality ie Womens International Day, Black History Month, LGBT history month.
- Survey the school community and community at-large, to ascertain what topics would make relevant cultural events within education; removing barriers (NCS).
- Make valuable connections with other councils to look at their diverse calendar of events. These will in turn, give Doncaster Council a base to create its own mixed events calendar.
- Hold community led focus groups, allowing the community some input into events that would benefit the wider demographic.

OBJECTIVE 5

LOCAL ENGAGEMENT:
ENCOURAGE DONCASTER
RESIDENTS TO RECOGNISE
AND ENGAGE IN
ATTRACTIONS, EVENTS
AND CULTURE

LOCAL ENGAGEMENT: ENCOURAGE DONCASTER RESIDENTS TO RECOGNISE AND ENGAGE IN ATTRACTIONS, EVENTS AND CULTURE



WHY THIS IS IMPORTANT

Increasing the number of local people who access our retail, leisure and events offer is key not only economically but also to improve civic pride and local perception of place.

We want people to feel ownership of what happens in their borough and that will increase the numbers of people who engage in local events and feel pride about what is happening in their borough.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- Number of local volunteers engaged.
- The proportion of the local people who report they have taken part in cultural events will increase.
- Increase in engagement of social media and blogs / vlogs.
- Positive Visitor Economy Group / stakeholder feedback.

CAST / Sir Nigel Gresley Square, Doncaster



OBJECTIVE 5

LOCAL ENGAGEMENT: ENCOURAGE DONCASTER RESIDENTS TO RECOGNISE AND ENGAGE IN ATTRACTIONS, EVENTS AND CULTURE

WHAT WILL WE DO OVER THE NEXT THREE YEARS?

- Continually use dynamic and interesting ways to promote key messages through social media to engage communities and visitors including Visit Doncaster and MyDoncaster platforms – including blogs and vlogs.
- Champion local and diverse events across the borough.
- Create a local volunteer programme to support the core workforce in events across the borough.
- Support and encourage pre-planned attendance of events.
- Develop 'Visit Doncaster' so it becomes the go to place for attraction and event information for residents.
- Promote local attractions to increase the number of visitors year on year.
- Work collaboratively with the retail sector including Frenchgate, Lakeside Village, Doncaster Markets, Bawtry and Mexborough Retail Forums to support marketing and promotion initiatives and enhance the visitor experience.
- Support Doncaster Creates to engage with local communities to develop new artists and encourage attendance at arts and culture events.
- Work with specific groups, cultures and communities to encourage participation.
- Consider implementation of a specific residents weekend promotion to encourage engagement and participation.

OBJECTIVE 6

LONGER STAYS:
INCREASE OVERNIGHT
STAYS TO EMBED
DONCASTER AS A TRUE
WEEKEND, CONFERENCE
AND LONG STAY VISITOR
DESTINATION

OBJECTIVE 6

LONGER STAYS: INCREASE OVERNIGHT STAYS TO EMBED DONCASTER AS A TRUE WEEKEND, CONFERENCE AND LONG STAY VISITOR DESTINATION



WHY THIS IS IMPORTANT

Increasing the number of people that see and use Doncaster as a place to stay will bring economic benefits and jobs within the sector especially during mid-week periods.

We have an international asset in Doncaster Racecourse and its exhibition centre and we want to encourage more multi-day conference activity to support more midweek overnight visitors to this and other venues.

We think there is a lot on offer and encouraging people to spend more time in the Doncaster area will not only bring economic benefits but also improve the reputation of Doncaster as a place.

HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

- The number of day and overnight stays will increase.
- Hotel occupancy rates will increase.
- Attraction of more national and international multi-day conference events.
- Number of passengers using Doncaster Sheffield Airport (DSA) for business travel will increase.
- Number of passengers using Doncaster Railway Station for business travel will increase.



WHAT WILL WE DO OVER THE NEXT THREE YEARS?

- Promote package trips to group tour operators engaging new markets and include assets such as Doncaster Minster, Cusworth Hall, Brodsworth Hall, Doncaster Museum and Art Gallery and Conisbrough Castle.
- Develop 24/48+ hour itineraries that benefit the whole visitor economy including attractions, accommodation and retail providers.
- Support and promote the £50m expansion of Yorkshire Wildlife Park.
- Investigate working with overseas destinations serving DSA to look at increasing the promotion of Doncaster and targeting visitors, particularly when major events are being held.
- Strengthen partnership with Welcome to Yorkshire to better promote Doncaster events to a broader audience – e.g. Yorkshire Show.
- Consider development of a town centre multi-purpose venue – to attract higher-spend visitors and overnight stays capitalising on the transport links.
- Promote new and emerging conference venues attracting new markets.
- Develop our military and aviation heritage offer through the continued investment in attractions such as South Yorkshire Aircraft Museum, Vulcan and Kings Own Yorkshire Light Infantry (KOYLI).
- Support the promotional initiatives of a wider South Yorkshire marketing campaign.
- Continue to produce an annual destination guide to effectively promote the broad range of activities on offer.
- Develop a voucher scheme with Doncaster based Purple Vouchers to offer discounts to tourists via the Tourist Information Centre.
- Populate T Stats technology to share growing visitor numbers, event attendance and showcase economic benefits to result in new developments.
- Collaborate with partners to increase the hosting of additional events.

STAKEHOLDERS

Accommodation Providers

Arts and Culture Board

Attractions

Business Doncaster team

Communities

Community Engagement Core Group

Inclusive Growth Board

Major Events

Events Safety Advisory Group (ESAG)

Retailers

Sheffield City Region (SCR)

SCR Tourism Group

Town Centre Advisory Board

Visit Doncaster team
including Tourist Information Centre

Visit England

Visitor Economy Group

Welcome to Yorkshire



Holiday Inn Express



Cusworth Hall, Museum and Park



South Yorkshire Aircraft Museum



Potteric Carr Nature Reserve



Doncaster Minster

GOVERNANCE

We will ensure the actions as set out in this strategy will be delivered over the 2019-22 period. The arrangements to oversee this will be a partnership approach to maximise the chances to achieve our objectives.

See separate detailed Action Plan.

To this aim a quarterly review of the actions contained within this strategy will be considered by the **Visitor Economy Group** from which ownership of many of the actions will lie. There will also be an annual report on progress made to the **DGT Working Theme Board** who will be assigned the role to oversee progress and the measures by which we judge our success are achieved.

The Council will also initiate a new set of internal arrangements to ensure the contribution to this strategy by the Local Authority is robust, and an improved mechanism for clear strategic planning and delivery of major events is put in place.

We will work closely with the existing partnership structure to ensure we maximise the reach of this strategy and where appropriate agree activity that other parts of the partnership can oversee and take responsibility for.

This strategy is due for review by March 2022.



Mansion House, Doncaster

FURTHER INFORMATION:

www.visitdoncaster.com www.creativedoncaster.com www.doncaster.gov.uk

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Doncaster Council

Report

23 April 2019

To the Chair and Members of the
Cabinet

DONCASTER'S LOCAL DELIVERY PILOT INVESTMENT PLAN

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nigel Ball	All	Yes

EXECUTIVE SUMMARY

1. This report provides an overview of the recent submission to Sport England for further investment of approximately £1.8 million for Doncaster's Local Delivery Pilot. This approach is to address the significant challenge of Doncaster's levels of inactivity which have a negative impact on the wellbeing of residents, Doncaster's economy and its environment.
2. Our approach to becoming a Sport England Local Delivery Pilot Site was approved in an earlier decision by Cabinet 23.01.18.
3. This is an exciting opportunity for Doncaster to have the capacity to work with residents and communities to test new ways of working and try new approaches that can make a difference to how we provide the right conditions for people to be more active in their day to day lives.

EXEMPT REPORT

4. No

RECOMMENDATIONS

1. To agree to receive £1.8m from Sport England to maximise opportunities from the Local Delivery Pilot and delegate to Director of Public Health in consultation with the Chief Financial Officer and the relevant portfolio holder to ensure spend is in accordance with the bid and to undertake the accountable body role.
2. To work with partners on the Get Doncaster Moving Board to deliver the programmes outlined in this report. This will involve the development and delivery of a number programmes as outlined in the recent investment plan submitted to Sport England in February 2019.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. Doncaster has persistently low levels of participation in physical activity and sport that impact on the quality of life of its residents. Creating a more active borough is an investment in developing greater human, economic, social and environmental capital. High levels of inactivity have a negative impact on the health of people, economies and the environment. Higher levels of physical activity are associated with positive outcomes such as reduced crime, pollution and traffic. Productivity, school performance, property values, health and well-being improve drastically with an active population.
6. Doncaster's success in becoming one of only 12 Sport England Local Delivery Pilots nationally provides our residents with the opportunity to live in a borough where being physical active is easily accessible.

BACKGROUND

7. Doncaster has been working resolutely on addressing physical inactivity. Our compelling vision for change has been recognised by Sport England and we have been awarded with LDP status, following a competitive, 12 month application process.
8. This is a bold new approach for Sport England to build healthier, more active communities across England. Around £100 million of National Lottery funding will be invested across the projects in the 12 pilot scheme areas over four years, to create innovative solutions that make it easier for people in these communities to access sport and physical activity.
9. Doncaster is making excellent progress amongst the 12 national pilot sites and we are sharing our approach and learning nationally not only with Sport England, the other 11 LDP sites but have responded to requests for support from other localities. Recently our insight work with Sheffield Hallam University has been presented at a two Behavioural Science Conferences, won a poster presentation award and has been submitted to the Annual Conference of the European Health Psychology Society. The social impact research of the Tour de Yorkshire has been shared widely and is being used

by UK Sport to shape the future approach to major sporting events in the UK.

10. The LDP work forms an important strand of the implementation of the Get Doncaster Moving strategy, and will test and explore what it takes to secure population scale change in physical activity behaviour.

11. The Doncaster LDP vision is to:-

“Utilise physical activity and sport to contribute to our inclusive economic growth ambitions and explore how it can support our residents to benefit from Doncaster’s aspirations across all of its communities.”

The Doncaster LDP wants to play a part in tackling inequalities by addressing inactivity in those communities who do not demonstrate patterns of regular participation

12. The approach for the LDP was approved by cabinet on the 23.01.18 through the Physical Activity and Sport Strategy & Sport England Local Delivery Pilot paper.

13. This decision approved the establishment of Get Doncaster Moving Programme Board and subgroups to oversee and hold accountable delivery of the Local Delivery Pilot. It also approved the delegation for the Chief Executive in consultation with chief finance officer, Director of Public Health and portfolio holder for Public Health, Leisure & Culture to negotiate with Sport England to maximise opportunities from the Local Delivery Pilot and access significant funding to deliver programmes of activity.

14. £435,360 was awarded from Sport England in January 2019 to commission an evaluation of Doncaster’s Local Delivery Pilot (LDP) in addition to the £369,868 previously awarded for insight briefs and two temporary posts, totalling an award to Doncaster so far of £805,228.

Doncaster Investment Plan – February 2019

15. Our proposal to Sport England was shaped by the insight, evidence base and learning that we have gathered including engagement work since the initial award in April 2018. Extensive engagement with stakeholders has made a significant contribution to the direction and pace of the work so far. We have seen huge value in constantly testing our findings, assumptions and ideas in a range of settings. This has included our quarterly network events that have an attendance of approximately 50 people and our annual summit of over 100 delegates alongside specific sessions with key stakeholders on a range of topics.

16. We have been clear that starting with a deep understanding of people, their lives and the barriers to being active is key to our approach. Our first investment proposal from Sport England allowed us to commission research

by Sheffield Hallam University to utilise a behaviour change methodology to assess the current physical activity levels of eight communities in Doncaster to enable appropriate targeting of interventions and assess the barriers and facilitators within those local communities.

17. The results of 1200 door step surveys demonstrated that inactivity levels in the eight communities were much higher than our previous borough wide data highlighted (see background papers for full description of the findings).

Physical Activity Classification	Number of Responses	Percentage	Sport England Data for Doncaster	Sport England Data for England
Inactive	646	57.7%	29.1%	25.2%
Fairly Active	131	11.7%	11.9%	12.5%
Active	342	30.6%	59.0%	62.3%

18. This work with our communities has informed six key proposals in our Get Doncaster Moving Investment Plan that we will receive funding for.
 - **Active Communities**
 - **Future Parks Doncaster**
 - **Doncaster Evaluation**
 - **Systems Network & Leadership**
 - **Maximising the Impact of Major Sports Events**
 - **Marketing & Communications**

19. The Get Doncaster Moving Investment Plan document within the background papers provides detailed information and evidence of our approach to date leading to the development of our proposals. In the Summary of Proposals document an overview of each of the proposals and evidence of match funding is demonstrated. This match funding is solely to demonstrate our commitment and the added value that we are able to provide and does not form part of the conditions of the grant award.

20. **Active Communities**
Recent research that we have commissioned with Sheffield Hallam University in eight of our communities shows that our levels of inactivity are far worse

than previous borough wide surveys have shown. In addition it has demonstrated the stark differences across and within our communities; in their infrastructure, culture and their views and behaviours relating to physical activity.

Our funding proposal has requested staffing resource so we can use a range of methods with local community groups and individuals to develop sustainable initiatives, projects and events. There is funding allocated to test new ways of getting people more active that will leave long lasting changes by improving the skills and strengths of residents and communities to tackle inactivity.

21. **Future Parks Doncaster**

It is clear that parks and open spaces are an important asset to Doncaster and its residents as a way to provide free, local and accessible way for people to become active and stay active.

We are planning to use additional capacity and expertise to develop an effective delivery plan to embed parks and open spaces into the fabric of Doncaster's future growth. Currently we are progressing slowly with colleagues and stakeholders as we have limited capacity to drive this forward quickly and respond to the opportunities as they arise. Therefore extra capacity will allow the development of proposals to take place at pace and be used in future funding plans.

22. **Doncaster Evaluation**

The evaluation for Doncaster's Local Delivery Pilot will produce robust findings to be used to measure change locally and help to determine the future development of the LDP. This local evaluation process will support the national evaluation and will collect information on the key metrics required to assist the national programme evaluation.

As previously described we have already received agreement to award a contract for an evaluation provider. In addition we will be increasing the size of the Active Lives Survey which is administered by Sport England annually, helping improve the robustness of the data.

23. **Systems Network & Leadership**

To address the complex challenge of inactivity in Doncaster it cannot be left to one department or organisation alone. It is necessary that we continue our work with local decision makers to support distributed leadership within our communities/organisations. We need to communicate the complexity of the challenge and the need for system change to be sustainable.

We want to test different methods of professional development and leadership engagement furthering the skills of staff and volunteers. We will prototype a resource that would provide early year's staff with the tools needed to provide

support to families and create an active environment within their setting. The funding will allow us to deliver networking opportunities to share information, insight and learning across a wide range of sectors utilising a variety of methods.

24. **Maximising the Impact of Major Sports Events**

From our recent experience, it is clear that major sporting events play an important role in engaging our communities to become more socially active and potentially for people to become active and stay active.

We will develop a longer term research project allowing us to better understand how we can increase and retain levels of physical activity using the upcoming events we are hosting. This will help us to shape a community engagement budget to support our communities to engage in these events. Investment will also be provided for a post to support the implementation of these events and release the Business Change Manager to focus on the wider Get Doncaster Moving systems work.

25. **Marketing & Communications**

Our work so far has produced volumes of valuable insight that needs to form a key part of our communications approach. We know that 'Doncaster' means different things to different people; we are a borough of communities rather than a homogenous geographical area. Working with partners and stakeholders time and time again highlights the need for communication to support collaboration and sharing of resources.

Our marketing and communications requirements are complex and specialist in nature and we have limited expertise and capacity to manage a programme of this scale. We will be building on the work that has already taken place under the Get Doncaster Moving banner and include:-

- Developing strong design and creative executions
- Campaign management
- Events
- Ongoing PR support including:
- Online and social media management
- Developing and implementing a stakeholder engagement strategy
- Evaluation

OPTIONS CONSIDERED

26. **Option 1** Accept the funding and authorise delegation– (preferred option)

Our approach to becoming a Sport England Local Delivery Pilot Site was approved by Cabinet 23.01.18 and this paper describes the next steps in this approach based on the work over the past 12 months. It will enable officers to

proceed with the work outlined in the investment plan and realise the benefits and outcomes that we have described.

27. **Option 2** Not accepting the funding.

This is a high profile national pilot with significant potential funding opportunities for Doncaster. Not accepting the funding would jeopardise the delivery of the Sport England Local Delivery Pilot and have significant damage to our reputation to deliver a crucial piece of work that has the ability to shape future national policy. More importantly, this funding would then benefit the local residents and the potential it has to improve quality of life and wellbeing.

REASONS FOR RECOMMENDED OPTION

28. To ensure that we capitalise on the expertise, support and funding opportunities that the Local Delivery pilot is providing to address our stark levels of inactivity.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

29.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The LDP’s vision to use physical activity and sport as a way to ensure Doncaster’s residents take advantage of any economic growth in Doncaster.</p>
	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>The LDP contributes to the Get Doncaster Moving transformational programme ensuring there is a whole system approach to addressing our physical activity challenges.</p>

	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>One of the areas of focus of the LDP is families and children. It is well evidenced that physical activity contributes to children and young people's learning.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>Physical activity levels reduce in older age. The LDP is focussing on those residents who are the most inactive.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The LDP is utilising community insight to ensure that we build on the assets that we have and enhance community capacity to improve people's lives through physical activity.</p>

RISKS AND ASSUMPTIONS

30. There are a number of risks associated with NOT accepting the funding from Sport England.

Financial & Legal/compliance	Will not receive significant investment into addressing inactivity in Doncaster. Long term financial impacts will be seen via the worsening of health and productivity in the population.	25
Organisational	Without this funding the staff capacity to work on this challenge is significantly affected.	25
Reputation / Stakeholder Management	The LDP is overseen by a group of strategic stakeholders who are committed to addressing inactivity across the Borough. Our local and national reputation if we do not continue with our commitment to this national pilot will be severely affected risking future funding in this area of work.	20
Strategic Planning & Service Delivery	The LDP is a core element of Get Doncaster Moving within DGT. Support and funding from Sport England. Progress severely hampered if funding plan not agreed.	12

LEGAL IMPLICATIONS [Officer Initials PC Date 19th March 2019]

31. Section 1 of the Localism Act 2011 gives the Council a general power of competence to do anything that individuals may generally do.

Section 2B of the National Health Service Act 2006 (as amended by Section 12 of the Health and Social Care Act 2012) introduced duties on Council's in England to take appropriate steps to improve the health of people who live in their area.

The adoption of a physical activity and sport strategy will help set the direction for the council to tackle public health and well-being issues within our communities.

The report author is advised that the terms and conditions attached to the funding agreements with Sport England must be complied with to ensure that claw back provisions within the terms and conditions are not invoked.

When using the funding to deliver the project, the liabilities contained within the funding agreement should be flowed down in the agreements for service delivery. Legal advice should be sought on the drafting and approval of such agreements.

Services should be procured in compliance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.

32. Further legal advice and assistance will be required as the project progresses

FINANCIAL IMPLICATIONS [Officer Initials...OB... Date...02/04/2019..]

33. It is proposed to accept Sport England grant funding after the 19/20 budget has been set as per financial procedure rule E.10. A detailed bid has been submitted to Sport England for £1.8m to deliver six key proposals as outlined in the body of the report. An e-mail has been received from Sport England to confirm that the board members are supportive of the bid and that they will begin to progress the Lottery Funding Agreement. Managers will need to ensure that arrangements are in place for the delivery and monitoring of the grant and that the grant conditions are adhered to as per financial procedure rules E9 – E12.
34. Doncaster has been successful with its initial bid for pilot status to the Sport England Local Delivery Pilot (LDP). Doncaster is one of twelve successful locations that will receive a share of £100m funding, but until further work is done with the LDP, the exact amount of funding that will be allocated to Doncaster is not known. Allocations are currently being awarded in response to successful bids for preliminary works. Doncaster has already been successful in being awarded £0.8m for insight and evaluation work in addition to the £1.8m outlined in this report.
35. It is proposed to use the grant to deliver 6 projects as per the bid, the details of which are set out in the Summary of Proposals document in the appendices. The expenditure will be a mixture of in-house costs and commissioned work. It is anticipated that any contracts awarded in excess of £250k will not require further cabinet approval due to the delegation of responsibility approved by this report.
36. Within the bid, evidence of match funding is demonstrated. These are items of approved Council expenditure, funded by a wide range of sources including Bettercare Fund, general fund and Earmarked Reserves. It is understood that the match is included to provide reassurance to the funders of wider commitment to the programme and is not anticipated that this match funding will form part of the conditions of the grant award.

HUMAN RESOURCES IMPLICATIONS [Officer Initials...BT Date: 01/04/2019..]

37. There are no obvious HR Implications as far as this particular ODR is concerned, the current Public Health Staffing Establishment incorporates a Local Delivery Pilot Programme Manager in a temporary funded post until 31st March 2021 within the Structure to co-ordinate and deliver the plans.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 18/03/19]

38. There are no specific technology implications at this stage. Any requirements for new technology to support the delivery of the Local Delivery Pilot (e.g. Doncaster Smart Parks) would need to be considered by the Technology Governance Board (TGB).

HEALTH IMPLICATIONS [Officer Initials CEH Date 18.03.19]

39. Creating a more active borough is an investment in developing greater human, economic, social and environmental capital. Physical inactivity will cost one week per person per year in lost productivity (Proper et al 2006). Physical inactivity is the 4th leading risk factor for global mortality accounting for 6% of deaths globally. People who have a physically active lifestyle have a 20-35% lower risk of cardiovascular disease, coronary heart disease and stroke compared to those who have a sedentary lifestyle. Regular physical activity is also associated with a reduced risk of diabetes, obesity, osteoporosis and colon/breast cancer and with improved mental health. In older adults physical activity is associated with increased functional capacities. Doncaster has experienced low levels of physical activity and currently there is almost a third of our adult residents who are sedentary (do less than 30 minutes per week). The Sport England Local Delivery Pilot is driving key elements of Doncaster's Physical Activity and Sport Strategy which is leading to embed physical activity into the fabric of daily life and make it an easy, cost-effective and 'normal' choice for all residents.
40. It is recommended that GDM ensures that it considers the inequalities that exist in Doncaster's physical activity participation and that any projects delivered do not exacerbate these. The development and delivery of a robust evaluation framework provides a unique opportunity to review the impact of this new approach and inform future strategic planning and service delivery.

EQUALITY IMPLICATIONS [Officer Initials CEH Date 10.01.19]

41. The vision for Doncaster Local Delivery Pilot aims to address the inequalities that exist in participation levels of physical activity of the residents of Doncaster. Our LDP approach will be investigating these inequalities and providing insight into how we address the gaps that currently exist. A Due Regard Statement has previously been developed for the Physical Activity and Sport and LDP paper but we will be ensuring that the work of the evaluation providers is inherent in taking due regard to where inequalities exist.

CONSULTATION

42. The investment plan has been developed using the information and insight gathered from a number of sources. This has included the research with our communities, initial findings of the research on Tour de Yorkshire and our various engagement activities with colleagues, stakeholders and strategic leads across a number of organisations.
43. The plan was written in conjunction with Sport England and was endorsed by the Get Doncaster Moving Board In February 2019.

BACKGROUND PAPERS

44. Physical Activity and Sport Strategy & Sport England Local Delivery Pilot paper. Approved 23.01.19
<https://doncasterintranet.moderngov.co.uk/ieDecisionDetails.aspx?ID=1222>
45. Get Doncaster Moving Strategy <https://getdoncastermoving.org/strategy>
46. Get Doncaster Moving Investment Plan February 2019
47. Get Doncaster Moving Investment Plan February 2019 – Summary of Proposals
48. Behavioural Insights – Phase 1 Summary Report, 2019

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