



Doncaster Council

Agenda

To all Members of the

REGENERATION AND HOUSING OVERVIEW AND SCRUTINY PANEL

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

Venue: Council Chamber - Civic Office

Date: Thursday, 18th April, 2019

Time: 10.00 am

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Items for Discussion:	Page No.
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. Declarations of Interest, if any.	
4. Minutes of the meeting held on 13th March 2019	1 - 10

Jo Miller
Chief Executive

Issued on: Wednesday, 10th April 2019

Governance Services Officer for this
meeting:

Chris Rothwell
Tel 01302 735682

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5. Public Statements

[A period not exceeding 20 minutes for statements from up to 5 members of the public on matters within the Committees remit, proposing action(s) which may be considered or contribute towards the future development of the Panels work programme].

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

6. Doncaster's Visitor Economy Strategy

11 - 50

Members of the Regeneration & Housing Overview & Scrutiny Panel

Chair – Councillor Paul Wray

Vice-Chair – Councillor David Nevett

Councillors Duncan Anderson, Iris Beech, John Cooke, Steve Cox, Charlie Hogarth, Eva Hughes and Kenneth Keegan

Invitee: Mark Whitehouse (UNITE)

Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

REGENERATION & HOUSING OVERVIEW & SCRUTINY PANEL

WEDNESDAY, 13TH MARCH, 2019

A MEETING of the REGENERATION & HOUSING OVERVIEW & SCRUTINY PANEL was held at the COUNCIL CHAMBER - CIVIC OFFICE, DONCASTER on WEDNESDAY, 13TH MARCH, 2019 at 10.00 AM

PRESENT:

Chair - Councillor Paul Wray

Councillors Steve Cox and Charlie Hogarth

ALSO IN ATTENDANCE:

DMBC

- Andy Brown - Senior Strategy & Performance Manager
- Adam Goldsmith - Head of Service (Local Investment Planning)

St Leger Homes Doncaster

- Steve Waddington - Director of Housing & Customer Services
- Jenny Hobson - Homelessness Reduction Act Implementation Manager

		<u>ACTION</u>
8	<u>APOLOGIES FOR ABSENCE.</u>	
	Apologies for absence were received from Councillors David Nevett, Duncan Anderson, Iris Beech, Eva Hughes and Kenneth Keegan	
9	<u>TO CONSIDER THE EXTENT, IF ANY, TO WHICH THE PUBLIC AND PRESS ARE TO BE EXCLUDED FROM THE MEETING.</u>	
	There were no items on the agenda that contained exempt information.	
10	<u>DECLARATIONS OF INTEREST, IF ANY.</u>	
	There were no declarations of interest made.	
11	<u>MINUTES OF THE MEETING HELD ON 15TH OCTOBER, 2019</u>	
	The minutes of the meeting held on the 15 th October 2018 were agreed as a true record.	

12	<u>PUBLIC STATEMENTS</u>	
	There were no public statements made.	
13	<u>HOMELESSNESS UPDATE</u>	
	<p>A report was presented with an update on homelessness following the Panels own scrutiny review held between November 2016 and January 2017.</p> <p>It was explained that there had been significant changes to legislation, which had been introduced through the Homeless Reduction Act and had fundamentally changed the responsibilities for Local Authorities.</p> <p>The following areas that had changed were highlighted as follows;</p> <ul style="list-style-type: none"> • <u>Duty To Provide Advisory Services</u> – Requires free homelessness advice and information services to be provided to all residents and to provide advice designed with certain vulnerable groups in mind. <p>Members were assured that SLHD were already providing advice to presenting individuals.</p> <ul style="list-style-type: none"> • <u>Change of Timings Associated of ‘Threatened With Homelessness’</u> - Extends the period during which someone might be threatened with homelessness from 28 days to 56 days. <p>It was explained that the idea behind this was that individuals and households were able to be processed more quickly with more time to support them and prevent the threat of homelessness if possible.</p> <ul style="list-style-type: none"> • <u>Prevention Duty</u> – It was explained that this was a new legal statutory duty placed on the local authority to prevent homelessness. • <u>Assessments and Personalised Housing Plans (PHP)</u> – It was outlined that this was about Local Housing Authorities carrying out an assessment of the circumstances and needs of all eligible applicants who were homeless or threatened with becoming homeless within 56 days. It was explained that each individual required a PHP, which outlined what ‘reasonable steps’ the authority and the applicant needed to take (as agreed with the individual). • <u>Duty to Refer</u> – Members were informed that under the act, from 1st October 2018, public bodies in England had a duty to refer an individual’s case (with consent) to the local housing authority if they were threatened with homelessness. <p>It was explained that it was about creating a culture around early intervention and prevention. It was added that further to the changes in legislation, the context of homelessness locally had changed, in particularly with the most complex individuals. It was explained that</p>	

there was a new partnership approach through the Complex Lives Alliance to support those sleeping rough in Doncaster. It was reported that to date this had worked successfully.

An outline of the structure of the Complex Lives Team was provided to the Panel. It was explained that the Complex Lives Alliance had created the capacity to enable the management of more complex cases providing an important resource. It was further added that in the last six months the team had become more integrated through;

- Co-location with Complex Live team of SLHD Homelessness Single Point of Access
- CCG specialist Mental Health nurse (from the 1st April).
- DMBC Housing Benefits Officer seconded to team.
- NACRO worker seconded to team

It was commented that the team had become more effective through bringing a range of more specialist functions to work alongside them, for example, permanent and part-time positions.

It was reported that in the height of summer 2018, there had been 65-67 individuals sleeping rough in Doncaster (predominantly within the Town Centre) and this had since reduced to 12-15. It was continued that there was a comprehensive winter plan, which had been put in place to support this issue following pressures seen from the 2017/18 winter period.

Members were provided with the following update on to the Scrutiny Recommendations made as a result of the Panels review.

Recommendation 1. The Homelessness Strategy to be added to the Panel's work plan in 2017/18.

It was reported that there had been a delay to the Homeless Strategy moving forward and changes made to homeless legislation and Rough Sleeping Strategies.

Recommendation 2. That an update on the successful funding bid from central government be provided to the Panel during 2017/18

Members were informed that the Rough Sleepers Grant Allocation bid had been successful and the sub region was allocated £400K over the two years 2017/18 and 2018/19. It was agreed that £48K per annum should be used to have a South Yorkshire approach. Each local authority was then allocated £38K per annum to be utilised to support the prevention of rough sleeping. In Doncaster, it was decided to utilise this funding to support the creation of the Complex Lives Team.

Since then the Government had announced other funding opportunities following the Rough Sleeping Strategy.

Rapid Rehousing Pathway – It was noted that Doncaster's bid for this

was based upon enhancing the current resettlement pathways, building capacity within the Complex Lives and associated teams. Members were informed that currently there were 115 cases in the complex lives cohort, not all of which were supported all of the time. It was reported that through the intensive work of St Leger Homes Home Options Team, the Complex Lives Team and the wider alliance, that rough sleeping in Doncaster had significantly reduced from the summer peak. There was a brief discussion around opportunities to rehouse those individuals after leaving prison and the additional support that was needed.

Private Rented Sector Access Fund – It was reported that a bid which had been led by Barnsley (on behalf of Doncaster, Rotherham & Barnsley) had been successful and would help to identify private landlords registered with housing association that properties landlord were willing to release to housing associations.

Rough Sleeping Initiative – Members were informed that in January 2019, a joint bid had been put forward by Doncaster, Rotherham and Barnsley for the second round of the Rough Sleepers Initiative to enhance our provision. It was reported that the outcome of this bid was still being waited on.

Recommendation 3 – That support be given to the Principle of Housing First and an update be provided to the Panel 2017/18

Reference was made to the update provided within the report.

Update on Current Homeless Position

It was explained that the main reason for homelessness continued to be the loss of an Assured Shorthold Tenancy. Other reasons included;

- Relationship Breakdown
- Eviction by Parents
- Eviction by Friends

It was confirmed that although the above 4 main reasons for homelessness had not changed, there were now more routes to address it. Members heard that over the last 12 months, the need to provide additional temporary accommodation over and above the commissioned provision had significantly increased.

It was noted that after the 2017/18 winter period, the use of dispersed accommodation had increased to 45 properties and to support the 2018/19 winter period it had increased to 84 properties for temporary accommodation. It was explained that there had been a significant increase in the need to use bed and breakfast accommodation (due to the statutory duty to provide accommodation).

Assurances were sought around whether the Complex Live Team had the capacity to deal with the number of individuals that it supported.

Members were informed that it was a hardworking team but that it was essential to have partner buy in. It was explained that the team had experienced success but that the work would need to carry on. It was recognised that it was challenging dealing with marginalised and entrenched people in the community through intense work. It was felt that a positive solution had been developed through the team which would form a crucial role in terms of prevention in the future. There was an understanding that national issues had influenced homelessness, for example, welfare reform.

There was a brief discussion around what was in place when prisoners were released. Reference was made to 'Through the Gates' programme, which had been delivered by the Probation Service and had been removed due to cuts in national funding

It was explained that Outreach Workers picked up individuals being released and if they were from outside of Doncaster they were supported to return back to that place. It was explained that the Complex Lives Team worked with Community Rehabilitation Company to look at how that could be improved. It was commented that individuals would be supported back into a property or to their place of local connection. Concern was raised around when the individual had no local connection. Members were informed that the Complex Lives cohort consisted of all Doncaster based people.

It was outlined that certain factors were taken into account when supporting the individual, such as considering where they wanted to live as well as deciding what the most appropriate course of action was for them. It was commented that those individuals were placed in accommodation through a planned process to be supported and monitored through a whole multi-agency protection approach.

In terms of which properties were chosen, Members were informed that it was about firstly choosing what was available, looking at the community and balancing that with the needs of those who were presenting. Members were reminded that the local authority needed to balance a number of things with ensuring that they fulfilled their statutory requirements.

A Member expressed that they were pleased to hear that the needs of the community were taken into consideration. Reference was made to incidents when complaints had been made from residents close to individuals placed into temporary accommodation. It was stressed that residents should matter as much as the individual being placed into the accommodation. Members were assured that the Complex Lives team would support that and where there were issues around anti-social behaviour then that would be taken up with the individual. It was explained that when an individual was in temporary accommodation, they were placed under a license that set out the level of behaviour that was expected.

Concern was raised by a Member around what information was shared

	<p>on an individual. Assurances were provided that information was shared at an appropriate level and by the applicable agencies/bodies (dependent on what it was in relation to e.g. accommodation or recruitment etc).</p> <p>Clarification was sought around whether existing stock could be renovated to supplement available housing. It was explained that where opportunities arose this approach was taken, an example of this was the recent development with DCST where we have refurbished a property to make it suitable for move on / clustered semi-independent accommodation for children leaving care. Members were informed that there was nothing in place locally to support individuals to renovate properties before moving into them, but this may be considered in the future</p> <p>RESOLVED that the Panel note the report</p>	
14	<p><u>HOUSING NEED STUDY HEADLINE FINDINGS</u></p>	
	<p>A presentation was provided to the Panel on the headline findings from the Housing Needs Survey. This included the breakdown of the overall housing target (920 homes per year) by size, type and tenure and on an area by area basis. It was explained that the findings of the Housing Needs Study would be used to inform policy decisions on how the Council and its partners would respond to the boroughs housing need.</p> <p>The presentation provided headlines under the following areas;</p> <ul style="list-style-type: none"> • House Prices • Affordability • Tenure Options – Cost/Income Required • Household Moves • Household Incomes • Stock Profile • Stock Condition • Housing Needs - Dwelling Mix • Affordable Housing Needs • Older People’s Housing <p>In terms of Older People Housing, it was noted that 8 out of 10 older people were wanting to remain in their own home (with appropriate support when needed). Members were informed that type of housing formed 17% of the housing target (of which included residential care at 6%). It was commented that there was a need to invest public money or facilitate the provision of those services so older people would be able to live in their houses for longer.</p> <p>A Member of the Panel commented that more affordable properties were needed within their ward. It was commented that it was always</p>	

	<p>about viability from a planning perspective. Concern was also raised that unaffordability could be linked to the job market.</p> <p>Members were informed that the report would be completed soon before being shared with other departments to help inform Council proposals and decisions. It was confirmed that there would be an Executive Summary and that the key points of the report would be circulated wider in an appropriate format.</p> <p>Clarification was sought on the distribution of housing and how areas of the borough were made aware of what was being developed. It was explained that when land was put forward to be considered for housing, it was assessed for sustainability and looked at as part of the overall housing required (and broken down by proportions in that area).</p> <p>RESOLVED that the Panel;</p> <ul style="list-style-type: none"> • Note the information contained within the report; and. • That an update be provided as part of the Workplan 2019/20 to look at the whole document or focus on certain areas. (with an invite to Planning and Director of Regeneration and Housing). 	<p>Senior Governance Officer</p>
15	<p><u>AFFORDABLE HOUSING DELIVERY PROGRAMME UPDATE</u></p>	
	<p>The Panel received a report, which provided a high level update on the process and current position on the development of the Council's future affordable housing delivery programme to meet unmet housing needs across the Borough.</p> <p>It was explained that there was a need for more affordable homes articulated through the Doncaster Housing Strategy 2015-2025. This would be considered from information provided from a range of sources to inform the future programme including the Housing Needs Survey as well as other sources.</p> <p>It was explained that the ongoing existing programme formalises that since 2013/14, 991 units of affordable homes would have been delivered.</p> <p>It was continued that the delivery programme would aim to meet the varied housing need and through the Doncaster Growing Together programme. It had also been recognised that accommodation was not presently being met for certain groups that included;</p> <ul style="list-style-type: none"> • Care leavers • Adults with Learning Disabilities and Autism. • Physical Disabilities linking to the Accessible Housing Register • Homeless/at risk of Homeless <p>It was reported that land within the Housing Revenue Account (HRA)</p>	

	<p>would be prioritised for affordable housing, although, the future programme may also incorporate General Fund land following land and assets reviews. It was commented that in terms of resources there was not the right amount of housing land or enough of it in the right place and that factors moving forward potential may include;</p> <ul style="list-style-type: none"> • Looking to acquire land. • Work with housing association partners to deliver more specialist accommodation, • Increase the number of units provided through s106 • Look at homes or non-residential units and look at alternative delivery models working with institutionally investors. <p>It was added that there was a limitation on what could be achieved until more detail was made available when a programme had been worked up over forthcoming months.</p> <p>Clarification was sought as to whether there was budget for homes that needed adaptations. Members were informed that this was already undertaken for new builds, for example, Bristol Grove. It was outlined that new properties would come out of what those needs were identified as and could start to incorporate accessible homes within the programme .</p> <p>Reference was made to the principals of lifetime homes and the Panel were informed that efforts were being made to minimise the costs of future changes. For example, level access (for wheelchair access) and ramps might not be placed in every property but steps would be taken to make future adaptations easier. It was reported that there had been successful bids for external funding.</p> <p>It was recognised that the Housing Needs Study would provide important information that would inform policy and decisions. It was also recognised that nationally there was an ageing population. Members were reassured that where gaps were identified steps would be taken to identify to enable a more appropriate delivery. Reference was made to the Capital Programme Build Programme and was noted that at some point the Council may consider bringing back more empty properties back into use.</p> <p>RESOLVED that the Panel note the report.</p>	
16	<p><u>OVERVIEW AND SCRUTINY WORK PLAN MARCH 2019</u></p>	
	<p>The Panel received a report updating Members on the Panels work plan for 2018/19.</p> <p>A copy of the work plan was attached at Appendix A of the report taking account of issues considered at the Regeneration and Housing Overview and Scrutiny workplanning meeting held on the 13th June,</p>	

	<p>2018.</p> <p>There was a brief discussion around the Forward Plan.</p> <p>RESOLVED that the Panel note the Regeneration and Housing Overview and Scrutiny Workplan 18/19 - October 2018 update.</p>	
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Doncaster Council

Report

Date: 18th April 2019

TO THE CHAIR AND MEMBERS OF REGENERATION AND HOUSING OVERVIEW AND SCRUTINY PANEL

DONCASTER'S VISITOR ECONOMY STRATEGY

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Mordue - Business, Skills and Economic Development	All	Yes

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.
2. This Strategy (Appendix A) 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.
3. 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.
4. 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.

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5. 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

6. The report is not exempt.

RECOMMENDATIONS

7. That the Regeneration and Housing Overview and Scrutiny Panel consider and provide comment on the Visitor Economy Strategy.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. 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

9. 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.
10. 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.
11. 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.

12. 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.

13 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.

14. 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.

15. 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

16. Three main options were considered for the strategy;
 - a. To continue without a strategy and deliver activities in a piece meal approach.
 - b. To allow the private sector to deliver investment and events without the Council's intervention or co-ordination.
 - c. 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

17. The recommended option provides a Visitor Economy Strategy that creates 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

18.

	Outcomes	Implications
	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	Providing employment opportunities

	<p>prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	
	<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.</p> <p>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.</p> <p>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 	<p>Digital promotion including social media and website.</p> <p>Face to face interaction within the Tourist Information Centre.</p>

	<ul style="list-style-type: none"> • 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 	
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RISKS AND ASSUMPTIONS

19. That;

- 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

20. 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.

21. 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.....5th April 2019

22. 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...05.04.19.....]

23. 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.
24. 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.
25. 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.
26. 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...04.04.19..]

27. 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...05.04.19

28. 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.
29. 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 May 19.

HEALTH IMPLICATIONS [Officer Initials... CEH ..Date ...03.04.19.....]

30. 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.
31. 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.
32. 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.
33. 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.

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

34. 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.
35. 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

36. Consultation had been undertaken with the Doncaster's Visitor Economy Group – representing major attractions and accommodation providers.

BACKGROUND PAPERS

37. Draft Visitor Economy Strategy – Appendix A

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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

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 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.



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

Railway Network, 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

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 an eclectic 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.

OBJECTIVE 1

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

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.



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

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



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.

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 the 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



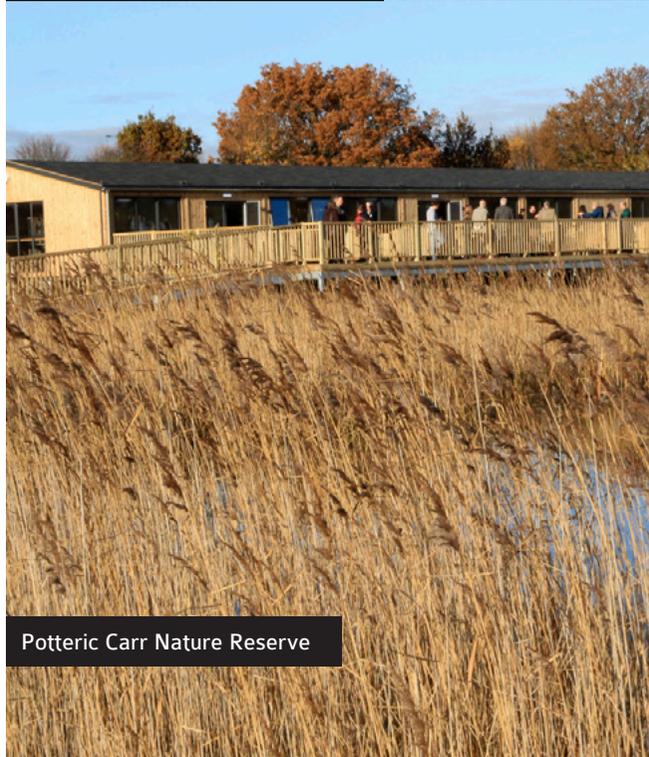
Holiday Inn Express



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.



FURTHER INFORMATION:

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

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