

**Doncaster City Centre Board Meeting
Agenda: 26 March 2023**

Item	Title	Lead	Format	Type
1	Welcome and Introductions	Tariq Shah	Verbal	
2	Declarations of Interest	Tariq Shah	Verbal	
3	A New City Centre Strategy	Jonny Bucknall Chris Stephenson	Report & Presentation	
4	Terms of Reference	Tariq Shah	Report	Decision
5	Long Term Plan for Towns	Jonny Bucknall Chris Stephenson	Report	Decision
6	Outline Work Programme	Jonny Bucknall Chris Stephenson	Report & Presentation	
7	Any Other Business	Tariq Shah	Verbal	

Agenda Item 3

A New City Centre Strategy

Executive Summary

1. Geographical inequality is a significant issue in the UK. Despite many accomplishments in recent years, Doncaster – in common with much of the north of England – has a long-standing challenge in balancing social, economic, and environmental well-being. If we are to overcome these challenges, increase opportunities for residents and improve wellbeing across all our communities, Doncaster city centre is likely to play a pivotal role.
2. Although the success of the city centre is important to the future of Doncaster and our communities, it also faces challenges on several fronts including the decline of the traditional High Street. Ensuring that the city centre is vibrant and able to thrive will require a cohesive strategy to be developed and implemented, which sets out short, medium, and longer-term priorities for action.
3. Doncaster has been selected to participate in two new ‘levelling-up’ programmes, the Long-Term Plan for Towns and Levelling Up Partnerships. These programmes have several overlapping objectives and requirements, including a primary focus on central Doncaster and in particular the City Centre.
4. Doncaster has existing masterplans for the city centre along with a range of other service delivery plans and projects. However, to date there has been no single City Centre Strategy that draws together our key priorities and implementation plans, or an overarching governance arrangement which has a broad oversight of activity.
5. Given these circumstances, and Doncaster’s new city status, it is an opportune moment to review, consolidate and, where appropriate update, our existing urban centre plans to produce a more holistic City Centre Strategy. Aligned to this work and the new government requirements, a refresh of our existing governance structures also needs to take place.
6. It is therefore intended that:
 - The existing urban centre masterplans (i.e. spatial development plans) are reviewed, updated and consolidated to produce a new City Centre Masterplan.
 - A City Centre Strategy is developed, drawing from the updated spatial plan, service plans and other key city centre projects, integrating new and existing government programmes.
 - New governance arrangements are implemented to improve oversight and decision-making, through a new advisory board comprising of members from the public sector, private sector, Voluntary, Community & Faith Sector, and local elected representatives.

Recommendations

7. It is recommended that the Board notes:
 - a) The introduction of two new government programmes, the Levelling-Up Partnership and Long-Term Plans for Towns, which Doncaster will participate in following its selection by Government.
 - b) The proposal to develop a new City Centre Strategy, which sets out a vision for the city centre, its future role, and an associated investment and development programme, including the relationship between the city centre and Doncaster's other towns and communities.
 - c) The high-level governance arrangements and the role of the Board in taking responsibility for:
 - a. The production and monitoring of a new City Centre Strategy for Doncaster.
 - b. The Long-Term Plan for Towns programme in Doncaster.
 - c. Making contributions to the Levelling-Up Partnership for Doncaster and other associated programmes and project delivery opportunities, where they are relevant to the city centre, the City Centre Strategy, and the work of the Board.
 - d. Overseeing the continued delivery of the Doncaster Town Deal projects, through a sub-group of the new Board
 - e. Overseeing the co-ordination of relevant city centre work programmes to ensure alignment with our overarching city centre plan; and
 - f. Supporting the promotion of Doncaster as a place to invest, visit and do business.
 - d) The outline approach to engagement and consultation activity to ensure that local residents, businesses and other stakeholders are fully engaged in the process of developing the City Centre Strategy.

Background

8. Geographical inequality is a significant issue in the UK. Economic growth and the higher productivity which drives it has been over-concentrated in specific areas, particularly the South East of England. To address this, the government has made 'Levelling-Up the United Kingdom' a flagship policy. It aims to improve productivity, boost economic growth, encourage innovation, create good jobs, enhance educational attainment and renovate the social and cultural fabric of those parts of the UK that have not shared equally in our nation's success.
9. Despite many accomplishments in recent years, Doncaster – along with much of the north of England – has a long-standing challenge in balancing economic, social and environmental well-being. A multi-generational transition away from primary and traditional manufacturing industries remains the dominant social and economic factor, affecting both the demand and supply side of the economy, and other characteristics such as health outcomes and social mobility.

10. If we are to overcome these challenges, increase opportunities for residents and improve wellbeing across all our communities, the city centre will play a pivotal role. Doncaster city centre is a significant employment location, an important 'shop-window' for investment in the city and has large parcels of land available for potential development. It is the most accessible location for people from both within and outside the city and it remains the most important site in Doncaster for retail, hospitality, services, arts, leisure, and culture. In addition, the city centre is an increasingly important residential community, particularly given its connections to other towns and cities, and employment sites across Doncaster.
11. Although the success of the city centre is important to the future of Doncaster and our communities, it also faces challenges on several fronts. The decline of the traditional High Street is prevalent across the UK and has accelerated with the rapid emergence of online shops and services. More recently, the COVID-19 pandemic has led to a significant increase in the number of people working from home, further contributing to a reduction in footfall in the city centre over time. Increases in shop vacancy rates and decreases in footfall result in high streets becoming prime locations for anti-social behaviour, diminishing pride in place. A hollowing out of high streets and town centres can affect the liveability of a place, making it harder to attract and retain skilled workers, and secure high quality new development.
12. Ensuring that the city centre is vibrant, sustainable and plays a full role in the future success of Doncaster, will require a focus of activity and investment across the capital framework as set out in the Levelling-Up White Paper:
 - **Human Capital** – The stock of knowledge, skills, competencies, and other attributes embodied in people that are acquired during their life and used in the production of goods, services and ideas.
 - **Social Capital** – The extent and nature of peoples' connections with others, and the collective attitudes and behaviours between people that support a well-functioning, close-knit society.
 - **Physical Capital** – The physical capital stock used to produce goods and services, including dwellings, other buildings and structures, machinery and equipment.
 - **Intangible Capital** – Also known as knowledge capital, defined as assets without a physical embodiment, such as software and databases, research and development, design, training, market research and branding.
 - **Financial Capital** – Financial assets needed by a company or household to provide goods or services, including loans and other financial mechanisms.
 - **Institutional Capital** – Institutional capital can play an important role in the development of local economies through strong leadership and local governance; fiscal, administrative, and policy autonomy; relationships between local government, business, communities and individuals; and local knowledge.
13. Doncaster already has existing regeneration plans in place for the built environment, and a wide range of services and projects are being delivered across the city centre.
14. However, to date there has been no single City Centre Strategy which draws together plans for the built environment, our communities, and support for business and commerce, or issues

such as the natural environment, animation of the city centre, and transport. Similarly, there is no single governance arrangement which has a broad oversight of city centre activities.

15. The Government has selected Doncaster as an area that will participate in several recent 'levelling-up' programmes. In addition to the existing Town Deal and Levelling Up Fund projects, Doncaster will now also be a recipient of funding through the Long-Term Plan for Towns and Levelling Up Partnership programmes.
16. These new programmes have some overlapping objectives and requirements, including having a primary focus on central Doncaster and in particular the City Centre. Each also requires some form of governance arrangement and/or stakeholder engagement activity. In particular, the Long-Term Plan for Towns programme requires a Board to oversee development of the plan.
17. Given these circumstances, and Doncaster's new city status, it is an opportune moment to review, consolidate and, where appropriate update, our existing urban centre plans to produce a more holistic City Centre Strategy.
18. Aligned to this work and the new government requirements, a refresh of our existing governance structures has been agreed through the adaptation of the Doncaster Town Board into the new Doncaster City Centre Board.

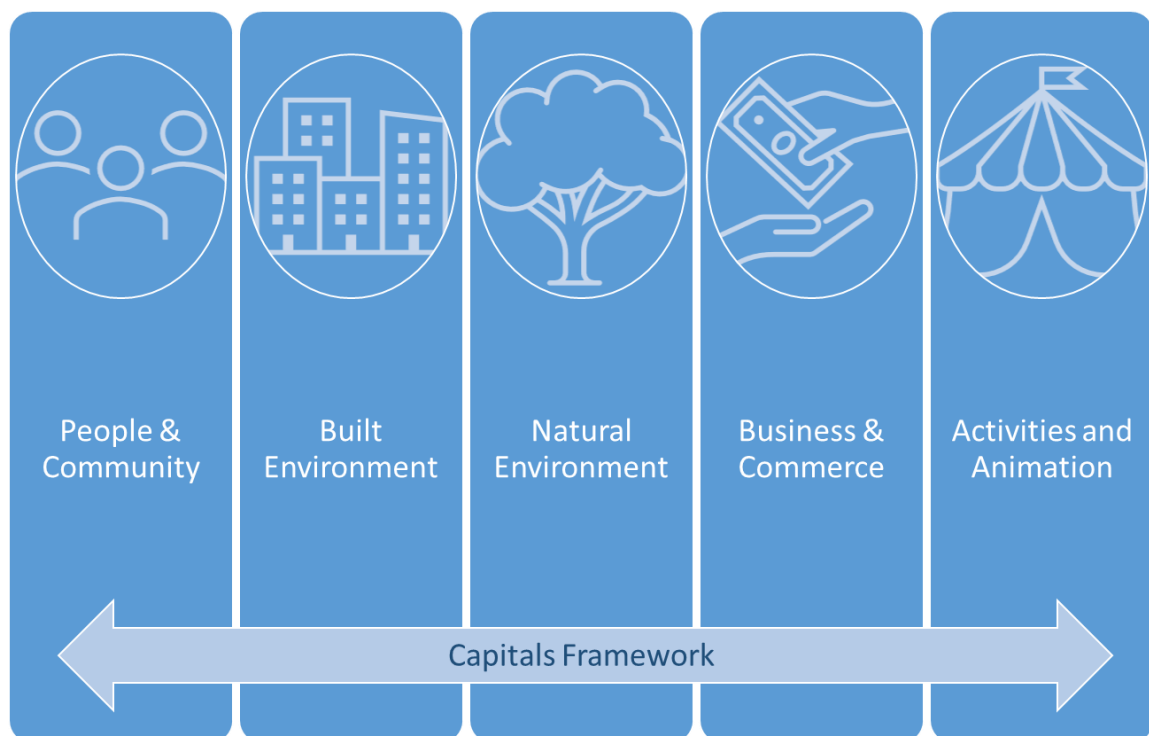


Figure 1. Key themes of a new City Centre Strategy for Doncaster

New Government Programmes

19. Doncaster has been announced as an area that will take part in two new government regeneration programmes, the Long-Term Plan for Towns and Levelling-Up Partnerships.

Long Term Plan for Towns

20. The Long-Term Plan for Towns is a £1.1 billion programme which aims to drive plans to regenerate 55 towns around the United Kingdom. Each town will receive a 10-year endowment-style fund with £20 million of funding and support. The funding to be provided is 75% Capital and 25% Revenue i.e. circa £1.5m and £0.5m annually, although towns will have some flexibility over the spending profile.
21. Areas are required to develop a Long-Term Plan comprising their 10-year vision and a 3-year investment plan, which should be submitted before 1 August. The Plan will set out how funding will be allocated and spent, with the local authority as the body ultimately accountable for funding. The themes of the fund are:
 - Safety and security
 - High streets, heritage and regeneration
 - Transport and connectivity
22. Development of the Plan must be overseen by a Town Board, comprising of:
 - An independent Chair
 - Two local Elected Members
 - The relevant Member(s) of Parliament
 - A senior representative from the Police
 - Other members at the discretion of the chair from areas such as:
 - Community partners
 - Local businesses and social enterprises
 - Cultural, arts, heritage and sporting organisations
 - Public agencies and anchor institutions

Levelling Up Partnership

23. Levelling Up Partnerships were introduced in March 2023 and at the Spring Budget, the Government committed to rolling out the programme to an initial twenty of England's areas most in need of levelling up over 2023-24 and 2024-25.
24. Doncaster has been invited to form a Partnership with the Department for Levelling-Up, Housing and Communities. Whilst this is a DLUHC programme, a partnership is about bringing together all the levers of government. They are designed to provide a bespoke, place-based approach to policy-making and each Partnership will devise a policy programme that supports levelling up in the short to medium term.
25. The first stage of the partnership will be a three-month intensive deep dive phase which combines granular data with local expertise. This will commence in July 2024. However, Partnerships also seek to build a meaningful and long-term two-way relationship with government, so areas are encouraged to begin exploring opportunities that might benefit from a Partnership approach now.
26. As part of the preparation for Levelling Up Partnerships, areas are asked to consider if they have specific priorities that could be financed and deliver results in the 12 months after the deep dive

phase has commenced, given Levelling Up Partnerships are seeking to make progress in the short to medium term.

27. There is no specific funding value associated with Levelling Up Partnerships. However, as a broad indication, the total funding available - and that allocated to pilot areas - broadly equates to around £20m.
28. Areas are also asked to consider resourcing and capacity. Government recommends avoiding creating new structures and instead utilising existing place-based collaboration forums where they exist.

A New City Centre Strategy

29. In addition to the programmes above, there is a desire within the Local Authority to:
 - Review and, where required, update our existing Urban Centre Masterplan and other relevant masterplans, building on the good work that has already taken place; and
 - Develop a more comprehensive strategy for the city centre which encompasses activity beyond plans for the built environment.
30. In 2016 a comprehensive Urban Centre Masterplan was developed, setting out a vision for the future of Doncaster Town Centre. In 2021 this was followed with a Town Investment Plan, which determined the next phase of development in the railway station area as part of the Town Deal process.
31. A wide range of projects have already been delivered since the production of the Urban Centre Masterplan including: a new Library, Museum and Art Gallery (DGLAM); new cinema; regeneration of the Railway Station Forecourt and upgrading of station facilities; Wool Market regeneration; Doncaster UTC opening; Quality Streets projects across the city centre including new public art; investment in city centre parks; and, improved public transport and active travel infrastructure.
32. Further city centre projects are currently underway at Waterfront, Doncaster Market and the Civic Quarter through the Levelling Up Fund, complementing other developments that have been delivered across the city centre over the last ten years, including new private sector residential development.
33. Given delivery to date, the passing of time, a new policy environment, the achievement of city status and changing trends including – for example - the ongoing impact of the COVID pandemic (for example on home working), it is considered an appropriate time to review our current city centre masterplan.
34. The Central Locality Plan is an annual delivery plan which sets out several service delivery and investment priorities for central Doncaster based on wide ranging community consultation and stakeholder engagement. In addition to the Central Locality Plan, a range of services and projects are being delivered annually across the city centre by public sector partners, the private sector and the Voluntary, Community & Faith Sectors.

35. These activities are not collectively captured in a way that enables a coherent approach to investment, support and intervention. The aim of developing a new city centre strategy is to:
- Set out a clear vision for the city centre and its future role to 2025, with an associated investment and development programme, including describing the relationship between the city centre and Doncaster's other towns and communities.
 - Encompass a more comprehensive overview of activities and services in the city centre; and
 - Support decision making and the prioritisation of activities in relation to new investment and funding opportunities.
36. It is envisaged that the new City Centre Strategy will, in effect, constitute an 'Executive Summary' of relevant city centre plans and activities. It is therefore intended that:
- The existing urban centre masterplans (i.e. spatial development plans) are reviewed, updated where required, and consolidated to produce a new City Centre Masterplan.
 - A City Centre Strategy is developed, drawing from the updated spatial plan, service plans and other key city centre projects, integrating new and existing government programmes.
 - New governance arrangements are implemented to ensure the successful monitoring and delivery of the strategy, through a new advisory board comprising of members from the public sector, private sector, Voluntary, Community & Faith Sector, and elected representatives.
37. Given the requirements in relation to the current Town Deal and the Long-Term Plan for Towns, it is intended that these governance arrangements have oversight of all relevant activities and programmes relating to the city centre.

New Governance Arrangements

38. To oversee the development of the new City Centre Strategy, the Doncaster Town Board has been adapted to become the new Doncaster City Centre Board.
39. The new Board will oversee all relevant city centre regeneration programmes and ensure that new activity is coherent and aligned to our overarching plan, through an effective and transparent decision-making process. In particular, the role of the Board will take responsibility for:
- a. The production and monitoring of a new City Centre Strategy 2050 for Doncaster,
 - b. The Long-Term Plan for Towns programme in Doncaster, in line with government guidance.
 - c. Making contributions to the Levelling-Up Partnership for Doncaster and other associated programmes and project delivery opportunities, where they are relevant to the City Centre, the City Centre Plan, and the work of the Board.
 - d. Overseeing the continued delivery of the Doncaster Town Deal projects, through a sub-group of the new Board
 - e. Overseeing the co-ordination of relevant city centre work programmes to ensure alignment with our overarching city centre plan; and

- f. Supporting the promotion of Doncaster as a place to invest, visit and do business.
40. In fulfilling this role, the Board will take a leading role in the review and refresh of the Urban Centre Masterplan.
 41. The Board will not be directly responsible for developing all other service-related elements of the new City Centre Strategy, but it will engage with relevant governance bodies, forums and partners in order to produce the final strategy.
 42. To manage the various workstreams, the new Board may choose to set up relevant sub-groups, with appropriate membership to drive forward individual programmes. As a minimum, a Sub-Group has been created, comprising of the previous Town Board members, to continue overseeing delivery of the Town Deal projects. However, the Board may choose to set up additional sub-groups or incorporate existing forums into their work if it is deemed beneficial.
 43. The Board will need to engage and consult widely with local residents, businesses and other stakeholders in the development of the strategy and the Long-Term Plan for Towns. To support this engagement activity, it is intended to develop a wider 'City Network'. This is likely to comprise of a combination of engagement with existing forums and bespoke consultation exercises.
 44. The new Board will be a key advisory Board, with the Local Authority remaining the accountable body for funding and delivery. To support the work of the Board, appropriate project officers/secretariat will be appointed by the Local Authority. A diagrammatic representation of the Board structure is shown below.

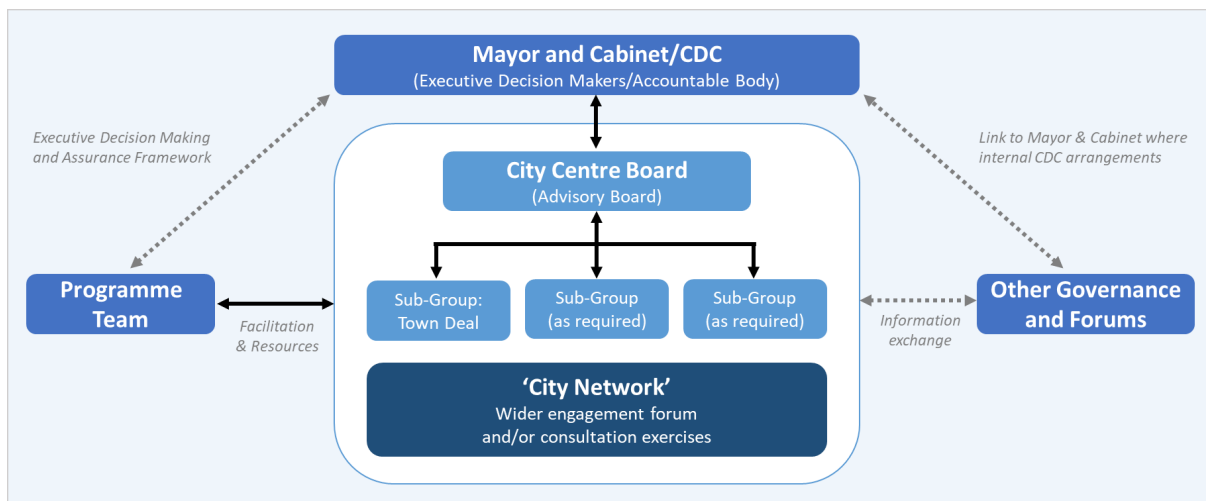


Figure 2. Doncaster City Centre Board Structure.

Engagement Activity

45. Several of the workstreams described above will require engagement and consultation with stakeholders including, for example, city centre residents, businesses, landowners/landlords, anchor institutions and members of the public across Doncaster.

46. As part of the work around the new vision for Doncaster City Centre, it is imperative that we undertake consultation to better understand what people want from the city, including what they use it for, what stops them from using it, and what would make them use it more.
47. A significant amount of consultation has already taken place, including in relation to development the Central Locality Plan, the Public Space Protection Order and the Fairness Commission.
48. Much of the consultation has focused on existing issues. To complement this work and develop a more forward-looking view, it is intended to undertake an Appreciative Inquiry. This engagement model creates change by also focusing on identifying areas of strength.
49. New insight gathering will involve a mixed engagement approach, enabling open and co-produced methods to find out what is working well and the priorities of the City Centre from the experiences of residents and local businesses. Insight will be gathered through targeted community conversations across the city of Doncaster and specific focus groups will enable more in-depth discussion.
50. Engagement activity will ensure a broad range of views and insights are sought, including from underserved communities. This includes engaging with, for example:
 - LGBTQ+ community
 - BAME community
 - Gypsy, Roma, Traveller community
 - People with learning and physical disabilities
 - Older people
 - Children and young people
 - People with long term health conditions
51. Engagement activity will commence in April 2024.

Consultation

52. In developing these proposals, Officers have taken account of the Government guidance and consulted with the Chair of the Town Board, senior officers and elected members from City of Doncaster Council and discussed the approach with civil servants from the local area team.

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Agenda Item 4

Terms of Reference

Recommendations

1. It is recommended that:
 - a) The Board approves the draft Terms of Reference set out in Annex A.
 - b) Board Members nominate and appoint a Vice-Chair.
 - c) The Board notes the formation of a Town Deal Sub-Group, as agreed by the Doncaster Town Deal Board in February 2024, to continue overseeing delivery of the existing Town Deal projects.

Background

2. Government expect designated Long-term plan areas to adapt their existing Town Deal Board in order to transition to a new City Centre Board with a wider role and responsibility. The Town Deal Board agreed to this at a meeting in February. The Town Deal Board will still operate as a sub-group of the new City Centre Board to oversee delivery of existing Town Deal projects.
3. Government guidance in relation to both the Town Deal and the Long-Term Plan for Towns sets out some minimum expectations for the Board, including:

Transparency	<p>In line with the principles of public life, the operations of the Town Board must be transparent.</p> <p>The Town Board should publish membership and governance arrangements (including minutes of meetings and decision logs) on the lead council's website.</p> <p>Boards are expected to meet quarterly and to publish:</p> <ul style="list-style-type: none"> • A documented decision-making process outlining the voting rights of the Board. • Profiles of Board members • All Board papers in advance of the meeting within 5 working days • Draft minutes of meetings following the meeting within 10 working days • Final minutes, once approved by the Board within 10 working days • Any conflicts of interest reported, within the published minutes • Town Boards should follow lead council governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public.
Code of conduct	<p>All Town Board members should sign up to a code of conduct based on the Seven Principles of Public Life (the Nolan Principles).</p> <p>There should be clear processes for managing conflicts of interests (both commercial, actual, and potential) in decision making, which apply to all involved with the work of the Town Board.</p>

Declaration of interests	<p>The lead council should provide guidance on:</p> <ul style="list-style-type: none"> • the financial and non-financial interests individuals must declare • the process Town Board members must follow for declaring interests • the process for requesting an exemption <p>Town Board members must then complete a declaration of interests, which the lead council will then hold. This can be in a format the lead council already uses.</p> <p>Town Board members are responsible for declaring their interests before the Town Board considers any decisions. The lead council must record:</p> <ul style="list-style-type: none"> • actions taken in response to any declared interest • any gifts or hospitality given to the Town Board or individual members
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4. City of Doncaster Council Officers will provide the necessary support and advice in order that the Board and its Members are able to fulfil their responsibilities. The Council’s Lead Officer is Jonathan Bucknall, Head of Strategic Investment and External Funding.
5. The draft Terms of Reference for the Doncaster City Centre Board are set out in Annex A.

Appointment of a Vice-Chair

6. Government guidance is supportive of the Board considering the appointment of one or more deputy chairs.
7. It is proposed that the Board appoints a Vice-Chair to support the work of the Board and deputise at Board Meetings in the absence of the Chair.

Doncaster Town Deal Sub-Group

8. In September 2019, Doncaster was invited to work with the government to develop a Town Deal. Doncaster Town Board was established progress this work and, in 2021, Government agreed to provide up to £24.8 million to deliver regeneration projects at Doncaster Station Gateway.
9. A Board is required to continue overseeing delivery of the Town Deal Projects. In line with government guidance, at its meeting in February 2024 the Town Board agreed that it should be adapted to take on responsibility for the Long-Term Plan for Towns, through the formation of the new City Centre Board and the continuation of the Town Deal work through a sub-group of the new Board.

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ANNEX A: Draft Terms of Reference

Doncaster City Centre Board

Terms of Reference

Background

1. Doncaster City Centre Board (DCCB), the Board, is a partnership arrangement, assembled to develop and oversee the delivery of a new strategy for Doncaster City Centre and associated Government programmes.
2. Doncaster has an existing Urban Centre Masterplan (2016) and Town Investment Plan (2021), which are being delivered along with a range of other plans, services and projects relating to the City Centre. Doncaster is a participant in new government programmes including the Levelling-Up Fund, Levelling-Up Partnerships and the Long-Term Plan for Towns, which all have a significant focus on Town / City Centres.
3. Given Doncaster's participation in these new programmes, its recently awarded City status, the time that has passed since development of the Urban Centre Masterplan, and changing trends which are impacting the City Centre, a new City Centre Strategy is proposed. This strategy will incorporate a review, consolidation and update of existing spatial plans for the built environment, and, for the first time, encompass wider service delivery priorities and projects.
4. The City Centre Board will take on a direct role in the development of some of these plans and programmes, while also fulfilling a broader role in ensuring that there is a clear and coherent approach to investment and intervention in the City Centre.
5. The Terms of Reference set out:
 - The purpose and role of the Board
 - Board membership
 - Roles and responsibilities
 - A basis for how the decisions of the Board will be made; and
 - The relationship with City of Doncaster Council (CDC)

Purpose

6. The overall purpose of the Board is to strategically lead the development of Doncaster City Centre, maintain oversight of the operational management of the City Centre, promote investment in the City, and lead relevant regeneration programmes in accordance with government guidance.

The role of the Board

7. The City Centre Board is responsible for:

- The development and monitoring of a new City Centre Strategy for Doncaster, which sets out a vision for the City Centre, its future role, and an associated investment and development programme, including the relationship between the City Centre and Doncaster's other towns and communities.
- Developing Doncaster's Long-Term Plan in accordance with the government's Long-Term Plan for Towns programme
- Overseeing the continued delivery of the Doncaster Town Deal
- Contributing to the Levelling-Up Partnership for Doncaster and other associated programmes and project delivery opportunities, where they are relevant to the City Centre, the City Centre Strategy, and the work of the Board.
- Oversight of relevant City Centre work programmes and their alignment with the City Centre strategy; and
- Supporting the promotion of Doncaster as a place to invest, visit and do business.

8. In fulfilling these roles, the Board will:

- Uphold the Seven Principles of Public Life as set out at Appendix 1 (the Nolan Principles)
- Coordinate resources and engage with stakeholders
- Ensure communities' voices are involved in design and decision-making
- Ensure diversity in its engagement with local communities and businesses
- Comply with duties on public authorities including under the Equalities Act, in particular, and the public sector equality duty.

Board Relationship with the City of Doncaster Council

9. The Board is not an incorporated body. It will fulfil an advisory role and the council will act as the accountable body for relevant funding programmes and executing plans.
10. The Mayor and Cabinet are responsible for taking Executive Decisions which fall within the remit of the Local Authority, including approval of the City Centre Strategy and other relevant plans.
11. The Doncaster City Centre Board may make recommendations to CDC's Cabinet from time to time and prior to the submission of relevant plans and business cases.

Membership

12. In line with government guidance, the Board will comprise of:

- An independent Chair
- At least two local Elected Members
- The Member of Parliament for Doncaster Central
- A senior representative from the Police
- Other members at the discretion of the chair from areas such as: Community partners; Local businesses and social enterprises; Cultural, Arts, Heritage and sporting organisations; Public agencies and Anchor Institutions

13. Board Members will be appointed for an initial period of one year from the date of the first Board meeting and membership will be reviewed on an annual basis.
14. The Chair will be appointed by City of Doncaster Council on an annual basis. The Board will appoint a Vice-Chair, to support the work of the Board and deputise at Board Meetings in the absence of the Chair.
15. New appointments to the Board, and re-appointments, will be proposed by the Chair in consultation with the City of Doncaster Council.
16. The Vice-Chair of the Board will be appointed on an annual basis by a vote of Board Members, with the Chair exercising a casting vote if required.
17. A Board Member shall cease to be a member of the DCCB in the following circumstances:
 - Such Board Member gives written notice of their resignation to the Chair
 - Their removal/replacement by the appointing authority/organisation/relevant nominated body.
 - After one year of being a member, unless proposed for re-appointment by the Chair.
 - Such Board Member's bankruptcy making of any arrangement or composition with their creditors, or liquidation, or in the case of an organisation, winding up, liquidation, dissolution or administration or anything analogous to any of the foregoing occurring in relation to a Member in any jurisdiction;
 - Such Board Member is removed from membership by a resolution of the Board that it is in the best interests of the Board that the membership is terminated.
 - Such Board Member misses three consecutive meetings, at which point their membership on the Board will be reviewed by the Chair.

Roles and Responsibilities

18. The Council will fulfil the role of secretariat and:
 - Convene and provide support to the Doncaster City Centre Board, aligning with the governance standards and policies of the local authority including around whistle blowing, conflicts of interest, and complaints.
 - Publish the City Centre Board's governance structure and ways of working.
19. The role of the Chair is to lead the Board in shaping the vision for the City Centre as well as defining the strategy and steps that need to be taken to achieve that vision. The key responsibilities of the post are to:
 - Provide strategic and dynamic leadership for the Board.
 - Lead the Board in overseeing the development of the City Centre Strategy, Long-Term Plan and associated investment plans, and business cases where appropriate.
 - Ensure that all sectors on the Board are actively engaged.
 - Run meetings effectively and fairly ensuring the Board adheres to high standards of ethics and governance at all times.
 - Exert a casting vote in Board Decisions if circumstances so require.

- Review individual Board Member involvement should a member miss three consecutive meetings.
 - Where required, countersign the relevant Summary Business Cases, alongside the accountable body Section 151 Officer.
20. The role of the Board Members is to support the Chair in shaping the vision of the town and ensuring the correct steps are taken to make that vision a reality. The responsibility of Board Members includes:
- Attending Board meetings.
 - Reflecting the agreed view of the Board in discussions with partners and stakeholders.
 - Taking account of views of other stakeholders and being mindful of different views and requirements.
 - Oversee the development of the City Centre Strategy, Long-Term Plan and associated investment plans, and business cases where appropriate.
 - Formally representing the Board in meetings with other bodies and partner organisations.

Conflicts of Interest

21. Any conflicts of interest should be declared to the Lead Council Officer before officially joining the Board. City of Doncaster Council will maintain a register of Board Member interests that will be reviewed annually to ensure it is up to date. The following provisions shall apply to all Board Members should they be faced with conflicts of interest.
22. Should a Board Member be faced with a conflict of interest the person shall immediately declare the nature of the conflict/potential conflict and may be asked to withdraw from any business where the conflict would be relevant.
23. Whenever a person has an interest in a matter to be discussed at a meeting the person may not be:
- Entitled to remain present at the meeting during discussions of the matter.
 - Counted in the quorum in relation to the matter.
 - Entitled to vote on the matter.
24. The Board may, at any time authorise a person to remain in the meeting whilst a matter in which they have or may have a conflict of interest is discussed, provided that the conflict of interest is declared and the person subject to the conflict of interest shall not be entitled to vote on the matter.

Board Member Conduct

25. All members of the Doncaster Town Deal Board shall observe the “Seven Principles of Public Life” and will be bound by their own authority’s/organisations code of conduct in their work on the City Centre Board.

Quorum and Decision Making

26. The council's Lead Officer will consult the Chair and Vice-Chair from time to time on the progress of works required to be undertaken on individual interventions and the wider work programme.
27. The Chair may convene informal meetings of all or some of the Board Members to progress individual interventions and the work programme, where required. The Chair may meet third parties and attend events on any matter pertaining to the City Centre Strategy and interventions to progress activity and outcomes. Informal meetings and engagement with third parties will be reported back to the DCCB.
28. In the absence of the Chair and Vice-Chair at a formal meeting of the DCCB, the Board will vote and appoint a Chair for that meeting only.
29. A quorum shall be five Board Members, including a representative from the local authority (Officer or Elected Member). Each member of the Board shall have one vote which may be cast on matters considered at the meeting.
30. The general rule about decision-making by the Board is that any decision of the Board must be a majority decision. The Chair will have the casting vote (this refers to whoever is present and discharging the function of Chair for the purpose of the meeting).

Meetings

31. The Board will meet at least quarterly. The Board may meet at other times during the year as agreed between the members of the Board and may approve recommendations via written procedure.
32. Meetings may be held in person or virtually where required. Attendance in person is encouraged.
33. Board meetings will not be open to the public. However, in line with the principles of public life, the operations of the Doncaster City Centre Board will be transparent. This will include publishing Board papers and minutes incorporating and any conflicts of interest reported. The Board will follow City of Doncaster Council governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public.
34. Informal meetings or workshops involving Board Members may take place from time to time to progress workstreams. These activities will be in private and not open to the public. Other persons and external advisers may be invited to attend all or part of any meeting in an observational capacity where appropriate. They shall be entitled to speak at the meeting with the prior permission of the Chair but shall not be entitled to vote.
35. With the prior agreement of the Chair, any Board Member may participate in a meeting by means of a conference telephone or similar communications equipment whereby all persons

participating in the meeting can communicate with each other. Participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and the Board member shall be entitled to vote and be counted in a quorum accordingly.

Communication and Reporting arrangements

36. Meetings of the Board shall be called by City of Doncaster Council's Lead Officer at the request of the Chair of the Board. The agenda and papers for meetings shall be approved by the Chair. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than five working days before the date of the meeting. Any supporting reports and/or papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time.
37. The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, shall be minuted by the Secretariat of the Board. Draft minutes of each meeting will be circulated promptly to the Chair. Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to the Board. Minutes shall remain in draft until approved by the Board. Draft minutes of meetings will be published following the meeting within 10 working days. Final minutes will be published within 10 working days once approved by the Board, at the next Board meeting.

Respecting Confidentiality

38. On occasions the Board may wish to discuss matters where one or more members wish to retain confidentiality. This may include instances where the Board is to issue a press release or arrange an event. In such circumstances, and where specifically requested by one or more members of the Board, all Board members are expected to retain confidentiality in the context of the matters being considered. Matters may require more stringent levels of confidentiality due to commercial sensitivity, allowing for ideas to be developed without being negatively influenced before external engagement, and the Board may consider the use of non-disclosure agreements in relation to these discussions.

Review

39. The Government may publish further guidance on the operation and function of 'Town Boards' and these Terms of Reference must be reviewed in accordance with any such guidance. The Board may amend these terms of reference at any time and will be reviewed on an annual basis.

Ancillary Matters

40. Freedom of Information:

The Board and its activities will be subject to Freedom of Information requests. Support will be provided by City of Doncaster Council to manage and respond to such requests. It is likely that members of the public may have direct questions that relate to how the Board

functions and the decisions it makes. These in the first instance will be directed to the Lead Officer to manage, and where appropriate engage with the Chair and/or the Board.

41. Sub-groups:

In undertaking the work of the Board, it may be deemed beneficial to set up thematic sub-groups, engaging people and organisations outside of the Board to support the development and delivery of relevant plans and Business Cases. The formation of sub-groups will be approved by the Board and members of the sub-groups will adhere to the relevant Sub-Group Terms of Reference, which will be developed and agreed in consultation with the Chair of DCCB.

Appendix 1: The Seven Principles of Public Life

The Seven Principles of Public Life (also known as the Nolan Principles) apply to anyone who works as a public office-holder. This includes all those who are elected or appointed to public office, nationally and locally, and all people appointed to work in the Civil Service, local government, the police, courts and probation services, non-departmental public bodies (NDPBs), and in the health, education, social and care services. All public office-holders are both servants of the public and stewards of public resources. The principles also apply to all those in other sectors delivering public services.

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

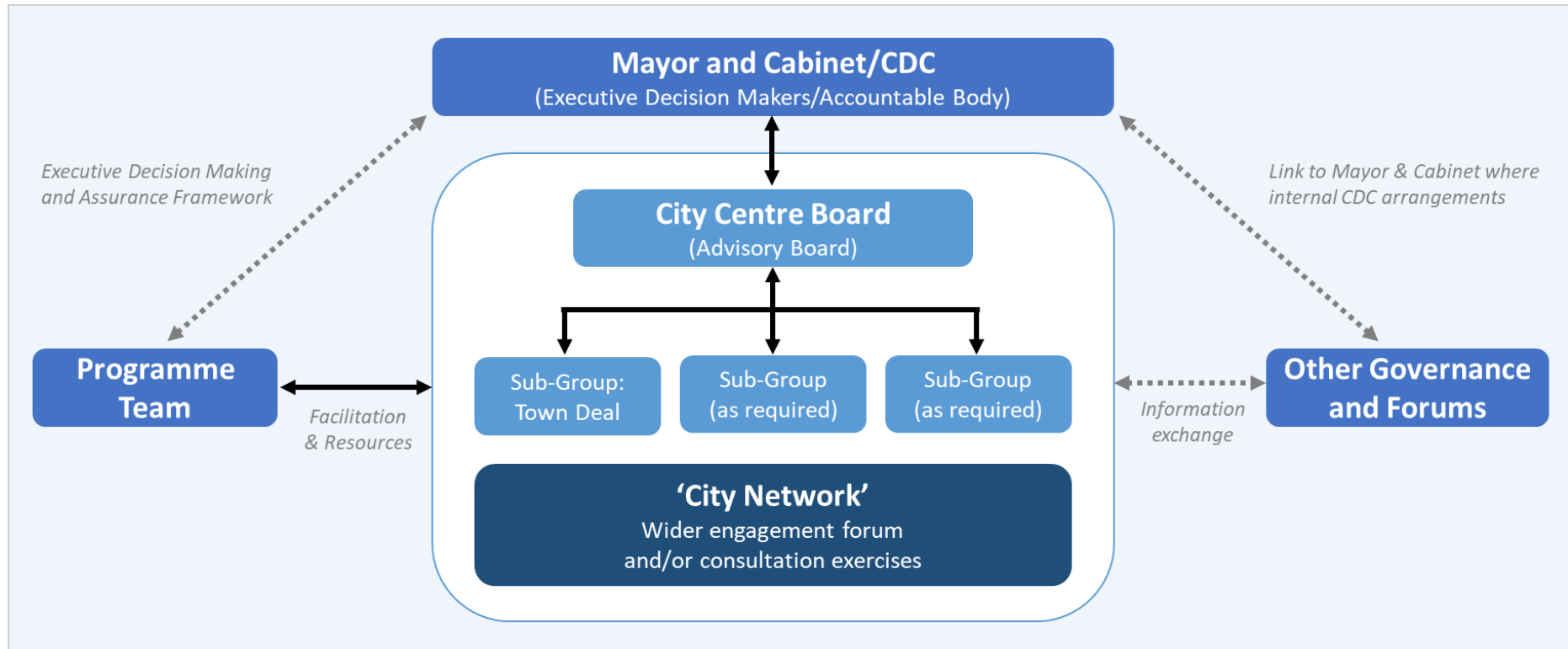
Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Appendix 2: Doncaster City Centre Board Governance Structure



Agenda Item 5

Long Term Plan for Towns

Executive Summary

1. Doncaster has been selected to be a participant in the government's Long-Term Plan for Towns (LTPT) programme, a £1.1 billion programme which aims to drive plans to regenerate 55 towns around the United Kingdom.
2. Each participant will receive an 'endowment-style' fund worth almost £20m over 10 years (at current prices). The funding will be provided annually and split approximately 75% Capital and 25% Revenue.
3. To access the fund, places are required to submit a Long-Term Plan comprising a 10-year vision and 3-year investment plan, before 1st August 2024. The Plan will set out how funding will be allocated and spent, with the local authority as the accountable body for funding and delivery.
4. The fund has a strong focus on support for town centres. Its three themes are: Safety and security; High streets, heritage and regeneration; Transport and connectivity. Within these themes, a set of 'pre-approved' policy interventions has been identified by government. The case for support for these interventions has already been agreed, simplifying the Long-Term Plan process. Areas can choose to propose alternative interventions if they submit an outline business case as part of their Long-Term Plan.
5. Development of the Long-Term Plan must be overseen by a Board. Doncaster Town Board has been adapted to meet the requirements of the programme and local aspirations, with increased membership, comprising of:
 - An independent Chair
 - Two local Elected Members
 - The relevant Member(s) of Parliament
 - A senior representative from the Police
 - Other members at the discretion of the chair from areas such as: Community partners; Local businesses and social enterprises; Cultural, Arts, Heritage and sporting organisations; Public agencies and Anchor Institutions
6. Government has set the default geography for the Long-Term Plan as the 2022 Doncaster Built Up Area, as defined by the Office for National Statistics. Boards are able to suggest minor amendments to this geography but are not able to add more towns into the boundary, which is expected to be contiguous.
7. The Doncaster Built Up Area aligns closely to the existing Doncaster Central Locality area. Based on the default geography provided by government, the themes of the fund and the associated policy interventions, it is proposed that the default boundary is expanded to incorporate the full Central Locality Plan area, and that interventions align with this delivery plan with a clear focus on the City Centre.

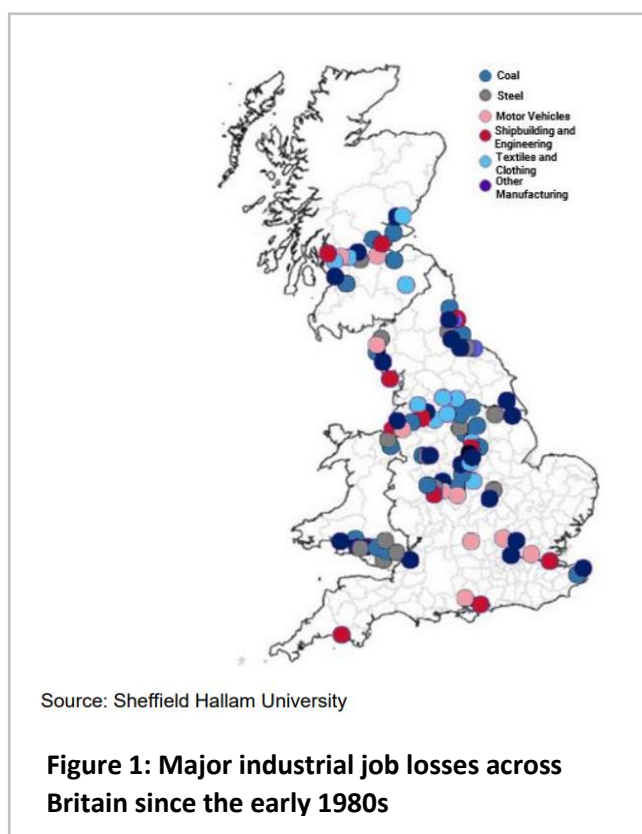
Recommendations

8. It is recommended that the Board notes:
 - a. The participation of Doncaster in the Long-Term Plan for Towns Programme and the requirement to produce a Long-Term Plan setting out a 10-year vision and 3-year investment plan.
 - b. The annual funding profile totalling £19.51m over 10 years, the themes of the fund and the policy interventions proposed by government.
 - c. The proposed timescales for development of Doncaster's Long-Term Plan and the requirement to submit the final plan to by 1st August 2024.
 - d. The default geography proposed by the government in line with the Office for National Statistics Doncaster Built Up Area 2022
9. It is recommended that the Board approves the Doncaster Long Term Plan boundary described in Annex B, expanding the default geography to incorporate the full Doncaster Central Locality Plan area and associated local assets, for submission to government.

Background

10. Since the 1970s, the UK has seen a fast and broad deindustrialisation compared to other developed countries, with a lasting impact in the North, Yorkshire and the Humber, and the Midlands in particular. Globalisation has played a role in offshoring activities to other parts of the world, with evolving consumption patterns changing consumer demand for goods. In coastal towns and others reliant on tourism, the fall in the cost of air travel and rises in living standards have led to an increase in consumers looking abroad for their next holiday destination.

11. Figure 1 illustrates the geography of industrial job loss, highlighting the most significant losses in places where major industries have been reduced to a fraction of their former size or disappeared entirely.



12. Several other characteristics are associated with these areas. Since the 2008 Financial Crisis, employment growth in towns has been much slower than elsewhere. Between 2009 and 2021, employment in towns grew by 7%, half the rate of cities outside of London (14%) and around a third of that of out-of-town areas (20%).

13. Younger people in towns and villages are more likely to be workless because they are unwell (3.4%), compared to younger workers in core cities such as Cardiff, Glasgow, or Liverpool (2%). Towns also tend to be less attractive prospects to many graduates, who made up 26% of young people in core cities in 2020-2022
14. According to the Institute for Fiscal Studies, average wages in London in 2019 were 60% higher than those in Scarborough and Grimsby – with the top 10% of earners in London earning nearly twice as much per hour. Half of working-age adults in London and Brighton have university degrees compared with less than a fifth in places such as Doncaster or Mansfield.
15. However, in recent decades some towns around the UK have been able to transform their fortunes through a long-term plan and locally-driven change. Prominent examples include Salford Quays, beginning in the 1980s with the Manchester Metrolink and continuing to Media City today, and Stevenage, whose 20-year regeneration plan leverages public funding to draw in private investment to transform the town centre.
16. Doncaster has been selected to be a participant in the new Long-Term Plan for Towns initiative, a £1.1 billion programme which aims to drive plans to regenerate 55 towns around the United Kingdom.
17. The Long-Term Plan for Towns programme is part of a broader series of measures created by government to support small, medium and large towns, including the Towns Fund, Levelling Up Fund, UK Shared Prosperity Fund and Levelling Up Partnerships.

Long Term Plan for Towns Summary

18. Long Term Plan for Towns is an allocative fund, that will be provided to preselected local authorities according to a methodology produced by Government.
19. The Long-Term Plan for Towns takes a new endowment-style approach, which means that funding is released annually over ten years. The allocation comprises of both Capital and Revenue funding. In total Doncaster will receive £19.51m over 10 years.
20. The funding profile is shown in Table 1 below.

In £000's	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	Total
Total RDEL per place (Revenue)*	50	449	423	449	449	449	449	454	467	467	467	4,574
Total CDEL per place (Capital)		491	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	14,936
TOTAL	50	940	2,028	2,054	2,054	2,054	2,054	2,059	2,072	2,072	2,072	19,510

Table 1: Long Term Plan for Towns Funding Profile

**Differential in total due to rounding of annual figures*

21. The fund will support policy interventions in three investment themes:

Theme	Rationale
Safety and Security	<p>Tackling crime and anti-social behaviour is a priority for turning around local areas and ensuring business can thrive. It is impossible to level up a town if people do not feel safe to go into the town centre. Towns that feel unsafe:</p> <ul style="list-style-type: none"> • drive away shoppers • deter investors • undermine the norms and behaviour that underpin a thriving society <p>The increase in shop vacancy rate and decrease in footfall has resulted in high streets becoming prime locations for anti-social behaviour, diminishing pride in place. The Anti-Social Behaviour (ASB) Action Plan launched this year in England and Wales, to make our streets safer and treat anti-social behaviour with the urgency it deserves. To support this, towns can use the funding provided through the Long-Term Plan for Towns to help reduce crime and improve safety in the local area.</p>
High streets, heritage and regeneration	<p>As research from More in Common and Power to Change has found, ‘for many people, nothing epitomises local neglect more than the state of their local high street’. Since the 1960s, our high streets have centred around retail, however, increasing overhead costs, an oversupply of retail space, the growth of out-of-town shopping centres and online shopping have created a challenging local retail environment.</p> <p>A hollowing out of high streets and town centres can affect the liveability of a place. This makes it less attractive for, and harder to retain, skilled workers, often resulting in towns having an older population and creating an economic environment that exacerbates these demographic challenges.</p> <p>To ensure they remain the beating heart of our towns and can offer opportunities to local people, traditional high streets need help to adapt and diversify their offer. Towns can use this funding to enhance their town centres, making them and their buildings more attractive and accessible to residents, businesses, and visitors.</p>
Transport and connectivity	<p>The ease with which residents can access high streets, jobs and local shopping centres is critical if towns are to thrive into the future. This means offering transport options, such as:</p> <ul style="list-style-type: none"> • linking different parts of the town with new infrastructure • providing safe ways for people can walk or cycle into the centre • ensuring public transport options are viable and accessible. <p>While improving transport connectivity is a critical component of levelling up, it alone will not turn around the economic fortunes of a place. Investment will need to be used alongside other themes, particularly safety and security, to ensure that transport options are seen as attractive and safe. Used well, this funding could make towns more connected and easier to find good quality and affordable parking - increasing footfall and viability – to high streets and local shopping centres, and accessibility to local employment opportunities.</p>

Table 2: Long Term Plan for Towns Investment Themes

22. To access the fund, local areas must:
 - a. Establish a Town Board (or adapt an existing Town Board) to develop the Long-Term Plan, working closely with local people.
 - b. Submit a Long-Term Plan comprising their 10-year vision and a 3-year investment plan by 1st August 2024

23. In line with government guidance, Doncaster Town Board (now Doncaster City Centre Board) has been adapted and expanded to fulfil the requirements of the fund and meet our local ambitions.

24. The 10-year vision should be a long-term, strategic document. It should be backed by insights gained through engagement with local people, to create buy-in with the public. It should include:
 - a. A 250-word vision statement that articulates, at a high level, the vision for the future of the town and how success will be judged.
 - b. The strategic case for change, building on the evidence in the data pack provided by DLUHC¹ with, where relevant, more granular local data and stories.
 - c. The outcomes and objectives the town is trying to meet and how these align with the priorities of the local community, including what local people think needs fixing, the opportunities the investment offers over the decade, and priority outcomes for 2034 and beyond.
 - d. The planned direction of travel for the regeneration of the town, across the 3 investment themes. It should detail the interventions that are available to achieve this.
 - e. Clear evidence that the Town Board is community led, including through its membership, ways of working and distinction from the local authority, and evidence of buy-in from local businesses, civil society and communities. It should describe how these stakeholders have been engaged to date, and how that engagement will continue going forward.
 - f. How the Town Board will attract and combine new and existing private, public and philanthropic investment, setting out the existing commitments and ambitions to secure further support going forwards.
 - g. High level delivery milestones over the 10-year lifespan of the programme, with an overview of potential future interventions and how the powers in the policy toolkit will be used in a way that best suits the town across the 3 investment themes.

25. The 3-year investment plan annex should set out:
 - a. The interventions and powers the Board wishes to use over the 3 years for each investment theme.
 - b. Whether the interventions are from the list of interventions or are 'off-menu'.
 - c. How the Board will use the interventions locally and how much they will cost.
 - d. How the interventions will address the outcomes set out in the 10-year vision, grounded in evidence and data.

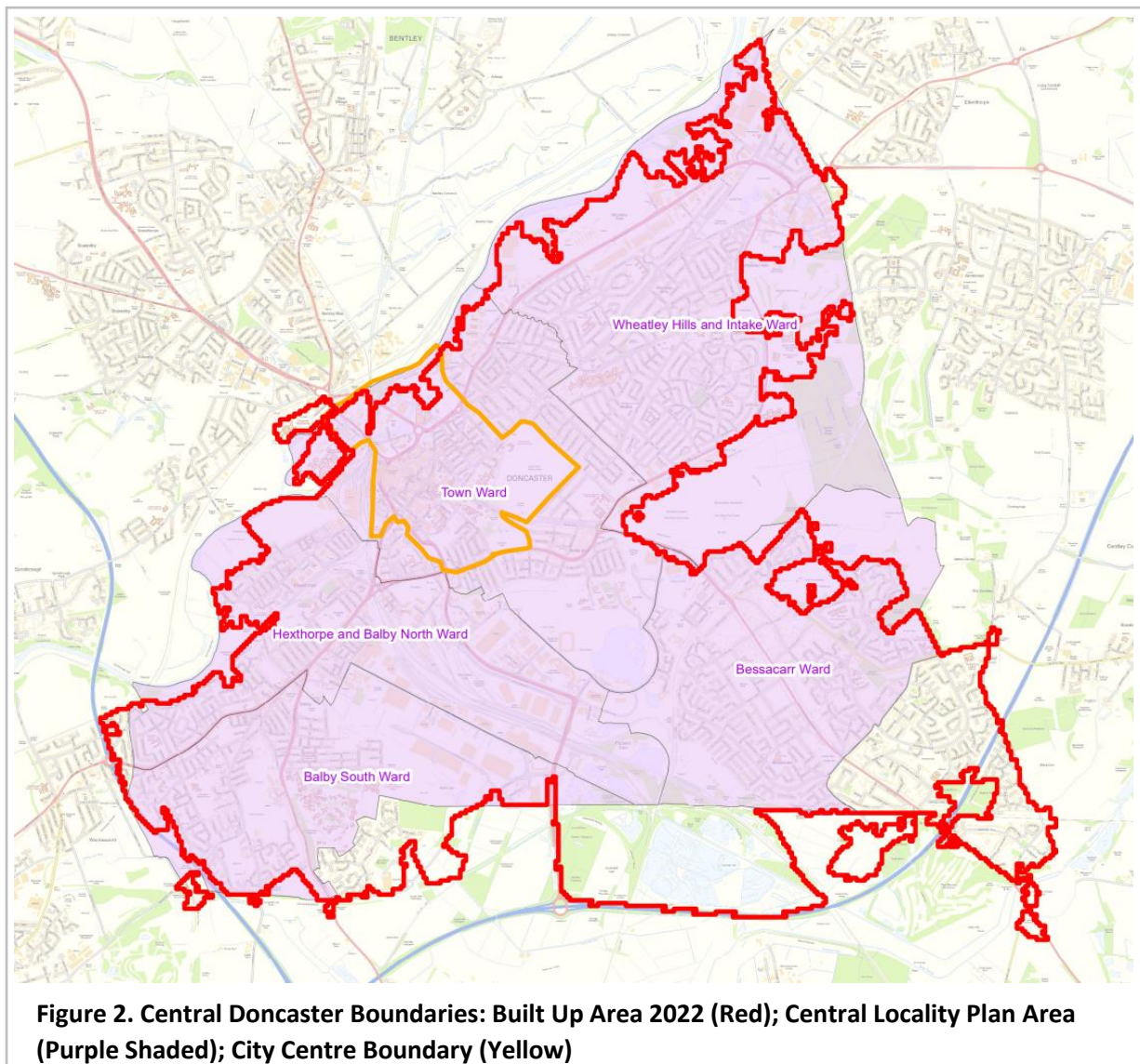
¹ Department for Levelling Up Housing and Communities

26. Government strongly encourages Boards to consider how additional funding can be attracted from other sources. This could include new private investment, philanthropy or other public funding, particularly where there is scope for partnership working between bodies or agencies.
27. The list of interventions provided at Annex A are those which have already been assessed as having a strong case for investment, value for money and benefit-to-cost ratio. Should a Board wish to pursue one of these interventions, a business case will not be required as part of the assessment process – this is intended to simplify the process as far as possible and reduce bureaucracy.
28. Should it be agreed that other, ‘off-menu’ interventions better meet local needs, an outline business case will need to be provided, underpinned by insights from local stakeholders, agreement with the local authority where they are required to underwrite the risk, and – where possible – numeric evidence.

Boundary Proposals and Focus of Investment

29. Some immediate actions are required regarding the Long-Term Plan for Towns programme. In particular, Doncaster needs to provide confirmation that the new Board is in place and propose any amendments to the default boundary by 1st April 2024.
30. The default boundary for Long-Term Plans is set by government based on the 2022 Built-Up Areas defined by the Office for National Statistics (ONS). Town Boards are able to suggest minor amendments to this geography but are not able to extend the boundary to encompass more towns and any amended boundary is expected to be contiguous.
31. While the ONS Built-Up Areas (BUA) are a good representation of the boundary of many towns, particularly those clustered densely around a town centre, it is less effective in describing the geography of Doncaster. For example, the BUA boundary does not include the full city centre as defined in the Urban Centre Masterplan, and some communities close to the city centre such as Bentley, Scawthorpe, Scawsby are excluded. In addition, by their nature, Built-Up Area geographies tend to exclude some local assets such as greenspace.
32. However, the default government geography does closely approximate the existing Doncaster Central Locality Plan boundary, which is a contiguous area comprising of five central electoral wards: Town Ward; Wheatley Hills and Intake Ward; Hexthorpe and Balby North Ward; Balby South Ward; Bessacarr Ward.
33. The Central Locality Plan is an annual delivery plan which sets out service delivery and investment priorities for central Doncaster based on wide ranging community consultation and stakeholder engagement. Several of the priorities within the Central Locality Plan align directly with the themes of the Long-Term Plan for Towns.
34. As described in Table 2, although the BUA describes a broader geography, much of the focus of the Long-Term Plan investment themes and policy interventions relate to the vibrancy and success of town centres. Doncaster has previously defined a town centre boundary in the Urban Centre Masterplan and Town Investment Plan. This area falls entirely within the Central Locality Plan boundary.

35. The Doncaster Built-Up Area, Central Locality Plan area and City Centre boundary are shown in Figure 2.



36. It is therefore proposed that The LTPT is aligned to delivery of the Central Locality Plan but that the primary focus of Doncaster’s policy interventions is the city centre, whilst ensuring that sufficient flexibility is retained to address potential issues such as the displacement of activity or the delivery of investments which would overlap the existing City Centre boundary.

37. Based on the default geography provided by government, the themes of the fund, and existing delivery plans, it is recommended that Doncaster’s Long-Term Plan boundary is expanded to incorporate the whole Central Locality Area. This will add a small number of local sites and assets to the default BUA 2022 boundary, in particular the City Centre Waterfront site, and greenspace assets including Hexthorpe Park, Cantley Park, Doncaster Racecourse/Doncaster Common and Sandall Beat Woods.

38. The proposed Doncaster Long Term Plan boundary is shown in Annex B.

Community Engagement

39. Community engagement is at the heart of the Long-Term Plan for Towns, so plans should reflect local priorities and be co-designed with communities, businesses and residents, drawing on available evidence and data.
40. A significant amount of recent engagement work already exists regarding the City Centre and the themes of the fund, including through the Public Space Protection Order project, the Fairness Commission and the development of the annual Central Locality Plan. This consultation provides a strong foundation for the development of the LTPT investment plan, ensuring that early interventions can help to address issues that residents have already told us matter to them.
41. The Locality Plan consultation identified several areas that people feel is a strength of the city centre, including:
 - **Community Spirit:** Good neighbours, family, friends and community groups, places of worship.
 - **Connectivity & Transport:** Great links to trains, buses, motorways, cycling and walking routes. Active Travel Hub to support access to cycles.
 - **Local Amenities:** Access to culture and heritage venues, Cast, Library, parks, health & specialist services.
 - **Businesses & Investment:** Established local businesses, good range of shops, hospitality and markets. Continued investment to improve facilities & infrastructure.
42. However, it also identified issues requiring improvement, including:
 - **Thriving Community:** More communication with residents & businesses, more community groups, events and activities. Promoting the city positively.
 - **Environment & Sustainability:** Cleanliness of City Centre, litter, waste, reuse/recycling, more green spaces, parking.
 - **Fairness, Health & Wellbeing:** Youth education & activities, support for homelessness, substance misuse, mental health, cost of living.
 - **Businesses & Economic Investment:** Cost of living, empty properties, market management, attracting new investment, accessibility, events, promoting the city.
 - **Community Safety:** Crime (theft, drugs, violence, knife), anti-social behaviour, homelessness, begging, street drinking, feeling of safety.
43. This existing recent consultation may be sufficient to identify early priority interventions for Doncaster's long-term plan. However, to build on this work, further engagement work is proposed including through an Appreciative Inquiry. This will aid the development of the Long-Term Plan and wider City Centre Strategy, supplementing the existing consultation exercises which have primarily focused on current issues, by further drawing out views on current strengths and aspirations for the future.

Options Considered

44. The following options have been considered in relation to the Doncaster LTPT boundary:
45. Use the Default ONS Boundary: This is the default area defined by Government, however, it excludes part of the Waterfront area within the current City Centre as defined in the Doncaster Urban Centre Masterplan and Town Investment Plan. It also excludes other assets from the Central Locality Plan area, most notably some parks, greenspaces and Doncaster Racecourse/Doncaster Common.
46. Expand the boundary to cover the whole Doncaster Central Locality Plan Area: This would ensure that the whole of the city centre area and Doncaster Central Locality Plan area are included within the Long-Term Plan for Towns boundary and is the recommended option.

Reason for Recommended Option

47. Based on the default geography provided by government, the themes of the fund and the associated policy interventions, it is proposed that Doncaster's Long-Term Plan boundary is expanded to incorporate the whole Central Locality Plan area, but that policy interventions focus primarily on the City Centre, building on the existing priorities and city-wide consultation that has already taken place. This will also provide sufficient flexibility to ensure that other potential interventions are not excluded and that any potential displacement of activity from the city centre can be addressed if required.

Consultation

48. In developing these proposals, Officers have taken account of the Government guidance and consulted with the Chair of the Town Board, senior officers and elected members from City of Doncaster Council and discussed the approach with civil servants from the local area team.

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Annex A: List of policy interventions

1. Safety and security interventions

S1: Design and management of the built and landscaped environment to 'design out crime'. This might include:

- promoting the active use of streets and public spaces throughout the daytime and evening
- improvements to streetlighting
- installation of new CCTV

S2: Engage with Police Force and together consider interventions to focus on visible crime prevention in defined areas places. Interventions could include:

- hotspot policing
- problem-oriented policing

S3: Measures to prevent anti-social behaviour, crime and reduce reoffending. These might include:

- sports programmes designed to prevent crime and reduce reoffending
- mentoring
- police-led pre-charge diversion models for young offenders
- focused deterrence strategies
- halfway house programmes

S4: Measures to reduce repeat burglary. These might include:

- Neighbourhood Watch
- provision of crime prevention advice
- property marking
- target hardening (increasing the security of a property)
- cocoon watch (provision of crime prevention advice, support and guidance to neighbours and surrounding addresses of burgled properties)
- alley gating

2. High streets, heritage and regeneration interventions

H1: Funding for place-based regeneration and town centre and high street improvements, which could include better accessibility for disabled people, including capital spend and running costs.

This might include:

- regenerating a town square or high street
- public realm improvements, for example street furniture or other decorative improvements
- the delivery of outreach, engagement and participatory programmes for community spaces, including youth centres and public libraries

H2: Funding for new or improvements to existing, community and neighbourhood infrastructure projects and assets including those that increase communities' resilience to natural hazards, such as flooding, and support for decarbonisation of facilities, energy efficiency audits, and installation of energy efficiency and renewable measures in community buildings (including capital spend and running costs). This might include:

- building new or updating existing defences to increase communities' resilience to natural hazards like flooding or coastal erosion

H3: Creation of and improvement to local green spaces, community gardens, watercourses and embankments. Improvements to the natural environment and the incorporation of more of these natural features into wider public spaces. This might include:

- development of a new park, particularly in areas with the least access to greenspace
- development of a new park or community garden
- improvements to a canal towpath, particularly in more deprived neighbourhoods
- urban or riparian tree planting
- changes to management of green spaces and verges
- regeneration of existing parks or community gardens, particularly in areas with poor quality parks and gardens
- improving access to existing parks

H4: Enhanced support for arts, cultural, heritage and creative activities, projects and facilities and historic institutions that make up the local cultural heritage offer. This might include:

- the delivery of events programmes for community spaces, including youth centres and public libraries
- the development, restoration or refurbishment of local natural, cultural and heritage assets and sites

H5: Support for local arts, cultural, heritage and creative activities. This might include:

- funding for maker spaces
- funding for local art galleries, museums, libraries for exhibitions
- support for displays for artists to showcase work
- locally led music and theatre performances, tours, author events and film screenings
- funding for cultural, heritage and creative events
- support for outreach, engagement, participatory programmes as part of wider local arts, cultural, heritage and creative activities
- support for the establishment and development of cultural, heritage collaborative networks to share knowledge locally

H6: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area. This might include:

- campaigns promoting the local area and its culture, heritage, leisure and visitor offer to residents and visitors
- campaigns to encourage visitors from further afield to visit and stay in the region, collaborating with other places where appropriate

H7: Funding for impactful volunteering and social action projects to develop social and human capital in local places. This might include:

- funding for local volunteering groups, such as youth charities and carer's groups
- support for people to develop volunteering and social action projects locally

H8: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.

This might include:

- renovation and maintenance of existing sports facilities
- support for community sports leagues
- regeneration of an unused area to build sports facilities
- creation of new 3G sports pitches and other sports facilities

H9: Investment in capacity building, resilience (which could include climate change resilience) and infrastructure support for local civil society and community groups. This might include:

- funding for community spaces, such as village halls, libraries or community centres for local civil society and community groups to use
- support for people to develop volunteering and social action projects locally

H10: Investment and support for digital infrastructure for local community facilities.

H11: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses. This might include:

- funding to support the establishment and ongoing running of a new open air market
- business support activity for entrepreneurs

H12: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally. This might include:

- development of local visitor trails and tours
- grants for the development, promotion and upkeep of local tourist attractions
- development of other local visitor experiences based around the local offer

H13: Grants to help places bid for and host international business events and conferences that support wider local growth sectors. This might include:

- grants to bid for, secure and hold a conference for a leading sector locally

3. Transport and connectivity interventions

T1: Support for active travel enhancements in the local area. This might include:

- creation of new foot paths and cycle paths, particularly in areas of health need or social inequalities
- upgrading of existing foot paths and cycle paths, particularly in areas of health need or social inequalities

T2: Funding for bus infrastructure and connections to speed up journeys. This might include:

- traffic signalling improvements
- bus lanes and corridors
- improved passenger information

T3: England and Scotland Only: Additional revenue funding added to the Bus Service Improvement Programme Plus (BSIP+) funding model from June 2024 - that would award funding to LTAs based on a connectivity scoring so they could undertake activities that would boost economic growth.

T4: Funding for new, or improvements to road networks to improve access within and to the town. This might include:

- traffic management improvements to relieve congestion
- road safety
- highway maintenance (including potholes)

T5: Funding to improve rail connectivity and access. This might include:

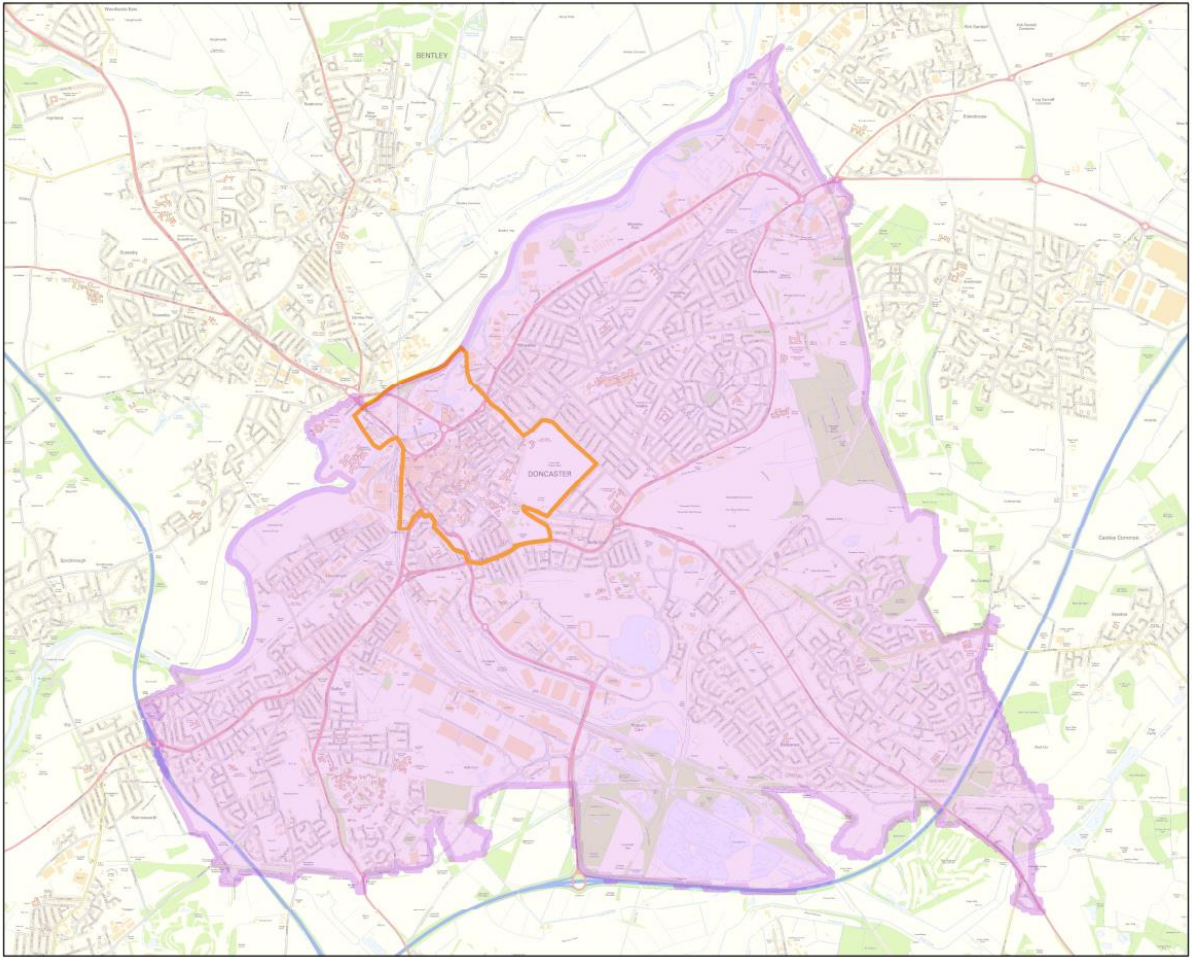
- adding stations along existing lines
- improved accessibility and journey quality at and around stations
- improved passenger information

T6: Reducing vehicle emissions. This might include:

- EV charging facilities
- procuring zero emission buses

T7: Investment and support for digital infrastructure for local community facilities.

Annex B: Proposed Doncaster Long-Term Plan Boundary



The proposed Doncaster Long Term Plan for Towns geography is shown above (purple shaded area).

Within this geography it is proposed that the primary focus of investment is within the city centre as described in the Urban Centre Masterplan and Town Investment Plan (orange boundary).

Agenda Item 6

Outline Work Programme

1. Key dates for the Long-Term Plan for Towns programme are shown in Table 1 below:

Activity	Expected Timing
Preparatory activity: <ul style="list-style-type: none"> Local authorities receive initial capacity funding and data pack, with a local insight profile curated by DLUHC's Spatial Data Unit Local authorities appoint a chair for Town Boards and work with the chair to set up the Town Board or repurpose an existing Town Deal Board Town Boards start planning and initiating community engagement 	Jan-Apr 2024
Town Boards are established	By 1 st April
DLUHC release £200,000 of capacity funding to support the development of the Long-Term Plan	1 st April
Town Boards submit their Long-Term Plans	By 1 st August
Release Year 1 funds	2024
Check in point and submission of next three-year investment plan	FY27/28

Table 1: Long Term Plan for Towns Key Dates

2. The timeline for the Levelling Up Partnership is shown in Table 2 below:

Activity	Expected Timing
Preparatory work for Levelling Up Partnership	Ongoing
Levelling Up Partnership introductory meeting between the Levelling Up Minister and the MP(s)	2-4 weeks prior to the beginning of the deep dive phase (June 2024)
Kick-off meeting with Levelling Up Partnership policy team in advance of deep dive phase	2 weeks prior to the beginning of the deep dive phase (June 2024)
Deep dive phase	Q3 (July-Sept) 2024
Transition to longer term Levelling Up Partnership	From Q4 (Oct-Dec) 2024

Table 2: Timetable for the Levelling Up Partnership

3. Accounting for the Long-Term Plan for Towns and Levelling-Up Partnership timelines, and the intention to develop a new City Centre Strategy for Doncaster a high-level timeline of activity is shown in Annex A.

Report Author & Contributors

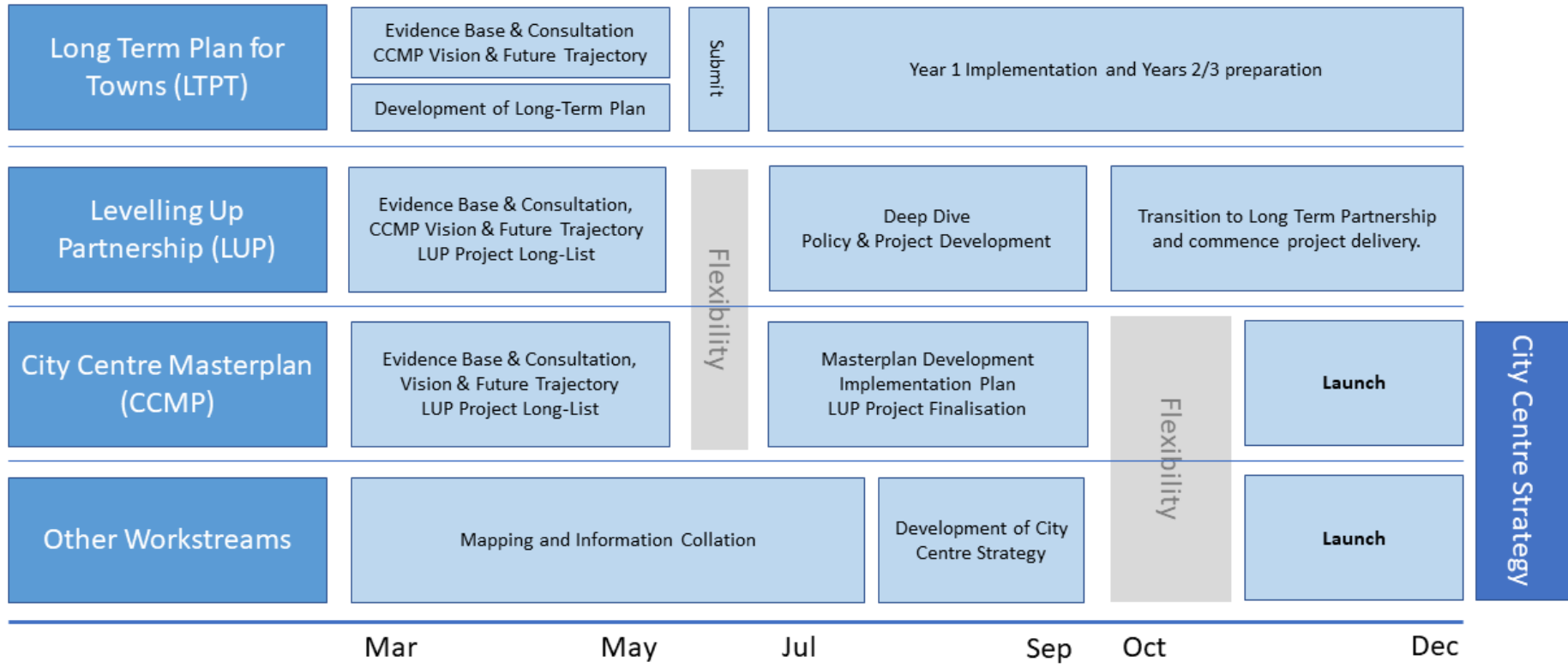
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Annex A: High Level Work Programme 2024

Delivery Plan Timescales

High Level Summary: 2024



*LTPT/LUP integrated within City Centre Strategy