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To all Members of the

CABINET

AGENDA

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

VENUE Room 007a and b, Civic Office Waterdale, Doncaster, DN1 3BU
DATE: Tuesday, 4th July, 2017
TIME: 10.00 am

ITEMS

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

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Thursday, 29th June, 2017. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

4. Declarations of Interest, if any.

Jo Miller
Chief Executive

Issued on: Monday, 26 June 2017

Governance Officer for this meeting: Amber Torrington
01302 737462

5. Decision Record Forms from the meeting held on 20th June, 2017 for noting (previously circulated).

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

Key Decisions

6. The Contribution of Affordable Housing Section 106 to Ongo Homes Housing Association for the Development at Ivor Grove, Balby. 1 - 14
7. Options for the future of Doncaster Central Library, Doncaster Museum, Art Gallery, Archives and Library Services for Schools. 15 - 128
(Appendices 6 and 7 of the report contain exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, (as amended), information relating to the financial or business affairs of any particular person (including the authority holding that information).

Cabinet Members

Chair Ros Jones, Mayor of Doncaster	
	<u>Portfolio Holder for:</u>
Vice-Chair Councillor Glyn Jones, Deputy Mayor	Housing and Equalities
Councillor Nigel Ball	Public Health, Leisure and Culture
Councillor Joe Blackham	Highways, Street Scene and Trading Services
Councillor Rachael Blake	Adult Social Care
Councillor Nuala Fennelly	Children, Young People and Schools
Councillor Chris McGuinness	Communities, Voluntary Sector and the Environment
Councillor Bill Mordue	Business, Skills and Economic Development
Councillor Jane Nightingale	Customer and Corporate Services

**To the Chair and Members of:
CABINET**

The Contribution of Affordable Housing s106 to Ongo Homes Housing Association for the Development at Ivor Grove, Balby

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ross Jones	Hexthorpe & Balby North	Yes

EXECUTIVE SUMMARY

1. The purpose of this report is to obtain approval for the drawdown of £250,000 s106 from the £2.42m commuted sum contributions for Affordable Housing to Ongo Homes Housing Association to support the delivery of the new affordable housing scheme at Ivor Grove, Balby.
2. The scheme at Ivor Grove is scheduled to deliver a mix of 2 and 3 bed family homes along with a proportion of 2 bed bungalows. In total the scheme is scheduled to deliver 50 new affordable homes. **Appendix A** – Location Plan.
3. As part of any development appraisal process, the financial viability is assessed. Original viability presented a fully costed scheme; however as a direct consequence of the local community formally requesting the adoption of two rights of way on site, leading to the requirement to significantly alter layouts and the potential risk to the deliverability of the scheme this would pose, resulted in an overall funding shortfall of £830,000. To alleviate the shortfall both Ongo Homes and Keepmoat have both provided additional contributions of £290,000 to reduce the shortfall to a figure of £250,000.
4. The proposed s106 contribution will mitigate this shortfall. Without this contribution the scheme would not be deemed financially viable to progress, and would have to be deferred until additional funding could be found from alternative sources. Furthermore, without the contribution, the scheme wouldn't be able to progress and as a consequence would fail to meet the funding conditions and timescales set out by the Homes and Communities Agency (HCA) and therefore lose the HCA grant allocated to the site.
5. Financial Procedure Rules (FPR's) require that the awarding of a grant of this value must be approved by Cabinet.

EXEMPT REPORT

6. The report is not exempt.

RECOMMENDATIONS

7. It is recommended that the Mayor and Cabinet:
 - a) Approve the drawdown of £250,000 s106 from Affordable Housing Commuted sums to Ongo Homes to support delivery of the Ivor Grove scheme,
 - b) Include the grant within the Councils capital programme as a grant to a third party.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. The contribution will support the viability of a new affordable housing scheme, which will provide a range of accommodation options for both families and older people on the council's waiting list.
9. This decision will enable the Council to reinvest s106 money back into local communities for its intended purpose. Spend of s106 can be time limited, and so any contributions that are not spent, potentially run the risk of being clawed back by developers, and so therefore it is key to ensure that this money is allocated to mitigate this.

BACKGROUND

10. In March 2016, as a direct consequence of the Doncaster Housing Summit, the Council were approached by Keepmoat Regeneration Ltd and Ongo Homes Housing Association, proposing the development of a new affordable housing scheme utilising an unspent Homes and Communities Agency (HCA) grant allocation which was originally identified for another Local Authority. Conditional to the use of the grant was that any new housing development would need to be on site by March 2017, and completed by March 2018.
11. The situation presented to the Council was viewed as a positive opportunity to be seized upon. Not only does it strengthen the Council's relationship with the HCA and other delivery partners looking to bring additional economic investment into the borough, but reinforces the Councils ethos as an open for business authority; and demonstrates confidence in the Councils ability to deliver new homes.
12. In response, a suitable site was identified at Ivor Grove, Balby. The site was chosen because of its suitability to accommodate the number of proposed units, along with presenting very few deliverability constraints, and so judged positive in terms of its deliverability within the short timescales stipulated.

13. Cabinet approved the disposal of the land and the scheme proposal on 18th Oct 2016. The site is scheduled to deliver:
 - 29x2bed Houses
 - 11x3b Houses
 - 10x2bed Bungalows
14. Planning approval was received 7th March 2017 and consequently development began on site as anticipated in March 2017.
15. Financial viability appraisals form part of any development process, and the appraisal outcome for Ivor Grove was positive in terms of producing a fully costed scheme requiring no further contribution by the council other than disposing of the land at a peppercorn rent on a 125yr lease.
16. However, as the process progressed it became increasingly evident that the two public rights of way objections formally submitted by members of the community regarding the desire lines / unrecorded footpaths present on site were to become significant issues that would jeopardise the viability of the scheme unless they were factored into the designs.
17. Due to the time limitations attached to this site, the solution was to acknowledge the claimed rights of way and incorporate them into the public highway and design the housing units around. By acknowledging the claimed footpaths prevented any further dispute / objection from the public, and prevented any further opportunity for appeal to the Secretary of State, which could've potentially taken 12-18 months to resolve, and as such prevented the scheme from progressing.
18. By accepting the rights of way claims, this led to a revised layout and a subsequent reduction in the number of units from 60 to 50.
 - **Appendix B** – 60 Unit Layout
 - **Appendix C** – 50 Unit Layout
19. In order to satisfy Planning, Public Rights of Way, and Highway requirements, a number of key design alterations were required, including additional infrastructure works, comprising of:
 - Additional highway, footpaths and street lighting
 - BT diversion due to the re-routing of the main estate access
 - Increased retaining walls including highway retaining walls to accommodate the Public Right of Way (PROW)
 - Increase in the impermeable areas therefore increasing the amount of surface Water Attenuation and associated work and materials
 - Increased utility costs due to additional mains work
 - Ecology / bio diversity offsetting and professional fees
20. It must be noted that the design alternations caused by the PROW led to a 60% increase in the highway area, and associated infrastructure works to that of the original 60 unit scheme. And so all of which contributed to a higher scheme cost than originally presented.
21. The impact on viability resulted in a number of specification changes, including Code for Sustainable Homes compliance, i.e. the removal of

professional fees for design submission, post contract assessment and certification, along with the removal of specification details such as, cycle storage sheds, rainwater butts, and composting bins. Despite the removing these elements the build related specification / standards for the scheme remained the same and so include traditional masonry construction with full fill cavity insulation. This is a non-combustible material and provides a complete fire stop at party and external walls. In addition the design standards for the units remained the same, i.e.100% Lifetime homes, Housing Quality Indicator, Design Quality Standard, and Building for Life compliant.

22. As a direct consequence of the public right of way claims and subsequent design alteration requirements, this presented a funding gap of £830,000. Through a process of value engineering and negotiation with all partners concerned, this reduced the figure down to £290,000, with additional negotiations reducing the deficit even further to £250,000. Keepmoat and Ongo were each able to contribute an additional £20,000 each on top of the previously negotiated £270,000. As a result Keepmoat and Ongo were able to contribute £290,000 each, totalling £580,000, leaving a remaining shortfall of £250,000.
23. The value engineering that was undertaken included:
 - Terracing the units
 - Alternative foundation solutions
 - Revision of the retaining wall locations to change them to a non-highway retaining wall where possible
 - Removal of a number of Code for Sustainable Homes elements
24. The DMBC contribution of £250,000 equates to £5k per plot (50 units). Without the contribution would lead to the loss of HCA grant to the scheme and so a potential £2.04m funding gap would be present which would effectively prevent the scheme from going ahead due to the grant conditions attached to this specific allocation. The money is 'windfall' grant from the 2015 - 2018 Affordable Homes Programme; for use on a scheme which could commence by 31st March 2017. The grant was originally allocated to another neighbouring Local Authority who were unable to identify and progress a suitable site and so the HCA agreed to allocate this grant to be used in Doncaster.
25. Total Scheme Cost equals £6.04m made up from, HCA grant £2.04m, and Ongo and Keepmoat Regeneration Ltd's own finance £4m.
26. The current total balance of affordable housing s106 contributions is £3.97m, of which £1.66m is time limited (£1.35m to be spent by 2020/21 and £0.31m to be spent by 2021/22). There are no other conditions on the balance that lead directly to claw back but the council has a legal covenant to use the monies for the provision of affordable housing in the borough.
27. Of the £3.97m available, £1.55m is formally committed to other projects and is profiled to be incurred in 2017/18. If the award of £250,000 for the scheme at Ivor Grove is approved then formal commitments will increase to £1.80m, and will assist in avoiding the risk of claw back relating to the time

limited monies received so far.

28. As stated, the amount of time limited s106 totals £1.66m, Strategic Housing have £1.55m committed for spend in 17/18 plus with the £250,000 to be spent in 18/19 totalling £1.80m, which will result in all the time limited monies being spent before the limits detailed above expire.
29. The remaining balance of uncommitted affordable housing s106 contributions would be reduced from £2.42m to £2.17m, with all of the remaining monies being without time limit. Strategic Housing currently has no other pipeline projects that would be adversely affected by approval of this report.

OPTIONS CONSIDERED

30. **Option 1** – Approve the £250,000 contribution to Ongo Homes.
This option will support the delivery of 50 new affordable homes in the borough, and meet the conditions set out by the HCA. There are sufficient funds within the s016 commuted sums pot (£2.4m) to cover the amount requested.

Option 2 – Identify the funding from an alternative source.
The council does not have the capital funds available to support the scheme (£2.04m), nor does Keepmoat or Ongo Homes.

Option 3 – Do nothing and refuse the contribution.
This option would leave the scheme with a £250,000 shortfall, and would prevent the scheme from progressing until additional gap funds can be found.

REASONS FOR RECOMMENDED OPTION

31. This option enables the council to work towards its aims of providing much needed additional affordable homes in the borough, along with meeting key corporate and Mayoral priorities.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

32.

	Outcomes	Implications
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	<p>Creation of new sustainable affordable housing for families and older people. During the development process additional jobs will be created for local people and local trades / suppliers.</p>
	<p>People live safe, healthy, active</p>	<p>New housing is designed to be more</p>

	<p>and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>cost efficient for residents. Modern new homes will improve resident's health and wellbeing and quality of life, through well designed development.</p>
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>Accommodation will be designed in line with a range of industry best practice design guidance, to ensure quality developments are built. New builds will have design features which will lower the cost of living.</p>
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>New homes will enable older people and families to remain close to existing family, friends and local community connections.</p>
	<p>Council services are modern and value for money.</p>	<p>The development is to provide modern new build units, which will be affordable for residents.</p>
	<p>Working with our partners we will provide strong leadership and governance.</p>	<p>The preferred option is the preferred one for all stakeholders.</p>

RISKS AND ASSUMPTIONS

33. Possible financial risk could be present as additional unforeseen issues could present themselves during the physical development phase, resulting in additional higher scheme costs. This, however, is unlikely due to the amount of additional detailed cost modelling and site appraisal work that has been undertaken to ensure the site appraisal, planning submission and final costings were robust.

LEGAL IMPLICATIONS

34. Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do.
35. The payment of an Affordable Housing Commuted sum is received in lieu of on-site Affordable Housing and must be spent on the provision of affordable housing within the borough.
36. As noted within the report, a section 106 agreement may stipulate that the Council must spend any commuted sum within a specified timescale and a developer may seek a return of a commuted sum payment made which has not been used.

37. Financial Procedure rule E14 states that the approval of cabinet is required where the Council is not acting as an accountable body and is providing a grant to a third party in excess of £50,000 per or more in anyone year.
38. Legal advice and assistance will be given in the preparation of the grant agreement which will include clawback provisions to protect the grant funding.

FINANCIAL IMPLICATIONS

39. The approval to dispose of the land at Ivor Grove, Balby to Ongo Housing Association via a long term lease was approved by Cabinet on the 18th October, 2016. The original approval required no financial contribution towards delivering the 50 units however, as a direct consequence of Public Rights Of Way claims, subsequent design alterations were required.
40. To ensure the financial viability of the scheme, a contribution of £0.25m has subsequently been requested. Without this contribution, the scheme could not be delivered within the timescales required to comply with the conditions for the £2.04m HCA grant funding element.
41. In line with financial procedure rules: E.14 the approval of Cabinet is required for all grants and annual assistance to external bodies with a financial value of £0.05m or more.
42. The contribution will be classed as a capital grant to a third party and following Cabinet approval will be added to the Housing Capital Programme as part of the next Finance and Performance reporting process.
43. As detailed within the body of the report, the current balance of uncommitted Affordable Housing S106 contributions is £2.42m. Approval of this grant award for £0.25m will leave £2.17m remaining for other priorities and will assist with the reduction in claw back risk relating to time limited monies contained within the overall balance.

HUMAN RESOURCES IMPLICATIONS

44. None present.

TECHNOLOGY IMPLICATIONS

45. None present.

EQUALITY IMPLICATIONS

46. The Public Sector Equality Duty (PSED) Due Regard Statement was created by the Equality Act 2010. The duty came into force in April 2011 and places a duty on public bodies and others carrying out public

functions. The aim of the PSED is to embed equality considerations into the day to day work of public authorities, so that they tackle discrimination and inequality and contribute to making society fairer. 'Due Regard' is a legal term that requires proportionality and relevance. The weight given to the general duty will depend on how that area of work affects discrimination, equality of opportunity and good relations.

47. All housing developments supported by DMBC will be accessible depending on individual need. Such assessments will not discriminate against any applicant in any way and particularly due to any of the protected characteristics of the Equality Act 2010.
48. All DMBC Housing Association partners must maintain a commitment to the Act.

CONSULTATION

49. Consultation has been undertaken with Mayor and Deputy Mayor, Housing Portfolio Holder.

BACKGROUND PAPERS

50. None.

REPORT AUTHOR & CONTRIBUTORS

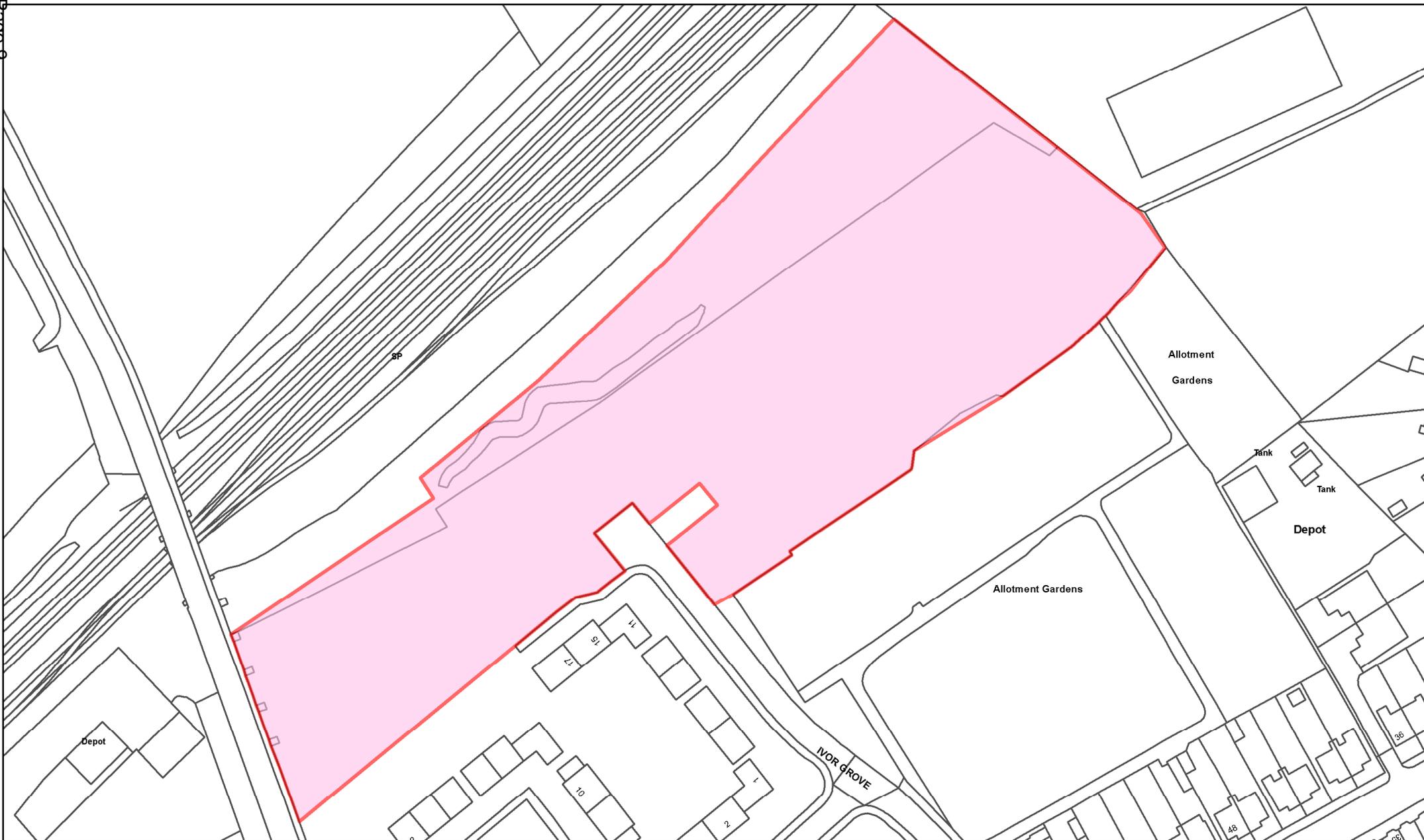
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Peter Dale
Director of Regeneration and Environment

Plan referred to:



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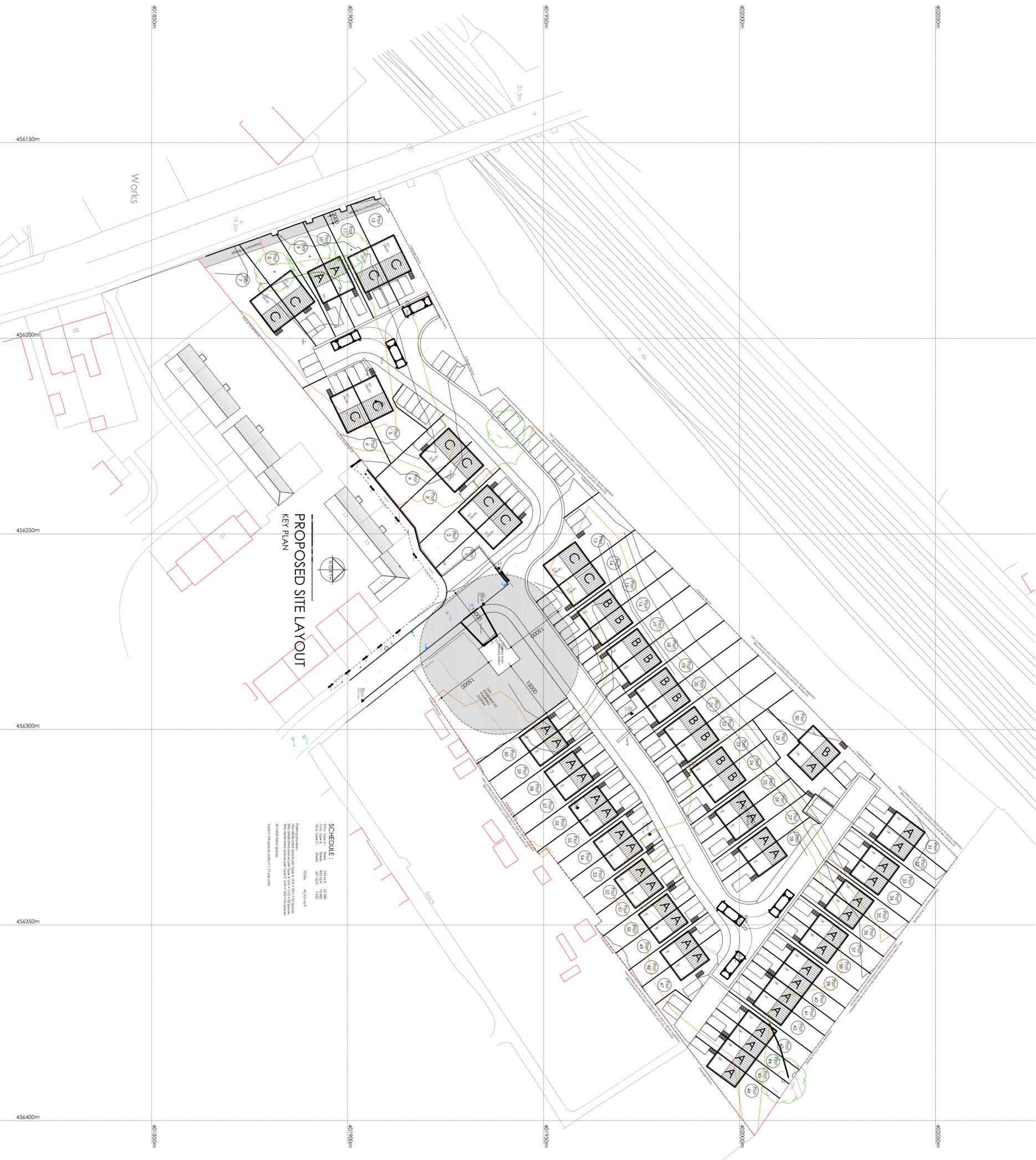


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SCHEDULE:

NO.	DESCRIPTION	DATE	BY
1	Issue for tender	10/08/16	RGCB
2	Issue for tender	10/08/16	RGCB
3	Issue for tender	10/08/16	RGCB
4	Issue for tender	10/08/16	RGCB
5	Issue for tender	10/08/16	RGCB
6	Issue for tender	10/08/16	RGCB
7	Issue for tender	10/08/16	RGCB
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30	Issue for tender	10/08/16	RGCB

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Ivor Grove
Doncaster

Proposed Site Plan
Key Plan Layout

DRAWING STATUS: **PRELIMINARY**

SCALE: A1: 1:500
DATE: 10.08.16
DRAWN: RCB
APPROVED: BLH

JOB REFERENCE: 1569
DRAWING NUMBER: 20
REVISION: A

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To the Chair and Members of Cabinet

Options for the future of Doncaster Central Library, Doncaster Museum, Art Gallery, Archives and Library Services for Schools.

Relevant Cabinet Member(s)	Wards Affected	Key Decision
The Mayor of Doncaster, Portfolio Holders.	All	Yes

EXECUTIVE SUMMARY

1. A common feature of most successful, vibrant, large towns and cities, is access to high quality culture, heritage and learning services for local residents and businesses. This includes having effective community facilities, making good use of local heritage sites, and vitally, having a strong central hub for heritage, culture, learning and the arts.
2. A central hub of this kind delivers an important role, both in society and for the local economy. It provides a key asset for individuals and entrepreneurs, and for organisations such as schools, community groups, voluntary organisations and businesses. An effective central hub for culture and learning provides the necessary facilities and critical mass for increasing creativity, enabling more and better quality exhibits and enhanced services. A hub of this kind will support our growing economy and play an important role in the delivery of the urban centre masterplan, in which the town centre plays a vital role as the economic and cultural driver within the borough. Doncaster does not have a central library, archives or museum building that creates a vision for the borough, that adequately celebrates our history and that demonstrates our forward-looking aspirations and ambition.
3. The recommendation in this report is for Doncaster Council to allocate £14m capital finance to build a new, single, Central Library, Museum, Art Gallery and Archives for the Borough, using the space on the Girls' School site at Waterdale. If approved, the modern landmark building will be much more than the sum of its parts, and will deliver excellent standards in design and cultural services which will be of national quality, for local benefit. The new build proposal fits with the Council's vision and aspiration for the Borough as a great place to learn, live, do business, experience great art and culture, for preserving and celebrating its heritage, and as a place for a growing creative economy.
4. Key features of the new service and building would include:
 - A modern, high quality, integrated and improved heritage and culture service, with a focus on core literacies: reading, information, health

and digital literacy, in an environment of learning and creativity.

- Access to modern digital learning, which could incorporate technological advances such as 3D printing, virtual reality and coding facilities, and providing a digital learning centre and workspace for creative entrepreneurs.
 - The ability to display and engage residents in exhibits and collections not currently accessible to local people, such as the Conisbrough Court Rolls, Royal Borough Charters, and heritage collections celebrating Doncaster's proud history in railways, horseracing, mining and as a historic Roman town.
 - The ability to host temporary national collections, bringing more of the nations' cultural assets out of the major cities and to local people in their communities.
 - The opportunity to regularly rotate collections, to ensure the service can continuously provide new exhibits of interest and encourage, and increase, regular visits by local people and tourists,
 - An attractive space for commercial letting and / or franchises such as a café, retail space, and potentially commercial office space, which will also secure additional revenue to help pay for the running costs of the service.
5. Importantly, the service will not only provide better access to culture and heritage for local people, but help to encourage and facilitate more creative activity, and support our creative economy.
 6. The Mayor and Cabinet have previously expressed their preference that any new build incorporates and preserves the existing heritage frontage of the former Doncaster Girls School, if possible. This would be in keeping with the ambition for the building to enhance, showcase and celebrate Doncaster's history, and the building and the borough's role as places of learning and enterprise.
 7. The new build could include the existing heritage frontage of the school. In keeping some of the frontage of the school, this reduces the overall floor space by 280m² and will cost approximately £0.7m to achieve from within the project budget. A decision will be made, once the public have been consulted, regarding the maintenance of the heritage frontage to justify this cost. If there is, an option would be to encase it in glass, not only preserving its architectural features but truly making it part of the Doncaster collection. To encase the heritage frontage in this way, as demonstrated in Appendix 4, would cost an additional £0.85m outside of the current project budget. If further approved through consultation, the project team will work with national funding agencies to identify and secure the budget required to preserve this heritage landmark, in the way presented. If the funding is not secured, then an alternative way of preserving the frontage on the new build site will be developed, within the existing project budget.
 8. Doncaster currently hosts its central library and heritage services, borough

museum and archives facilities in four separate buildings at different locations within the borough: Doncaster Central Library, Waterdale; Doncaster Museum and Art Gallery, Chequer Road (the Museum building is proposed to be retained in the Council's ownership); Doncaster Archives, Balby; and Doncaster Schools Library Service, Barnby Dun. Whilst most of these facilities have provided good services over many years, they do not currently deliver the modern, high quality, accessible service which will be required to meet the future needs of local people and our economy, or deliver our aspirations for Doncaster and its urban centre. In addition, a number of the buildings do not currently offer a high quality environment and will require significant future investment to bring them up to standard, including to meet health and safety requirements, if the existing services are to be retained within them. A decision is therefore required to determine how these services will be provided in the future, which meets the aspirations and expectations of local people, and the needs of the borough.

9. The proposed new building's glass sides and open floorplans will attract small businesses to pay to use spaces in the building, raising revenue and supporting small business growth in the borough. Although the running costs of the new building are more than the running costs of the existing buildings, the building will make savings in other ways which will make the overall cost of one building less than the current overall costs of four buildings. As a worst case example, with no capital receipts from closing the current buildings in scope, and with no income from external funding agencies, the new building will cost no more than the current estate, whilst delivering on wide-ranging benefits for residents across Doncaster. Applications will be submitted to funding agencies with the aim of achieving £2.5 - £3m in 2018-19. Obtaining funding in this way will be crucial, as the Local Authority's Section 151 Officer will not sign off the project unless it is absolutely clear that funding is viable, realistic and achievable. Whilst prudential borrowing is available to underwrite the project; the Section 151 Officer is only willing to borrow knowing that the project meets the criteria, expectations and desired outcomes of national funding bodies.
10. Doncaster is world renowned for its rail, horse racing and Roman heritage; however the opportunity to showcase these to full effect has, although well managed given our building capacity to date, been limited, and there is so much more to be shared and celebrated. Looking forward, the arrival of high speed trains and the opening of the HS2 rail college later in the year, as well as the continued success of the St Leger, will provide further material in the future.
11. The new building and its services will create a net benefit alongside other developments in the area, such as CAST, the proposed University Technical College, and a potential post-16 education centre. The building will provide new and different ways for students from Multi-Academy Trusts to make, create and learn. Inside the building, creative and digital learning facilities will significantly increase visitor numbers, and new and diverse audiences will be able to use the building in modern and different ways. This will also lead to new income-generating opportunities. The new build will focus on supporting the local digital economy and skills for small businesses, entrepreneurs, and digital creativity for children and young people. Residents will be able to learn computer programming, app design and

coding, there will be 3D printing, introductory engineering skills, innovation areas to test business ideas, and the use of virtual reality applied to wide ranging forms of learning.

12. The new build will create a higher profile for reading in the borough. Working with partners on a Reading Strategy for the Borough, the building will be a central venue for the purposes of enjoying reading: for literacy, information and reading for pleasure, with its proven benefits to public health and wellbeing.
13. A high profile venue will attract authors and speakers of international reputation. It will significantly raise the quality of heritage and library events, bringing people in to attend from outside Doncaster, meaning that residents will not need to travel out from the Borough to see high quality speakers, events and exhibits, including potentially national and significant touring exhibitions which we have not been able to attract or accommodate to date.
14. Digital creativity and skills in the new build can be managed by local social enterprises and people with interests and expertise in digital learning, building on plans for curated digital and arts spaces using the Corn Exchange. The new build will be a hub for innovation in learning for the Borough. People will be able to learn about Doncaster's history through digital exhibits, re-enactments and displays in different media, for example, and then publish about their experiences using technology in the building. Enhanced engagement with unique objects in Doncaster's history will happen through various media, tapping into the many stories of local people that the objects represent; inspiring people and increasing residents' sense of community and place. Residents wanting to start up a business in the creative industries will be able to use space and resources to see their ideas flourish, using the new building as a home for their creative and digital business ideas, and from where their business products can grow.
15. Staff expertise will be supported and developed to reflect the core and new ways of working in the building. The wide-ranging success of volunteering in Doncaster Council's cultural buildings, which led to approximately 80,000 volunteer hours in 2012-16, will be blended back into the new build, advancing on the insights from these services over the last 5-6 years. This could be through, for example, community-led governance of the building, co-production of displays and events with the community, and volunteer roles which enhance the service. Residents will be able to contribute to the collections, and help people learn from the collections in different ways.
16. None of these benefits could be achieved across the current estate in scope, because of the age, condition and inadequacies of the buildings.
17. In progressing with the new build, at least three buildings will stop being used and demolished and / or sold. Between £0.3m to £0.51m in savings could be made from the Libraries and Heritage Services budget in 2020-21, because of the more efficient ways of working when providing these services in one place. Savings will be achieved through a number of reductions in spending made possible by the new build.
18. The new build will not be simply put a like-for-like replacement for the existing assets – it will be a building which transforms the provision of the Council's cultural assets and resources for public benefit in Doncaster.

19. The buildings in scope are all completely unfit for providing a service which meets current, modern needs. None of the four buildings in scope meet modern efficiency and environmental standards. None of the buildings in scope have received the level of capital investment required to bring them up to a modern standard in 50 years. There is evidence of the benefits to residents through other similar builds in the UK, and also commercial advantages – the Head of Libraries and Culture has commissioned a company to research and report on the skills, economic and wellbeing benefits for the public in Doncaster, ready to be reported for residents, elected members, partner organisations and funders by the end of July.
20. The recommended option for financing this project is by drawing down £10m from set aside one off financing resources (MRP), and a further £4m underwritten through prudential borrowing, paid back through the lifespan of the building by saving on revenue costs within libraries and heritage services at a rate of £0.51m per annum. [Note the proposed revenue savings are in Appendix 7 of this report]. This is a worst-case picture, as it is expected that in working with external funding organisations, such as Arts Council England and Heritage Lottery Fund, and other funders, that up to £2.5 - £3m would be invested from external funding agencies. This will reduce the borrowing cost and therefore the savings required. However, if necessary, the Project Team have demonstrated that it would be feasible to save £0.51m from Libraries and Heritage Services in 2020-21 because of efficiencies generated by a new build, if no funding was secured. This removes the risk of completely relying on capital receipts and external funding to bridge the gap between the £10m committed in principal by the Council, and £14m costs of delivering the project. Any income from the disposal of assets in this project will be ring-fenced to this project, to reduce any borrowing costs.
21. The running costs of the new building are estimated at £0.57m per annum. This is £0.307m more than the existing buildings. Additionally, borrowing £4m results in revenue costs of £0.203m per annum (which is including interest). In total, £0.51m of savings are needed to fund the ongoing costs of the new building. These savings have been identified by the Head of Service. The projected running costs of the new building include an estimated £0.3m in business rates; this will contribute to the Council's target of increasing business rates by £0.6m per annum from 2019/20.
22. The new build project will be mindful not to duplicate the great unique selling points of other suppliers of culture, arts and learning in the Borough. The new building will generate greater involvement and participation across the Borough's arts and culture assets. This approach of avoiding duplication will apply to the resources, events programming, and retail / commercial parts of the building.
23. If approved, the project will be able to start very quickly, using a pre-defined project plan, as it utilises the Scape procurement framework. Using this framework, the project team would work closely with Willmott Dixon and the architects, Bond Bryan, to ensure that costs, timescales and developments are routinely monitored and scrutinised. The design team, landscape team and environmental control teams are already in place. This is because the

Scape framework allowed for their procurement in RIBA stage 1 at no cost to the Council. The project is ready to go into RIBA stage 2, but now requires the capital finance to progress with the project.

24. The services in scope maintain storage facilities which are different to the Council's corporate storage requirements. All the buildings in scope have their own storage requirements at each site, which take up too much space individually, and could be merged at a considerable saving of space and cost to the Council. This will provide a better, more efficient and more cost-effective service to the public. The resources stored are in effect owned by the public of Doncaster, as taxpayers; officers working in these service areas maintain the management and oversight of the items kept in store. Whilst a number of different types of items in store can be substantially reduced, some resources cannot be disposed of, due to their benefit to the public of Doncaster, and / or because of a statutory requirement for the Council to have these resources maintained. Some types of items in store require space for storage growth, such as specific types of Archives, and archaeological returns from local development sites. Digitisation of Archives and items in the Museums' stores will increase awareness of and access to many of these resources, but not necessarily as a replacement to the original artefact or resource. Therefore, an ongoing storage facility will be required for storing, maintaining and retrieving resources which will not be accommodated within the new build. This is because it would be a very expensive way of making use of the new building, and because the floor space should be prioritised for the public to use, not for staff work areas and stores.

25. For the purpose of this report and the project work leading up to it, the building is referred to as Doncaster Culture and Learning Centre. This is a project working title and will not be the final name for the building.

EXEMPT REPORT

26. There are a number of financial and commercial matters contained within Appendices 6 and 7 of this report which are commercially sensitive information.

27. Appendices 6 and 7 are NOT for publication because these Appendices contain exempt information within Paragraph 3 of Part 1 of Schedule 12 (a) of the Local Government Act 1972 (as amended) information relating to the financial or business affairs of any particular person (including the authority holding that information).

RECOMMENDATIONS

28. Cabinet will be asked to approve the following:

- a) Delivery of the £14m Doncaster Culture and Learning Centre (DCLC – a working title) Project, to be funded as follows;
 - £10m from MRP underspends
 - Any shortfall in funding from asset disposals and/or external grants is to be funded by using £4m of borrowing from the Council's Investment & Modernisation Fund (IMF).

- b) The DCLC Project is to be delivered on the site of the former Girls School located at Chequer Road/Waterdale, incorporating the façade of the existing building.
- c) Note that delivery of the DCLC Project will provide an opportunity for up to £0.51m revenue savings to be made for the Libraries and Heritage Services Budget from 2020/21, by running a more efficient, joined-up service for the public. The exact extent of these revenue savings is to be determined as the new model for Library and Heritage Services is developed with the DCLC Project.
- d) Delegate authority to the Director of People, and the Chief Financial Officer, in consultation with the Cabinet Portfolio Holder for Public Health, Leisure and Culture, to negotiate and enter into funding agreements with funding organisations (such as Arts Council England and Heritage Lottery Fund) to secure financial support for the new build project.
- e) Delegate authority to the director of regeneration and environment and Chief Financial Officer, in consultation with the Cabinet Portfolio Holder for Public Health, Leisure and Culture, to negotiate and enter into contract for the construction of the DCLC project. Obtaining funding in this way will be crucial, as the local authority's Section 151 officer will not sign off the project unless it is absolutely clear that funding is viable, realistic and achievable. Whilst prudential borrowing is available to underwrite the project; the Section 151 officer is only willing to borrow knowing that the project meets the criteria, expectations and desired outcomes of national funding bodies.
- f) The existing Museum on Chequer Road to be retained for a period of time as an interim measure, and used mainly by Heritage Services for 'back of house' functions, including heritage storage, and access to heritage objects for researchers. Doncaster's Heritage Services has ongoing and statutory storage requirements, and whilst a robust storage reduction plan will be in place as part of this project, a storage facility will be required of sufficient standards and quality in future. A commercial venue is likely to be significantly more expensive due to the environmental controls and access costs, and there are no other assets in the Council's portfolio which meet the requirements described in Appendix 3. By taking out the majority of storage requirements from the floor space of the new build, this frees up space for public use and commercial letting, which in turn will increase usage and income.
- g) Further IMF borrowing of £0.1m to undertake essential building condition works at the Museum building to maintain it as an interim storage facility.
- h) Disposal of the following buildings, and ring fence capital receipt to fund the DCLC Project:
 - Central Library, Waterdale.
 - Doncaster Archives, King Edward Road, Balby.
 - Library Services for schools, Top Road, Barnby Dun (insofar as the site is not currently subject a community lease).
- i) Add the project to the Council's Capital Programme, to be managed by the Director of Regeneration and Environment.
- j) Virement of £4.1m from the Finance & Corporate Services Capital Programme, which contains the Investment & Modernisation Fund allocation, into the Regeneration & Environment Capital Programme, where this scheme will be delivered and monitored.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

29. The recommendation in this report will lead to the building and delivery of a new Central Library, Museum, Archives and Art Gallery for the residents of Doncaster, in one brand new building. A new build can generate up to £0.51m in revenue savings from Libraries and Heritage Services, because of new and efficient ways of working inside the building. Three of four old and unfit-for purpose buildings could be demolished, with their plots sold for a capital receipt and used for other modern purposes (e.g. retail or residential, depending on the site). The four buildings are: Doncaster Central Library, Doncaster Archives in Balby, Doncaster Museum and Art Gallery on Chequer Road, and Library Services for Schools at Top Road, Barnby Dun. There is no other option which will achieve this scale of revenue savings for the Local Authority and deliver a better, modern, high-value, transformative cultural and heritage service for residents across the borough.
30. There are also large benefits to be achieved by providing a much better place for formal and informal learning, creativity and skills in the borough, such as:
- Providing a modern venue for people to access reading materials for reading for pleasure and learning, which will bring in authors with an international profile, and enable library services to run literacy events of a national standard. The new build will create a higher profile for reading in the borough, and working with partners on a reading strategy for the borough, it will be a focal point for the purposes of enjoying reading for literacy, information and pleasure, with reading's proven benefits to public health and wellbeing.
 - Unlocking much of the borough's rich heritage which is currently behind closed doors, increasing public awareness of Doncaster's heritage, and therefore learning from heritage and generating more pride in Doncaster's history, and more interaction and learning from heritage resources. In the new build, this will often be in a digital way. The new build will increase, through the promotion of Doncaster's heritage, community cohesiveness, improved educational attainment and benefits relating to residents' health and wellbeing.
 - Creating a cultural venue which will showcase important heritage and literacy events programmes such as Black History Month, Local History Month, Disability Awareness Day, Dementia Awareness Week, and Get Online Week, for example, to a standard of national quality for local benefit, using the resources unlocked in the new building and complimenting the offer of CAST, DARTS and other cultural providers in Doncaster, making the best use of reading, art and heritage resources.
 - A new build provides the opportunity to secure Government Indemnity Insurance for the Council's gallery spaces, which in turn enables for the first time the display of national and international collections in Doncaster's Civic Art Galleries, bringing in new audiences from across the region, and providing new and improved learning opportunities and experiences for Doncaster's residents. Residents won't have to go elsewhere to see exhibitions of national importance, and the service will punch above its

weight, starting to compete with cultural offers in Sheffield, Leeds, York, Hull and elsewhere, whilst also maintaining its important community offer.

- The one new build for libraries and heritage in Doncaster town centre will also provide an opportunity for the building to be co-produced and co-managed with community involvement. Doncaster Libraries and Doncaster Heritage Services will be researching opportunities for alternative service delivery models between 2017-19, and the new build could be a focal point for a redesigned service delivery model for libraries and heritage in future.

BACKGROUND

31. The Local Authority has developed over the previous 18 months an ambition to create a new Central Library, Museum, Archives and Art Gallery for Doncaster, which will bring together resources and services for the public and stakeholders which currently sit within three buildings in Doncaster, along with a separate storage and office facility in Barnby Dun. The Local Authority is prepared to allocate and invest significant capital spend into the project, supported by investment from external funding agencies. The ambition is to create a new, innovative, up-to-date combined building, with a town centre plot identified for this purpose, adjacent to Doncaster Civic Offices. The Project Development Group within the Local Authority expect the RIBA2 development to begin from July-August 2017, with the new building opened to the public by mid-late 2019.
32. There are a number of services and buildings in scope of this project and its recommendation which provide benefits to Doncaster's residents:
 - a) Doncaster Museum and Art Gallery, Chequer Road, Doncaster.
 - b) Doncaster Central Library, Waterdale, Doncaster.
 - c) Library Services for Schools [a Traded Service] based at Top Road, Barnby Dun.
 - d) Doncaster Archives, King Edward Road, Balby.
33. The main issue for the current portfolio of buildings in scope for this project is that they are no longer fit for purpose. Doncaster Museum is a large building which it is difficult to use in a modern and flexible way. It cannot be adapted internally for public benefit, due to the structure and condition of the building. It has little scope for new and innovative displays to engage and inspire audiences, and it makes it more difficult to obtain and keep Government Indemnity Insurance for larger scale exhibitions of national importance. Doncaster Archives is of a state that it is near to enforced closure due to health and safety concerns presented by the dilapidation of the building, and its location and condition mean that usage is much lower than it should be. The Library Service for Schools building in Barnby Dun is 50% unused, expensive to maintain, and with its own repair requirements if kept in use. The Central Library building does not meet the needs of its customers as effectively and efficiently as it could, due to the age and condition of the building. The fabric and condition of the building is of poor quality. The building was not designed as a library, and therefore does not have design features which would encourage residents and visitors to discover and explore the learning and cultural resources within it. There are no external architectural features, internal design features or design statements of the library or the archives buildings which encourage use. None of the four buildings in scope meet modern

efficiency and environmental standards. All the buildings in scope have their own storage requirements on site which take up too much space individually, and could be merged at a considerable saving of space and cost to the Local Authority, at the same time providing a better, more efficient and more cost-effective service to the public.

Benefits:

34. A full benefits analysis is being produced by an external agency through June - July 2017 to share with residents, elected members and funding agencies in 2017-18. It is expected that the new build will deliver on wide-ranging benefits for residents from across the Borough. In 2016-17, 20,200 visits were made to the Central Library, Museum and Archives on average every month, and these venues provide 420 volunteer hours on average every month. The combined usage effect will lead to a predicted 40% growth in visits and volunteering. There will be much better resource management and joined up working across Libraries and Heritage Services teams within the one building, integrated with community involvement. Digital creativity and skills in the new build can be managed by local social enterprises and people with interests and expertise in digital learning, building on plans for curated digital and arts spaces using the Corn Exchange. The new build will be a hub for innovation in learning for the Borough.

35. There will be a stop to the expensive, inefficient, current asset portfolio, which has long been unable to make best use of opportunities for residents towards their learning, skills and creative needs due to the limitations of these buildings. There will be overall reduced revenue running costs and significant opportunities for increasing income, delivering up to £0.51m savings to pay for the cost of borrowing used to underwrite the project, by 2020-21. This is a worst-case financial forecast, and further revenue savings which make the project much better than cost neutral are expected.

36. The new build will enhance the local skills and creativity economy, especially focussing on the local creative economy, supporting Doncaster's residents at all stages of life through high quality learning opportunities and resources.

37. The new build will directly provide benefits to residents' quality of life and wellbeing, and as one part of Doncaster's town centre master-planning and the ambitions of One Doncaster and Growing Doncaster Together. The new build will be of a quality consistent with the town centre masterplan, and consistent with the whole town centre regeneration. The new build will be an important part of cultural and learning renaissance for Doncaster's residents and visitors of all ages, working with key partners including Partners in Learning, CAST, DARTS, Higher Rhythm, the Chamber of Commerce and DCLT, to enhance the Borough's overall cultural offer. The new build will showcase its unique selling points as a free-at-point of access creative and cultural and creative hub for the borough, and it will underpin greater participation across all culture and arts assets borough-wide. The new build project will not duplicate the great unique selling points of other providers of culture, arts, heritage and learning in the borough. This approach of avoiding duplication will be applied to the resources, events programming, and retail / commercial parts of the building. The new build will show how an improved cultural offer can be a catalyst for regeneration, can attract businesses and residents to Doncaster, by supporting growth in skills, learning and cultural activity.

38. The culture and learning centre can start an approach of 'Get Doncaster Creating' in future. The new build will be accessible and welcoming to all, but with targeted programmes of activity. The venue will contribute in a significant way to raising the borough's profile as a regional centre for the creative economy. The venue will be at the centre of excellence for creative and digital growth in the borough, especially for schools and academies, small businesses, social enterprises and self-employed residents. The building will be an investment for the future of the borough's children and young people, contributing to increased literacy levels and supporting a further culture of reading in Doncaster, with reading's proven interconnections with good health and economic achievement in adulthood. The new build will contribute significantly to health and wellbeing within the borough, through increased engagement: museums, libraries and galleries all score highly for both raising levels of happiness, reducing loneliness and social isolation, and reducing poor health. The new build will cater for the borough's most disadvantaged residents, and will also make an important contribution to increasing the heritage tourism profile and spend in the borough.

39. The venue will be sustainable, efficient, multicultural and flexible in its use. The venue will transform how our cultural services enable independent living, and personalised learning. The new build will encourage exploration, imagination, new interests, increasing aspirations, and then also within wider communities, with the building as a catalyst for heritage and literacy development across the borough, for all communities. The resources and spaces in the building will underpin four types of literacy: reading, health, digital and information literacy. Heritage collections which have not often been seen before by Doncaster's residents, held in store, will become centrepieces in the building, as will high quality works of public art by local, regional and national artists. Residents will be as easily able to borrow a book or e-book, or download music, or create great art, or learn how a locomotive works by seeing models in the building. It is this mixed and blended approach to learning which this building and its services will promote, generating new levels of aspirations for the borough's culture and heritage, and inspiring residents.

40. The main new ways in which the building will work include:

- An emphasis on creativity, adaptability and flexibility.
- High quality provision of new and flexible forms of learning, and provision of high quality space for cultural and educational partners to increase audience reach.
- an emphasis on commercialisation, generating new forms of income through letting out spaces at commercial rates, a retail offer, franchised café spaces, a high quality and effectively-priced events programme.
- Innovation in learning and skills for the public through digital access.
- co-production and curation of innovative, modern digital labs and resources where residents can create art, robotics, music, books, apps – anything which encourages the four literacies.
- Working with local social enterprises, services and resources which are very open, inclusive, and easy to access and well understood by Doncaster's residents, as the resources help everyone to reach their potential.
- Effective service marketing and engagement, and increased inclusivity, made possible because of the new build.
- Service excellence through a well-developed, resilient and modern workforce integrating elements of community governance and co-production alongside professional management, curatorial and front-line expertise.

- And a cultural, learning and heritage service working as a place-shaper, able to contribute (and show its contribution) to Doncaster's residents for their economic, academic and health-based benefits from using the services and resources made available by the new build, and for wider social values and good.
41. The new build will work to guidelines of best practice demonstrated by the Leadership for Libraries Taskforce, the Chartered Institute of Library and Information Professionals, the Society of Chief Librarian's Universal Offers, the Arts Council England's Great Art and Culture for Everyone, Heritage Lottery Fund guidance, best practice from the Museums Association and its Museums Change Lives vision for increasing the social impact of Museums, and the Archives and Records Association.

Project Feasibility

42. To ensure a good understanding of the construction of a facility, the Project Team engaged Willmott Dixon Construction to produce a feasibility study. Willmott Dixon in turn appointed a professional team of architects, cost consultants and engineers to provide input into the process. In consultation with a range of stakeholders, the attached Feasibility Study [Appendix 1] was prepared. This study finds that retention of the existing façade will be possible – and through later stages of design there will be a focus on considering how the retained heritage frontage, or elements of the frontage, is sensitively incorporated into the new building. A design panel group, and an elected members' design group, will ensure representations are heard and the best results are achieved for incorporating the heritage frontage of the former Girls School into the new build. To encase the heritage frontage in this way, as demonstrated in Appendix 4, would cost an additional £0.85m outside of the current project budget. If further approved through consultation, the project team will work with national funding agencies to identify and secure the budget required to preserve this heritage landmark, in the way presented. If the funding is not secured, then an alternative way of preserving the frontage on the new build site will be developed, within the existing project budget. If approved, as work around the building develops, timber hoardings with vinyl-wrap artwork can be put in place around the site, and on this hoarding artwork could show images of the proposed build as it develops, and / or works of publically-created art complimenting the building programme.

43. Delivery of a modern service will require much less space than currently occupied, up to 50% less, mainly due to the amount of space currently used for offices and stores which are not publically accessible, and it will be possible to deliver this in the spaces proposed – although there will be insufficient room for the full storage requirements. As stated above, it is proposed to address this by utilising the existing Museum building.

44. If approved, the project will be able to kick-start very quickly, using a pre-defined project plan, as it utilises the Scape procurement framework. Using this framework, the project team will work closely with Willmott Dixon and the architects, Bond Bryan, to ensure that costs, timescales and developments are routinely monitored and scrutinised. The design team, landscape team and environmental control teams are already in place. This is because the as the Scape framework allowed for enables their procurement in RIBA stage 1 their procurement at no cost to the Council. The project is ready to go into RIBA stage 2,

but now requires the capital finance allocation to progress with the project.

45. The Former Girls' School site has been identified previously, through appropriate consultations and investigation, as a suitable site for the one new build both spatially, and in terms of location, fitting into the wider cultural corridor from Doncaster town centre and station, through Waterdale shopping centre, to the cultural and civic quarter.

46. The project team would report to Overview and Scrutiny and appropriate governance channels within the Council and Team Doncaster during 2017-18 and beyond, as the project progresses.

47. As part of the valuation considerations, a number of issues became known that may affect the decision to dispose of or retain individual properties. These include:

a) Doncaster Archives – no issues identified. **Recommend that the property is disposed of.**

b) Barnby Dun School – [parts occupied by the Library Service]. **Recommended that only the areas of the site used by the Library Service be disposed of, ensuring the ongoing viability of the adjacent community centre.** A re-evaluation of the site shows that the cleared site has an expected value of £0.26m.

c) Central Library – no issues identified. **Recommend that the property is disposed of.**

d) Doncaster Museum – Bespoke nature of the building will limit redevelopment opportunities. It is also noted that the proposed new DCLC building will not be large enough to accommodate the full storage requirements of the Heritage Services. The storage requirements of the service are specialist in nature (including temperature and humidity control). **Recommend that the Council retain the Museum building for use as a combined Museum Library Storage and Research Access Facility, and Centre for Heritage Volunteers.** If the property is retained, it is also recommended that identified essential lighting, fire detection and re-wiring works be progressed at a cost of £0.1m. If an improved option is available for stores in future, and the Museum property is not used for this purpose, further consideration should be given to how the Museum site could be developed to best effect for education and leisure or residential use.

External Grant Funding

48. The Service is progressing discussions with a range of funders, including Arts Council England and Heritage Lottery Fund, and it is projected that grant support could be to the amount of between £2.5 - £3m. Obtaining funding in this way will be crucial, as the Local Authority's Section 151 Officer will not sign off the project unless it is absolutely clear that funding is viable, realistic and achievable. Whilst prudential borrowing is available to underwrite the project; the Section 151 Officer is only willing to borrow knowing that the project meets the criteria, expectations and desired outcomes of national funding bodies.

49. However, securing external grant funding for heritage and cultural projects can take a long time to conclude and must dovetail with the project schedule. The option to delay the timing of the delivery of the DCLC project while grant funding is secured is not recommended as construction inflation will reduce the spending power of the project budget and possibly delay the building being opened. Project outlines for funders will therefore commence immediately, if the recommended option is agreed to.

Long Term Revenue Savings and Gap Funding

50. Capital receipts from the disposal of existing buildings cannot be generated until after the completion of the DCLC Project is completed and existing properties decanted. Also, the value of receipts suggested is established using current benchmark data, and cannot be guaranteed. Furthermore the timing of grant assistance is not likely to materialise until the later stages of construction of the DCLC.

51. As such it is prudent to plan for how the project funding will be cash-flowed and have a mitigation plan if the levels of capital receipt and funding are ultimately not as expected. It is proposed that at the outset of the project, the £4m identified to be funded from capital receipts and grant support be gap funded using prudential borrowing funded from efficiency saving made by the Service. As the expected capital income is received it will then be possible to reduce the revenue savings target imposed on the service for. The savings model is a worst-case scenario with no allocation from funders or capital receipt, to demonstrate the financial viability of the project. However, if external funding was not achieved, , then it could make the difference in the quality and scope of some of the resources within the building, such as a reduction in book stock expenditure, for example, or an increased requirement to deploy volunteers. By attracting external funding and reducing the savings target, these further steps are less likely to be required for consideration.

Storage Requirements

52. Heritage Services maintain storage facilities which are different to the Council's corporate storage requirements. The resources stored are in effect owned by the public of Doncaster, as taxpayers, and which officers in these services maintain oversight. Some resources cannot be disposed of due to their benefit to the public of Doncaster, and / or because of a statutory requirement for the Council to have these resources maintained, and some areas expect growth, such as Archives, and archaeological returns from local development sites). Digitisation programmes will improve access to and usage of many of these resources, but not necessarily as a replacement to the original artefact or resource. Therefore, an ongoing storage facility will be required for storing, maintaining and retrieving resources which will not be accommodated within the new build (due to insufficient space, but also because this would be a very high-cost way of making use of the primary purpose of the building, with public floor space much more for public use than the current assets). The external storage requirements for the new build project are detailed in Appendix 3. The recommended use of the Museum for this purpose would be a sufficient interim solution while the Head of Service develops further opportunities for cross-Local Authority, regional storage partnerships. If, ultimately, storage can be maintained through a regional partnership with other Local Authorities, it will release the Museum site for a residential development.

OPTIONS CONSIDERED

53. The new build incorporating the Central Library, Doncaster Archives, Doncaster Museum, the KOYLI Museum, and Doncaster Art Gallery, is the only option which will:

- Provide high front of house visibility - often with an emphasis on large atrium-style welcome and high turnover spaces, and often utilising natural light through substantial window space, the new build will sell its services in the first instance through the prominence and transparency of the building.
- Provide a clear emphasis on front of house services; back office functionality, and therefore spatial requirement, is significantly stripped. Modern public cultural buildings such as museums and libraries emphasise the ownership of the resource and space by the public, with an emphasis on *co-creation* with residents, rather than traditional *curation* by staff.
- Provision for a significant emphasis on the deployment of up-to-date technology: self-service, self-publishing tools, digital skills tools, Wi-Fi, wireless printing, self-service printing, and use of tablet / mobile devices to deliver services.
- The option to provide space for commercial purposes, for small businesses and social enterprises, for example. The building design is specifically set to allow for an additional floor for commercial office usage. The feasibility of commercial office space on an additional floor is being explored, and could be incorporated into the project, which could be a freehold when considering the market. Viability will depend on capital being less than the commercial yield.
- Significant performance spaces for cultural activity, focussed on bringing the best authors, speakers and practitioners to Doncaster, as well as celebrating local writing talent and development; also used for artistic, cultural and business-orientated. New cultural buildings become a beacon, showcasing the best talent and resources from around the country.

54. Increased cultural capital, including showcased heritage collections in visible, high-specification display areas, bringing the jewels in Doncaster's heritage to the forefront of public awareness in safe and controlled, attractive environments. For the first time Doncaster's residents will be able to see in one place the Danum Shield (c. 50-100 A.D), our Viking brooches (860-900 A.D) Doncaster's First Borough Charter from 1194, our Civil War coin hoard from 1640s, and the Doncaster Gold Cup, 1779. This would be alongside great art of a national standard and a specific centrepiece celebrating the borough's rail heritage. The library will be a gateway to this heritage, with the Archives and Art Gallery also connecting into the wider cultural, skills and learning offer. The building will deliver to high standards of environmental efficiency, utilising options such as grey water, solar energy, and efficient systems throughout, achieving BREEAM Very Good status, with an ambition to achieve BREEAM Excellent.

55. ICT and building infrastructures including networking and electricity supplies will be as flexible as possible and provide a future-proofed approach to building

design and adaptability, working closely with teams from the Council's ICT section, Corporate Procurement and appropriate suppliers. Forward-looking design statements of excellent spaces and resources targeting: children of all ages and parents / carers; business communities, particularly creatives, entrepreneurs and SMEs; all readers of any age and demographic; residents and visitors accessing the cultural resource in a high quality environment; and the Borough's informal and formal learners unlocking the information and learning resource potential of the Central Library and Museum. The spaces within the building will be interactive and interchangeable; visitors who are there to enjoy a museum event will also be aware of the library, and vice versa.

56. When assessing the available building stock currently within the Council's portfolio, that there is no existing vacant premises which meet this vision. The new build is therefore the only proposal put forward. Also, the cultural and heritage offer in Doncaster should align with the economic offer; the cultural offer in other major towns and cities which is more developed than Doncaster's brings new residents to live in the area, attracted by the local cultural offer alongside the jobs market, housing market, schools offer, and skills and learning opportunities, and the new build project would ensure alignment with these development area to achieve a building which is right for Doncaster's residents and visitors, working to best effect to meet the corporate and borough priorities.

REASONS FOR RECOMMENDED OPTION

57. The recommended option is the only option which will release revenue savings of between £0.3m - £0.51m from these cultural assets, because of the new ways of working a new build would facilitate. The higher savings amount applies if external funding and capital receipts are not achieved.

58. The recommended option is the only option which would decommission fully at least three, if not four, of the old and unfit-for purpose buildings within the libraries and heritage services estate, with their plots sold for a capital receipt and used for other beneficial purposes (e.g. retail / residential, depending on the site).

59. The recommended option is the only option which will enable the large civic and cultural benefits achieved by providing a much better place for informal learning in the borough, including:

- An up to date venue for people to access reading materials for reading for pleasure and learning, which will bring in authors of national profile, and enable library services to run literacy events of national quality.
- Unlocking much of the borough's rich heritage capital which is currently behind closed doors, increasing public awareness of and engagement with Doncaster's heritage.
- Creating a cultural venue which will showcase important national events programmes such as Black History Month, Local History Month, Disability Awareness Day, Dementia Awareness Week, Get Online Week, for example, to a standard of national quality for local benefit, using the resources unlocked in the one new building and complimenting the offer of other cultural providers in Doncaster, using reading, art and heritage resources.
- Government indemnity insurance for the Council's gallery spaces, for the display of national and international collections in Doncaster's Art Galleries.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	60. Outcomes	Implications
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>Using libraries and museums leads to improved skills and knowledge for local residents, which improves residents chances of applying for higher paid, higher skilled jobs in future. New build libraries and museums increase aspirations for residents, through the improved showcasing of resources, telling the story of Doncaster through its heritage and improving literacy and wellbeing through reading, for example. Greater aspirations leads people to want to develop their skills; improved skills leads to people applying for better paid jobs, and supports social mobility.</p>
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>Many residents use libraries and heritage services to understand the world around them and improve their lives, whether through seeing cultural artefacts and resources, reading, learning informally, participating in events relating to heritage, reading and culture. The benefits of participating in this way have proven positive impacts on wellbeing for residents. Libraries and Heritage Services both encourage and support healthy participation and activity, whether in the form of health literacy in libraries, for example, or the use of resources in museums to aide reminiscence and memory for residents living with dementia. Libraries and heritage services support residents with various health and wellbeing needs, and carers, through events programming and digital skills / information literacy support. This is often at no cost to residents directly. Volunteering in these services is proven to lead to employment for volunteers who have been out of work. Use of libraries and museums helps children and young people to learn to think independently and gain new perspectives, which enhance skills and learning outcomes, but which can also be applied at any age of life for Doncaster's residents.</p>
	<p>People in Doncaster benefit from a high quality built and natural</p>	<p>More residents will benefit from the one new build, with its higher profile</p>

	<p>environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	<p>and higher quality design and services than anything currently on offer from Doncaster's Libraries and Heritage Services. It would be the most significant investment in Doncaster's library and heritage provision for over a generation. Through improved awareness, access to and usage of the library, museum, archives and art gallery, more residents will benefit from the learning and skills opportunities provided in the building, the cultural programming focussing on literacy and heritage, and this will support community cohesion and cultural cohesion within the borough. The new build will be a source of civic pride and identity for Doncaster's residents, which is unachievable from libraries and heritage service's current portfolio of buildings in the same way or to the same extent.</p>
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>Libraries and Heritage Services tailor programmes of activity, and resources, to audiences which may need these most, but fundamentally these services are free at the point of access to Doncaster's residents, and therefore any resident from across the borough should be able to make access and use of these services, to their own personal benefit, and to the benefit of communities (whether geographical communities or communities of practice). The services in scope already support residents from age 0 (e.g. BookStart provision) to 99+ (the first e-book loaned in Doncaster Libraries was to a 99 year old resident). The services work with various partners to ensure that services are as accessible as possible, e.g. Doncaster Dementia Alliance, the Civic Trust, DICE, The Partially Sighted Society etc. In this way, these services work to ensure that resources and facilities are open and accessible to all, and for all ages, so that families, children and young people across Doncaster thrive and fulfil their full potential by using the informal learning resources which belong to the people of Doncaster.</p>
	<p>Council services are modern and value for money.</p>	<p>The new build delivers on value for money for the people of Doncaster. The services will be able to reduce their budgets by up to £0.35m, dependent on levels of funding</p>

		<p>achieved. The disposal of 3-4 assets will remove the inefficient running costs of these sites, and lead to better utilisation of these sites, e.g. residential / retail. The service provision will be of a better quality because of the new build environment – through increased use of technology, and the use of flexible spaces to display library, museum, and art gallery resources, residents' access to resources will be much more efficient and provide better value for money, too.</p>
	<p>Working with our partners we will provide strong leadership and governance.</p>	<p>Libraries and Heritage Services have demonstrated strong leadership and governance in the past and up to the present date in various ways, which should give confidence to decision makers and stakeholders that this decision will be managed with the responsibility, quality assurance, scrutiny and resourcefulness the people of Doncaster deserve and should expect.</p> <p>Examples of strong partnership working, leadership and governance include:</p> <ul style="list-style-type: none"> • £5m Heritage Lottery Funds [of a £7m project] for the restoration of Cusworth Hall and Park in 2006. • The long term project management of Doncaster 1914-18, a £1m HLF-funded project. • The effective transition and growth of community managed libraries, ahead of the national trend in community managed libraries. • The creation of a new Creative and Culture Strategy for Doncaster, working with partners from across Team Doncaster and the wider cultural sector within Doncaster • The creation of a Heritage strategy and Heritage Forum for Doncaster, the first of its kind in Doncaster, aiming to increase Doncaster's profile on the RSA Heritage index and preserving and promoting heritage to residents across the borough. • The management of savings from revenue budgets of £2m from libraries and heritage services budgets between 2011-2016.

RISKS AND ASSUMPTIONS

ID	61. Issue	Detail/implication
1	Should the Council require further savings from libraries and heritage services before 2020-21, as per the £0.1m provided in 16-17; and £2m achieved between 2011-16, this may impact on the service's ability to achieve the £0.51m saving target.	The £0.51m revenue saving being offered up is dependent on delivery of the new build. Any other savings requirements between 2017 and 2020 will have to be managed within budget, with any potential exceptions being made clear as part of the budget setting process.
2	Risk that there will be a perception that the £0.51m savings can be achieved without the new one building.	Mitigated through clear detailing of how the revenue savings will be made, and why it is because of the new building that these savings are made possible, e.g. through more use of digital stock (rather than printed resources), which is currently an emerging market whereas usage could be significantly increased, at reduced costs. Marketing and access would be significantly more efficient and effective through the deployment of appropriate hardware features in the new build.
3	Risk of disposals not achieving capital receipt estimates.	Mitigated by the revenue savings model presented.
4	Grant(s) into the budget not secured yet	Feasibility assumes £14m budget, including originally a £1.4m external grant. Discussions with grant funders at very early stage, so funding not yet secured. This will be mitigated by prudential borrowing to cover the gap, paid back by up to £0.51m savings in the revenue model, with funding coming in at a later stage in the project which may reduce the saving requirements. More work with the funding agencies is required to align the project timescales with funding allocation timescales. Also considered that regional heritage applications may be more secure / less-competitive than a national bid. Currently, regional bids are capped at £2m, although this may be revised in future years to £1.4m.
5	Value of fit-out costs.	Project cost includes fit-out. This bespoke activity is an unknown quantity as it goes hand in hand with service modernisation. Cost estimates based on benchmark fit-out costs of similar facilities.
6	Storage/disposal of museum/archive artefacts not housed in new build.	Overall reduction in service floor space in DCLC by c. 50%. Service modernisation required to fit into reduced space, however will result in artefacts not housed in new build. Proposed to retain existing Museum building as a heritage store and research facility.
7	Retain/demolish existing Girls School frontage.	Mitigated by including a recommendation in this report of the potential to retain the heritage frontage as integral to the project. The loss of approx. 280m ² floor space to fund retention of frontage (approximately the size of the Council Chamber) is mitigated through effective internal designs, and provides balance to a potential adverse public reaction to demolition of the frontage. But the quantity and effect of any adverse reaction to removing the heritage frontage should be evidenced and weighted.
8	Doing nothing, not following the recommendation of this report, or reverting back to consideration of options previously discounted (highlighted in section 6 of this report),	In doing nothing, or in accepting one of the options previously discounted, the Council would not be in a position to receive the savings and efficiencies that a new build would deliver on; there would be no opportunity for improving

	leading to further delay and instability in the project.	libraries and heritage services for the benefit of residents in Doncaster; releasing the assets in scope for disposal would be less efficiently and effectively achieved, nor the benefits of using the land for resale as property / retail purposes, for example.
9	Construction inflation, currently at c.3.5%	Delaying project will reduce the size/quality of the building the Council can procure with its budget. Proposed to progress project as soon as practicable.
10	Lack of certainty in future business rates for the building, meaning that current estimates may fall short in the financial model.	Mitigated by investigating potential costs at this stage as far as possible, and allocating budget within the revenue model accordingly. Starting at £0.3m estimate, though this may need to be revised during the project lifespan.
11	Separate capital funding (external funding) will be required to clean Archival material which has been damaged by spores at the current site.	Obtained through a separate external funding programme.
13	Project design does not meet expectations of funders, whose funding provision then becomes incompatible with the project.	Managed through close working with the funders, to ensure the project development meets the funding agencies' requirements. Regular project meetings between the project team and funding case workers.
14	New building footprint too small to accommodate realistic service provision.	This was one reason why other options have been discounted previously (e.g. library into existing museum). The Head of Service has assessed current public floor space and made calculations on how much future floor space is required if most current back office functionality is stripped out, large amounts of storage, and where floor space can be consolidated and reduced by having a shared usage building.
15	The integration of library, museum, archives and art gallery is unique – there are limited comparators to benchmark against. There must be confidence in both the building design and the ability of the services to work within the terms of design.	Mitigated by ongoing review and input by the project team, and studying comparators where available, learning from peers in the sector.
16	Income generation target within the building is not met, leading to a revenue shortfall.	Mitigated through commercial business planning, merchandising, product placement and other forms of new income streams – joined up public giving, philanthropy, sponsorship etc., none of which are tapped into at this point in time.
17	Effective consultation and engagement management with residents and stakeholders must be assured.	Community engagement around design; crowd-sourced design, and a building which reflects what people need, rather than what they are given, should be achieved. This can be managed by working with the architects and Council teams / stakeholders, to create an appropriate and meaningful consultation strategy through RIBA Stage 2 and onwards – including the use of a Design Festival to generate and encapsulate public needs, views and ideas formally.

LEGAL IMPLICATIONS

62. The 2011 Localism Act introduced the so called “general power of competence” which states that “A local authority has power to do anything that

individuals generally may do”.

63. Local authorities have a statutory duty under the Public Libraries and Museums Act 1964 ‘to provide a comprehensive and efficient library service for all persons’ in their area. The same Act (S12) also provides Local Authorities with the power to establish and maintain museums.

64. S111 Local Government Act 1972 provides a local authority with the power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.

65. In respect of the proposed land disposals, the Council must comply with its obligations under s.123 of the Local Government Act 1972, whereby the Secretary of State’s consent is required for the disposal of land at anything less than the best consideration reasonably obtainable.

66. According to the body of the report, the construction of the DCLC will be procured using the SCAPE framework. The SCAPE framework is compliant with both EU Regulations and Council Contract Procedure Rules.

67. According to the body of the report, the construction of the DCLC will be procured using the SCAPE framework. The SCAPE framework is compliant with both EU Regulations and Council Contract Procedure Rules.

68. Further legal advice will be required as the project progresses, particularly in relation to Construction, Procurement and Planning Law. The proposed funding agreements with external funders will also require legal advice, as will the legal position relating to the existing KOYLI display which was itself the subject of previous funding.

FINANCIAL IMPLICATIONS

Capital Cost and Funding

69. The capital cost of the project totals £14.1m and this has been profiled as shown in the table below along with proposed funding. The £14.1m is made up of £14.0m for the new building and £0.1m for the Museum re-wire and lighting.

	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)	Total (£m)
Cost	0.926	7.460	5.714	14.100
Funding:-				
- MRP underspends	0.926	3.360	5.714	10.000
- Borrowing		4.100		4.100
Total	0.926	7.460	5.714	14.100

70. The “MRP underspends” are available following changes to the Council’s MRP policy as detailed in the 2016/17 Revenue Budget and Treasury Management Strategy reports. The £10m of MRP will mean that all resources are used up to

2020/21. From 2021 the Council will be able to set aside further MRP underspends for an anticipated spend on other significant projects up to 2024/25.

Borrowing

71. The table below shows the revenue costs of borrowing £4.1m. Borrowing costs peak at £203k and this figure has been used as the basis for proving the project is affordable from within existing budgets.

	Repayment of principal (MRP)		Interest	Total
	New building	Museum re-wire & lighting		
2018/19	-	-	59,370	59,370
2019/20	-	-	118,740	118,740
2020/21 -42/43	80,000	4,000	118,740	202,740
2043/44	80,000	4,000	117,170	201,170
2044/45	80,000	4,000	115,600	199,600
2045/46-67/68	80,000	-	115,600	195,600
2068/69	80,000	-	57,800	137,800
2069/70	80,000	-	-	80,000
Total	4,000,000	100,000	5,858,500	9,958,500

The key assumptions used for the borrowing calculations are summarised in the table below:

	New Building	Museum re-wire and lighting
Useful life	50 years	25 years
PWLB maturity rate	2.39%	2.64%
IMF risk factor	0.5%	0.5%
Total interest rate	2.89%	3.14%

Grant application

72. The Council will not know the outcome of the grant applications until after approval of the project. So for the project to commence and contractual commitments to be entered into borrowing is needed.

Capital Receipt

73. As stated above, the disposal of the Archives, Barnby Dun School Library Service and Central Library may generate capital receipts. Any receipts will not be received until after the new building is complete and so can't in practice be used to fund the costs. How the receipts and used will be the subject of a future decision; the Council's capital receipts policy states that "If any receipts are generated from projects using Prudential Borrowing they will be identified through the project specific approval report and can be ring-fenced to repay the borrowing for that project, meaning they would not be available to the wider capital programme".

Running Costs

74. As stated above the running costs of the new building have been estimated at £0.57m. The budget for the new building will be created using the budgets for the existing buildings (£0.263m) and further savings identified above (£0.51m). The excess savings will be factored into the budget setting process as will the borrowing costs (0.203m including interest) associated with the new building and Museum re-wire and lighting. In summary, the additional costs (£0.307m plus £0.203m) can be covered by the £0.51m of identified savings.

75. At the time of writing detailed timescales are not available and it is therefore not possible to accurately profile costs. It is possible that a short-term funding gap may occur during the hand-over period between opening the new building and disposing of the old buildings. In terms of revenue costs, the sooner the old buildings are disposed of the better as costs will continue to be incurred until disposal/demolition even after decant (e.g. security, utilities, insurance). Once a detailed plan is available, and the work is done to identify any additional costs during a hand-over period, it may be necessary to request one-off funding to deal with this funding gap.

76. It should also be noted that further savings may be identified in relation to using the Museum as a storage facility. It may be possible to release other buildings used as storage and it may also be possible to reduce current Museum running costs.

Governance

77. The Council's Financial Procedure Rules state that "Projects, once approved and included in the capital programme and which can be delivered within the project's approved budget are not subject to further key decision reporting. The only exception is that any project that involves a capital commitment of £1m or more requires the completion of an Officer Decision Record for the approval of the relevant Director and Chief Financial Officer in consultation with the Portfolio Holder (Finance & Corporate Services) before a formal commitment is entered into or a contract signed.

PROPERTY IMPLICATIONS

78. The recommendations in this report will generate capital receipts to offset possible borrowing costs for the project although these receipts cannot be achieved until after decant into the new building.

79. Projected receipts are noted in Appendix 7 of this report. The recommended disposal routes account for likely demolition costs and property and cleared site values provided in the preparation of this report.

80. Ongoing repair and maintenance will still be required in the intervening period to buildings that this report has already stated are functionally obsolete and in varying states of repair. These costs cannot be projected but will be a risk to existing budgets, managed through the councils Corporate Landlord budget.

HUMAN RESOURCES IMPLICATIONS

81. There are no immediate HR implications arising from the recommendation to

P. 24

approve capital funding for the DCLC, however, any future changes that impact on the workforce will require HR engagement and would require separate approval.

TECHNOLOGY IMPLICATIONS

82. Implementation of the recommended options detailed in this report, both in terms of asset disposal and commissioning of a new site will have significant technology implications.

83. In implementing the recommended option, the ICT Enterprise Architect must be consulted with during the design and construction phase to ensure adequate ICT infrastructure provisions are contained within the specification to ensure integration with the Council's infrastructure and network.

84. Consultation at this stage will allow adequate time for an infrastructure design to be developed to ensure the building has adequate infrastructure provision to support its functions and the required works are identified to integrate the building into the network. Early consultation will also allow identification of the required budget and timescales to implement this provision.

85. On-going consultation should also take place with Digital & ICT in respect of the building operations to ensure adequate end-user provision are identified and installed for both the workforce and customer using the site. This will ensure the required technology consumables and any ICT utilities are in place (e.g. MFD,

86. Wi-Fi, etc.). As the building functions are confirmed, engagement should be undertaken with Customer Services to ensure any customer facing functions within the site are aligned to and complement existing Customer Service facilities, Inc. but not limited to the One Stop Shop.

87. In respect to the proposed decommissioning of sites detailed in this Report, timely notification must be provided to ICT to ensure any ICT equipment and electronic data is removed from site and any ICT services are terminated. The Officer responsible for decommissioning must also ensure the removal of all data from the site in accordance with the Data Protection Act 1998.

EQUALITY IMPLICATIONS

88. The project will show due regard at all stages to residents with protected characteristics, service users and non-users. The project team will be particularly mindful of their requirements under the Equality Act 2010 and the Public Sector Equality Duty, through regular and systematic meaningful consultation, opportunities for stakeholder engagement and involvement, with representatives from communities and stakeholder groups able to provide meaningful insights which help shape the provision within the building. This will reported back to Cabinet as the project progresses, so that Cabinet and stakeholders can see a clear progressive timetable for consultation, in which residents have a voice and are heard, and plans, designs and services are shaped in accordance with residents' needs and voice wherever possible. The Head of Service for Libraries and Culture in the Council will take responsibility for the outcomes of this consultative approach, liaising closely with the Council's Strategy and Performance Unit.

PROCUREMENT IMPLICATIONS

89. The use of the Scape suite of frameworks has provided the Council with a number of compliant routes to market, especially for its major works projects and offers the Council and the project some surety in securing best value and project deliverability.

90. The service area have wisely prepared and already engaged with the Partner, Willmott Dixon in developing and engaging of the design team, landscape team and environmental engineer teams, enabling the delivery of RIBA stage 1 of the procurement at no cost to the Local Authority, with RIBA stage 2 already to go subject to capital finance allocation approval.

91. The use of the Scape frameworks makes best use of Council funds and demonstrates best value in utilising an existing EU compliant framework as well as securing the most economical price for the works.

CONSULTATION

92. As per the detail in point 87 of this report (Equalities), and further to this, any consultation will be registered with the Council's Strategy and Performance Unit, and will be enacted with methodology and structures appropriate for the type of consultative work required, ensuring the fullest range of engagements with residents, stakeholders, and funders, with an emphasis on collaborative design and development, co-production, developing a building which reflects the needs and requirements of the borough's residents.

BACKGROUND PAPERS

93. N/A

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New Doncaster Culture & Learning Centre Feasibility Report

Revision B December 2016



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1. Introductions & Brief

Introduction

In April 2016 Doncaster Metropolitan Borough Council approached Willmott Dixon to undertake a feasibility study in relation to New Doncaster Culture and Learning Centre via the Scape3 framework. Willmott Dixon is the sole contractor on the Scape framework which enables Doncaster Council to save money, time and duplication through working with a contractor and design team directly and also in compliance with OJEU process.

Doncaster MBC and Willmott Dixon are already working together successfully under the framework on the National College for High Speed Rail which is currently on site. We have also successfully delivered a new build Primary School, a new Waste Transfer Centre and a 120 unit new build housing scheme. This project will be the fifth project delivered by Willmott Dixon for Doncaster Council as part of the framework since 2013.

As part of the Willmott Dixon offer under the Scape framework we provide a feasibility report to all of our clients. This feasibility report covers:

- Establishing the brief
- Provide an affordable yet iconic design solution (£14m budget)
- Confirm the team to deliver the project
- Pre-construction and operations programme of works
- Social & community responsibility performance the project will provide
- An option appraisal between the requested Façade Retention and New Build options

Outline Brief

The core project requirement is to create an inspirational cultural centre forming the third phase of the Waterdale masterplan. The new centre will replace outdated existing facilities in poor condition across Doncaster. The properties that are to be vacated as a result of the project include:

- Doncaster Library on Waterdale built in 1964
- Doncaster Museum and Art Gallery on Chequer Road, purpose built in 1964
- The Doncaster Archive, currently in former school buildings on King Edward Road
- Training and conference facilities occupying part of the Mary Woollett Centre, a former school on Danum Road. (The replacement of other accommodation contained in the Mary Wollett Centre falls outside the scope of this project).
- The School Library Service located in a former Victorian School in Barnby Dun

Guiding Principles

The following text is an extract from the Council's brief to the Project Team and outlines some of the aspirations for the project:

“The new build will be designed to fulfil the Council's ambitions to develop a high quality learning, training and cultural destination at the heart of the borough, integrating and consolidating facilities, resources and assets currently available in Doncaster Central Library, Doncaster Museum and Art Gallery and Doncaster Archives. The building will be a destination for residents, visitors, businesses, students and researchers – a tech-led beacon of learning, cultural engagement, creative business growth and civic participation. The emphasis for modern library and cultural services should be on creativity and creation rather than traditional curation; whereas once a library would have facilitated access to reading materials for public use, now a library may as readily be used as a centre for coding, gaming, teaching tech to young people or supporting entrepreneurs with forums, exhibitions and events.”



Guiding Principles

The centre will address the following criteria:

1. Encourage innovation and a tech-first approach
2. Offer a centre for shared and collective community learning
3. Be flexible – for example allowing exhibitions on one day, children’s events another
4. Provide an iconic presence – high degree of visibility, encouraging participation
5. Intuitive to navigate, fostering a sense of ownership by people of Doncaster
6. To integrate art and exhibit commissioned art
7. Affordable and sustainable in both capital and revenue terms
8. Environmentally efficient, to at least BREEAM “very good” standard.
9. Future-proofed IT infrastructure
10. An environment that stimulates innovation, creation and learning
11. To avoid duplication of other cultural offers to provide value for money.

Development of Brief

The proposed brief has been compiled drawing on the following sources:

- Version 4 of DMBC schedule of accommodation 15th December 2016 (Sharon Collins)
- Version 3 of DMBC draft schedule of accommodation (Nick Stopforth)
- Version 2 of DMBC Scope and Brief (Nick Stopforth)
- Vision Workshop and subsequent Design Review Group including representation from Peter Wilson, Nick Stopforth, Janice Robinson and Carloyn Dalton form DMBC.
- Site visits to the Museum/ Gallery, Library, Archive, Bentley Museum Store and Cusworth Hall
- Existing floor plans and schedules of above related buildings plus Barnaby Dun and Mary Woollett Centre
- The Atkins feasibility study from 2016



2. Site Analysis

The site forms a key redevelopment area in central Doncaster forming the Third Phase of the Waterdale development. To the west of the site the masterplan has already delivered the Civic Council offices and Cast Performance Venue, both located to the south of the high-quality hard landscaped public space of Sir Nigel Gresley Square. A second phase of development is planned to commence shortly completing the western edge of the square with a cinema and restaurant development.

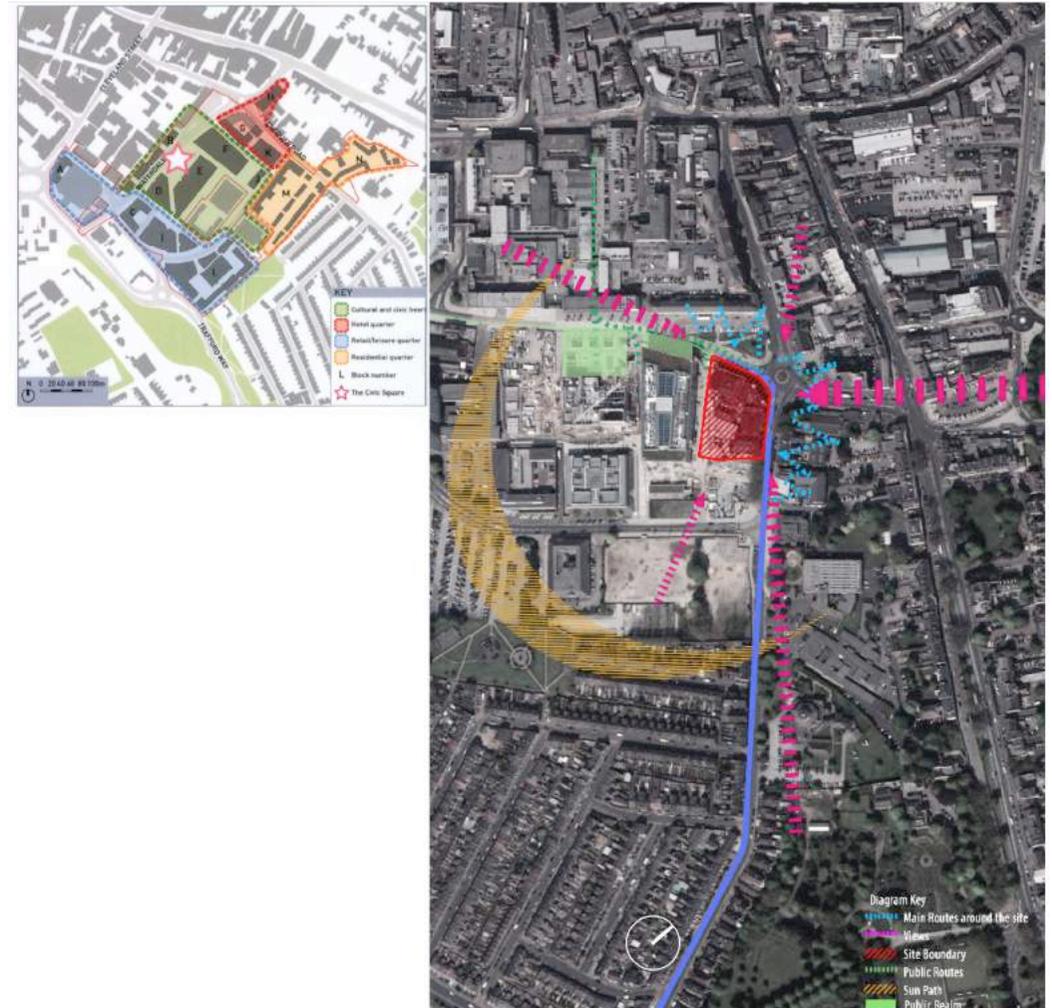
To the Southeast of the proposed site is a recently completed pay and display car park for visitors to the Waterdale Area. Chequer Road to the East contains a range of former residential terraces and low-density office accommodation.

The Town Centre and station lies to the North and North West, accessed either via Wood Street or pedestrian route under the current Library.

The northern corner of the site is currently occupied by the partially demolished Girls Grammar School built in the early 20th Century.

Illustrations:

- *Left: 2009 Waterdale Masterplan showing the proposed site labelled "G", formerly suggested for hotel development.*
- *Right: Site analysis showing key linkages and views*



The site is partially occupied on the corner of Waterdale and Chequer Road by the former Girls Grammar School, an Edwardian Baroque structure constructed in 1910. The wings have recently been demolished leaving the central two-storey entrance section, including a basement. The structure is in a poor state of repair having been exposed to significant water ingress over recent years. The majority of the site has been seeded with grass.



The site contains a significant 2.9m fall from its highest point nearest the Wood Street Roundabout to the lowest point in the southern corner.



The adjacent images show the existing site plan and key views

3. Building Concept

The design has been developed to directly address the design drivers identified in section 1.0 as follows:

Entrance/ Views

The visibility of activities and exhibits within the building will be promoted by the extensive use of glazing. The aim is to provoke interest from the passer by and draw them into the building. The entrances will be located to maximise visibility onto Sir Nigel Gresley Square and be seen from the main vehicular routes on Wood Street and Chequer Road and designed to minimise barriers in order to encourage participation.

Visual Connection

The designs have been based around a central atrium “heartspace” to provide visual links across the building, and will also afford views above and below the occupant to promote and encourage access to the whole cultural offer. This will also help occupants to self navigate around the building and foster a sense of ownership.

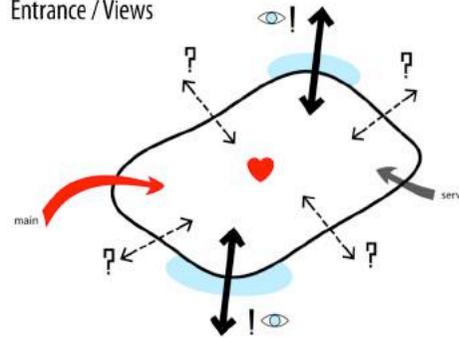
Flow

By providing open floorplates over much of the building, the facility will maximise flexibility, allowing the spaces to be used for different activities throughout the day and during the year. A constant flow past the central “heartspace” will help to develop a dynamism to the building that will provide excitement and stimulation.

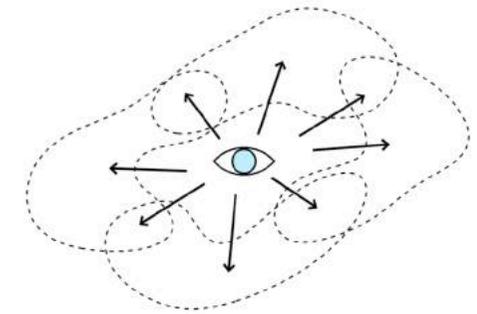
Zoning

Besides the open plan elements, the building will also need to house discreet spaces of controlled activity, whether secure archive, office space or GIS gallery space. The feasibility concept has been developed to achieve these and offer appropriate environments.

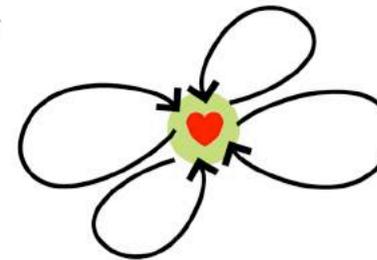
Entrance / Views



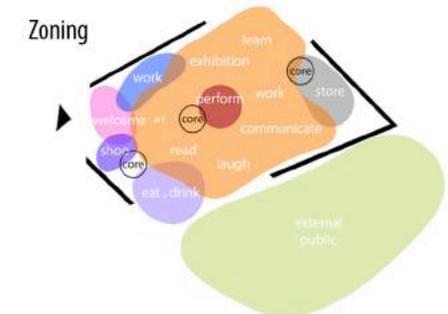
Visual Connection



Flow



Zoning



Massing

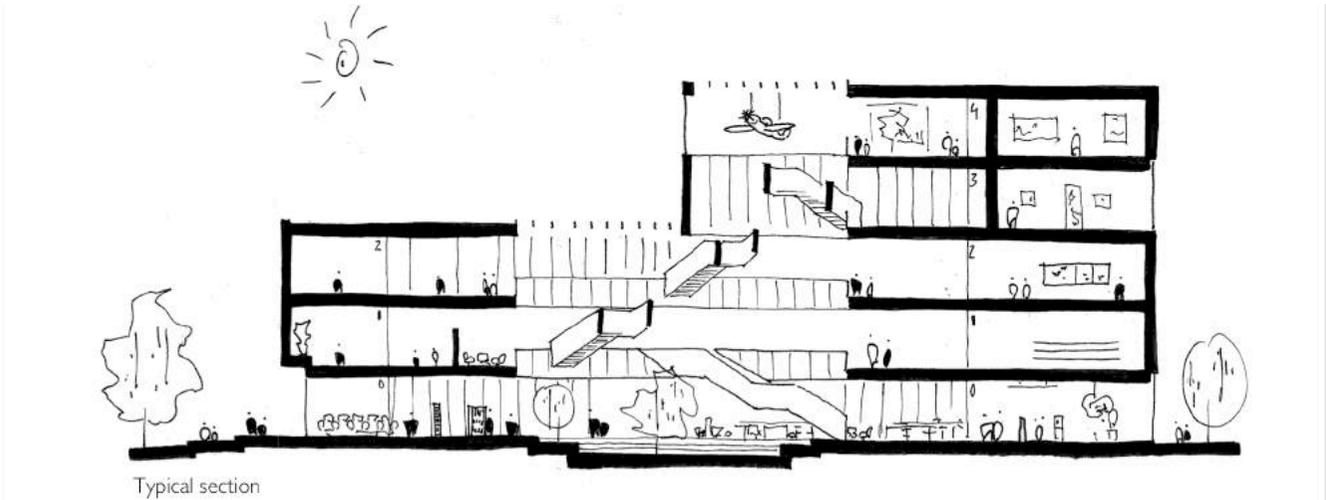
Both schemes provide increased massing towards the Civic offices and Sir Nigel Gresley Square offering a dramatic double-height welcoming entrance on the Waterdale frontage. A south facing terrace is provided for events and breakout space at upper levels overlooking the landscaped area to the south.

The retained building option massing reads as three storeys from the Wood Street roundabout due to the need to treat the existing building sensitively and not overbear it in terms of massing. This has been achieved with a set-back glazed level at second floor.

Without these constraints the all new-build option offers greater mass on the Wood Street corner, thereby reducing the overall site take with a higher density building, whilst providing a landmark to this main vehicular route.

Illustrations:

- *Top: typical section showing dynamic atrium space*
- *Below left: new-build option showing enclosed gallery spaces on Chequer Road/Waterdale on upper levels*
- *Below right: Retained façade option showing glazing extending to second floor behind the retained school frontage.*



4.Design

Main Contractor



Architect



Civil & Structural



M&E Consultant



Design Team Selection Process

As part of the feasibility stage Doncaster MBC requested that a competitive design team selection process takes place. Willmott Dixon and Doncaster MBC ran a mini competition to select the appropriate Architect, M&E and C&S consultant to work on the project going forward. The Scape framework is fully compliant with the European Commission Procurement Directive and OJEU regulations and allows Willmott Dixon and Doncaster council to run mini competitions for design team appointments.

This process involved a 60% Quality 40% Price tender document being issued to three consultants within each discipline. Following the completion of the tender exercise Anderson Green were selected as the M&E consultant and Tier Consult were selected as the Civil & Structural consultant for the project. Both have extensive experience within the sector and importantly in the design of buildings with retained facades.

Bond Bryan were selected as architect following completion of the competitive process and interview. A key factor in their selection was their pedigree in the design of libraries, museums and archives, and their experience of heritage facades.

Willmott Dixon have completed a detailed scoring matrix as an output of the consultant selection process and have integrated the selected team into the Feasibility Design Stage.

Design Team Organogram



Site Layout

Common to Both Options

Both schemes focus their mass onto Waterdale to continue the urban edge defined by the Civic offices. This provides opportunities for south facing landscaped breakout space from the lower ground level and with it another opportunity for passers by to interact with the building and its contents. Opportunities to spill out from the building to sit or engage with performance activity in this area will be provided.

The historic gateway from Chequer Road will be reopened, increasing the permeability of the site and encourage pedestrian footfall along the buildings' southern boundary. Servicing for small scale (transit van/box vans) will be via the existing service road to the west between the Civic buildings and the new building.

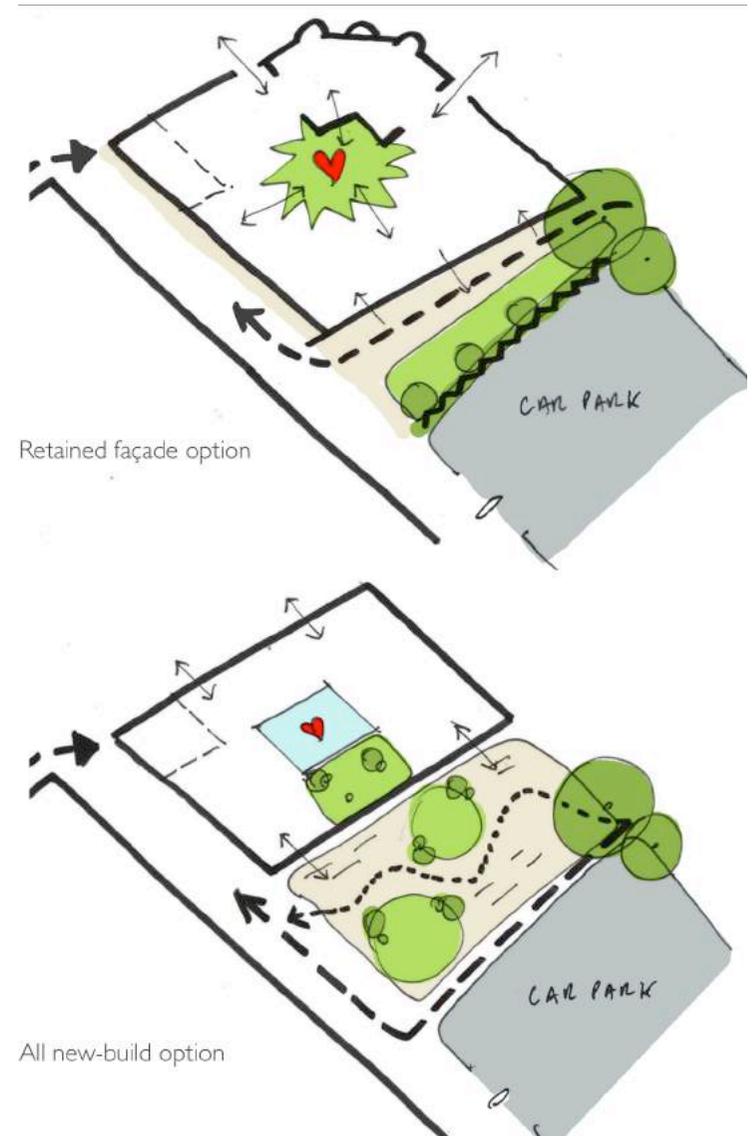
Retained Façade Option

As discussed in the last section, the retained façade option has a less intensive massing meaning a larger site take and therefore smaller landscaped space to the south. It is likely that additional pedestrian access will be provided in the glazed sections either side of the retained façade. The retained main entrance will also offer an access point to the building, with the pavement area remodelled to incorporate ramped access.

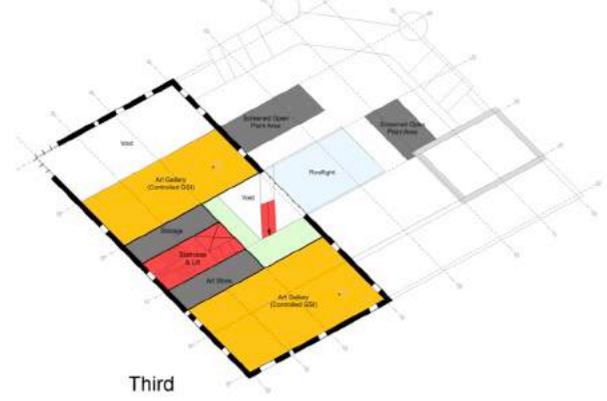
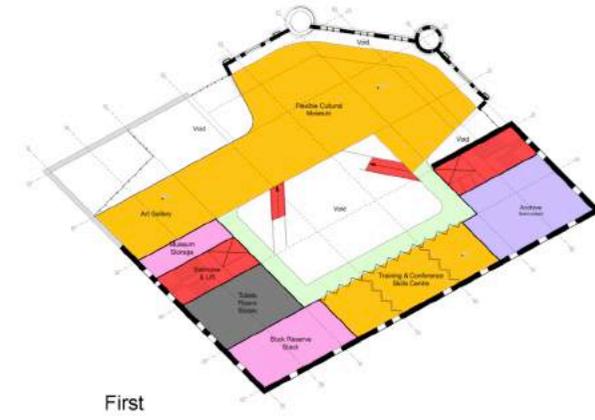
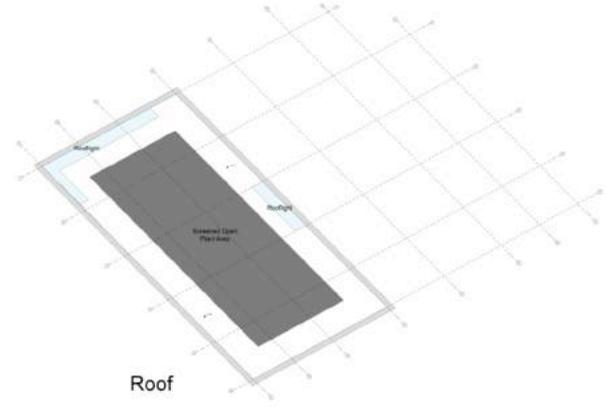
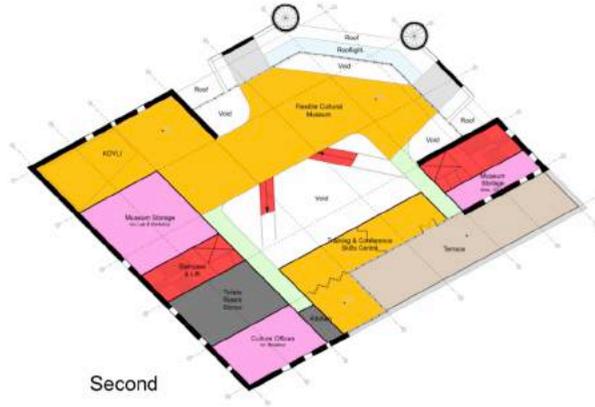
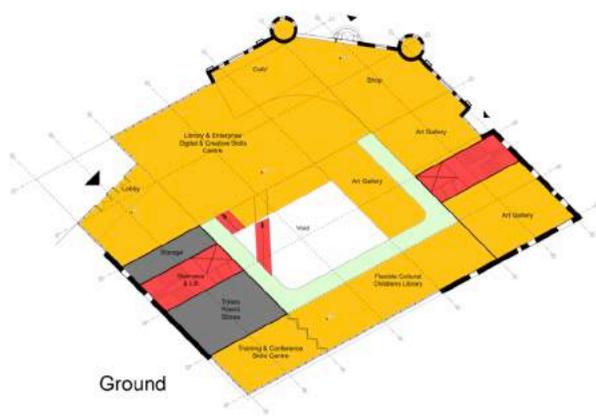
All new-build Option

As discussed in the last section this solution provides greater area for landscaping to the south.

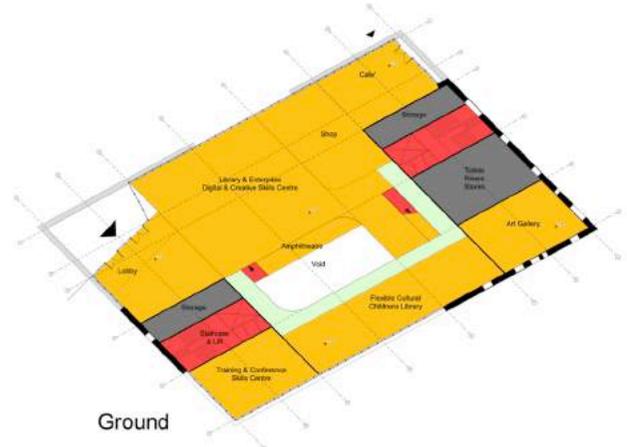
The floor plans for both schemes are set out over the following pages. Full sized detailed plans are included in the appendix. Further explanation of the landscape proposals are included in section 4i.



Floor Plans/Options
Retained Façade



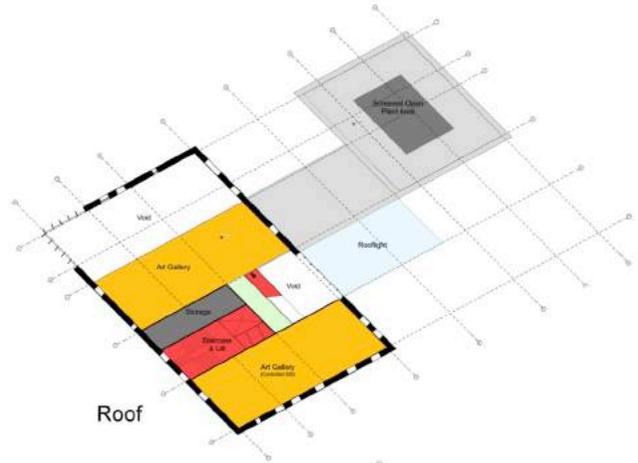
All New-Build Floor Plans



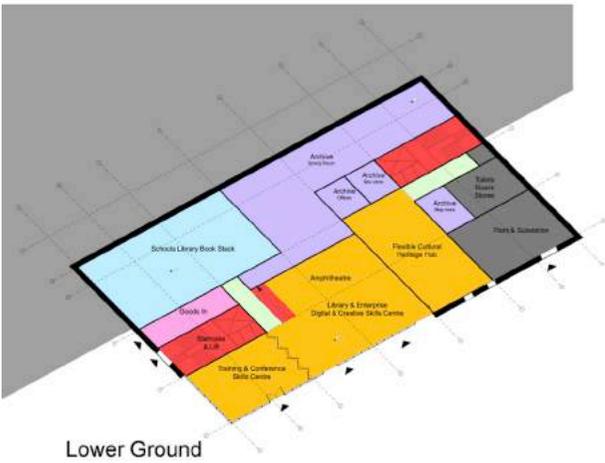
Ground



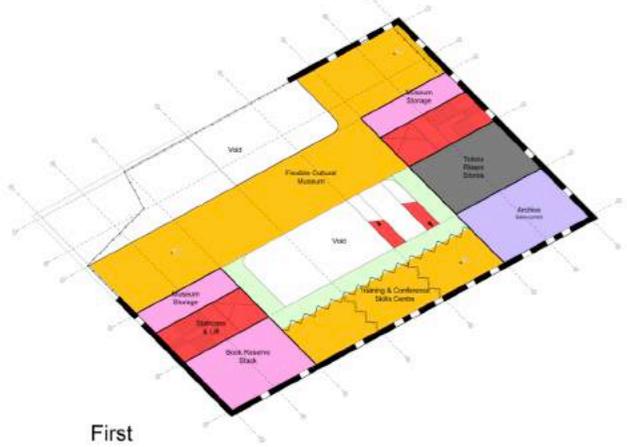
Second



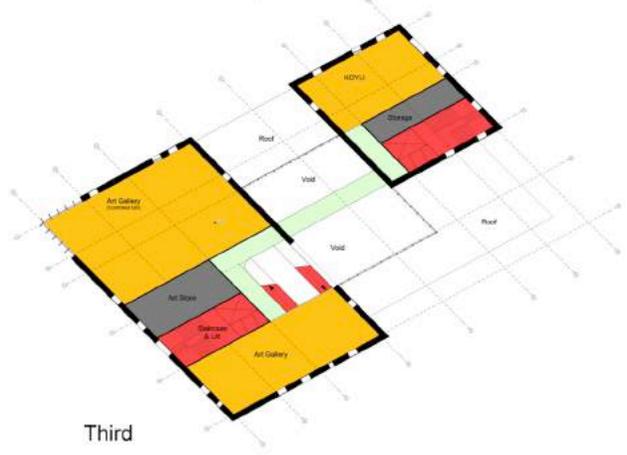
Roof



Lower Ground



First



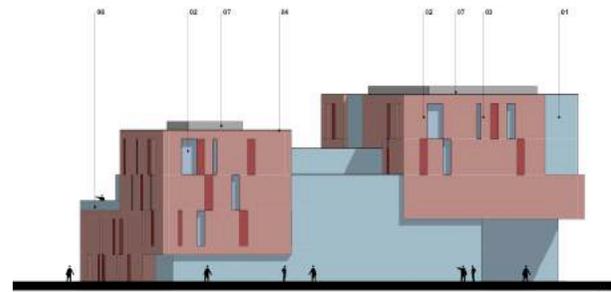
Third

Elevations

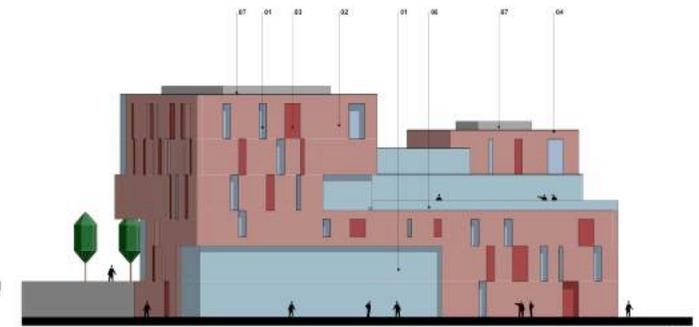
Materials

The proposed material palette includes:

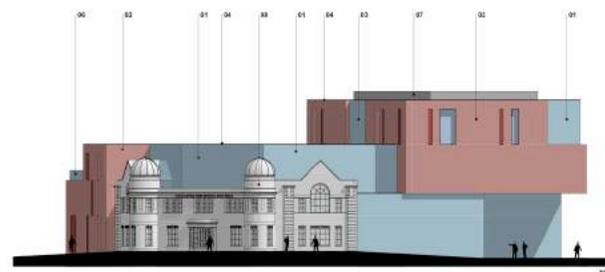
- Double-height curtain wall glazing to Waterdale and landscape breakout façade to the southern landscaped area to provide transparency and accessibility.
- Main walling material to be anodised aluminium ACM panels. Panels could be stacked in vertical orientation to echo spines of books.
- Mesh panels within the cladding with commissioned artwork perforated patterns to provide transparency and a dramatic night-time appearance. Images may take inspiration from Doncaster's heritage, for example KOYLI logos.
- Storey-high glazed openings within the cladding panels will also be provided to offer controlled daylight to exhibition spaces and to frame views of neighbouring landmarks such as the Christchurch spire.
- If retained, the existing façade will be repaired, cleaned and existing openings adapted to provide clear glazed views and access points into the building.



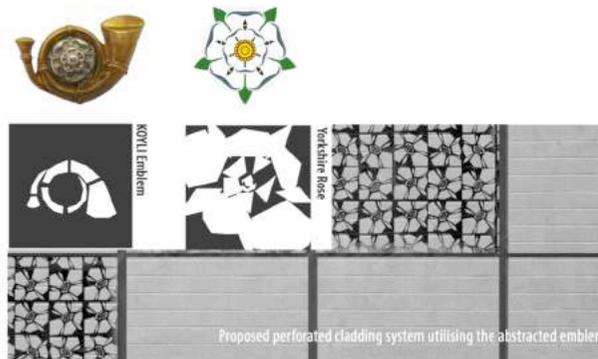
New-build option Waterdale frontage



New-build option south facade



Retained option Waterdale frontage



Material precedents

Schedule of Accommodation

The Gross Internal Floor Area targets for each option were established through analysis of the documents outlined in 1.0 and tested through the feasibility briefing meetings with DMBC by the WD-led team. The targets were also tested in terms of affordability using benchmark rates and adjusting for known abnormalities for the potential options (all new-build and retained façade).

The resultant GIFA targets were established as an output from the Feasibility Stage:

- 4,818m2 for the all new-build option and
- 4,580m2 for the retained façade option.

The adjacent table sets out the resultant breakdown of the gross floor area following the feasibility floor planning exercise, for the Retained Façade option.

	Retained Façade	Preferred Location/ Comment
	<i>m2</i>	<i>m2</i>
Shop	91	GF adjacent entrance
Café	76	GF adjacent entrance
Training/ Conference/ Skills Centre Rooms	274	2F conference (4 no.), rest distributed
Reception	35	GF adjacent entrance
Library and Enterprise Space	643	GF/ 1F/ 2F distributed
Digital and Creative Skills Centre	<i>included above</i>	GF/ 1F/ 2F distributed
Children's library	144	GF visible and accessible
Heritage hub	91	LGF links Library, Museum, Archive
Museum	595	GF/ 1F/ 2F distributed
KOYLI	188	location on GF, 1F or 2F
Art Gallery	627	GF/ 1F/ 2F distributed
Art Gallery (Controlled/ GSI)		3F limited glazing etc
Cultural Front of House	2,764	

Book Reserve Stack	77	LGF or near service core for pick up
Staff Breakout/ social/ kitchen	18	Near offices, behind secure line
Culture offices	50	Central location
General storage	60	Distributed, behind secure line
Museum Storage	138	Near offices, behind secure line
Art Store	62	LGF/ Behind secure line adjacent gall
Goods-in	30	LGF/ next to vehicular access
Caretaker/ CCTV office	10	Near offices, behind secure line
Kitchen / Servery (remain added to Train Conf S.C)	11	2F next to restaurant
Museum lab	15	Near offices, behind secure line
Museum workshop	15	Near offices, behind secure line
Culture Functional Space	486	
Archive strong room (controlled env't)	200	LGF
Archive (semi-current)	108	LGF
Archive map store	12	LGF
Archive box store	12	LGF
Archive offices	12	LGF/ close to heritage hub?
Archive	344	
Schools Library Book Stack	177	LGF/ Behind secure line
Schools Library	177	
Server room	12	Central location
Hub rooms	<i>included in cores</i>	Stacked one per floor
Laptop charging	<i>included in cores</i>	Near offices or helpdesk
Other net subtotal	46	
Total Net	3,817	
Plant, Circulation etc @ 20%	763	
Gross Internal Floor Area	4,580	

Areas for Further Development

The initial Schedules of Accommodation on the previous page set out the starting point for the breakdown of space to be tested in the subsequent “Concept Design” and “Developed Design” workstages (RIBA 2 and 3). In particular the following issues or assumptions will need to be reviewed:

- The allocation of space within the achieved net floor areas to be reviewed and agreed with the Design Review Group. Specifically this will require a further debate on the allocation of storage (eg archive, museum store and school library book stack) and the public cultural spaces (ie library, museum, gallery and heritage hub).
- Multipurpose meeting rooms (Training/ Conference/ Skills) have been shown for all functions in the building. An assessment of current and future demand for these facilities will need to be undertaken by DMBC.
- Areas allocated of the Library, Museum, KOYLI, Gallery and Heritage Hub will need to be tested, through detailed layouts, in terms of capacity to accommodate the required contents
- The storage areas, particularly archive, museum storage, schools book stack, will need to be tested, not only the capacity of the areas suggested, but also for DMBC to confirm the number and type of items that are to be stored in the facility.
- The balance area (non-net space including circulation, wcs and plant) has been set at 20%. The ability to meet this target will depend on a number of variables that can only be tested through design development, in particular the extent of enclosed spaces and consequent space dedicated to circulation.

The target schedule of accommodation will continue to be developed through the following design stages, following further design development and briefing discussions with DMBC representatives and stakeholders.

Area Efficiency & Reductions

Efficiencies Realised

The feasibility process has focused on developing a brief and design that meets the ambitious cultural and quality aspirations of the council whilst achieving a spatially efficient estate. Building the optimum floor area for the project will not only control capital costs of the project but will also minimise long-term running costs of the estate, thereby enabling the council to focus finances on the core services.

The purposed build areas on the previous page show a significant gross floor area reduction from the existing poor-condition and unsuitable accommodation vacated by this project:

- Archive Building A 986m2
- Archive Building B 586m2
- Library 2,253m2
- Museum/ Gallery 3,829m2
- School Library Service 397m2 (of 1,099m2 total)
- Mary Woollett 852m2 (of 4,961m2 total)
- **TOTAL EXISTING 8,903m2**

This process of identifying spatial efficiencies and realising a more effective cultural centre will be continued during the following design and briefing workshops.

a) Visuals: Retained Facade Option



All-New Build Option



Waterdale Elevation



Wood Street Roundabout



Entrance Facing Sir Nigel Gresley Square

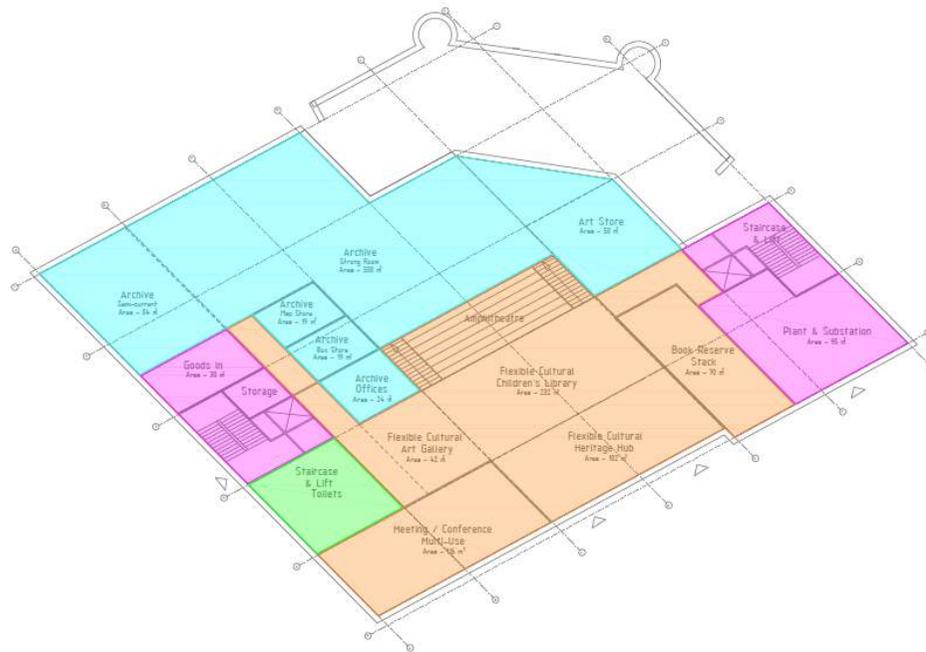


Waterdale Road

M&E Strategy

Ventilation Strategy

Below is a typical lower ground floor ventilation strategy plan, which indicates how we intend to ventilate different spaces / areas within the new building.



On this floor there are 4 types of ventilation and these are highlighted in the legend. These are Mechanical Ventilation C/W humidity control, Natural Ventilation, Dirty Extract and general supply & extract ventilation. There is also another ventilation system which occurs on other floors and this is mixed mode ventilation, which combines natural ventilation with supply & extract ventilation.

LEGEND:

SYMBOL:	DESCRIPTION:
	MECHANICAL VENTILATION C/W HUMIDITY CONTROL (SUPPLY & EXTRACT)
	NATURAL VENTILATION
	DIRTY EXTRACT
	SUPPLY & EXTRACT VENTILATION

We are proposing the use of these multiple strategies in order to achieve the correct conditions in each space, as most of the spaces are very different and require a different solution.

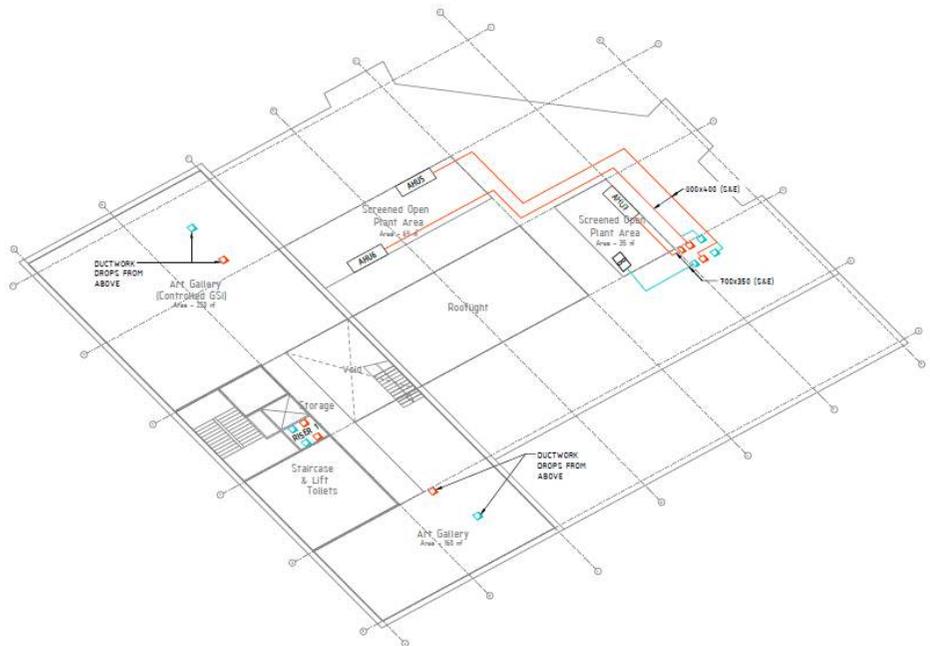
In the archiving space we require close control of temperature and humidity, therefore this area shall be served via its own dedicated air handling plant, in order to closely control the environment. This solution is replicated in a few other areas around the building which require the same close control of environment.

The majority of the building shall be mechanically ventilated with general air handling units, as the majority of spaces do not require close control of the environment, so these shall be ventilated to give enough fresh air for occupancy. In the central atrium space we will be using natural ventilation as much as possible and will supplement with mechanical ventilation in peak summer & winter conditions to maintain a comfortable environment.

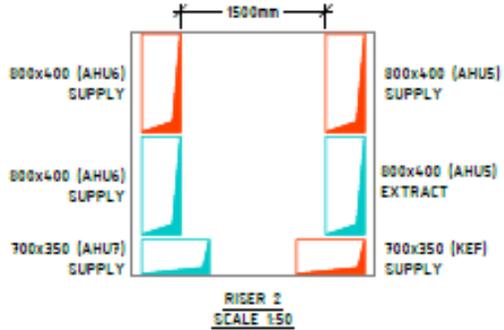
The transitional spaces (stairs, etc) shall be naturally ventilated via infiltration and toilet cores shall have their own dedicated extract fans to extract air and maintain air changes within those areas.

Distribution Strategy

Below is a typical third floor distribution strategy plan, which indicates how we intend to distribute ductwork, etc to different spaces / areas within the new building.



We have also looked at riser sizes and space requirements, typical riser detail below.



As can be seen we are using two risers which are located within the stair cores at opposite ends of the building to distribute services throughout the building.

The air distribution ductwork shall mainly be distributed from the third floor roof plant area and the roof level plant areas down the two risers to the various areas as depicted on the distribution drawings.

All pipework and electrical distribution shall be from the lower ground floor plantroom rising up the building using the two risers.

Distribution at each floor level shall be via a floor void, which allows flexibility of layout for building services and with the inclusion of removable floor panels, allows quick and easy access for reconfiguration and maintenance. It also allows spaces to be reconfigured or refurbished with minimal disruption by repositioning floor boxes, grilles and diffusers.

There will be some areas where suspended ceiling will need to be used but this will be toilets, back of house areas, etc where the spaces use will be highly unlikely to be altered during the life of the building.

Low Zero Carbon Technologies

We have carried out an appraisal on the building and have identified a number of technologies which we feel could be incorporated into the building in order to reduce carbon emissions and to help achieve the required BREEAM status required.

The technologies which we have identified as plausible for the project are as follows below;

- a) Solar Hot Water.
- b) Photo-voltaic array.
- c) Air-source heat pump.
- d) Ground-source heat pump.
- e) CHP.

We have carried out an assessment on all of the above and feel we will need to incorporate at least one of the above technologies in order to achieve the required BREEAM target of "Excellent".

At present we feel, Photo-voltaics, air source heat pumps and ground source heat pumps are the most likely to be used as due to the unknown hot water consumption at this stage solar hot water and CHP may not be advantageous.

Incoming Services

At this stage we have calculated estimated loads for electrical, water and gas for the new building, the estimated loads at this stage are as follows below;

- a) Electrical Load – 350 kVA
- b) Water Supply – 3 litres per second
- c) Gas Supply – 168 m³ per hour

Data Strategy

A new structured cabling system for IT services will be provided from the Second Floor Server Room via dedicated containment systems.

All the new data distribution within the new building will go back to a new cabinet which will be located on the second floor of the new building, this new cabinet shall be directly linked back to the main data centre which is located within the existing Doncaster Council Civic Building.

Data points will be installed throughout the facility for connection by users and interactive equipment. This will prevent equipment becoming obsolete and enable it to be modified and updated when required to keep systems up to date.

Structural Philosophy

We have been developing both façade retention and full new build solutions through the feasibility stage. It has become clear at an early stage that the entrance canopy cantilever is a key design feature for the building. For such a large cantilever to be achieved this can only be economically formed using a steel frame solution and a twin arrangement of storey height steel trusses.

We have held various discussions and meetings with BBA to review the truss options and have settled on the primary trusses being located on GL A and 1. We plan to locate the truss between level 2 and 3 as there are the fewest windows that might be obscured by the cross bracing framing arrangement.

The superstructure is stabilized via a series of cross bracing members located predominantly at the rear of the building and around the stair cores.

Where internal columns are exposed within the main structure these have been requested to be CHS which will be more aesthetically pleasing. Structurally this is not an issue.

Generally we have based our design on a circa 7.5m x 7.5m grid. This has resulted in the following structural zone being considered.

- 150mm thick Tata Comflor 70 concrete floor (max span 3.2m with a 1.1mm g, 5KN/m² IL)
- Generally a 356mm deep beam

Given an overall approximate structural zone of 500mm.

This has given an efficient design utilizing composite design of the concrete slab working in tandem with the steel beams.

Through the design development the grid have increased to 11m from 7.5m in some areas. We have considered the increase depth and weight of these beams and concluded that the most economical solution would be to split

these spans into two. This has been agreed with BBA. (An additional grid and row of columns has been added).

We have also considered the extra over tonnage of the cantilever over the entrance canopy. However we do note this is a key Architectural feature. But was necessary to consider the extra over cost of the truss cantilever compared to just using a column to prop the corner. The extra over has been considered as around 30 tonnes of extra steel.

As noted above we have considered both Façade retention and total new build solutions and currently working through tonnages of each frame although the tonnages will not change drastically for either solution. (Per m² of floor area).

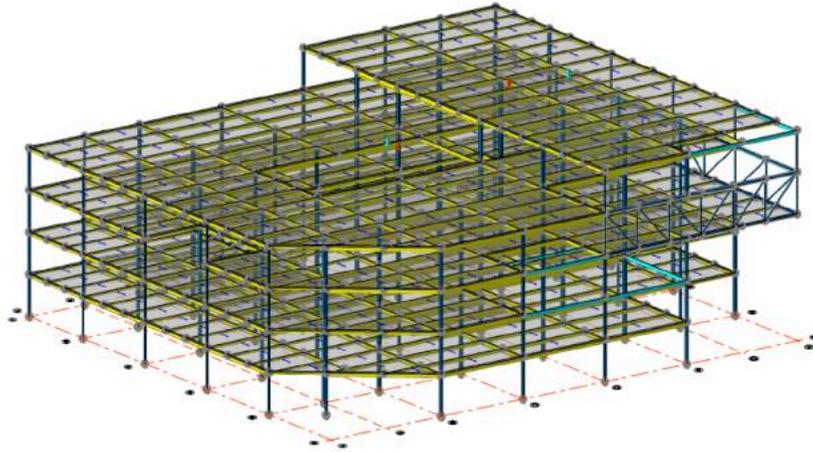
The significant difference in the façade retention is actually the temporary propping required to stabilize the façade during partial demolition and the likely underpinning and contig piling to the flanking walls of the existing structure. We have obtained budget estimates for the temporary propping. The also key consideration would be that if the façade retention is adopted would be the build sequence.

We currently consider that a piled foundation option would be the most likely below ground foundation solution however this will be confirmed once the phase 2 SI is undertaken and the building levels are set.

We have also sized the likely required below ground attenuation tank size for the reduction in offsite surface water discharge. This is currently 105m³ to limit flow off site to 5L/s and considering roof area already discharging from the existing.

Below are a number of screen shots of the façade retention 3D structural models and the work so far:

Façade retention structural frame:



Complete New build structural frame:



Landscape Strategy

The landscape masterplan creates a series of highly attractive and functional spaces for use by library users and the wider public. At the heart of the scheme is an external amphitheatre at lower ground floor level that opposes the amphitheatre within the building. This creates an inward looking space at the lower ground floor capable of holding medium scale events that cross the building threshold and take place outside as well as in. Limestone paving running both in and outdoors accentuates this link.

Quiet, small scale spaces with terraced seating are created either side of the amphitheatre which present opportunities for individuals or small groups to read outside, surrounded by swathes of rich perennial planting and wildflower meadows.

Above the amphitheatre space itself is a formal courtyard surrounded by pleached trees that houses a commissioned piece of public art.

To the north of the library, at ground floor level, a minimalistic treatment of the public realm is proposed to allow the vibrant internal workings of the building to create an engaging active frontage. A roof terrace space is also proposed overlooking the library gardens, providing an opportunity for external dining and art exhibitions.

The proposed landscape strategy works for both of the building options – the only difference being with the all new option, the additional external space would become additional lawn and planting.

The scheme is future proofed by the fact that if the future expansion goes ahead, the external amphitheatre can remain unaffected and the new building would front onto the formal square.

An outline of the all new option, and footprint of the future expansion can be seen on the full size landscape drawings within the document appendix.



Option Appraisal

	New Build	Retained Façade	Comments
Lifecycle Costs	Low	Low	Once fully restored, we would not consider the retention of the heritage façade to significantly impact the lifecycle / maintenance costs of the building
Perceived Risk of Statutory Approvals	Low	Low	Significant consultation held to date and feedback suggests both options are viable.
Perceived Risk of Stakeholder Acceptance	Medium	Low	Perception of design team that demolition of the heritage façade may carry a greater risk of complaint or negative press
Value for Money	£2905/m2	£3055/m2	Based on same palette of materials and internal specifications. The increase in cost is associated with the temporary support of the façade during construction, increased foundation costs and cost of restoration
Building Footprint Land-take	Medium	High	Either option requires a large building footprint in relation to the site area, however the new build option provides a more efficient footprint and hence more area is retained for external landscaping.
Level floors throughout	Yes	No	The existing stepped entrance to the heritage façade results in transition ramps internally and externally. Such transitions have been appropriately detailed and integrated into the Feasibility design
Energy Efficiency	Target A Rating	Minor Reduction	The area of heritage façade is very small in relation to the overall building perimeter. We do not consider that it would have a significant impact on energy efficiency, and improvements in other areas could be sought to offset.
BREEAM	Very Good	Very Good	The team would like to push for an aspirational 'Excellent' rating with either option. We have included fees for a BREEAM assessor and would like to appoint early in Stage 2.

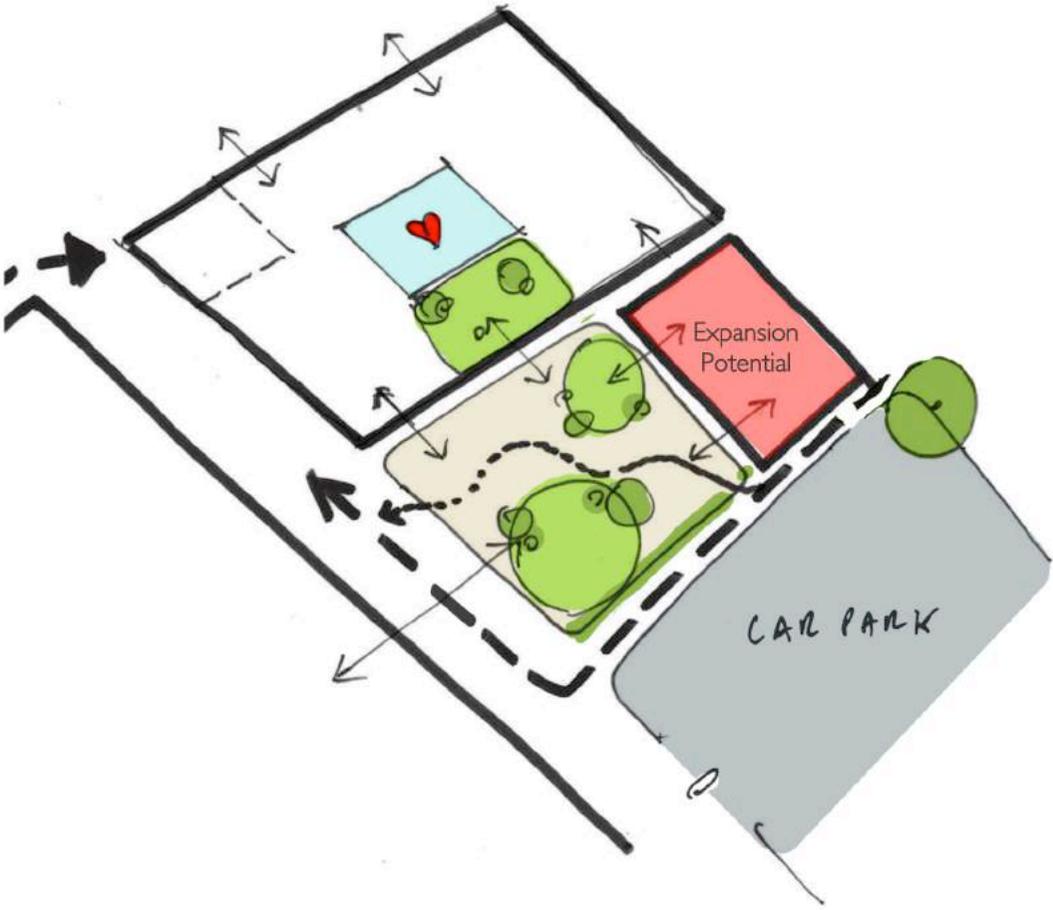
Future Expansion Potential

The current brief from DMBC outlines the high-level need for 1,000m² for business/ digital incubation area and 1,334m² for commercial letting space. This future need will need to be tested as the project moves forward, but for the purposes of this report it has been assumed that this is a Gross Floor Area requirement of 2,300m².

The proposed location for this space for both options is the eastern most corner of the site. In terms of floor plates this would provide good connection on the ground and lower ground floors adjacent to the eastern core. For massing it provides a continuation of the frontage on Chequer Road and provides a greater enclosure and sense of place for the southern landscaped space. Links to this landscaped space would also be achieved.

In order to accommodate the above required floor area, the expansion block would need to be 6 storeys for the retained façade option and 5 storeys for the all-new option.

The current design has been developed so that circulation routes to phase 2 can be easily achieved without wholesale reorganisation of the floor plates. However it is likely that there would be an adjustment to the layouts of the phase 1 floor plates in order to provide an appropriate location for some of the new facilities.



Right: Potential location for phase 2 expansion for new-build option

Lifecycle Cost Strategy

Proposed materials have been selected to offer low lifecycle cost through:

- Robust specification and durability
- Standardised components to minimise replacement cost for damaged elements
- Maintenance strategy to minimise cost to clean and replace consumables such as light bulbs.

The table below illustrates the lifecycle cost benefits of potential specification

Item	1	2	3	4	5	6	7	9
ITEM	EXTERNAL FINISHES Metal cladding (aluminium / perforated)	EXTERNAL FINISHES Curtain walling (glazing)	EXTERNAL FINISHES external doors	EXTERNAL FINISHES roof lights	INTERNAL FINISHES Cleaned exposed internal brickwork	INTERNAL FINISHES Ceramic floor tiling	INTERNAL FINISHES Glass screens	INTERNAL FINISHES Plasterboard walls / ceilings
Comment	The current proposal is to utilise a metal composite cladding panel system. It provides a hard wearing protective layer against the elements and is an excellent insulator. Simple to construct, it should provide on site efficiencies and ease of installation. Permanent colour, UV stable with very low maintenance.	Using solar controlled glass on key facades provides transparency into the building and will significantly reduce the need for heating and cooling inside the building. Energy savings and associated CO2 emissions will be a key part of the specification process.	Full height glass doors into curtain walling. Excellent performance regarding energy efficiency and draft exclusion.	Implementation of rooflights throughout the project will bring a number of benefits for sustainability and lifecycle costings. Natural daylight will help reduce CO2 emissions, reduce energy costs, promotes health and wellbeing and reduce the carbon footprint of the scheme.	Retained façade option. We will look to utilise the existing brickwork as an internal finish. This will provide a robust cost effective solution that aesthetically will enrich the space.	Current proposal is to have ceramic floor tiling throughout the main circulation spaces and within the building generally. This will provide a robust low maintenance finish of high quality.	High quality glass screens will provide transparency between some of the key Gallery / Museum / Library spaces. These will assist in increasing the level of daylight into spaces within the building, reducing the need to have additional artificial lighting during daylight hours.	Severe duty rated plasterboard for a more durable solution. A Light weight, non load bearing plasterboard system for ease of reconfiguration in many areas of high footfall. Reduced maintenance cycles, increased levels of acoustic performance (where perforated plasterboard is used)
Precedent Images								
Precedent Images								

Programme Summary

Pre – Construction Key Dates

MILESTONE	DATE
Gateway 2 Commences / Sign Project Order	23/01/17
Scape Inception Workshop	30/01/17
Stage 2 Submission	21/03/17
Stage 2 Approval	28/03/17
Cabinet Decision	TBA
DMBC Elections	04/05/17
Sign Scape Delivery Agreement to Extend Pre-Construction	05/05/17
Stage 3 Submission	21/06/17
Stage 3 Approval	28/06/17
Stage 4 Commences	30/06/17
Submit Planning	05/07/17
Submit Main Contract GMP & Control Document	23/11/17
Contract Award	15/12/17
Main Contract Start on Site	26/01/18

Construction Programme Comparison

MILESTONE	RETAINED FACADE	NEW BUILD
Commencement	26/01/18	26/01/18
Est Contract Duration	80 weeks	77 weeks
Estimated Completion	08/08/19	18/07/19
Decant Period	4 weeks	4 weeks

For more information, please refer to our detailed pre-construction programme; included as appendix to this report.

Commercial

Cost Summary

	NEW BUILD	RETAINED FACADE	<i>Difference</i>
<i>Feasibility Cost Plan Value</i>	£13,997,880.00	£13,994,749.85	£3,130.15
<i>Approx. GIFA (m2)</i>	4818	4580	238
<i>Cost / m2</i>	£2,905.33	£3,055.62	£150.29
<i>Construction Programme (Weeks)</i>	77	80	3

Hence, the retained façade option as designed offers 238m2 less floor area than the new build option. The retained façade option is approximately £5k under budget.

So in a like-for-like comparison, the retained façade option as designed offers 238m2 less floor area than the new build option.

Assumptions & Inclusions

We have made provisional allowances for fixed and loose FFE, specialist exhibit fit-out, legacy equipment decant and commissioned art installations within the building fabric. The scope of works for these elements is not yet fully understood and requires detailed discussion and development.

We have excluded asset disposal costs, demolition or removal of waste from existing DMBC property assets.

VAT is excluded

Restaurant and café fit out is included within the £450k fit out costs.

Retained Façade Option 4580m2

Substructure	4580	m2	£150.00	£687,000.00
Façade Retention	4580	m2	£20.00	£91,600.00
Superstructure	4580	m2	£767.75	£3,516,300.00
Internal Finishes	4580	m2	£221.53	£1,014,600.00
FF & E	4580	m2	£403.43	£1,847,700.00
Art Strategy & Legacy Decant	1	item		£100,000.00
Exhibit Fit Out & Design	1	item		£1,000,000.00
Shop & Café Fit Out, Library Shelving & ICT Kit	1	item		£450,000.00
FF & E	4580	m2	£65.00	£297,700.00
Services	4580	m2	£550.00	£2,519,000.00
External Works	4580	m2	£70.00	£320,600.00
Target Cost Reductions	4580	m2	-£26.20	-£120,000.00
Reduce External Glazing Area	1	item	-£60,000.00	-£60,000.00
Uniform Floor Layout	1	item	incl	incl
Remove Cantilever Sections	1	item	-£60,000.00	-£60,000.00
Works Total				<u>£9,876,800.00</u>
Preliminaries	80	wks	£20,000.00	£1,600,000.00
Design Fees (Excl museum fit out)	1	item		£1,126,143.76
Risk Allowance	9%			£1,083,853.16
				<u>£13,686,796.92</u>
Scape OHP	1.75%			£239,518.95
Scape Fee	0.50%			£68,433.98
				<u>£13,994,749.85</u>

Energy & Maintenance Costs Comparison

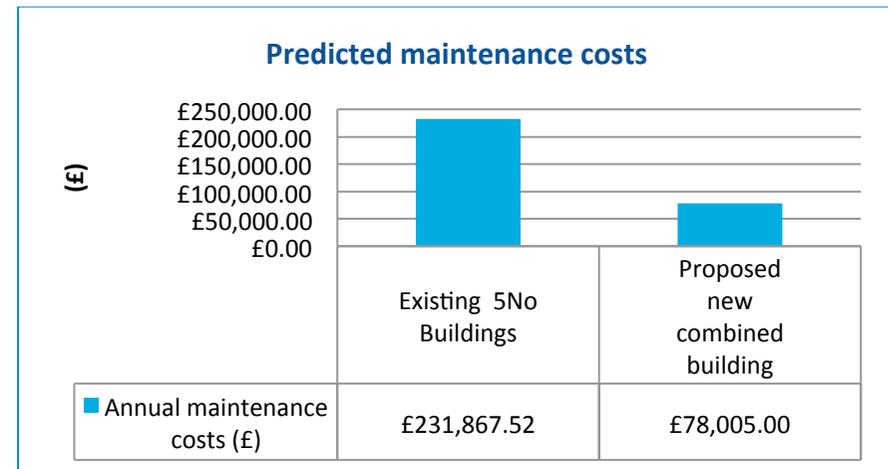
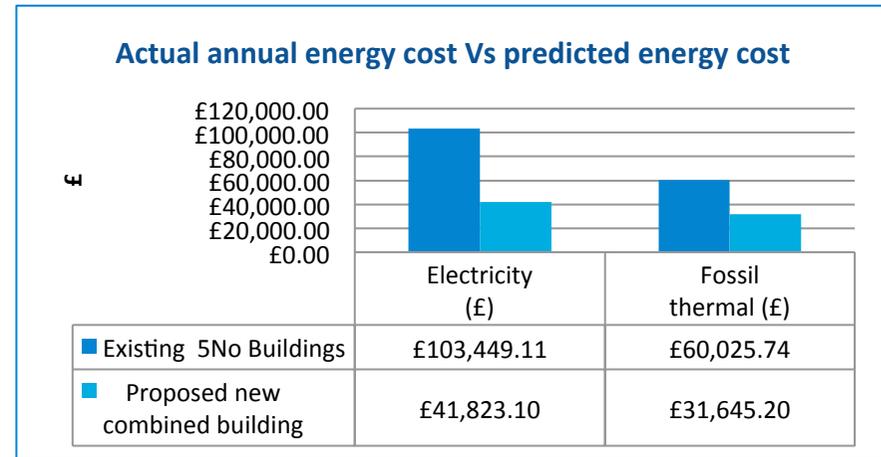
We have undertaken a study of the predicted energy cost for the new facility compared to the expenditure on existing DMBC Estate that would be replaced as a result of the development. The Estate comprises;

- Central Library, Waterdale – 2253.18m²
- Doncaster Museum and Art Gallery, Chequer Road – 3829.92m²
- Doncaster Archives, Balby – 986.20m²
- Mary Woollett Centre – 4961.17m²
- Library Services for Schools, Barnby Dun – 1099.09m²

We acknowledge that other external client services (beyond the scope of the new development) are undertaken at Mary Woollett and Barnby Dunn, however from discussions with DMBC, we understand that these services will be relocated to other existing DMBC buildings, and hence we can compare the full utility expenditure on the buildings noted above against the predicted expenditure on the new building to conclude approximate utility savings as a result of the estate rationalisation process.

This page is a brief summary of the more detailed Energy Comparison Report enclosed as an Appendix.

It is predicted that the annual energy consumption will reduce by 44%, the annual energy costs will reduce by 55% and the annual maintenance cost will reduce by 66%.



Over 5 years the overall energy and maintenance saving is expected to be in excess of £1m.

Predicted data and assumptions on maintenance are based on BSRIA BG9-2011 5th Edition.

Benchmarking

Scheme	Cost	GIFA	Date	£/m2	Inflation to 2017	Case Study Provided	Photos Provided
Scarborough UTC	£ 9,367,300	5070	Sep-15	£ 1,847.59	£ 1,959.93	No	No
Hebburn Community Hub	£ 12,959,344	5978	Aug-14	£ 2,167.84	£ 2,300.53	Yes	Yes
<i>DCLC New Build Option</i>	<i>£ 13,997,880</i>	<i>4818</i>	<i>2017 - 2018</i>	<i>£ 2,905.33</i>	£ 2,905.33	-	-
<i>DCLC Retained Facade Option</i>	<i>£ 13,994,750</i>	<i>4580</i>	<i>2017 - 2018</i>	<i>£ 3,055.62</i>	£ 3,055.62	-	-
The Parkside Building Birmingham University	£ 41,940,000	16310	Jun-13	£ 2,571.43	£ 2,783.40	Yes	Yes

We have looked at the specifications of some key components against the lower-priced benchmark schemes. It would be possible to provide additional services / floor area with alternative specifications, although scope is relatively limited.

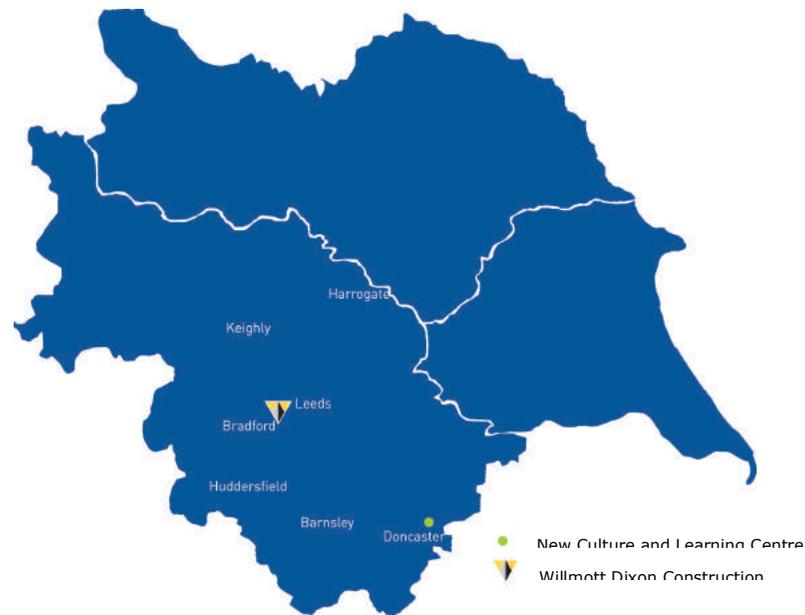
The following page goes on to explore potentially more effective means of reducing cost (either to provide greater GIFA or reduce build cost).

Assumed Material	Cost / m2	Alternative	Cost / m2	Precedent	Saving	Added Area @ £2495 / m2
Glass & Stainless Steel Balustrade	£ 450	Metal Infills in lieu of glass	400	Hebburn	£ 4,000	1.60
Tiled Flooring to Circulation	£ 120	Lino / vinyl	60	Scarborough	£ 120,000	48.10
Lay in grid / MF ceilings	£ 40	Exposed soffits	30	Scarborough	£ 40,000	16.03
ACM Cladding	£ 300	Composite Cladding	250	Scarborough	£ 117,150	46.95
Severe Duty Partitions / Masonry	£ 60	Standard Duty Partitions	55	Scarborough	£ 25,430	10.19

7. Willmott Dixon

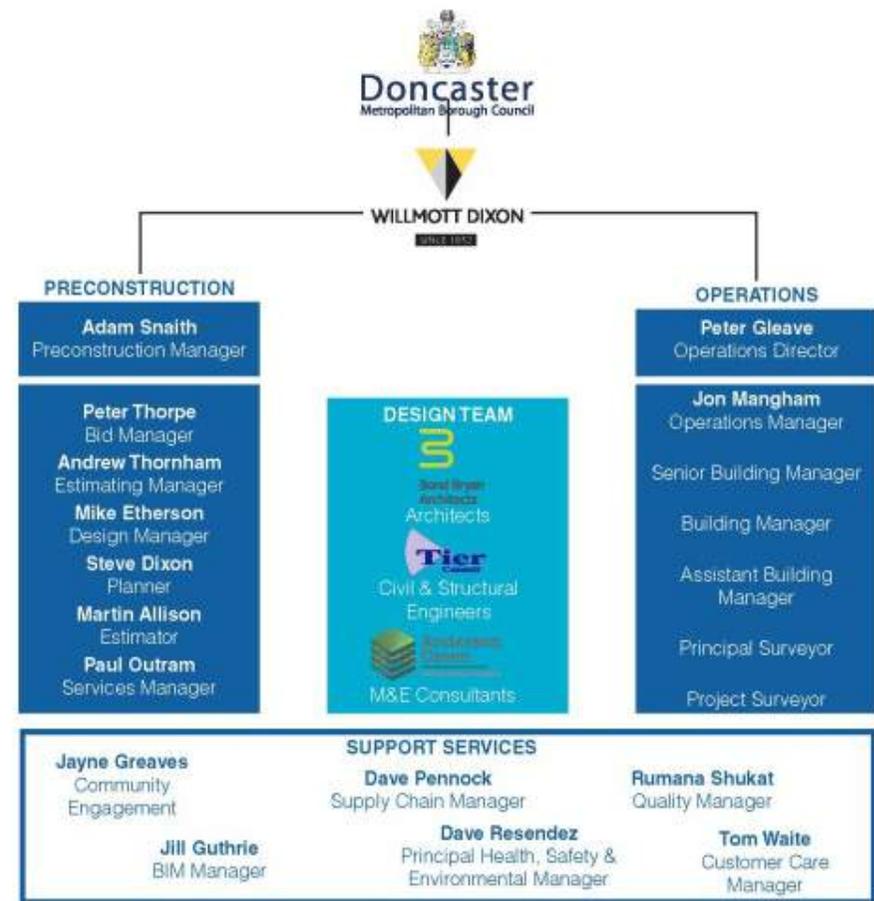
Location

Willmott Dixons Leeds office will be responsible for delivering the New Doncaster Culture and Learning Centre both in pre-construction and in operations. The Leeds office of Willmott Dixon is only 33 miles from the site in Doncaster. We are also delivering several other schemes in the Doncaster area from this office location at this time.



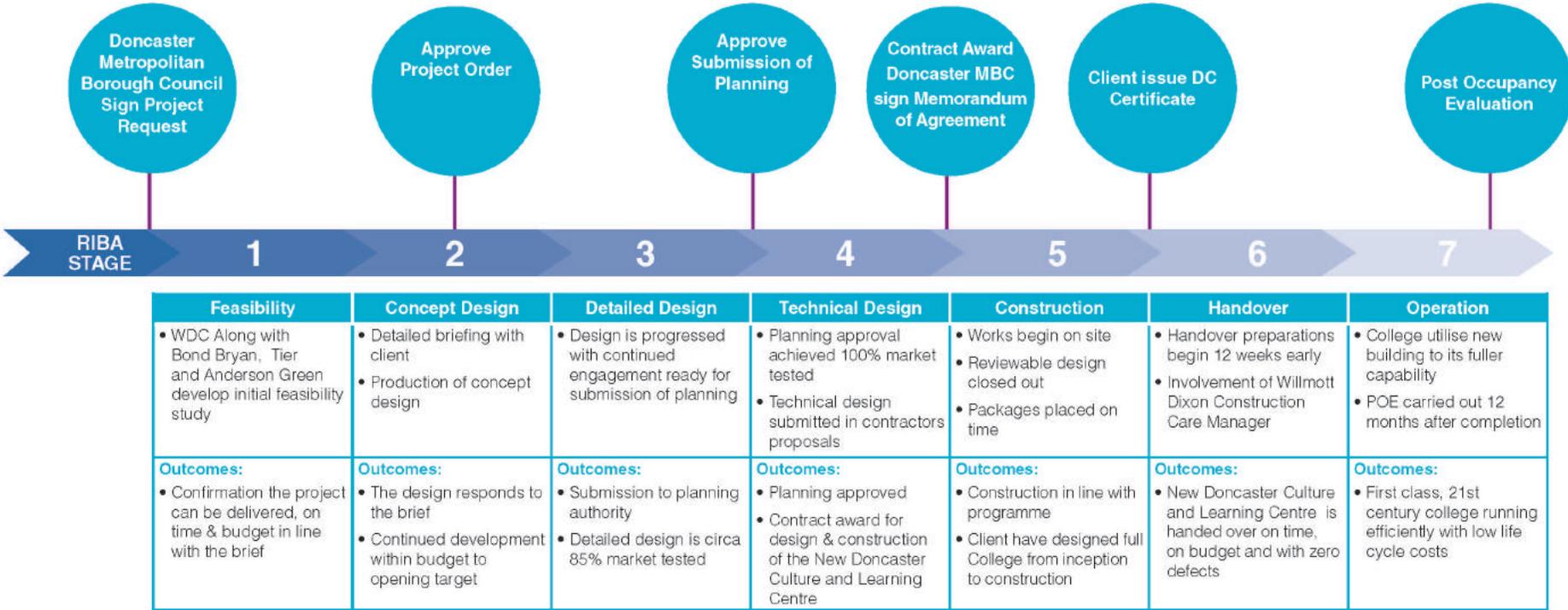
Our Team

We have put forward a collaborative and experienced team to develop the design of the New Doncaster Culture and Learning Centre through preconstruction and construction. The preconstruction team will be responsible for ensuring the design meets the clients aspirations whilst developing it to a strict budget. The roles and responsibilities of the team are highlighted below;



Scape

Willmott Dixon is the sole contractor on the SCAPE framework which enables our clients to save money, time and duplication complying with the OJEU process and contracting directly with us. The SCAPE process links with that of the RIBA stages and we have summarised below this process for the New Doncaster Culture and Learning Centre.



"The reasons for sustainability were the driver, not just a tick box, which made a refreshing change. I would highly recommend Willmott Dixon for their commitment to train the team."
Victoria Brambini, Head of Capital Projects, Rutland County Council

"I believe that good working relationships are fundamentally based on trust and honesty. Willmott Dixon can be relied on for both. They are honest, knowledgeable, pragmatic and have a relentless ability to deliver."
Colin Foster, Head of School Organisation, Bedford Borough Council

"Willmott Dixon understand what we need, they understand how much they can challenge us. They are constantly looking for innovative ways of doing things for mutual benefits."
Peter Udall, Service Director, Property and Design, Gateshead Council

"The new Redcar Leisure and Civic Centre is at the heart of our regeneration plans. With our ambitious design significantly over budget, Willmott Dixon and their supply chain introduced savings of around 25% without reducing the quality of the building."
Ian Hopley, Capital Projects Team Manager, Redcar and Cleveland Borough Council

Mi Project

Mi Project is an online portal for efficiently capturing and reporting key framework and project data. Currently in place on 31 projects, it means clients and project teams can easily and remotely access KPI data at any time. Each month, the KPI lead for a project uploads progress information relating to each KPI along with key project documents, e.g. cost plan, programme and contract documents. Data can be creatively used to graphically benchmark performance at project level. To ensure that the data is both robust and accurate it is subject to internal and external audits. Mi Project will be utilised for the New Doncaster Culture and Learning Centre project with full access provided to Doncaster Metropolitan Borough Council.



Social Engagement Plan

Willmott Dixon has an outstanding record of delivering Economic, Social and Environmental benefits through the delivery of major capital investments in the Northern Region. Every Scape project has 111 Framework KPIs to meet, below we highlight a selection of our targets* we feel may be of interest to you:

EMPLOYMENT AND SKILLS	NEW DONCASTER CULTURE & LEARNING CENTRE
School/college/university site visit (persons)	600
School/college workshops (persons)	375
University research project (number)	22
Work Experience 15-17 years (project weeks)	75
Work Experience 18+ years (project weeks)	75
Apprentices – existing (project weeks)	240
Apprentices – project initiated (project weeks)	120
Health & Safety tests (percentage)	100%
National Vocational Qualifications (number)	37
Short Courses (number)	900
Construction Skills Certification Scheme (percentage)	100%
Meet the Buyer Event	1
Waste Diverted from Landfill	95%
Client Satisfaction	80%

EMPLOYMENT AND SKILLS	NEW DONCASTER CULTURE & LEARNING CENTRE
Skills Culture	
Progression into employment	100%
Local Labour	
Within 10 Miles	20%
Within 20 Miles	40%
Within 40 Miles	75%
Local Spend	
Within 10 Miles	20%
Within 20 Miles	40%
Within 40 Miles	75%
SME Engagement	
Total construction contract value to be SMEs	75%
Total number of suppliers to be SMEs	85%
*Targets based on an £14m total value	

Appendices

- a) Pre-Construction & Construction Programme
- b) Drawings
- c) Project Order
- d) Case Studies

Appendix 2:

EQUALITY, DIVERSITY AND INCLUSION

DONCASTER METROPOLITAN BOROUGH COUNCIL

**Due Regard Statement for the proposed
Options for the future provision of Central
Library and its impact on the Museum, Art
Gallery, Archives and Library Service for
Schools report.**

<p>1 Name of the ‘policy’ and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the ‘policy’ is to equality.</p>	<p>Options for the future provision of Central Library and its impact on the Museum, Art Gallery, Archives and Library Service for Schools report:</p> <p>1.1 To relocate the services provided from the Central Library site to an alternative venue, achieving efficiencies through the relinquishing of a site which is not fit for purpose, and to provide a quality-focussed service which is capable of providing its part within a comprehensive and efficient wider public library service network, whilst integrating with other services. The report recommends that this is achieved by delivering one integrated library, museum, art gallery and archives for residents in Doncaster, using the vacant former Girl’s Grammar School site on Waterdale, Doncaster. Library Services for Schools officers would work from the Civic Offices, using resources in the new build and / or in storage. The new build would be designed and provide services of a national quality, for local benefit.</p> <p>1.2 In delivering on this project, Doncaster Council will:</p> <ul style="list-style-type: none"> • Provide residents from across Doncaster with a Central Library, Museum, Art Gallery and Archives which is working much more efficiently, providing a full range of high quality library, heritage and cultural services whilst achieving value for money. • This one integrated cultural and learning centre can act as a unique, informal, community-focussed, centre for learning, information and culture with a no-barriers approach to providing services and resources which benefit the public. The centre will be a destination for informal and formal learning, a meeting place for information exchange and informal learning. • The cultural and learning centre will be accessible and welcoming to all, whilst targeting key audiences. • The library can act as an investment for the Borough’s children and young people, stimulating literacy development and a culture of reading in Doncaster, with reading’s proven interconnections with health and economic attainment in adulthood.
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- The culture and learning centre will contribute to the borough's resident's sense of pride in place and community cohesion.
- The venue will achieve these aims in ways which are sustainable, efficient, multifunctional / adaptable.
- The venue will support the visitor economy, as there is evidence that people travel into urban centres to visit high quality cultural attractions such as museums and art galleries, leading to additional discretionary spend which goes back in to the local economy, for local benefit.

This project would also mean that the Council is no longer spending revenue and capital on maintaining 3 – 4 old and inadequate buildings providing public services which can enrich lives, yet with failing internal infrastructure, and where too much of the accommodation is not designed to deliver front-facing public services for public benefit.

1.3 It is expected as a minimum that all communities, stakeholders and residents will be able to engage with the plans to develop an integrated building, regardless of demographic background or protected characteristic. Consultation is embedded into the RIBA stages. Those residents with protected characteristics will be supported, where support is required, and an additional focus will be given to reach those residents from demographic backgrounds which do not traditionally engage with libraries and / or local heritage services, events and opportunities, to ensure that plans are comprehensively meeting the needs of Doncaster's residents, shaped by Doncaster's communities and their representatives, and providing opportunities for all residents.

1.4 Libraries and Heritage Services more broadly continue to seek to improve, innovate and modernise. Successes within these service areas in 2016-17 include:

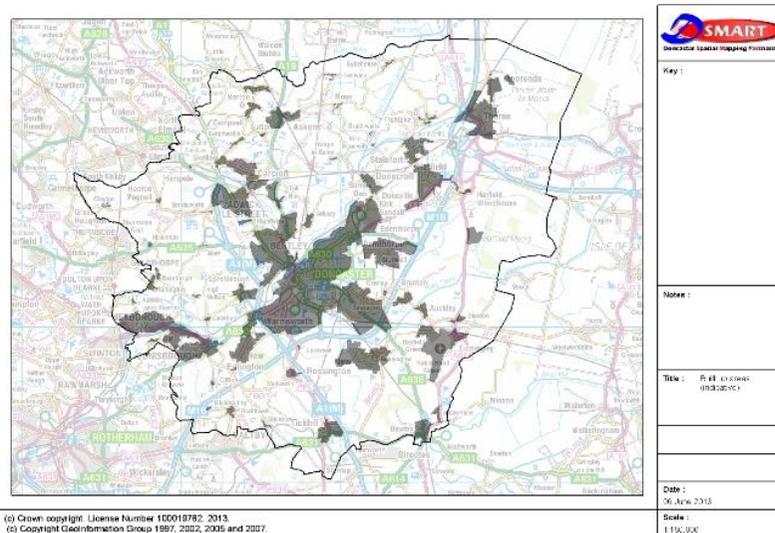
- 100% Library Quality Assurance Framework Accreditation for the Knowledge Library and Information Service for Health, based at the DRI Library, one of only 5 health libraries in the North of England to achieve this.
- 1,058, 000 visits to our libraries and heritage venues [Doncaster Museum and Art Gallery, Cusworth Hall and Park, Doncaster Archives, Mansion House open days]

		<ul style="list-style-type: none"> • As of February 2017, the library service deploys 475 volunteers to manage and provide services across communities, and between March 2016 – Feb 2017, 75 people went into employment having volunteered in a library in Doncaster. 74,000 volunteer hours taken up in 16-17 in libraries. • 6400 volunteer hours per month taken up on average across libraries and heritage services. • Successful re-launch of Tickhill Library as a community managed venue. • 137 000 hours of free computer access used in public libraries in 16-17. • Saving of £100k from the revenue budget in 16-17, and £2m in revenue budgets between 2011-12 and 2016-17 overall. <p>The new build project is an investment which will remedy ongoing problems in the Central Library, Museum and Archives buildings, due to their age, condition, and lack of comparable investment in the previous 25 years.</p> <p>N.B For the purposes of this report, Doncaster Museum also refers to the King’s Own Light Infantry Museum (KOYLI). Within the scope of the project, both museums are recommended to move into the new build proposal.</p>
2	Service area responsible for completing this statement.	2. Adults, Health and Wellbeing Directorate: Communities: Libraries and Culture.
3	<p><i>Summary of the information considered across the protected groups.</i></p> <p><i>Service users/residents</i></p> <p><i>Doncaster Workforce</i></p>	<p>3. The following data has been gathered and has been used to inform the paper:</p> <p>3.1 Doncaster is the largest Borough Council area in England. Its population of 302,402 is spread widely throughout its 220 square miles, in central Doncaster and in a number of settlements, as follows (See Map 1):</p> <ul style="list-style-type: none"> ▪ Doncaster Main Urban Area, including Doncaster Town Centre ▪ Principal Towns – Thorne, Mexborough, Conisbrough, Adwick, Armthorpe, Askern ▪ Other Towns – Rossington, Stainforth, Hatfield, Denaby, Edlington, Carcroft/Skellow, Moorends, Tickhill, Bawtry

- Villages (large and small)
- Open Countryside

The population of the borough as a whole rather than just the areas close to the town centre need to be considered as a Central Town Central Library is used by residents and business `s from across the whole borough as well as visitors to the town.

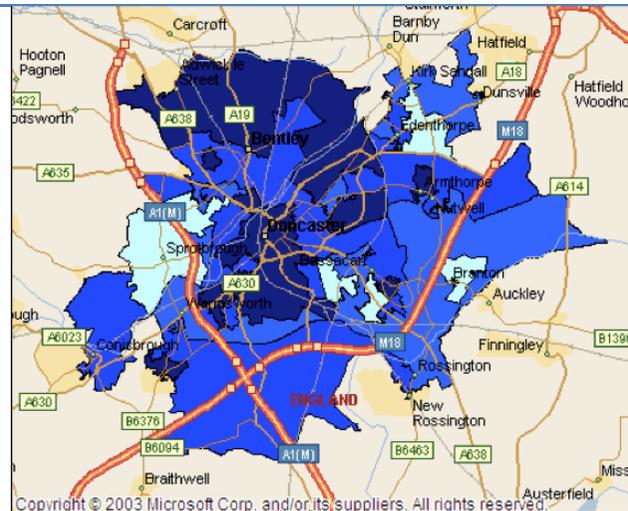
Map 1: Doncaster Borough (Urban Areas Shaded Grey)



3.2 Key characteristics of the resident population are summarised here:

- Higher than average white British population (91.8% compared to 80.45% nationally – 2011 census)
- Age profile generally matches the national profile
- Higher than average levels of deprivation reflected in:

	<ul style="list-style-type: none">○ Higher than average proportion of C2DE social groups (11% higher than for the UK); DE groups make up 40.1% compared to 33% nationally○ Lower than average level of wealth, with 36.6% economically inactive compared to 33.1% national▪ Lower than average levels of formal education qualifications (35.9% having no qualifications compared to 28.9% nationally; 18.6% obtaining level 3, 4 or 5 qualifications compared to 28.2% nationally)▪ Poorer than average levels of health (22% consider they have a long-term, limiting illness compared to 17.9% nationally)▪ Lower levels of mobility (31.2% of households have no car compared to 26.8% nationally) <p>Employment continues, to a degree, to reflect Doncaster’s role as a manufacturing and transport hub, with ‘wholesale, retail and repairs’ (19.8%) and ‘manufacturing’ (15.8%) being the largest industry sectors and above the national average, and ‘transport, storage and communications’ slightly above the national average. (Doncaster Museums Service Catchment Profile Data 2011, DBA Consulting).</p> <p>Prosperity and its resulting impact on quality of life are key concerns for public policy in Doncaster. As Map 2 shows, a significant proportion of wards within 15 minutes’ drive of Doncaster Central Library, a key hub for the Library Service provision within Doncaster, are in the most deprived according to the Government’s Index of Multiple Deprivation and the proportion of economically inactive people is projected to rise.</p> <p><i>Map 2: Index of Multiple Deprivations within 15 minutes’ drive of Doncaster Central Library and Doncaster Museum:</i></p>
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When considering data available on groups that are not well represented or less heard in relation to Doncaster Central Library, the Museum and Archives, usage can be summarised in the following paragraphs:

3.3 Age:

Doncaster has a similar proportion of older people to the regional and national profile.

Table 1: Older People in Doncaster

Age Band	Doncaster	Yorkshire & the Humber	England
Aged 65 – 74	9.0%	8.9%	8.6%
Aged 75 – 84	5.8%	5.6%	5.5%
Aged 85 – 89	1.4%	1.4%	1.5%
Aged 90 and over	0.7%	0.7%	0.8%

Source: Office for national Statistics, 2011 Census

Table 2 : Older people and Library Membership

Age Band	Total Active Users	% active users	Total Registered	% registered users
Aged 65 – 74	882	9.12	1517	4.82
Aged 75 – 84	407	4.21	753	2.22
Aged 85 - 89	77	0.80	175	0.42
Aged 90 and over	27	0.28	65	0.15

Source : Axiell Library Management System : April 2015

The profile of young people in Doncaster is also similar to the regional and national averages, *with a slightly lower proportion of working age people aged 16-64 and a slightly higher proportion of older people (65+) and younger people (0-15)*. (DMBC Equality and Inclusion Plan 2011).

Activities tailored towards young children are important in motivating families with young children. This is an important audience as participation at this stage can help set a trend for engaging with literacy, skills-building, cultural participation and interaction with heritage for life.

Table 3: Younger people in Doncaster

Age Band	Doncaster	Yorkshire & the Humber	England
Aged 0-4	19,220	328,447	3,496,750
Aged 5-9	17,072	297,475	3,135,711
Aged 10-14	17,407	306,096	3,258,677
Aged 15-19	18,937	348,645	3,539,385

Source: Office for national Statistics, 2011 Census from NOMIS May 2015

Activities tailored towards young children are important in motivating families with young children to read, learn and participate. This is an important audience as participation at this stage can help set a trend for engaging with reading for pleasure as well as learning and support in the aim to improving Literacy levels in Doncaster. Provision for continuing and increasing activities to target children and younger people and their families would be a key

factor in the consideration of space and facilities within a new or different venue. Equally the same principle would be applied to the resources and provisions specifically required by older people, e.g., Large Print book materials and Spoken Word CDs. The Central Library contains stock used by people with these protected characteristics and the service would still need to provide that material, and will still have the same information and resources. More work needs to be done by Heritage Services to understand and demonstrate the impact of the resources on young people in Doncaster, but there is no suggestion of any change in terms of access or provision for children and young people as a result of this project; instead, access and engagement will be improved.

Table 4: Younger People and Library Membership.

Age Band	Total Active Users	% active users	Total Registered	% registered users
Aged 0-4	655	8.68	1137	4.55
Aged 5-9	518	6.86	975	3.60
Aged 10-14	460	6.10	959	3.20
Aged 15- 19	487	6.45	743	3.39

Source : Axiell Library Management System : April 2015

3.4 BME population:

There is a smaller proportion of people from ethnic minority groups living in Doncaster as a percentage of the whole population than when compared to the region and for England as a whole; (however, equally, usage of Libraries is extremely low, and this must be addressed

in a future Library Strategy and when considering the design and layout features within a new Central Library, with a specific commitment and focus to involve and include representatives in the further design of the strategy (and in appropriate marketing and development of services).

In addition there is a relatively large Gypsy/Traveller population in Doncaster of 587 people (DMBC Equality and Inclusion Plan 2011) (and for which a separate engagement plan of appropriate scale, working in partnership with this population and other partners, should be included within a new Library Strategy and future adaptations to the Heritage Strategy / Heritage Services Forward Plan).

Table 5: Ethnic Groups in Doncaster (ONS 2011 census)

<i>Ethnic Group</i>	<i>Doncaster</i>	<i>Yorkshire & the Humber</i>	<i>England</i>
<i>White</i>	<i>95.2</i>	<i>88.8</i>	<i>86</i>
<i>White British</i>	<i>91.8</i>	<i>85.8</i>	<i>80.45</i>
<i>Mixed/Multiple Ethnic Groups</i>	<i>1.1</i>	<i>1.6</i>	<i>2.2</i>
<i>Asian/Asian British</i>	<i>2.5</i>	<i>7.3</i>	<i>7.5</i>
<i>Black/African/Caribbean/Black British</i>	<i>0.4</i>	<i>1.5</i>	<i>3.3</i>
<i>Other Ethnic Groups</i>	<i>0.1</i>	<i>0.8</i>	<i>1.0</i>

Source: Office for national Statistics, 2011 Census

Table 6: Ethnic groups and Library Membership

Ethnic Group	Total Active Users	% active users	Total Registered	% registered users
White	6370	65.90	12330	67.34
White British	5382	55.68	10594	57.86
Mixed/Multiple Ethnic Groups	3	0.03	5	0.03
Asian/Asian British	627	6.49	1110	6.06
Black/African/Caribbean/Black British	510	5.28	861	4.70
Other Ethnic Groups	166	1.72	264	1.44
Declined to supply	1778	18.39	3335	18.22

Source : Axiell Library Management System : April 2015

3.5 Economic Activity:

25% of Doncaster residents are economically inactive compared to 23% for the region and 22.7% nationally. Engagement in heritage is one way of stimulating people to develop skills and take an interest in being economically active.

Table 7: Economic Activity in Doncaster:

Indicator	Doncaster	Yorkshire & the Humber	England
Working age people claiming a benefit	21%	16%	15%
Jobseeker's allowance claimants	5%	4%	4%
Incapacity benefits claimants	10%	7%	7%
New personal insolvencies (per 1,000)	38.3%	28.9%	26.7%

Source: Office for national Statistics, 2011 Census

Libraries and Heritage Services do currently support residents who are economically disadvantaged in wide-ranging ways, including, for example:

- The majority of service provision is free to residents at the point of access.
- Through the Peoples Network library services provide 364 public computers with Free Internet access for 2 hours per day. Of these 75 are provided within the Central Library, 55 in the public library spaces and the other 20 situated across 2 meeting rooms. It is the library service's full intention that any change in venue of the Central Library would not impact on our provision of sufficient and adequate public computers. The library service anticipates that the need for this will only increase with the roll out of Universal Credit and the Digital Council.
- Library Services provide training sessions that support digital inclusion utilising the public computers in Central Library's meeting rooms. Some of these sessions are targeted for job seekers and the unemployed to assist them in being able to register and access Universal Job Match and set up email addresses for example; the service also provides supported access in Central Library to the Learn my Way website which supports residents' digital learning and needs.

Overall, 25% of Doncaster residents are economically inactive compared to 23% for the region and 22.7% nationally. Utilising the provisions and services available in the Central Library both books and digital with free internet access and support is one way of stimulating people to develop skills and take an interest in being economically active. Due regard must be demonstrated towards those residents that make use of the library services free computer and internet provision. As of quarter3 2013 there were approximately 35,000 - 40,000 residents across the borough who had not used the internet. This directly impacts on an ability to access government services, participate in democratised choices (people off line are often excluded from the best financial saving offers for example) and to have the opportunity to engage with digital promotions in Doncaster.

Table 8: Economic Activity in Doncaster

Indicator	Doncaster	Yorkshire & the Humber	England
<i>Working age people claiming a benefit</i>	21%	16%	15%
<i>Jobseeker's allowance claimants</i>	5%	4%	4%
<i>Incapacity benefits claimants</i>	10%	7%	7%
<i>New personal insolvencies (per 1,000)</i>	38.3%	28.9%	26.7%

Source: Office for national Statistics, 2011 Census

3.6 Health:

Doncaster residents are less healthy than average. Engagement in reading and learning activities can help tackle mental and physical health. In Doncaster 21.7% (65,535) of people have some form of disability compared to the national average of 17.9%. 11.1% felt that their day-to-day activities were limited a lot. (DMBC Equality and Inclusion Plan 2011) .

Any change of site for the Central Library and the Museum, Art Gallery and Archives would not reduce these service areas' commitment to supporting residents in raising awareness of and access to healthy lifestyles, and the provision of relevant health information. Libraries and Heritage Services have a significant role in encouraging good health literacy for Doncaster's residents, e.g. through the promotion of Reading Well: Books on Prescription, or reminiscence events for residents using Heritage Services resources, or activities which support residents living with dementia, or who have a caring role. How Heritage Services supports residents to live healthy and active lives is documented in its Forward Plan:

"In 2008 Foresight, the Government Office for Science, published the 'Foresight Project on Mental Capital and Wellbeing', which outlined evidence showing that a small improvement in wellbeing can help to decrease some mental health problems and also help people to flourish.

Following this the New Economics Foundation was commissioned to develop the 'Five Ways to Wellbeing'. Heritage Services are engaged with all these Five Ways.

These are :

1. **Connect** : to connect with the other people

Museums are largely a social activity. In Doncaster three-quarters visit with Friends and Family. Museums are neutral spaces where families can enjoy, learn, discuss and connect with each other.

2. **Be Active** : to engage in physical activity

Cusworth Park is used by an estimated 250,000 to 300,000 people, who visit to enjoy physical exercise.

3. **Take Notice** : to be curious, take time to appreciate the beautiful

The Museum & Art Gallery, Cusworth Hall & Park and the King’s Own Yorkshire Light Infantry Museum are full of beautiful and intriguing things. Art in particular is very subjective and emotional, with everyone taking away something different. Cusworth Park is notable for its beauty, views, variety of plants (over 250 species of tree alone) and wildlife.

- 4. **Keep Learning** : not only will you learn new things, but learning builds confidence

It is a priority for the whole of Heritage Services is to encourage and facilitate learning.

- 5. **Give** : help out, volunteer

Volunteers play an important role in Heritage Services. They help out at all our sites, providing important assistance with the care and accessibility of museum collections, the Borough Archives and local studies collections. They also provide key help with the maintenance and management of Cusworth Park.” [from Doncaster Council Heritage Services Forward Plan 2015-18].

Table 9: Health in Doncaster

Indicator	Doncaster	Yorkshire & the Humber	England
Bad health	5.6%	4.7%	4.2%
Very bad health	1.6%	1.3%	1.2%
Life expectancy at birth (males)	76.4	77.4	78.3
Life expectancy at birth (females)	81.2	81.5	82.3

Source: Office for National Statistics, 2011 Census

In terms of disabilities, Doncaster Central Library has the following number of customers who have reported a disability at the time of joining the library:

	Total Registered
Disability reported	Numbers
	13986
Dexterity - Hands/Fingers	6
Disability from Dynix	76
Eyesight	26
Hearing	45
Learning Difficulty	33
Mental Health Condition	27
Mobility - Getting around	34
Multiple disabilities	8
None/Not applicable	3945
Other Disability/Illness	123
Grand Total	18309

It is essential that any changes made to Central Library provision, and provision of the Museum, Art Gallery and Archives, considers the needs of people with mobility or disability-related conditions. This is clear in a number of areas of service provision:

- Accessible spaces and resources.
- DDA compliance.
- Resources for visually impaired customers such as PenFriend, and also visually impaired readers groups.
- Accomodation for the one staff member facilitating the Home Library Service, currently based at Central Library.
- Books on Prescription resources and dementia friendly spaces.
- Print and online resources in a range of formats.
- Hearing Loops.

The library service and heritage services do not collect data on maternity, gender reassignment, marriage and civil partnership, sexual orientation, or religion. Changes proposed to the service should not have an impact on residents with these protected characteristics.

The best and most suitable indicator of who, in the protected groups are currently utilising the Central Library is through the analysis of the membership data and usage statistics collected by our Library Management system; however this data does rely on individuals providing their demographic information when joining the library service. Visitor figures (footfall) are collected electronically and so therefore do not detail any demographic information or indicate visitors by the protected characteristics.

3.7 Data from Previous Consultations:

Doncaster Libraries Consultation – 2014:

In 2014 Doncaster Libraries consultation ran for a period of four weeks. A range of methods were used to consult with the public including 25 meetings, a paper based survey which was also available for residents to fill in online, a specific 'children's questionnaire' and engagement from Area Teams. 1357 residents took the time to tell us their views

Table 10: Demographic profile of respondents:

Gender	
Male	32%
Female	68%
Age bands	Number of respondents
Under 16	21
17-24	47
25-34	54
35-44	113
45-54	117
55-64	211
65-74	290
75 and over	278

Respondents considering themselves to have a disability:
25% of respondents consider themselves to have a disability.

The consultation demonstrated that the most important things to help people use the library are:

- *Opening times which meet their needs*
- *Printed books which reflect their interests*
- *Services which are free or at a very low cost*
- *Libraries in the exact locations as they are now*

In addition to the main questionnaire a targeted consultation was also carried out with children and young people over ten days. In this time 239 people under the age of 18 told

us about their library use; for example, 79% said that they enjoy reading books; 33% said that they 'Always' go along to activities at the library. With 393 people stating that they have children and young people in their family who use the library

Doncaster Libraries Consultation – 2010:

In the 2010 consultation - Your Library Service we need your help - 2082 residents in total responded.

The following tables show some of the demographic breakdown of the participants where supplied

Table 11: Demographic profile of respondents

Gender	Number of respondents
Male	712
Female	1344
Age bands	
Under 16	51
16-24	174
25-44	498
45-64	697
65-84	558
85 and over	63

Respondents that considered themselves to have a disability;
14% of respondents considered themselves to have a disability.

Table12: Ethnic groups

Ethnic Group	
White	70
White British	1858
Mixed/Multiple Ethnic Groups	18
Asian/Asian British	32
Black/African/Caribbean/Black British	9
Other Ethnic Groups	59
Declined to supply	

The results from the residents that participated in both the 2014 and 2010 consultations show the largest percentage of residents taking an active interest in Library services are over the age of 55 and are predominantly White British, this mirrors the demographic data that we have available through LMS on usage and membership, as indicated earlier the largest percentage of our users ethnicity is White British and a very low usage by other ethnic groups.

As the proposed change would not directly impact on residents with protected characteristics of race or religion the analysis demonstrates that the Library service clearly needs to target and raise awareness of the service we currently have available to encourage usage across all ethnic groups living and working within Doncaster. In addition we need to engage with the relevant organisations and individuals within the communities from the protected groups so we ensure their specific needs and requirements are considered and recognised when shaping and devolving any new building or change of venue and the resources, services and facilities that are to be provided from it.

Equally the Central Library service should be considering how it can improve our engagement to encourage membership for working age people claiming a benefit, jobseeker's allowance claimants and Incapacity benefits claimants as the percentage of the

population in Doncaster of these groups is higher than the percentages across Yorkshire and Humber and also in England.

Table 10 - Office for national Statistics, 2011 Census

The need for the use of computer provision with Free internet will only increase as the introduction of Universal Credit and the Digital Council is rolled out further.

3.8 Visitor numbers

Visitor attractions in Doncaster attract significant numbers of people. With the exception of Doncaster Racecourse, Potteric Carr and the Yorkshire Wildlife Park, the rest are based on one or more aspects of Doncaster's cultural heritage.

Table 13: Visits to Attractions in Doncaster

Attraction	2010/11	2011/12	2012/13
Brodsworth Hall	68,141	71,949	68,896
Conisbrough Castle	29,012	24,084	25,267
Cusworth Hall	15,471	11,862	13,425
The Dome	Not available	Not available	423,476
Doncaster Minster	11,537	11,271	11,516
Doncaster Museum & Art Gallery	72,231	78,670	74,871
Doncaster Racecourse	230,800	262,717 (est)	217,743
Potteric Carr Nature Reserve	34,159	33,006	26,122
South Yorkshire Aircraft Museum	9,112	10,730	12,800
Yorkshire Wildlife Park	226,736	335,092	354,912

Doncaster Central Library, Doncaster Museum and Art Gallery, and Doncaster Archives should work as one unified part within this cultural and heritage tourism offer, and the new build will be a catalyst for much improved access and usage.

Doncaster Central Library:

Table 14: Doncaster Central Library visitor figures

Year	Number of visitors
2016/17	193009
2015/16	189999
2014/15	221085
2013/14	218239
2012/13	175548
2011/12	180822

Doncaster Museum and Art Gallery:

The best and most suitable indicator of how heritage services are accessed is through an analysis of Museum & Art Gallery, using the data collected through visitor surveys between 2008-2014. Whilst visitor figures are collected for other heritage sites such as Cusworth Hall, Doncaster Archives and the Mansion House, consistent, detailed demographic information is not collected in a standardised way across all Heritage-focussed service points or events supplied with a borough-wide focus. This can be addressed within the scope of a specific aim within the strategy: *To increase interest, awareness and participation in Doncaster's heritage, improving community cohesion and wellbeing through fostering a sense of place* – better quality and depth of data, used consistently, will mean that the Heritage Strategy Forum will in future be able to make more informed decisions about which sectors of society are engaged with, and why. As an initial step, Heritage Services have

also this year subscribed to Arts Council England's 'Visitor Finder' survey: this will provide a systematic approach to collecting data at the Cusworth Hall and Museum sites, and the opportunity to benchmarking regionally and nationally).

Between 2008 and 2014 the Museum & Art Gallery has conducted a bi-annual survey. After 2008 the questions were standardised so that direct comparison was possible and trends identified. However some of the questions from 2008 have also been used throughout, allowing direct comparison across the four surveys.

Survey taking was more targeted towards achieving a representative sample in 2008 and 2010. The 2012 and 2014 surveys are representative of those prepared to participate without targeted persuasion.

Visitor numbers over the relevant years were 80,984 (2008-09), 73,044 (2010-11), 74,831 (2012 -13). 2014-15s figures will not be available until April 2015. 2010-11 saw the Museum shutting on Sundays. On 1st June 2014 the Museum changed opening times from Monday-Saturday to Wednesday – Sunday following a restructure.

The gender split of those who completed the survey is fairly even from 2008-14, ranging from 60-66% for females.

There has been a distinct drop in the numbers of disabled visitors with the 2008 and 2010 surveys showing 9% and those from 2012 and 2014 5%.

The age of respondents was markedly different in 2014, with the majority (47%) being over 55. This compares to 25% (2008), 35% (2010) and 36% (2012). The number of under 15s is consistent for 2008-12 ranging between 14-15%, but in the 2014 survey it is only 9%. Given the number of children who visit the Museum in family groups it is likely that this is an

aberration from the time of year (autumn) that the survey was conducted, but the trend must be monitored carefully.

The number of white British visitors is above the Doncaster average at 96% (2014). This was 86% (2008) but then 98% (2010) and 93% (2012). Observation from Museum staff seems to demonstrate that the lack of surveys in alternative languages is a drawback and that this figure, from observation, does not represent correctly the ethnic mix of those visiting the Museum. A further survey is required to try to determine the correct figure.

The pattern of visiting has been quite consistent between 2010-14, with those visiting infrequently forming the highest number of visitors (57-59%). The number on their first visit seems to be growing from 17% (2010) to 20% (2012) to 23% (2014). This is an encouraging sign of a widening visitor base, the challenge is for the initial visit to be repeated, and more frequently.

Given recent economic history it is not surprising that the number of full-time workers visiting has fallen from 31% (2010) to 22% (2012-14). The shift seems to have been towards retirement as part-time worker have remained steady at around 15-17%, whereas the retired have risen from 22% (2010) to 27% (2012) and 33% (2014). Other categories have remained reasonably small, just with a noticeable growth in the numbers of students, rising from 3% (2010) to 8% (2014).

The reason for visits is very firmly general interest ranging between 43-56% (2008-14). Visiting to see an exhibition was very low in 2008 (6%) but since has been more consistent at 31% (2008), 20% (2010) and 26% (2014). This possibly matches the growth in visitors from outside the area as those interested in art have traditionally been prepared to travel to see an exhibition. The number visiting to take part in an activity fell markedly in 2014 to 6%, but this probably reflects the autumnal timing of the survey and also a reduction in the number of activities as the new structure bedded in from 1st June. The rise in visitors to the

	<p>KOYLI Museum from 1-2% to 6% in 2014 almost certainly reflects increasing interest on World War One and the new appointment of a curatorial assistant to support this Museum.</p> <p>The percentage visiting with friends and family has been very consistent from 75-77% (2008-14). However the number visiting with children was lower in 2014, possibly because this survey was conducted in the autumn and attracted a larger than usual number of older respondents. Although it shows that the Museum is a great place to visit as a social occasion, care needs to be taken to monitor this trend.</p> <p>There is no specific data collected from heritage service users in relation to Sexual Orientation, Religion and Belief, Maternity and Pregnancy, Gender Reassignment and Marriage and civil partnership.</p> <p>Specific data collection activity to support the focus and aims of the project will be developed so that officers can understand the needs of representatives from different religious communities, to ensure that Faith is appropriately reflected by the project, and the same will apply to Sexual Orientation and Gender Reassignment: just as library services can determine whether stock accurately reflects the needs of LGBT residents, so too should heritage services work to ensure that residents are engaged with appropriately. Any imbalance in terms of representation relating to Faith, Sexual Orientation and Gender will be carefully considered and proactively worked upon. Separate access audits within the project will ensure that resources and services reflect the needs of residents who are pregnant, and that services do not discriminate against people in relation to their marital status – which is a very low risk but must be flagged regardless.</p>
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4 Summary of the consultation/engagement activities

4.1 Consultation exercises took place in 2010 and 2014 as part of the review of Library services and changes proposed. These consultations provided data that has been appropriate to utilise as a starting point when considering the impact on the proposal for the change in venue for the Central Library.

Consultation and engagement to date by Heritage Services has focussed on stakeholders and partners with involvement in or support for heritage in Doncaster, within the context of Doncaster Council's Heritage Strategy. This included a strategy design workshop facilitated by Museums Development Yorkshire, and representation from Doncaster and District Heritage Association, Doncaster Naturalists and English Heritage.

As demonstrated in Heritage Service's Forward Plan, "Doncaster Museum has conducted bi-annual surveys since 2008. The most recent one being conducted from late summer to late autumn in 2014. This was conducted purely in paper form and then the results inputted and analysed. There were 297 respondents to this survey, around 60% of whom were women. The majority of respondents were 55 and over (47%) with 9% under 15. There was an overall satisfaction rate of 96%, with more people satisfied with the Museum (97%) than the Art Gallery (93%). The main issue that was raised with the overall satisfaction was signage and interpretation (71% satisfaction). An average of 2% have access issues to the site, with around 5% of visitors classing themselves as disabled. The visitor survey shows that the majority of the Museum visitors are White British (although we feel from observation that use of the Museum by other communities is being under-reported due to language difficulties with the survey which we need to address). Around 22% are in full-time work and 30% are retired. Very few (around 2%) are from our local DN1 postcode with around 30% coming from the DN4-5 postcodes. In the most recent survey an unusual 29% were from outside Doncaster (8% in 2012), however 72% of the overall visitors travelled less than 30 minutes to visit, so the majority are very local and if they don't live in Doncaster, live just outside the borough. Around 60% come to the Museum by car. Most come for a general interest visit, although a significant proportion (26%) came to view a specific exhibition. Word of mouth remained by far and away the most important method of people finding out about the Museum, with 46% finding out this way. People would prefer to hear by email. This very much ties in to our need to promote ourselves better. Around 70% visited with

	<p>Friends and Family, making the Museum & Art Gallery an important venue for social interaction, giving families time and space in which to be together.”</p> <p>Furthermore, a non-user survey covering all the Heritage Services venues – the Museum & Art Gallery, Cusworth Hall, the KOYLI Museum, Local Studies and Archives - was conducted in January-February 2014 and was conducted via face-to-face interviews at the market and in the main shopping centre:</p> <p>There were 145 respondents with a slight majority (56%) being female. 18% considered themselves to have a disability, compared to around 15% of Service users. The majority (41%) were 55 or older, probably reflecting the daytime and weekday nature of the survey. 90% were White British (as opposed to around 96% of Service users), but again a clear majority came from DN4 (20%). Similarly to the User survey 72% socialised with Friends and Family. Reading was next most popular, but 52% compared to 72% of users. Next was shopping (45%) followed by using the Internet (38%), Restaurants (37%) and Cinema/theatre (36%). The split was almost 50/50 between people who had visited our sites previously and those who hadn't at all. Of those who had 84% had visited between 6-10 years previously. 78% had visited Cusworth Hall, 63% the Museum, 28% the Local Studies Library, and 11% the King's Own Yorkshire Light Infantry Museum and Archives. Asked why they didn't visit any of the Heritage Services venues only 10% were not interested/not relevant. 34% hadn't thought to go, with a further 34% had meant to go but hadn't got round to it. 18% didn't know that we existed. Heritage Services then asked what would encourage the respondent to visit. People could respond more than once and 47% felt that knowing what was there would help and 43% what exhibitions were on with 34% wanting to see events relevant to national themes, such as the First World War. This very much seems to indicate that knowledge of the Service and what it can offer is a key barrier to people using the service.</p> <p>When considering the results of these consultations, it is clear that more specific and up to date forms of consultation will be required and designed, as any proposed changes are considered further, so that the library and heritage offer within the new build develop in ways which respond to residents' needs, and especially residents with protected</p>
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		<p>characteristics and / or with greater needs, and this will include a range of methods to support and engage with residents with relevant protected characteristics. This could include:</p> <ul style="list-style-type: none"> • Surveys • Focus Groups • Stakeholder Forums • Interviews
5	<p>Real Consideration:</p> <p>Summary of what the evidence shows and how has it been used</p>	<p>5.1 Further consideration will need to be taken as we analysis and update feedback from a more specifically focussed public consultauon on this project and this section will be updated both when the consultation process begins, is in progress, and has been completed.</p> <p>However it is clear already from the data we collect from our Library Management system and the participation demographic data from the 2 consultations mentioned within library services of high usage, predominantly, by White British people, and low usage by all other ethnic groups. As stated previously, however, the relocation of the Central Library site to an alternative venue and new build, should not directly impact on residents with any protected characteristics, but only increase opportunities for residents with protected characteristics to shape services which reflect their needs, and be supported by officers to co-design and use services which reflect people’s needs and aspirations. The same is true for the relocation and redevelopment within a new build for Doncaster Museum, Art Gallery and Archives.</p> <p>Equally, if required through a reverted option to downsize a library floor space and the volume of resources by utilising an existing asset (e.g. the Museum), this has demonstrated previously that this would potentially impinge upon residents with protected characteristics by reducing access and provision of a full range of resources. The space of a new build can enable the footprint of the various service components to be reduced because the new build alone provides opportunities to deliver library and heritage services</p>

in the urban centre in ways which may be different to how they are now, but which definitely meet residents' needs, regardless of protected characteristic. It is essential that residents are consulted, informed and included as any modernisation of the Central Library and Heritage Services resources and service offer takes place.

To summarise, any considerations to be made will demonstrate a real need to understand the impact of proposed changes on the following specific groups of service users:

1. Children, young people, especially very young children (and their parents), particularly through schools, youth groups and other appropriate venues and forums, to ensure that the educational benefits of the libraries and heritage sector are accessible and relevant, linking into and embedding with the Doncaster Curriculum and the work of the Doncaster Cultural Education Partnership.
2. Elderly residents. Older residents, who may find access to library and heritage events and activities harder to manage, or may not be aware of so easily.
3. Residents with a learning or physical impairment. Representative forums for people living with a disability should be further developed. Again, usage of heritage service points by people living with a disability is very low, and a targeted focus to market services appropriately, and to involve customers in service design and development, is required.
4. People living with dyslexia and / or dyspraxia.
5. People living in social isolation.
6. People without access to the internet at home.
7. And a wider potential impact on people on low income (especially the elderly).
8. Representatives from BME communities and groups within Doncaster, with and for residents in non-white groups where engagement and participation and heritage has been low, must be engaged, involved and have their voice heard. Usage by BME communities and residents of heritage service points in Doncaster is extremely low, and this needs to be improved as a priority, particularly through the co-production and design of services which mirror the demographic profile of communities and meet people's expectations and needs.
9. Representatives of LGBT groups and groups representing gender-specific strategies and initiatives.

		<p>Gaps in the data, specifically in terms of levels of engagement with services by residents with protected characteristics, will be addressed by conducting targeted activities to gain such data, and for the data to then inform the way in which this service point informs, involved and engages such representative communities and residents.</p> <p>Furthermore, any impact on any staff and volunteers with protected characteristics will also be studied and accounted for through meaningful consultation, as the project develops.</p>
6	Decision Making	<p>It is crucial that the Mayor and Cabinet understand the obligation of demonstrating due regard where changes to the service are proposed. The Mayor and portfolio holder/s will be updated on due regard considerations through:</p> <ul style="list-style-type: none"> • Regular briefing updates reporting on consultation findings through the consultation Period. • Attendance at public meetings and through separate meetings with the public, and representations to the Cabinet, Team Doncaster, Doncaster’s Heritage Forum and Doncaster’s Creative and Cultural Strategic Partnership. • By responding to correspondence from residents on matters pertaining to equality of access and service. • Through the final report’s commentary on any changes requiring due regard for protected characteristics, due to the impact of such changes. • The provision of all correspondence and statements submitted during the consultation period and made available for the Mayor and portfolio holder to read and consider.
7	Monitoring and Review	<p>Progress in terms of improving data collection and responding to residents’ needs, ensuring that residents voices are heard within the project, will be managed by the Head of Libraries working closely with colleagues in the Project Team, the Council’s Regeneration Directorate and the Council’s Strategy and Performance Unit. Specific actions to engage with relevant representatives and stakeholders, will be reported to, and scrutinised by Doncaster Council’s Overview and Scrutiny group, Doncaster Council’s Internal Audit team, Doncaster Council’s Corporate Finance team, Team Doncaster, and Doncaster’s Creative and Culture Strategic Partnership, all of which are important forums which can provide a role in terms of monitoring, scrutiny and review, with reports ultimately received within the project lifespan</p>

		<p>by Cabinet, for monitoring and review purposes. All of this forms part of the Council's wider commitment to scrutinising its responsibilities to show due regard to residents with protected characteristics.</p>
8	Sign off and approval for publication	<p>By conducting an analysis of data available, and by considering gaps in the data which now need to be redressed, I can confirm that sufficient information has been examined across the protected groups, and the information that is available has been used to show due regard to the three aims of the general duty. This has informed the development of the activity at this point, and will do so through the future development and lifespan of the project.</p> <p>This due regard statement will be specifically referred to and deliberated within the agenda item at Cabinet meeting on the 4th July 2017.</p> <p>The Mayor and portfolio holder will be provided with the statement in advance of the Cabinet meeting, to reflect on the information available and the proposed next steps.</p> <p>Nick Stopforth Head of Libraries and Culture Doncaster Council</p>

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Appendix 3: Off-Site Storage Requirements

Additional Storage – Museum Requirements		
Collection	Cubic space	Environmental conditions
Natural science including entomology, taxidermy, natural history	275m3	<p>Relative Humidity: 45–65 % with a 5% maximum change over 24 hours.</p> <p>Temperature: 5–19 degrees Celsius with a 5 degree Celsius maximum change over 24 hours.</p> <p>Visible Light: 50 Lux maximum (exclude natural daylight).</p> <p>U.V. Light: 75 micro Watts / Lumen maximum.</p> <p>Particular protection from pests required – access points sealed as much as possible</p>
Military history	200m3	<p>Relative Humidity: 45–65 % with a 5% maximum change over 24 hours.</p> <p>Temperature: 5–19 degrees Celsius with a 5 degree Celsius maximum change over 24 hours.</p> <p>Visible Light: 200 Lux maximum (exclude natural daylight).</p> <p>U.V. Light: 75 micro Watts / Lumen maximum.</p> <p>Particular protection from moth required – access points sealed as much as possible</p>
Spirit store	27m3	<p>Relative Humidity: 45–65 % with a 5% maximum change over 24 hours.</p> <p>Temperature: 5–19 degrees Celsius with a 5 degree Celsius maximum change over 24 hours.</p> <p>Visible Light: 50 Lux maximum (exclude natural daylight). This can be done via cabinets</p> <p>U.V. Light: 75 micro Watts / Lumen maximum.</p>
Decorative art, archaeology, archaeological stonework	650m3	<p>Relative Humidity: 45–65 % with a 5% maximum change over 24 hours.</p> <p>Temperature: 5–19 degrees Celsius with a 5 degree Celsius maximum change over 24 hours.</p> <p>Visible Light: 200 Lux maximum (exclude natural daylight).</p> <p>U.V. Light: 75 micro Watts / Lumen maximum.</p> <p>Particular protection from moth required – access points sealed as much as possible</p>
	1,152m3 total	

Additional Storage – Archives Requirements		
Archives	Current Storage	372.68 m ² · each square metre holds 0.73 of a cubic metre.

Archives	Accrual Storage	25 years storage at 75 m ³ would require 102.74 m ²
3.3 Additional Storage – Libraries Requirements		
Libraries	Off-Site Book Storage [reserve stock, library services for schools stock]	300m ²

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Appendix 4: Example visual of the new build Library, Museum, Archives and Art Gallery, including the frontage of the Former Grammar School.



N.B: this image is a development of the Feasibility Stage concepts and will be refined and improved significantly as the design develops.

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