



Doncaster Council

Agenda

To all Members of the

CABINET

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

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

Date: Tuesday, 22nd May, 2018

Time: 10.00 am

Items for discussion:

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, 17th May, 2018**. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

Jo Miller
Chief Executive

Issued on: Monday, 14 May 2018

Governance Services Officer for this meeting:

Amber Torrington
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Doncaster Metropolitan Borough Council

www.doncaster.gov.uk

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 8th May 2018 for noting (previously circulated).

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

Key Decisions

- | | | |
|----|---|-----------|
| 6. | Establishment of a new Special School for Communication and Interaction Special Educational Needs in Doncaster. | 1 - 10 |
| 7. | Public Libraries Strategy 2018-21. | 11 - 116 |
| 8. | Public Realm Art Strategy. | 117 - 158 |

Cabinet Members

Chair

Ros Jones, Mayor of Doncaster

Vice-Chair

Councillor Glyn Jones, Deputy Mayor

Portfolio Holder for:

Housing and Equalities

Councillor Nigel Ball

Councillor Joe Blackham

Councillor Rachael Blake

Councillor Nuala Fennelly

Councillor Chris McGuinness

Councillor Bill Mordue

Councillor Jane Nightingale

Public Health, Leisure and Culture

Highways, Street Scene and Trading Services

Adult Social Care

Children, Young People and Schools

Communities, Voluntary Sector and the Environment

Business, Skills and Economic Development

Customer and Corporate Services



Doncaster Council

Report

To the Chair and Members of the CABINET

Date: 22 May 2018

ESTABLISHMENT OF A NEW SPECIAL SCHOOL FOR COMMUNICATION AND INTERACTION SPECIAL EDUCATIONAL NEEDS IN DONCASTER

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools	All	Yes

EXECUTIVE SUMMARY

1. The Education Inclusion programme seeks to improve educational outcomes for all children in Doncaster, with a particular focus on vulnerable and/or disadvantaged children. This work includes as one of its strands the SEND Review.
2. The development of a new Communication and Interaction (C&I) Special School is part of a wider SEND Review outlined in the One Doncaster Report and located under the governance of the Inclusion Programme Board. The SEND Review includes targeted activity on a range of themes including: the sufficiency of places; review of out of authority placements; integrated assessment, planning and review pathways and processes; education transport; preparing for adulthood; transition; and improving outcomes at SEN Support.
3. The development of the special school has two distinctive elements to it, i.e. the identification of an academy sponsor and the building of the school. This report provides an update on progress in both areas.
4. The sponsorship process followed the Department for Education (DfE) lead commissioning process. This consisted of both an application and interview stage, conducted in partnership with parent and Special School representatives. A recommendation was put forward to the regional schools commissioner and the minister for children to appoint the Nexus Multi Academy Trust as sponsor for the new Special School which has now been approved.
5. Officers within the Council have put a self-build business case forward to the Education and Skills Funding Agency (ESFA) and are negotiating the funding envelope.

EXEMPT REPORT

6. This report is not exempt.

RECOMMENDATIONS

7. The Chair and Members of the Cabinet are asked to:
 - a. Note the contents of the report and the appointment of Nexus Multi Academy Trust as the sponsor for the new Special School.
 - b. Delegate authority to the Director of People and the Chief Financial Officer in consultation with the Portfolio Holder for Children, Young People and Schools to negotiate terms with the Education and Skills Funding Agency (ESFA) to self-deliver the building of the school as well as the set-up of an effective school delivery model in conjunction with the agreed provider.
 - c. Once the financial envelope is agreed for the capital budget, this is released via an ODR with delegated authority for spend to the Director of People and Chief Finance Officer.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. Local Council's play a key role in placing children and young people with Education, Health and Care (EHC) plans and it is important that they are involved in shaping the range of provision in their area. A number of children and young people currently placed in schools in Doncaster educated other than at school or placed outside of the area would benefit from suitable provision being made available locally, within Doncaster.

BACKGROUND

9. Doncaster's 2017 national data submission reported that 40% of Doncaster children and young people with statements of SEN/EHC plans were attending any type of special school, which is around the national average. The number of placements in special schools has increased over recent years and is at its highest in 2018. The majority of these special school placements are in LA maintained special schools (88%). Doncaster funds approximately 550 places across its 5 state-funded special schools. Doncaster maintains two specialist resources for children with a hearing impairment in a mainstream primary and secondary school. In 2017, 1.2% of children/young people with an EHC Plan attended this type of provision which is less than half the national average.
10. There are similar proportions of children and young people attending non-maintained special schools and independent special schools in Doncaster than national average. There was an increase in the number of placements in independent special schools since 2014 but the proportion attending such provision has decreased reflecting the increased number of children and young people with an EHC plans.
11. Following the SEN reforms in 2014, there has been a significant growth in the number of young people with an EHC Plan attending a post 16 provision (17% of the total cohort 0-25). 13% of children and young people attend a general further education college; this is 4.5 percentage points higher than the national average. There is a slightly higher percentage of young people attending specialist post 16 institutions in Doncaster than nationally.

12. The development of a new special school is part of a wider SEND Review outlined in the One Doncaster Report and located under the governance of the Inclusion Programme Board. The SEND Review includes targeted activity on a range of themes including: the review of sufficiency of placements; review of out of authority placements; integrated assessment, planning and review pathways and processes; education transport; preparing for adulthood; transition; and improving outcomes at SEN Support.
13. A review of sufficiency of special educational placements is underway with an indicative plan was submitted to the DfE in March 2018. The plan has the potential to release £500k of capital funding. The Council was successful in this application and consultation is being undertaken with the schools to establish funding priorities.
14. The DfE invited Councils in the autumn term of 2016 to establish new Special Schools in their area. Doncaster Council had previously identified a shortfall in provision within the Borough for specialist places for complex needs under Communication and Interaction (C and I) (primarily high functioning autism spectrum disorder - ASD and Asperger's) with related Social Emotional and Mental Health Needs (SEMH). Some children and young people may also have specific learning difficulties (SPLD) as an additional need but will not have significant learning difficulties.
15. A bid was put forward in November 2016 on the basis of establishing a 100 place Special School for children with a communication and interaction need aged 5-19. The bid included provision of a site for the school by the Council on the basis of a peppercorn rent with a 125 year lease. The provision is to provide up to 80 places for use by Doncaster Council, as well as 20 places for usage by neighbouring LAs.

The Council was notified of its successful bid in May 2017.

At the meeting of Cabinet on 18 July 2017 the following was ratified:

- a) to approve the proposal to establish a new Special School for Communication and Interaction in Doncaster in conjunction with the DfE and appropriate sponsor;
- b) to agree to provide the successful school sponsor with a 125 year lease on a peppercorn rent for 5 acres of land currently designated for commercial use at Hungerhill Enterprise Park, Edenthorpe; and
- c) to delegate authority to the Director of People and the Chief Financial Officer in consultation with the Portfolio Holder for Children and Young People and Schools to negotiate terms and enter into the lease and grant funding agreements with the DfE.

Allocation of Capital for the school building

16. The capital costs for building will be provided by the ESFA to help establish the new school in the same way as schools set up through the standard central free school process. It was therefore an opportunity to create additional provision in an area of identified need as part of the wider strategy to provide for children and young people across the Borough and for the capital to be provided by the DfE.
17. The site has previously been secured and Doncaster Council was given the option to deliver the new school by submitting a short business case setting out details of our

capacity, capability and experience in successfully delivering capital projects and to confirm that any overspend would be managed. An appropriate budget is being negotiated with the ESFA. If approved Doncaster Council would then manage the project reporting to the ESFA as necessary.

18. Officers have engaged the services of an Architectural Design company experienced in designing schools and other major projects to assist with the design process. To inform the design, in addition to visits to special schools within Doncaster, visits have been made to two exemplar schools to look at how they utilise the buildings and lessons learnt since they became operational. The visits focused on operational matters to inform the design process. Parents and subject specialists input has been included during all aspects of the process.

Officers have continued to negotiate with the ESFA to secure appropriate funding for the building of the school. Further details can be found within the Financial Implications Section of the report below. If the proposal for self-build is rejected, the ESFA will be responsible for the delivery of the build.

Consideration of an Appropriate Sponsor

19. The opportunity to sponsor the school was advertised nationally by the DfE and promoted locally by Doncaster Council. Officers of the Council, partners and a parent representative had the opportunity to assess bids and shortlist from potential sponsors. The commissioning process was based on the Council's priorities set out in the published specification and DfE criteria for applicants. A robust interview process was undertaken in partnership with specialists designated by the DfE. The recommendation, along with all those made by other local authorities, to approve Nexus Multi Academy Trust as the successful Sponsor was accepted by the Minister for Children and was announced on 3 April 2018.

OPTIONS CONSIDERED

20. Currently a number of SEN children and young people are educated outside of the Borough, are educated other than at school or are attending schools in the Borough but would benefit from specialist provision within the area. Whilst this may continue there are a number of benefits to opening a new Special School for Communication and Interaction within the area outlined within the report.

REASONS FOR RECOMMENDED OPTION

21. The recommended option is to progress to the next stage of the proposal. The Council has been given an opportunity to provide high quality, appropriate provision to meet the needs of a group of SEN children and young people within the Borough and to receive capital and start-up grant funding from the DfE.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
	Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future; <ul style="list-style-type: none">• Better access to good fulfilling	

	<p>work</p> <ul style="list-style-type: none"> • Doncaster businesses are supported to flourish • Inward Investment 	<p>The proposal will release a significant capital investment and new employment opportunities within a highly specialised area.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>A number of children and young people currently will benefit from attending a local school. The identified cohort of children and young people would benefit greatly from specialist provision within the local area.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>Children and Young people of Doncaster will be provided with high quality, appropriate provision to meet their needs and enable them to flourish.</p>

RISKS AND ASSUMPTIONS

22. Reputational Risk: There is a risk to the council that not achieving the outcomes of the new special school or not pursuing this opportunity and withdrawing from the process would result in a lack of appropriate provision within the Borough. Children and young people would remain within less appropriate provision increasing the risk of social isolation and loneliness and not enabling them to reach their full potential. There is a risk of delay in the opening of the new school which may mean this being achievable by September 2020 and not 2019.
23. Financial Risk: There would be a risk of increasing pressure on the High Needs Block due to higher cost of out of authority placements and transport costs. There is an additional financial risk of the financial envelope not meeting the required costs to build the school.
24. The initial risk rating is 20 = Likelihood 4 (likely) x Impact 5 (critical). However with appropriate project governance and ongoing negotiations underway, the current risk rating is 10 = Likelihood 2 (unlikely) x Impact 5 (critical).

LEGAL IMPLICATIONS

25. Part 3 of the Children and Families Act 2014 places legal duties on Local Authorities to identify and assess the special educational needs of children and young people for whom they are responsible. They must then ensure that those children and young people receive a level of support which will help them “achieve the best possible educational and other outcomes” (Section 19 (d)).
26. The Authority has identified the need for provision of this special school. The Department for Education has provided an opportunity for local authorities themselves to identify where a new special school would benefit their area, inform their Regional Schools Commissioner, and seek proposals for the new school they want. The department of Education will provide capital funding and start-up grants subject to value for money assessments.
27. It is proposed that the Council will provide the school site by way of the long lease on a peppercorn rental. Under s.123 of the Local Government Act 1972 the Secretary of State’s consent is required for the disposal of land for less than the best consideration reasonably obtainable. Under Circular 06/03 the Secretary of State has given their consent to the disposal of non-housing/HRA land by local authorities for less than the best consideration reasonably obtainable provided that:
28. The difference between the consideration being received and full open market value does not exceed £2 Million and the Council is satisfied that the purpose of the disposal will contribute to the promotion or improvement of the economic, environmental or social well-being of the area.
29. As the value of the land is less than £2m in this case specific consent of the Secretary of State will not be required as the general consent may be relied on in this instance provided the Council is satisfied the criteria in (ii) above is met.
30. The Council’s Financial Procedure Rules authorise the Council’s Property Officer to arrange the disposal of land for less than best consideration where the best consideration reasonably obtainable would not exceed £250,000. If the market value of the disposal exceeds £250,000 then the approval of Cabinet is required.

31. The procurement of a construction contractor should be undertaken in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.
32. Any terms and conditions of funding must be complied with to avoid clawback of the funding and should be passed down to third party recipients of the funding.
33. Further legal advice will be required as the project progresses.

[Officer Initials – P.C Date 02.05.18]

FINANCIAL IMPLICATIONS

Capital

34. The land at Hungerhill Business Park currently forms part of the Council's disposal programme and is to be sold to generate capital receipts to fund current and future capital schemes. The area of land proposed for the free school isn't currently included within the estimate for capital receipts and therefore isn't expected to impact on the capital programme.
35. The estimated cost of Doncaster MBC delivering this new special school is £7.24m.
36. The ESFA has indicated that a grant covering the £7.24m would be provided to fund the cost of this project.
37. At present we are at stage 2 of discussions with the ESFA requiring detailed surveys on the site. The outcomes of these surveys will determine the actual cost of the project. Only after the impact of these final surveys is known can the final build cost be determined. Significant abnormalities as a result of these surveys will be referred back with the understanding that any increase in costs will be met by the ESFA.
38. Following the surveys Doncaster MBC will progress to stage 3 of the project at which time has the opportunity to commit to self-delivery of the project or pass back to the ESFA to deliver.
39. An application has also been submitted to the ESFA for a £0.30m grant towards the Doncaster Council fees associated with this project. This income and expenditure is not included within the costs above.

[Officer Initials SB 02/05/18]

Revenue

40. Once the building work has been completed and handed over the ongoing revenue/running costs will then fall to Nexus Multi Academy Trust, as the successful Sponsor, who will be funded to provide the 100 education places as outlined.
41. Under the current funding arrangements for 2018/19, place funding of £10k per place for Special Free Schools is currently provided by the Education Funding Agency directly and not paid for directly from the LA's High Needs Dedicated Schools Grant (DSG). Only the top up element of £7,500 per pupil (figure stated by proposed sponsors through the DfE bid process) would be paid for by the LA from High Needs DSG.

42. Based on average current place funding and top up element costs for pupils in mainstream school (£8k), PRU (£15k - £18k), Special School (£16k) or Out of Authority placement for ASD (£54k), the estimated overall cost savings when the Special Free School is open (and being fully utilised) would be approximately £0.5m per annum. This is based on current assumptions from the service that the 80 places being filled by Doncaster pupils would otherwise have been placed as follows; 40 in Mainstream, 18 in PRU, 4 in Special School, 6 in Elective Home Education (no saving) and 12 in an Out of Authority placement.

[Officer Initials DB Date 2.5.18]

HUMAN RESOURCES IMPLICATIONS

43. Staff employed in the new school would not be employees of the local authority but of the school itself. The school will be able to set their own terms and conditions of employment for all staff, teaching and support staff alike.

[Officer Initials AG Date 12/02/18]

TECHNOLOGY IMPLICATIONS

44. There are no specific technology implications at this stage. However, as the proposals progress, Learning & Opportunities: CYP should engage with ICT to ensure any arising technology implications are fully considered.

[Officer Initials NR Date 15/02/18]

HEALTH IMPLICATIONS

45. Special educational needs and disabilities (SEND) can affect a child or young person's ability to learn, which will have an impact on the child or young person's health and wellbeing. This additional provision will help meet what are currently unmet needs for this population and should improve learning and subsequently improve health and wellbeing, as well as reducing health inequalities.

46. Children and young people admitted to the school will have been assessed by the SEND Panel prior to admission and would normally have an Education Health and Care Plan. This process will ensure that children and young people are provided with the most appropriate provision to meet their needs.

[Officer Initials RS Date 20/02/2018]

EQUALITY IMPLICATIONS

47. The provision of a Special School for Communication and Interaction will allow for 100 children and young people with social communication needs aged 5-19, whose needs are assessed and cannot be met within a mainstream environment, to receive suitable education within the local area. This will increase and strengthen our Local Offer and support our obligations under the Equality Act 2010.

48. The Council's duty under section 149 of the Equality Act 2010 when exercising its functions to advance equality of opportunity and foster good relations between those who have a protected characteristic and those who do not share that protected characteristic, ensure fair access to learning and opportunities for all Doncaster children and young people.

CONSULTATION

49. Discussions have been held with colleagues within Finance, Property and Construction Services, Regeneration and Environment and Asset Board regarding the provision of a site for the school.
50. Following discussions with colleagues within the region the proposal includes provision for other LAs to be offered places at the school. Rotherham, Sheffield and Barnsley LAs have supported the bid and are expected to take up to 20 of the 100 places. Sheffield were also successful in their bid supported by Doncaster to undertake reciprocal arrangements as their special school has a different focus.
51. A number of consultation events have been held and it is intended that Officers and representatives of the new sponsor will continue to consult and coproduce with parents, children and young people and other stakeholders throughout the delivery of the project.

BACKGROUND PAPERS

Cabinet Report 18 July 2017 – Establishment of a new Special School

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Doncaster Council

Report

Date: 22 May 2018

To the Chair and Members of the
CABINET

PUBLIC LIBRARIES STRATEGY 2018-21

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

EXECUTIVE SUMMARY

1. The library service in Doncaster provides front-line services accessible to all its residents, with a primary purpose to support and enhance residents' health and wellbeing, productivity and economic activity, learning and skills, and social and civic interaction.
2. Our vision is for a library service which up to and by 2021:
 - Provides excellent services, demonstrated through a range of performance indicators, which meet local needs;
 - Demonstrates less of a financial cost to the Council;
 - Can work as an alternative service model if appropriate which encourages inward investment into the service and enables it to work more commercially; and
 - Contributes to the fulfilment of some of the Local Strategic Partnership's objectives.
3. Local Authorities are held accountable for the comprehensive and efficient provision of libraries within their boundaries, as outlined by the 1964 Public Libraries and Museums Act. However, the last ten years have seen substantial changes as to how libraries are commissioned and delivered around the country. The drivers for these changes have included financial austerity, localism and community empowerment, the quick pace of technological change, and local

needs. There are a range of leadership and advocacy organisations supporting the development of public libraries which Doncaster Libraries will work with to achieve excellence in performance and value for money for local residents.

4. The DCMS Libraries Taskforce 7 Outcomes are defined as being critical to the individuals and communities in their areas:
 1. Cultural and creative enrichment
 2. Increased reading and literacy
 3. Improved digital access and literacy
 4. Helping everyone achieve their full potential
 5. Healthier and happier lives
 6. Greater prosperity
 7. Stronger, more resilient communities
5. The Public Libraries Strategy 2018-21 states the priorities for the service over the next 4 years, with an action plan which brings together the 7 outcomes, a local need assessment, and the main objectives required to fulfil each outcome. As well as the national agencies, Doncaster Libraries will also work with various local and regional partners and local communities to achieve the ambitions of this plan. There is no additional financial requirement for the delivery of this strategy; instead the focus is on service transformation and new ways of working to achieve savings and efficiencies for the Council, whilst at the same time ensuring sustainability and growth in the service.

EXEMPT REPORT

6. N/A

RECOMMENDATIONS

7. To approve the Public Libraries Strategy 2018-21 and its associated action plan.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. In approving this strategy, Doncaster Council will be ensuring that the library service by 2021 and beyond will be financially resilient, and able to thrive, whilst delivering on value for money and performance excellence to its customers. Residents will have the security of knowing that these local community assets will be modern, responsive to need, accessible, and able to provide services which deliver in support of residents learning, information, reading, knowledge and cultural needs.

BACKGROUND

9. Doncaster Libraries is a statutory service co-delivered between Council staff and community groups. 21 of the 25 libraries in the network are community managed. The controllable revenue budget is £2.1m and the workforce consists of 89 staff posts and 470 volunteers. Using customer insight and performance information, Doncaster Libraries is generally well performing when benchmarked with peers,

with some areas for improvement, and is well valued generally by the public in Doncaster as a trusted and enabling resource.

10. The library service does not currently have an up to date strategy since the previous version lapsed but has been using service planning in the interim. It is timely to reconsider the direction and provisions of the service at a key time in its journey, with the ongoing work towards a new Central Library and Museum, and when potentially considering new alternative service delivery models, service re-design, and greater commercialisation in future.

11. The vision is that by 2021 the library service:

1. Contributes to the fulfillment of a range of the local strategic partnership's objectives, with every library venue an asset to the community, which can be commissioned as a resource to support residents' economic, learning, and wellbeing needs,
2. Can work as an alternative service model if appropriate which increases inward investment into the service and enables it to work more commercially (the right model for the service will be the one which enables the most investment to come in),
3. Provides excellent service delivery, demonstrated through a range of performance indicators.

12. Therefore, Doncaster Libraries is required to further transform over the next 4-5 years, for a number of reasons;

- To meet the needs and demands of a diverse and changing population;
- Because of the fast pace of technological change; public expectations regarding the use of technology, and technological advances, will have moved on again by 2021. If there is an increasing emphasis on digital and creative technologies and skills, libraries must be ready for this and fit for purpose, to provide access to opportunity and meet modern skills and information needs;
- Because of the ongoing challenging financial environment;
- To ensure that it provides the highest performance levels possible for its customers, whilst also delivering value for money, in an environment where traditional usage of libraries is declining nationally, whilst seeing growth in new areas of service delivery;
- The delivery of the new build library and museum, and its financial modelling;
- Maintaining and building on the service's strong community assets, and good track record in consultation and engagement with the public.

13. To achieve this transformation, the strategy will show the journey of the service to get to this point, the needs of residents which the service is best placed to respond to, and the actions required over the next 4 years to ensure that the service is successful in achieving its financial targets, in achieving value for money, and in delivering excellent services.

OPTIONS CONSIDERED

14. To demonstrate the requirements of the Service going forward in different ways, whether through the Service Plan, individual ODRs and separate reports to Cabinet and / or Leadership. Or,
15. To provide a cohesive and concise Strategy, which will lead to greater and wider partnership understanding, which can be used as an advocacy tool with the public, stakeholders and funders, and which reduces the number of separate reports which may have been otherwise required.

REASONS FOR RECOMMENDED OPTION

16. The recommended option is the preferred option as it provides a single point of reference for the outcomes and objectives the service is expected to deliver on, and single point then of agreement on future direction so that the service can begin to implement. The strategy aims to be clear for every reader, and every resident of Doncaster, so that there is a shared purpose and momentum behind what the service, through co-production and integrated working, seeks to achieve.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

17.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none">• Better access to good fulfilling work• Doncaster businesses are supported to flourish• Inward Investment	<p>A high performing and well developed library service will support local residents needs by providing access to free internet and digital hardware, targeted support for residents seeking work, and dedicated spaces and resources for independent, micro and small businesses, at the start-up stage specifically, to see their business grow in a freely available and accessible location.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none">• The town centres are the beating heart of Doncaster• More people can live in a good	<p>Libraries are well recognised and well valued community assets. Through the integrated partnership working proposed by this strategy, libraries will develop opportunities for the enhancement of health and wellbeing in the borough, of social cohesion and civic pride.</p>

	<p>quality, affordable home</p> <ul style="list-style-type: none"> • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>As culture and knowledge hubs, the library venues can provide a shop window across the borough to our great cultural and tourism assets, raising audience awareness and encouraging participation.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>Libraries are positioned to support the Doncaster Curriculum, and through this strategy will show how young readers in the borough go on to greater educational attainment, and therefore better life outcomes, in keeping with national research to this effect. The Library Service will target its resources on children and young people where need is greatest, to help ensure that all our children and young people have access to books and reading materials, and are encouraged to develop an enjoyment in reading which will support them throughout their academic stages and future careers.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The library service is well place to support the needs of residents across the borough who may need early support with their health and care needs, and which may then reduce access to costlier front door services. This can be in the form of IAG, community support, community groups working to address social isolation, and social prescribing (e.g. arts on prescription in libraries). An alternative service delivery model would prioritise enable community access and engagement which helps to make residents feel better, feel included and social, which leads in turn to better health</p>

		and wellbeing outcomes. Service transformation will align the service planning where appropriate with Adults Transformation priorities and the Public Health Strategy.
	Connected Council: <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	The approach taken by this strategy will lead to a more efficient, responsive, flexible and focused service, performing better, and delivering more effectively on people's needs in ways which are integrated with other service needs. The enhanced community involvement, through service co-design and co-production, and possible alternative service delivery modelling, will contribute to stronger, healthier communities. This will be achieved working with partners from Team Doncaster and more widely, to ensure the greatest efficiencies, greatest access to service, and best quality of service possible.

RISKS AND ASSUMPTIONS

18. Risks include;

- None of the alternative service delivery models presented to decision makers are viable and / or acceptable;
- The commercialisation and investment plan does not succeed in generating revenue and capital income streams which would otherwise help offset savings targets, presenting a financial pressure to the service;
- Integrated partnership working does not take place to full effect, leading to less efficiencies and less opportunities for improved performance;
- Slippage in the new build project leads to increased costs, impacting on the ongoing revenue modelling of the service;
- Technology by 2021 will have moved on again, with an increasing emphasis on digital and creative technologies, which libraries must be ready for, to provide access to opportunity and meet modern skills and information needs;

- Lack of growth in other areas, not directly controlled by the service, which lead to less than expected visitor numbers and therefore also less spend across the culture and tourism portfolios, including at the new central library;
- Pressures and capacity issues within the service leading to delays in timescales and delivery, in turn leading to less confidence and buy-in to the service;
- Staff under-engagement with an alternative service delivery model if appropriate, whether through lack of engagement and consultation, leading to lengthened process and costs;
- Insufficient change required in the structure of the service, in terms of posts and roles, to enable the alternative service delivery model to work to best effect, and as efficiently and quickly as possible;
- Financial pressures due to overspend in other areas of the Council, leading to increased pressure on service costs in future years, on top of the forecast and modelling to save £500k by 2020 through the new build library, and any additional assurances of savings proposed through an alternative service delivery model;
- Ensuring appropriate and effectively embedded community involvement and participation, co-productivity, and growth in the volunteer base so that it is a representative as possible of a local community the library serves.

LEGAL IMPLICATIONS [Officer Initials: HMP Date: 10.4.18]

19. Section 7 of the Public Libraries and Museums Act 1964 provides that it shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use of it. The strategy sets out how the Council plans to continue to meet its statutory duty.

FINANCIAL IMPLICATIONS [Officer Initials: HJW Date: 11.04.18]

20. There are no financial implications arising as a direct result of this report. The strategy sets out the way forward with regard to potential future delivery models, the ability to attract additional external funding, re-structuring to ensure the resource for the service is fit for purpose and the key objectives over the medium term. Finance input will be required as these elements develop and support will be provided to deliver these through the duration of delivery of the strategy.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: KW Date: 10.04.18]

21. At this moment in time there are no apparent HR implications. Any staffing implications and/or significant developments will need to be discussed with Human Resources at the earliest opportunity.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 05.04.2018]

22. There are no direct technology implications at this time. However, any requirements for new, enhanced or replacement technology to support the delivery of the Public Libraries Strategy and/or new alternative service delivery models, service re-design and greater commercialisation would need to be considered by the ICT Governance Board (IGB).

HEALTH IMPLICATIONS [Officer Initials: CEH Date: 11.04.18]

23. The proposed Library Strategy acknowledges the role that libraries can play in the health and wellbeing of Doncaster residents. Libraries can play a part in supporting the wider determinants of health such as education, employment, healthy places, social capacity and community connectedness. The strategy identifies priority areas that will help address possible areas of inequality in access to the services libraries provide and proposes a specific objective to address health and wellbeing. It is recommended that future changes to the delivery model continually assess the impact on resident's wider health and wellbeing.

EQUALITY IMPLICATIONS [Officer Initials: NS Date: 29.03.18]

24. The Service will continuously review, update and implement its Due Regard Statement, taking into account residents and service users protected characteristics as defined by the Equalities Act 2010. Mindfulness in reflecting on and responding to protected characteristics will be demonstrated by the Portfolio Holder at the time of decision-making, supported by officers. Officers in the Service will continue to be supported to access up to date training and awareness regarding equalities and diversity in service design and implementation. This will also apply to any considerations going forward in terms of procurement of supplies, the recruitment and retention of staff and volunteers, and the future shaping of services in ways which reflect residents' needs to best effect within the national and local funding and policy context, and in keeping with corporate policy. Staff, volunteers and the public will be consulted with in ways which are fair, reasonable and meaningful, where any significant changes in service provision are being considered. Any future change to service delivery and provision will require reference to the needs assessment, which will be updated to include ward level data where possible, and also appropriate due regard, as demonstrated by the accompanying Due Regard Statement at Appendix 4.

CONSULTATION

25. Further consultation with residents, elected members, and stakeholders, will take place ongoing through the timespan of the strategy, and the strategy will be updated and respond to the outcomes of any consultative activities. Consultation may be broad and ongoing, for example, on the subject of what residents want and need from their library service, to fixed term and focused, on an alternative service delivery model, for example, or on marketing and branding. Consultation will be in line with corporate policy and registered with the Council accordingly; a degree of consultation has taken place to date with elected members and community managed library representatives – fuller consultation with the workforce, elected members, and service users will take place in response to this strategy, the needs assessment and to maintain due regard throughout.

BACKGROUND PAPERS

Appendix 1 - Public Libraries Strategy 2018-21
Appendix 2 - Needs Assessment
Appendix 3 - New Build Vision and Benefits Analysis
Appendix 4 - Due Regard Statement

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Doncaster
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Doncaster Council Public Libraries Strategy 2018-2021



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Executive Summary

The library service in Doncaster provides front-line services accessible to all its residents, with its primary purpose to support and enhance residents' health and wellbeing, productivity and economic activity, learning and skills, and social and democratic participation.

The Library Service in Doncaster has responded to wide-ranging environmental challenges over the previous 6 to 7 years with some success, and in 2012 was awarded the LGA Yorkshire and Humber Award Making a Difference Award for Sport and Leisure.

Our vision is for a library service which up to and by 2021;

1. Contributes to the fulfilment of a range of the local strategic partnership's objectives, with every library venue an asset to the community, which can be commissioned as a resource to support residents' economic, learning, and wellbeing needs;
2. Can work as an alternative service model which increases inward investment into the service and enables it to work more commercially (the right model for the service will be the one which enables the most investment to come in);
3. Provides excellent service delivery, demonstrated through a range of performance indicators.

Local Authorities are held accountable for the comprehensive and efficient provision of libraries within their boundaries, as outlined by the 1964 Public Libraries and Museums Act. However, the last ten years have seen substantial changes as to how libraries are commissioned and delivered around the country. The drivers for these changes have included financial austerity, localism and community empowerment, the quick pace of technological change, and local needs. There are a range of leadership and advocacy organisations supporting the development of public libraries which Doncaster Libraries will work with to achieve excellence in performance and value for money for local residents.

One of these sector improvement agencies is the Leadership for Libraries Taskforce. The Libraries Taskforce 7 Outcomes are defined as being critical to the individuals and communities in their areas:

1. Cultural and creative enrichment
2. Increased reading and literacy
3. Improved digital access and literacy
4. Helping everyone achieve their full potential
5. Healthier and happier lives

6. Greater prosperity
7. Stronger, more resilient communities

This strategy articulates the priorities for the service over the next 4 years, with an action plan which brings together the 7 outcomes, a local need assessment, and the main objectives required to fulfill each outcome. As well as the national agencies, Doncaster Libraries will also work with various local and regional partners to achieve the ambitions of this plan.

Introduction from the Portfolio Holder

It is with great pride that I introduce Doncaster's Library Stagey at such an exciting time: Our Libraries provide enlightenment, empowerment and give our communities and the individuals who use them a voice. Our Libraries provide warmth, escapism, a chance to expand the mind and learn new things. Our Libraries are welcoming and offer the chance to meet, mingle and find joy in simple things that bring happiness. Our Libraries reflect our communities and the people within them and as our service moves forward towards a new vibrant chapter, our Libraries are there with open doors for all our people waiting to inspire and raise aspiration. Libraries give us power!

Councillor Nigel Ball



Introduction to the Public Library Service in Doncaster

The library service in Doncaster provides front-line services accessible to all its residents, with a primary purpose to support and enhance residents' health and wellbeing, productivity and economic activity, learning and skills, and social and civic interaction. To achieve its aims, the library service's core resources include fiction and non-fiction book stock, stock in different formats, including e-books and music downloads, audiobooks, and books in large print format. The library service is the borough's collective book store, and the first point of access to digital information for those residents who cannot afford to access the internet from home. The workforce provides expertise in supporting complex enquiries, whether supporting residents to complete Universal Credit forms, braille/audio and large print transcription services to St Leger Homes and the Revenue and Benefits Team, access to electoral register, access to the Latitude Mapping portal, with which library staff are able to create site and location plans that residents use for planning permission and submissions to the planning team, and the publication of traffic regulation orders. A wide ranging quality events programme takes place in libraries across the borough, and wide ranging partners work with libraries to bring the benefits of reading and information to their audiences, with a particular focus on children and young people.

Libraries are trusted spaces, free to enter, welcoming and open to all. In a library, residents can explore, learn, share and collaborate from reading, information, knowledge and cultural resources. The library service in Doncaster is deeply rooted in local public perceptions, which reflects national trends: a survey published in 2018 suggested that professional library workers are in the top 5 most trusted workers in local communities¹. Residents appreciate and access the wide range of books, digital and other resources, as well as the trained staff who are on site to help make best use of the resources for residents, and the communities and volunteers who manage and underpin 21 of our libraries every day of opening. We have 25 public libraries in the borough, and provide services in 4 HMPPS libraries, 4 health library service points for Doncaster and Bassetlaw Foundation Trust, a Home Library Service for residents who cannot visit libraries, and an online 24 Hour Library. Doncaster has had a public library since the mid 1800s, which included a Central Library built in the town centre to celebrate Queen Victoria's Jubilee year in 1888-89. 2019 will be the 150th year of public libraries in the borough.

A Short History of the Service:

Doncaster Subscription Library – disbanded in 1868

¹ <https://www.cilip.org.uk/page/trustedprofessional>

Post of Librarian advertised in March 1869. Received 173 applications and appointed Mr Henry Charles Hammond of Pimlico for a salary of £75.00.

Opening of First Public Library in Doncaster – 29th December 1869

The Library was divided into 2 sections, a lending library with 10,000 volumes and a reading room with newspapers and periodicals.

The Jubilee Building, the erection of a new library and school of art – opened on 20th June 1889 by the Mayor, Alderman John Athron.

1912 - reorganisation of library to allow “open” access, the Mayor re-opened the library.

1934 - the School of Art moved to new quarters, the library took over the whole building and the first library building became a Children’s library.

1961 - first carriageway of East By-Pass was built resulting in the demolition of the major part of the old St George’s National School.

1966 - full development of the East By-Pass sanctioned and a new site was needed for the library.

29th December 1969 the library was opened in Waterdale by the Mayor, Councillor Marcus Outwin. Exactly 100 years to the day since the 1st library was opened in 1869.

The Library Service in Doncaster has responded to wider environmental challenges over the previous 6 to 7 years with some success. In 2012 the service was awarded the LGA Yorkshire and Humber Award Making a Difference Award for Sport and Leisure, and Doncaster’s Knowledge Library and Information Service for Health was runner-up in the Sally Hernando Award for Innovation in NHS Library and Knowledge Services in 2013-14.

Other successful outcomes over this period have included;

1. Transition to 12 community managed libraries in 2011-12.
2. Transition to a further 8 community managed libraries in 2014-15.
3. Effective public consultation programmes.
4. Re-opening of Denaby Community Library in 2016.
5. New brand developed, with use of the ‘Doncaster Libraries’ name.
6. Ongoing excellence in Knowledge Library and Information Services for Health contract management.
7. Good contract management of Prison Library Services at 4 locations in the borough.
8. Achieving £2.1m revenue savings since 2011-12.
9. Ongoing investment in capital works in our buildings.
10. Relatively good levels of staff morale reported.

What We Do Well;

- Change Management
- Co-production with communities, and workforce development

- Effective Consultation
- Effective Resource Management
- Service Resilience and with good to excellent practice in some locations

Baseline Performance

In the last financial year, Library Services in Doncaster had:

- approximately 80,000 volunteer hours,
- 2667 library members are aged 5 and under,
- 11868 library members are aged 16 and under,
- 2577 members are from a BME background,
- we have 267500 items for residents to choose from,
- our current eldest library service member is 101 years old.

Since 2014-15 we have:

- received 1.8m visits,
- issued 1.3m loans,
- provided 428,000 hours of free internet access time for residents,
- managed 838,000 customer enquiries,
- issued 2809 books on prescription,
- issued 78,200 books to residents who would not otherwise be able to get to a library.

Since 2011-12 we have:

- Provided approximately 350,000 volunteer hours.

Wider Context

Local Authorities are held accountable for the comprehensive and efficient provision of libraries within their boundaries, as outlined by the 1964 Public Libraries and Museums Act. However, the last ten years have seen substantial changes as to how libraries are commissioned and delivered around the country. The drivers for these changes have included financial austerity, localism and community empowerment, the quick pace of technological change, and local needs. There are a range of leadership and advocacy organisations supporting the development of public libraries. The national strategic development agency for libraries is Arts Council England. In 2015, DCMS created a new strategic leadership group for public libraries, the Libraries Taskforce. And the Society of Chief Librarians' (SCL) Universal Offers provide a framework that helps libraries deliver against 7 nationally-agreed outcomes. They currently cover 6 topics:

Health, Reading, Digital, Information, and Learning. Each is underpinned by the Children's Promise and Six Steps initiatives. It is Doncaster Libraries' aim to be a key local delivery partner of Arts Council England's Great Art and Culture for Everyone, and is aligned with SCL's ambition for an inclusive, modern, sustainable and high quality public library service at the heart of the community. The Universal Offers are a national framework of partnerships, programmes and messages that can be flexibly delivered at a local level. They've been developed in partnership with The Reading Agency (joint owner of the Health and Reading Offers), Arts Council England, the Association of Senior Children's and Education Librarians (ASCEL) and Share the Vision.

This strategy makes use of 2 outcomes frameworks.

Firstly, the Libraries Taskforce 7 Outcomes are defined as being critical to the individuals and communities in their areas;

1. Cultural and creative enrichment
2. Increased reading and literacy
3. Improved digital access and literacy
4. Helping everyone achieve their full potential
5. Healthier and happier lives
6. Greater prosperity
7. Stronger, more resilient communities

According to the Leadership for Libraries Taskforce, "millions of people in England use libraries: public libraries in England were visited 225 million times in 2014/15 - more in total than visits to Premier League football games, the cinema, and the top 10 UK tourist attractions combined²". So there is clearly a demand at local level, and across the country, for the valued services which libraries provide. At the same time, it is evident looking at trends that certain ways in which libraries are used is changing.

According to various datasets, library users are more likely to be;

- *Women than men*
- *From upper socio-economic groups than lower socio-economic groups (though this gap is narrowing)*
- *Non-working adults than working adults*
- *From black and minority ethnic groups than white ethnic groups*

² <https://www.gov.uk/government/publications/libraries-shaping-the-future-good-practice-toolkit/libraries-shaping-the-future-good-practice-toolkit>

Having children can also influence library use. Adults who live with children are significantly more likely to have used public library services than those who do not. In addition, adults who went to the library themselves when they were growing up were also more likely to go to the library as adults.

Data from adults who have been re-interviewed annually (for 3 years) show that the libraries sector has a core of “Consistent users” (21%) who reported using libraries at all 3 interviews. Just over half of respondents (52%) reported using public library services at least once over 3 interviews. Overall, there were fewer library users by the third interview than at the first interview: 9% of respondents were classified as “New visitors”, but 15% were classified as “Former visitors”.

This can be explained in various ways; libraries are competing for reading audiences not least with multinational companies like Amazon and Apple, and the way in which people access resources is no different for libraries as for the high street – consumers want up to date, high quality experiences at the right price. In this environment, libraries must maximise one of their key unique selling points, being free at the point of access, so that residents can still make a choice between paying for reading and information which may be filtered or modified by the provider, or not. Library Service purpose and usage is also being delivered within the context of many wider challenges, such as: changing demographics and social mobility, increasing demands for social care, developing and sustaining communities to look after the most vulnerable, including children’s safeguarding, and the need to support the creation of new business and drive economic growth. The demographic use of libraries is changing, and the needs of people using libraries in one area of the borough can be different to another. Every library has a core reading and information offer underpinned by the Council, and in line with the SCL Universal Offers, but how libraries provide services should also reflect the local need.

The national data sets from the Taking Part surveys tell us that;

<p>Amongst adults whose frequency of library use has increased over a period of 3 interviews, encouraging a child to read books was the most common reason given for this increase (20% of respondents), while “I like to read/wish to read more” was the second most common reason (18% of respondents).</p> <p>Among those whose use of libraries decreased over a period of 3 years, the most common reason for this decrease was having less free time. The next 2 most common reasons for using services less often were getting books elsewhere (17%) and reading e-books instead (12%).</p>
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As the Libraries Taskforce states, “given this situation, libraries provide exciting opportunities to act as the heart of community hubs and contribute to a range of national and local government priorities”.

The second outcomes framework which the strategy will refer to is from the Borough Plan, Doncaster Growing Together.

Doncaster Growing Together has 5 Principles for Action;

- Deliver value – Use all our resources well. We maximise the value in all we do;
- Keep it simple – Together, we focus on what we can do, not what we can't do;
- Be ambitious – Expect Doncaster and its people to thrive. We are creative and courageous in pursuit of this ambition;
- Do it together – No one has all the answers. We share responsibility for making the right things happen;
- Expect contribution – Everyone does their bit. We empower people and communities to help themselves and each other.

The action planning which forms the main work of this Strategy will be set and measured against these principles. The action plan will also show how the Strategy is performing against the Plan's themes of Doncaster Living, Caring, Working and Learning. The new build Central Library, Museum, Archives and Art Gallery is currently reporting in to Doncaster Living's Assurance Board, and there may be scope to revise and renew this focus on key areas of delivery from the service in future.

Where we want to be: Our Vision for Library Services in Doncaster by 2020-21

There are a number of reasons why libraries need to develop over the next 4-5 years, determined by local need, the Council's priorities, and national policy. This will further inform our action planning and progress against the 7 Outcomes.

Locally, the case for change is determined by;

- Meeting the needs and demands of a diverse and changing population;
- The fast pace of technological change; public expectations regarding the use of technology, and technological advances, will have moved on again by 2021. If there is an increasing emphasis on digital and creative technologies and skills, libraries must be ready for this and fit for purpose, to provide access to opportunity and meet modern skills and information needs;
- The ongoing challenging financial environment;
- To ensure that it provides the highest performance levels possible for its customers, whilst also delivering value for money;
- The delivery of the new build Central Library and Museum, and its financial modelling.

A Needs Assessment, commissioned in January 2018 for the Library Service, and available in Appendix 2, highlights the following key national and local drivers for change;

- Doncaster has a poorer score than our CIPFA neighbours on Social Mobility;
- Doncaster's unemployment rate has been falling steadily for the past three years, it is also much closer to our nearest neighbours;
- Women's healthy life expectancy [HLE] in Doncaster has been increasing, at the same time HLE in the CIPFA 15 has recently declined slightly;
- Since 2014 Doncaster has outperformed the CIPFA 15 in economic activity, however by 2017 annual change was roughly in line with the comparator (Doncaster = 3.0% and CIPFA = 3.8%).

Locally, in terms of needs, the Library Service will focus on those needs which are priorities for the local strategic partnership, for residents, and within the context of the 7 Outcomes. We will use this assessment to inform priorities within our action plan, and demonstrate through advocacy and communications how the library service support these priority areas over the next 4 years.

- The top 5 communities with the highest proportion of adults with no skills are Stainforth, Denaby, Edlington, Bentley and New Rossington;
- The areas where there is the highest percentages of people who are not proficient in English are clustered around the centre of the borough – specifically Town Centre, Wheatley & Belle Vue, Balby North, Balby East and Wheatley Park & Wheatley Hills;
- The areas where respondents in the 2011 Census were most likely to say that their health was either bad or very bad were Denaby, Mexborough East, Mexborough West, Bentley and New Rossington;
- The areas with the highest levels of people who are unemployed are Town Centre, Mexborough West, Wheatley & Belle Vue, Balby North and Bentley;
- Micro Businesses represent the majority of employment in Doncaster. The areas with the lowest numbers of micro enterprises are Conisbrough, Balby North, Cantley, Armthorpe South and Edlington. Small Businesses are lowest in Conisbrough, Balby North, Cantley, Armthorpe South, Scawthorpe, Old Rossington, Mexborough East, Dunscroft & Dunsville and Sprotborough. More than half of Doncaster does not have any Medium Sized Enterprises at all. The majority of the medium sized enterprises are focused in Balby East, Town Centre and Wheatley & Belle Vue. There are only three community areas in Doncaster with Large (250+ employees) sized enterprises - Balby East, Town Centre and Wheatley & Belle Vue (all with 5 organisations each);
- Bentley, Town Centre, Denaby, Stainforth and Balby North are the top five most income deprived communities.

Further to this, it can be anticipated that there will be no more local government funding for libraries up to 2020 and beyond, and in all likelihood less, due to corporate cost pressures elsewhere.

Our vision then is for a library service which by 2020 – 21;

1. Contributes to the fulfilment of a range of the local strategic partnership's objectives, with every library venue an asset to the community, which can be commissioned as a resource to support residents' economic, learning, and wellbeing needs;
2. Can work as an alternative service model which increases inward investment into the service and enables it to work more commercially (the right model for the service will be the one which enables the most investment to come in);
3. Provides excellent service delivery, demonstrated through a range of performance indicators.

By 2020-21, Doncaster will have a high quality, innovative flagship Central Library, Museum, Archives and Art Gallery. The vision for how this building will work, and which reflects the approach of the service in general, is represented in Appendix 3.

Our Strategic Priorities



Priority 1: Service Transformation

Within the timespan of this strategy, Doncaster's residents will have a new Central Library, constructed and opened, on time and on budget. It will be a building and service which has a transformational effect for libraries and their usage in Doncaster, and will elevate ambitions and aspirations for the borough and its people. Also, by 2019-20 the service could be operating as an alternative form of service delivery model. To achieve on these objectives to best effect, the service is required to transform itself and be as transformational as possible. This will be achieved in the following ways;

1. The Library Service will report to elected members and corporate leadership on an options appraisal for the transfer of the service to an alternative service delivery model. A new model will enable the service to be fit for purpose and able to thrive, with anticipated less Local Authority funding, and to support its customers to access relevant excellent reading, knowledge, information and cultural resources. The options appraisal will provide a clear direction on the best, most suitable form for the service in future, to enable the service to attract inward investment and meet diverse community needs. Whether that is as an in-house provider, as an arms-length organisation, a Trust, Co-Operative, Mutual, Charitable Incorporated Organisation, or a model with more than one status is to be determined through the options appraisal. The model would also be dependent on consultation with the library service workforce and the public at the right time, and will seek to achieve financial sustainability, greater community and / or staff ownership, and the best quality delivery of service possible. Any alternative model decided on in future must strengthen and grow the community involvement and shaping of service, and help to further motivate staff and volunteers.
2. The New Build Library and Museum will be delivered on time and on budget, with an exceptional library service provision for the people of Doncaster. This will be underpinned by a deliverable and effective capital and revenue finance scheme. The building will be an excellent and innovative venue which is of benefit to all of Doncaster's residents, and is part of a wider excellent cultural portfolio in the borough. A digitally enabling environment, the Central Library and library service will respond to fast-paced advancements in digital technology, ensuring that the service can provide equitable access to opportunity and meet modern skills, learning and information needs.
3. Publish a new commercialisation and investment plan for the service. Through this plan, show an increase in commissioning, co-productivity and co-location of services, and develop libraries as a model for integrated services. The Library Service works consistently well in partnership with other internal and external

services, but when responding to local need, the next step is for the service to demonstrate integrated ways of working with key partners and providers, whether, for example, Business Doncaster, Public Health, the Chamber of Commerce, or cultural partners. This will be determined through service planning aligned to action plan in this strategy. Co-production of the service should specifically ensure that there are significant opportunities for community and service user engagement and shaping of services, ensuring that our many volunteers have a voice, continue to be inspired and motivated, and can contribute directly to the service offer, and then increase the volume of volunteering, particularly in under-represented age ranges and other demographics.

4. Restructure the service ready for 2020 with appropriate development and succession planning, merging roles with Heritage Doncaster where appropriate to do so. There are opportunities to consolidate services (Doncaster Libraries and Heritage Doncaster) and achieve efficiencies in the establishment, predominantly by holding vacancies during natural turnover, but also, for example, by joining up front line services and also integrating management structures across the two service areas. At the same time, for the service to deliver to best effect, there will need to be some new roles (e.g. in Fundraising, Volunteer Management, and Commercial / Retail), some roles will be viable for merging, and some roles will be predominantly the same, though perhaps with a smaller establishment overall. There will be further opportunities for volunteering and community involvement, for example, as wayfinders in the new build, in event support, or in trustee roles for the new delivery model. However, it is not expected that the financial modelling required should be achieved by a further extension of the community managed library model. From this point, it is expected that the volunteer role in the model will be alongside the workforce, but not in place of it. The Service will need to strike a balance between investing in the professionally-delivered service, through a workforce development programme for modern librarians, alongside growth in community-shaping of services. Doncaster Libraries will continue to support volunteers in community-managed libraries to network, share learning, and provide peer-to-peer support'; the service will also support volunteers to take part in and contribute to the strengthening and re-imagining of the service as a whole, to really shape local libraries at the heart of the community, and reflecting community need.
5. Working with communities and funders, secure building improvement investment in at least 3 buildings in the branch library network, prioritising Scawthorpe, Stainforth and Bentley Community Libraries, based on local levels of need, with a proviso to investigate further and secure external funds to improve library buildings in other areas of the borough too, which could include, for example, Askern, Cantley, Bessacarr, and Wheatley. And to work with external funders and partnerships to

increase investment in digital capabilities, so that the service can grow its offer both inside its venues and out into communities and residents homes, particularly for people who cannot access venues easily.

Priority 2: Libraries as commissioned services supporting good health and wellbeing in the borough

Doncaster Libraries can provide access to health and social care information, and signpost customers to online information and specialist agencies. Our libraries are dementia friendly, offering stimulating community events, such as reminiscence groups and dementia-friendly iPad classes. Library Service officers work with public health colleagues to provide public access in libraries to health professionals, health checks, and healthy living event programmes. Some libraries, such as at Woodlands Community Library and Hub, have hosted yoga classes; residents in Askern can attend Pilates classes in their local library, there is a meditation group using Mexborough Library, and others provide support through social forums for new mums and their children. Askern Community Library hosts a children's dance class for all ages.

The Library Service will continue to build effective working relationships with health practitioners and organisations, whether through the Health and Wellbeing Board, with the CCG, Healthwatch Doncaster, or directly with GPs, pharmacies, and other providers, along with Public Health colleagues. In this way, libraries can be a free and accessible community asset for health providers to use, as a venue for promoting good health and wellbeing, and for engaging with residents on health-related initiatives (other examples include libraries as cancer survivorship hubs, visually impaired reading groups, and befriending groups reducing social isolation). At the same time, libraries can demonstrate the value of residents using our assets and resources, in terms of the positive impact on health and wellbeing, and the positive local economic impact this can have, if, for example, it reduces avoidable GP visits, or reduces social isolation. It is a priority for the service to be able to effectively state what this positive impact is, in health terms used by commissioners, policy makers, senior health managers and practitioners, and also in economic terms.

The Library Service will also work closely with Adult Social Care leaders to develop a plan where the library can be used as an asset of real value in the community which directly contributes to social care priorities, whether as a venue which reduces loneliness and isolation, as a place to receive community-led support, and particularly information, advice and guidance (IAG). Again, how this reduces the cost and other forms of impact on the care system will be made clear and promoted by the service. This takes place already in some areas, such as Your Life Bentley in Bentley Area

Doncaster Libraries also manages a service level agreement between Doncaster Council and Doncaster and Bassetlaw NHS Foundation Trust for the provision of Knowledge Libraries and Information Services for Health. This service is managed at 4 sites: DRI Library, DRI Leisure Library, Montagu Hospital and Bassetlaw Hospital. This is the only model of its kind where a Health Library Service is managed by the Local Authority on behalf of an NHS Trust across 2 Local Authority boundaries. It is one of the most successfully managed services of its kind in the country, having achieved the NHS Library Quality Assurance Framework (LQAF) Accreditation with 100% compliance in 2016-17 and 2017-18. The service is also a pilot for the next version of LQAF being developed, one of only 10 pilots chosen in the north of England in 2018-19. The strategic plan for the service can be viewed here: <https://www.dbth.nhs.uk/wp-content/uploads/2017/09/2014-17-KLISH-Strategic-Plan.pdf> - a new strategic plan is being prepared for the Trust in 2018, to work alongside this Strategy.

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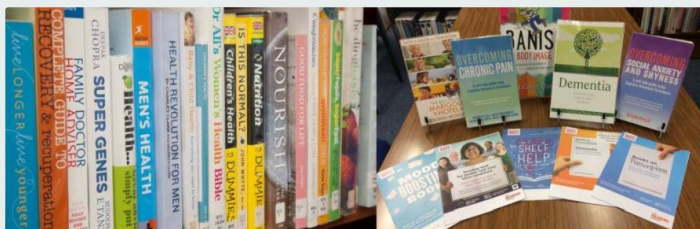
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The Knowledge, Library and Information Service is supporting the Trust in its Health and Wellbeing initiatives.

Would you like to learn something new? Are you feeling stressed, anxious, or depressed? Do you want to eat more healthily, lose weight and get fit?



16

From the Libraries Taskforce:

Libraries contribute to the health and wellbeing and social care of local communities by:

- supporting people with dementia and mental health issues;
- contributing to the preventative health agenda;
- contributing to local councils public health responsibilities for young children;
- supporting people with dementia and mental health issues.

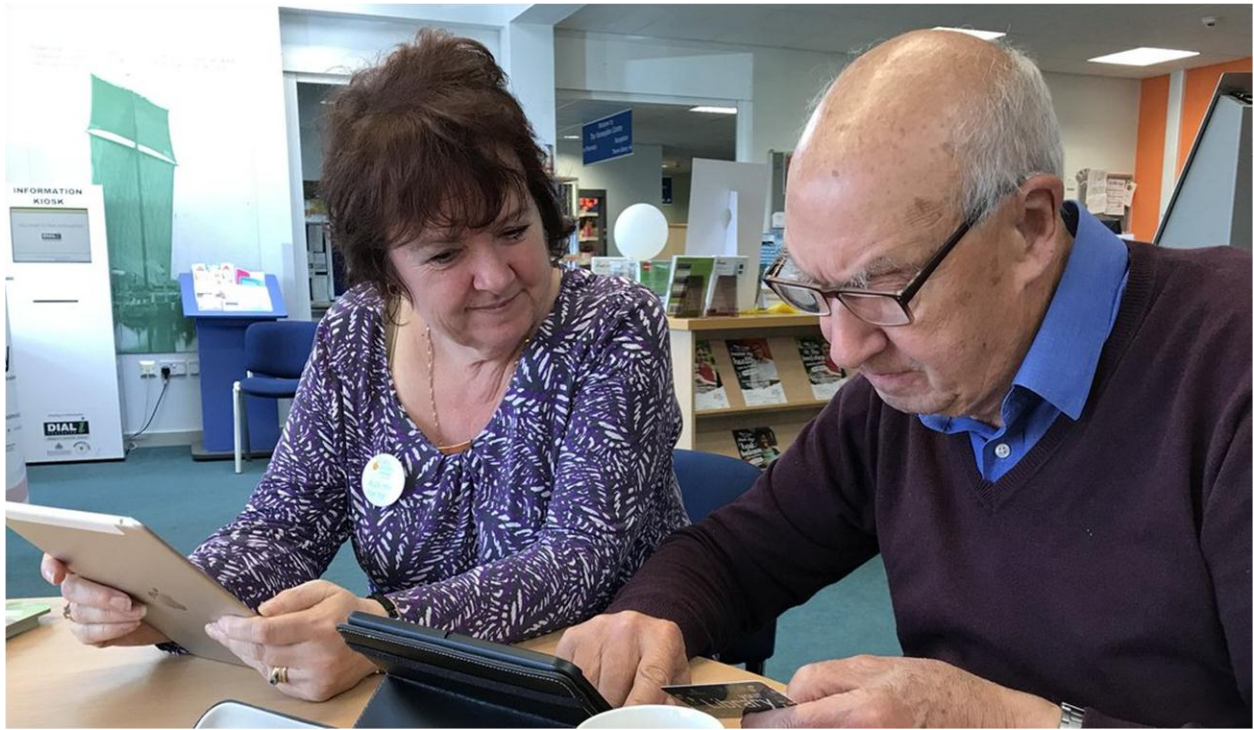
Libraries deliver the national Reading Well Books on Prescription scheme which is part of the national health offer for libraries. The scheme consists of a list of books that is curated and endorsed by health professionals and provides support for those suffering from common mental health conditions (anxiety, depression, phobias and some eating disorders) and dementia. Using the lists, GPs and health professionals can recommend reading materials to patients, which encourages self-management, and can help reduce the need for costly interventions. In the case of dementia, the scheme also provides practical support for carers. There is evidence from the National Institute for Health and Clinical Excellence (NICE) that self-help books can help people understand and manage common conditions, including depression and anxiety. Books on Prescription is one way in which libraries support mental health, one of the responsibilities passed to local councils by the Health and Social Care Act 2012. This is demonstrated in a 2014/15 survey of 170,000 people who borrowed a book from the Books on Prescription scheme. When surveyed on their view of the mental health conditions book list:

- 90% said that the scheme had been helpful for understanding their condition
- 85% said it had helped them to feel more confident about managing their symptoms
- 55% said that their symptoms had reduced or had got better.

Over a 12 month period, 971 books have been loaned from these collections enabling borrowers to self-manage their conditions.

A study on the economic value of the health and wellbeing benefits of public libraries found that using the library has a positive association with general health. The predicted medical cost savings associated with library use is £1.32 per person per year, based on reductions in GP visits caused by improved access to health information, saving the NHS an estimated £27.5 million a year across the library-using population as a whole.

Priority 3: Libraries as commissionable assets to increase local learning and skills



Customer learning to use an iPad at Thorne Library

Doncaster Libraries are well established venues for informal and formal learning, for all ages. The content of classes and activities is very diverse, ranging from language classes, to arts and crafts Groups, such as sewing at Woodlands Community Library and Hub and Thorne Library's Knit and Natter group, through to more formal support for learning, whether working with Family Learning Mentors in the borough to provide libraries as a community learning space and resource, to working with the Princes Trust to support learning for young adults at Central Library.

This part of the service will be further advanced in 2018-21 by;

- Jointly commissioning adult learning activities in libraries working with Adult Learning / Family Learning; working with a range of both in-house, third sector and commercial providers;
- Libraries working with different agencies and partnership to take a whole-life cycle approach to learning provisions, which also encourage intergenerational learning;
- To prioritise learning opportunities in libraries which support local creativity, participation, and STEAM skills;

- To work in a joined up with schools, academies and education providers to ensure that resources and events in libraries maximise opportunities to support the Doncaster curriculum and wider attainment.

Case study from Woodlands Community Library, 2017

A Woodlands Community Library and Hub customer had been made redundant after 30 years working at a pit as an electrician. David needed help learning IT skills so that he could job search and improve his IT skills for his next job role. He also needed to take an electrical course to bring him up to date with his skills and enhance his opportunities for work.

Debbie at Woodlands Community Library sourced a computer course with WEA and David joined the class. Debbie had 1-2-1 sessions with him to show how to apply for jobs online, such as emailing employers and how to attach documents etc. He was also encouraged to come into the library to use the internet to do research on job roles that came up. The fantastic news is that David has now found a job as a maintenance electrician and feels this would not have been as quick if he had not been supported by Debbie and Woodlands Community library. He was so grateful he donated £50 to the library and Debbie received the following in a thank you card:

“To Debbie & all volunteers at Woodlands library. Many thanks for your stirring efforts and for your tremendous help in the past 2 months, communities and people within them need dedicated and kind people that are prepared to go that extra mile. Thank you once again , David”

Feedback from a customer at Doncaster Central Library, 2016:

A customer visited Central library this week to use the computers, and mentioned that last year she had attended a computer course run by Nicola Woods, Systems and Performance Assistant. As a result of attending the course, the customer was able to apply for a job as a Mencap Support Worker and was successful in getting the job. The customer went on to say that if she hadn't attended the course she would not have been able to apply for the job.

Priority 4: Libraries as a contributor to the local economy and increased local productivity

From the Libraries Taskforce:

Libraries can support the local economy by providing:

- advice and support to help people start business and create jobs
- support for job seekers and career development support spaces for co-creation
- volunteering opportunities
- access to advice on money management
- new or refurbished libraries with flexible areas who innovatively use their space can be the catalyst for regeneration.
- Libraries enable people to access employment through job clubs, back to work programmes and facilitated sessions with partner agencies, e.g. Adult Learning and Skills, Job Centre Plus and local organisations.
- Job seekers are offered free internet and Wi-Fi access as well as a range of digital support sessions by staff and other partners, such as digital champions.

Doncaster Libraries provides a range of resources for people who are looking for employment, or to access information, books and other resources. Mexborough, Stainforth and Woodlands Libraries provide dedicated support for people seeking employment, and libraries also provide space to facilitate debt advice services and support groups. In Doncaster's Libraries, Library Supervisors and frontline staff have received digital skills training to enable them to assist over 120 job seekers in the last year with accessing Universal Job Match. Frontline staff have also received training on assisting with accessing Universal Credit online, and since launch in October 2017 we have supported 40 residents with their benefit claims.

This will be further advanced between 2018-21 by;

- Making more spaces in libraries for people to work from, by providing free Wi-Fi, business start-up resources (online resources, books, events) – in this way, libraries become micro and small business in the community;
- Increasing the turnover of library volunteers progressing into employment;
- Expanding the number of job clubs in libraries;
- Working closely with Doncaster Chamber of Commerce and other partner organisations, developing a coherent offer to micro and small businesses using library spaces; this could be to promote the use of free business library resources,

peer to peer business networking and support, particularly creative and digital small businesses.

From the Libraries Taskforce:

Libraries can offer new opportunities for people to create, collaborate and consume, mingle, exchange ideas, and enable co-creation. In addition, some library services provide access to music studios which enables new business development, such as Studio12 in Leeds Central Library.

Libraries can be the focus point for a community, supporting cultural regeneration by driving footfall, reinvigorating local spirit and helping to change people's perceptions about places. Building on the success of the Reading Agency's Summer Reading Challenge, over 9,000 young volunteers have been enthusing children about books and assisting with related activities. Youth volunteering provides the opportunity for the sharing and acquisition of new skills and enables young people to gain accredited recognition of their work through either local or national awards.

Case Studies

From a customer at Thorne Library, 2017

To Thorne Library,

Dear Jenny, Just a quick note to thank you for your help and advice regarding using the computers and setting up a small business. Your advice and support have proved invaluable. In addition Denise and Chui Wan have both helped to solve computer problems for me. The whole team have a wide-ranging depth of local knowledge, council services and both books and DVDs which are available at Thorne Library and from other libraries.

There are always new and imaginative displays in the library and exhibitions by the Camera Club and the Art group for example keep the library in the public eye.

The library is always busy and there are many groups using the facilities each week e.g.

Primary schools, Knit and Natter, Rhyme Time, local child minders etc.

It's a real pleasure to visit this library.

From a customer at Armthorpe Community Library, 2016

"I have lived in Armthorpe now for eighteen months and have begun to work more from home. Consequently, I have made more use of my local library as a place to concentrate - without the distractions of home life etc.

I must say that the staff and volunteers who work here are absolutely delightful. They are some of the friendliest and helpful people you could wish to meet. I have also observed how they interact with those who may have special needs or other difficulties. You should be proud to deliver a service which is obviously appreciated by so many people in the vicinity. It has a real community feel about it".



Photo: Volunteers at Scawthorpe Community Library promoting digital skills

Action Plan for Consolidation, Growth and Inward Investment in our Libraries: 2018-21

The action plan brings together the 7 outcomes, the local need assessment, and objectives which are identified with the aim of fulfilling the outcome. Doncaster Libraries will work with various partners to achieve the ambitions of this plan. These partners include, but are not exclusive to: internal Council departments, the Creative and Culture Strategic Partnership, Arts Council England, local community assets and organisations, and educational providers and practitioners. This strategy and its action plan will support and respond to Doncaster Growing Together, the Social Mobility Opportunity Area, and Doncaster's Public Health Strategy, Adult Social Care Transformation Plan, Culture Strategy, Inclusive Growth Strategy, and Heritage Strategy.

	Objective:	Strategic Aims:	Supporting Local Need:	Fulfilling the 7 Taskforce Outcomes:	Timescale:	Lead Officer/s:	Working with:
1	The service will report on an options appraisal for an alternative service delivery model, demonstrating excellence in service, new opportunities for inward investment, more secure community empowerment, and increased workforce development. The right model will be the one which will enable the service to attract the most investment and strengthen the response to community need.	Transformation; Health and Wellbeing, Education and Skills, Local Economy; Libraries increase local learning and skills.	For all wards and residents, promoting further opportunities for public ownership and public shaping of services, whilst aiming to continuously improve services and achieve value for money.	1, 2, 3, 4, 5, 6, 7	For a decision by Q1 2019-20, implementation by Q3 2019-20	Head of Libraries and Culture	Community Managed Libraries, Library Service Staff, Strategy and Performance Unit, Legal Services; Corporate Finances, Corporate Procurement, Corporate Communications.

2	The New Build Central Library and Museum will be delivered on time and on budget, with an exceptional library service provision for the people of Doncaster, providing particularly an excellence in inclusivity and accessibility.	Transformation, Health and Wellbeing, Education and Skills, Local Economy; Libraries increase local learning and skills.	For the benefit of all wards and all residents.	1, 2, 3, 4, 5, 6, 7	Handover projected in Q4 2019-20, for opening in summer 2020.	Head of Libraries and Culture (service implementation); Strategic Development Manager - New Build (service design)	Major Projects, Corporate Finance, Corporate ICT, Strategy and Performance Unit, Corporate Communications
3	Develop a new commercialisation and investment plan for the service. Through this plan, show an increase in commissioning, co-productivity and co-location of services, and develop libraries as a model for integrated services.	Transformation	Spend in tradeable and commercial services within library buildings can be turned into spend on resources in targeted areas.	4, 5, 6, 7	Q4 2018-19	Libraries Strategic Manager	Head of Business Development, Inward Investment Team, Business Doncaster, Corporate Finance, Corporate Procurement
4	Restructure the service ready for 2020 with appropriate development and succession planning, merging roles with Heritage Doncaster where appropriate to do so. Allocate for required new roles and skills focusing on Fundraising, Commercialisation, Retail and new ways of working.	Transformation	Ensuring the workforce's skills, tools and training are suitable to meet residents' needs, in a flexible, responsive and joined up service.	4, 6	Q3 2019-20	Head of Libraries and Culture, HR Strategy lead.	HR and OD, Library Staff, Heritage Services Staff, Corporate Communications.

5	Working with communities and funders, secure building improvement investment in at least 3 buildings in the branch library network, prioritising Scawthorpe, Stainforth and Bentley Community Libraries, and explore the development of a community library and café facility at Elmfield Park, as a model for service growth in the community.	Transformation	Focusing on areas of greatest need. Investment in Cantley Community Library's building structure should also be secured.	1, 2, 3, 4, 7	Q4 2020-21	Head of Libraries and Culture, Strategy and Performance Unit, Inward Investment Team	Inward Investment Team, Corporate Assets, Corporate Communications.
6	Develop a service advocacy plan and effective performance framework, demonstrating to residents, partner organisations, elected members etc. the value and performance of Doncaster's Libraries, in key areas including improving literacy, improving attainment, skills, health and wellbeing, and supporting the local economy.	Health and Wellbeing, Education and Skills, Local Economy	Greater advocacy will support greater investment, leading to increased usage and more local returns on investment and SROI.	4, 5, 6, 7	Q4 2018-19	Libraries Strategic Manager, Strategic Development Manager - New Build, Strategy and Performance Unit, Corporate Communications	To include a new marketing and Comms plan for the service in 2018-19, and a refreshed brand by 2020.

7	Work in an integrated way with other cultural providers in the borough to join up commissioning and access to arts and culture resources and events, e.g. ticket bookings in libraries, and increased arts and culture programming in libraries. In this way, increase libraries outputs as community venues for exhibitions, performances, and touring work.	Transformation, Local Economy, Health and Wellbeing.	Providing greater access to culture and arts in communities. Library workforce become local commissioners of arts and culture.		2019-20, 2020-21	Head of Libraries and Culture, Culture Business Manager, Creative and Culture Strategic Partnership, Doncaster Culture Education Partnership	Doncaster Growing Together Create Doncaster Programme board, Doncaster Culture Education Partnership, Expect Youth, External Funders and Commissioners.
8	Develop libraries as assets of value, with a separate action plan, supporting priorities in Health and Wellbeing, Adult Social Care, the Opportunity Area, the local economy, and the Doncaster Curriculum / local Education and Skills.	Health and Wellbeing, Education and Skills, Local Economy	Further action plans will be programmed in these themed areas; e.g. developing peer support for living with cancer in libraries; extending the Your Life Doncaster CLS and IAG programmes into libraries; and providing ongoing support for residents living with less and requiring financial information and advice	4, 5, 6, 7	2018-21, reporting quarterly on progress and through the service plan	Head of Libraries and Culture, Libraries Strategic Manager, Business Doncaster, Public Health, Adults PMO, Doncaster Culture Education Partnership	Public Health, Get Doncaster Moving, Your Life Doncaster, Business Doncaster, Family Learning, Anti-Poverty Strategy Group

9	Work with Corporate Communications to develop and deploy a high quality brand, marketing suite of assets and Comms plan for the service, to include a refreshed brand and suite of assets for Doncaster Libraries, and also the new build Central Library, which also works with and alongside the Heritage Doncaster brand. This brand should articulate the value and quality of the service to residents, partners and stakeholders	Transformation	Increase in visitor numbers, engagement with the service, and positive customer satisfaction reports.		2018-19, 2019-29	Head of Libraries and Culture, Corporate Communications, Libraries Team	Corporate Communications, Corporate Procurement, Libraries Staff
10	Create a specific plan for the development of libraries as locations for local creative skills, particularly supporting hand-made, craft, design and digital, as centres for showcasing products and encouraging independent business start ups.	Libraries increase local learning and skills	Increasing levels of participation, Libraries contributing to growth in the CDI sector; Libraries contributing to growth in productive micro and small businesses.		2018-19	Head of Libraries and Culture, Libraries Strategic Manager, Branch Libraries Operations Officer, Central Library Operations Officer, Staff Teams.	Doncaster Growing Together Create Doncaster Programme board, Business Doncaster

Key Performance Indicators

Key Performance Indicators will be reported on the Council's corporate performance management system and the service's annual service plan, as well as in performance information which will be made available to the public at all library service points, online, and to all elected members and corporate leadership. It is expected that KPIs will include;

1. Economic impact of residents using library services.
2. GVA from library service usage.
3. Number of customers reporting that they felt better from using a library facility.
4. Number of customers who did not access a GP or other front door service because they used a library in Doncaster.
5. Number of customers supported accessing Universal Credit, and the economic benefit of this access.
6. Number of prisoners engaging with Shannon Trust literacy interventions at the 4 HMPPS Prison Library sites maintained through a contract with Doncaster Libraries.
7. Number of micro and small businesses set up following access to library resources.
8. Number of residents who reported decreased isolation by accessing a library facility.
9. Number of user groups supported by the service, including vulnerable people.
10. Number of volunteers into work.
11. Positive impact of children and young people accessing libraries on their literacy and wider attainment.
12. Positive impacts from accessing library services for residents with protected characteristics and / or complex needs.
13. Reports on customer satisfaction with the service.
14. Reports on the economic and health benefits of excellence in Knowledge, Library and Health Services to the local NHS Trust.

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Doncaster
Council

Library Needs Assessment



Introduction

The data presented is split into two sections:-

- **Proposed Key Performance Indicators** – These are high level headline figures for the whole of the borough. Context is provided by way of trend analysis as well as comparison to Doncaster's CIPFA nearest neighbours. These are the indicators that Library Strategy will impact.
- **Local Need** – This section breaks down key indicators to sub-borough levels to show where need is greatest.

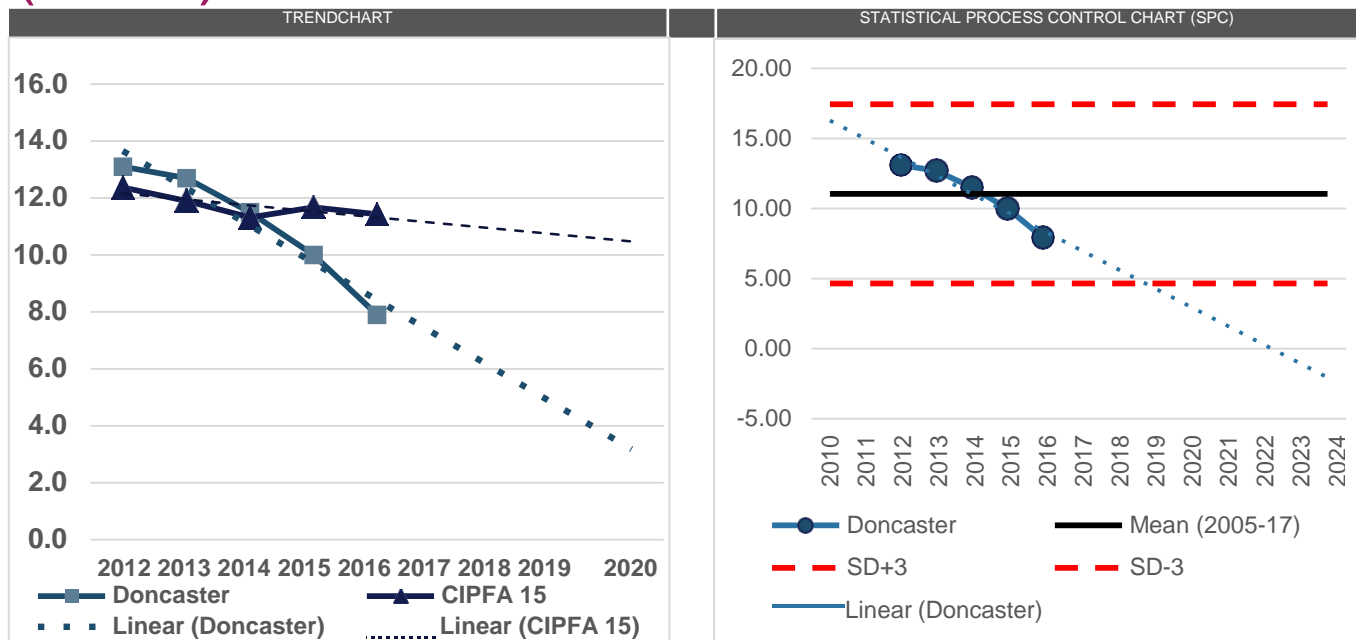


Proposed Key Performance Indicators

Provided with historical context and comparison against nearest neighbours.



KPI 1 - Poor Skills - % with no qualifications (NVQ)

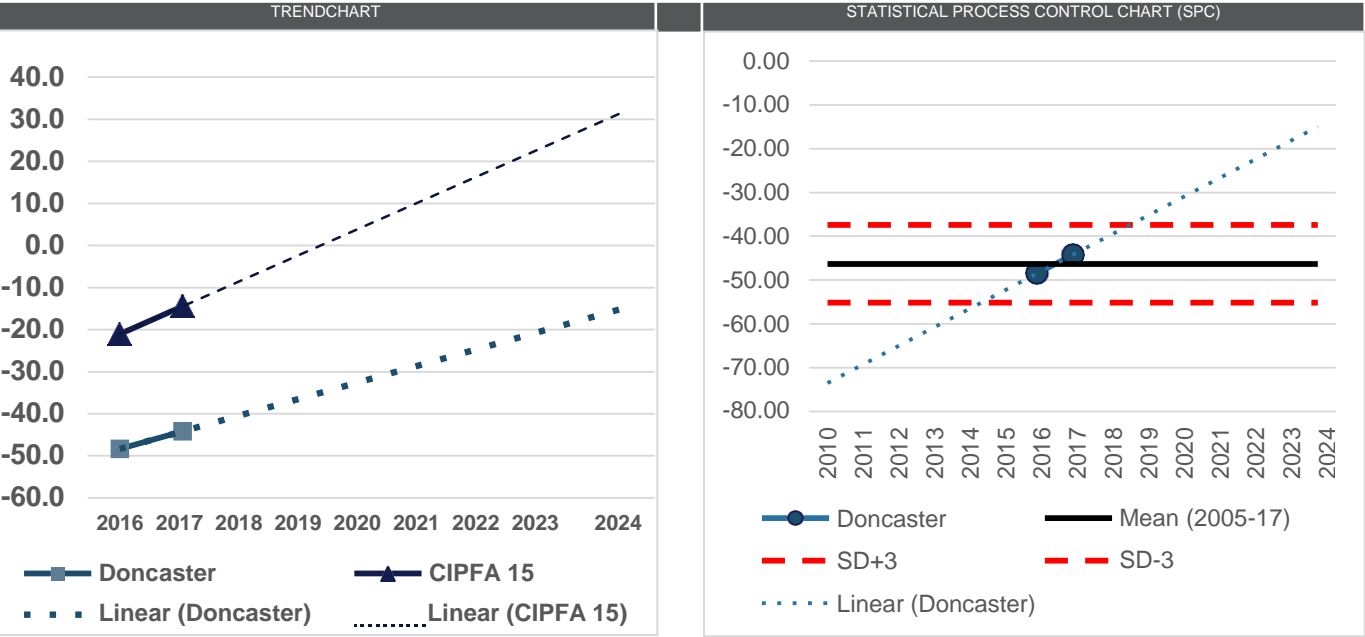


Indicator = % with no qualifications (NVQ) - aged 16-64

Source = ONS Annual Population Survey

Doncaster has a downward trajectory in that the proportion of the population with no formal qualifications is reducing.

KPI 2 – Social Mobility - Social Mobility Index

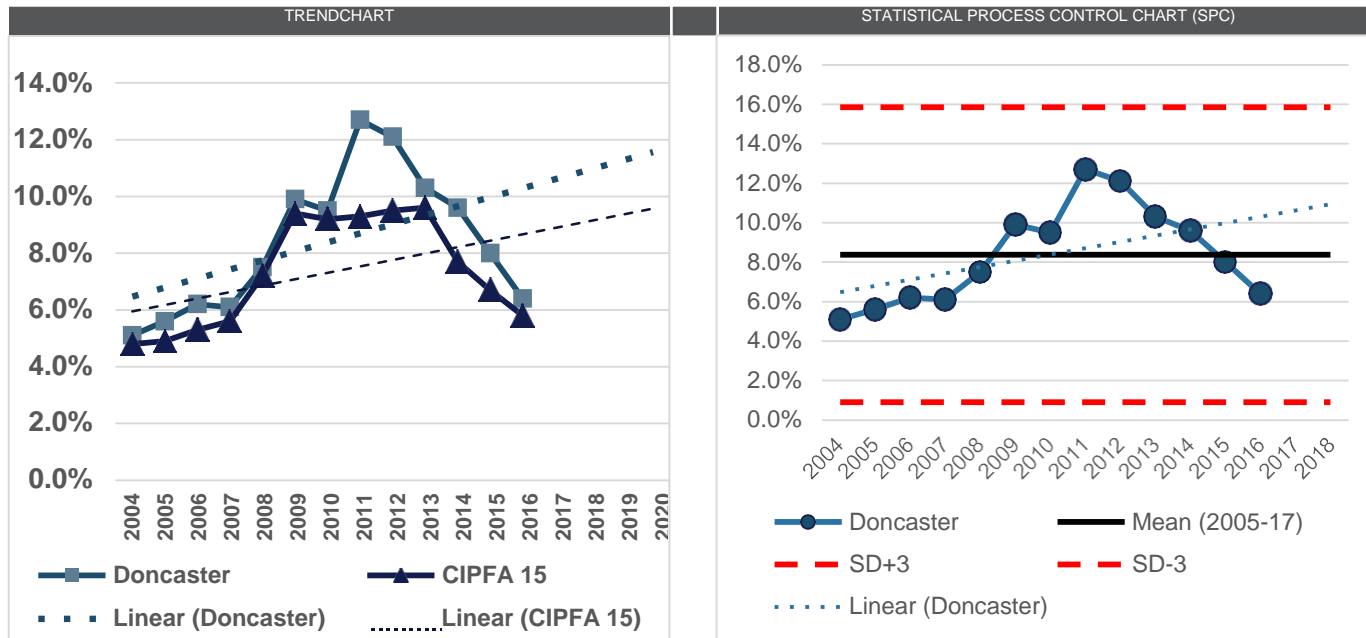


Indicator = Social Mobility Index Overall Weighted Score

Source = Social Mobility Commission

Doncaster has a poorer score than our CIPFA neighbours on Social Mobility.

KPI 3 – Unemployment - Unemployment rate

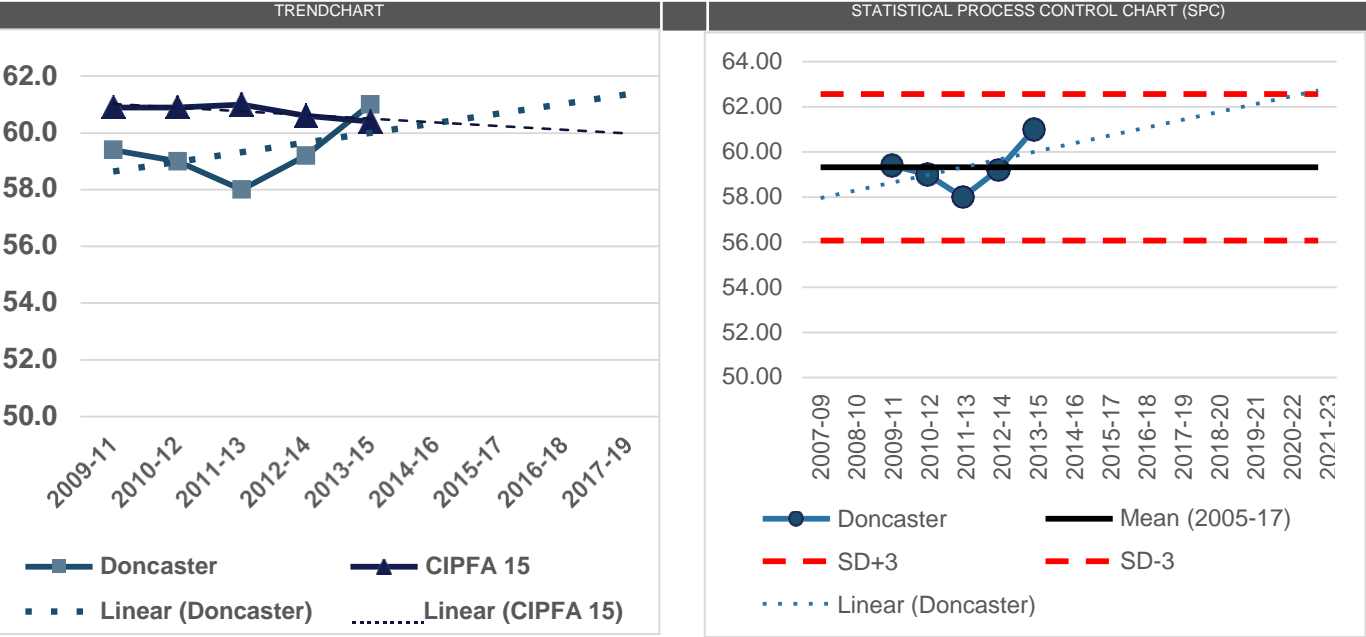


Indicator = Unemployment rate - aged 16-64

Source = ONS Annual Population Survey

Doncaster's unemployment rate has been falling steadily for the past three years, it is also much closer to our nearest neighbours.

KPI 4a – Health - Healthy Life Expectancy(Females)

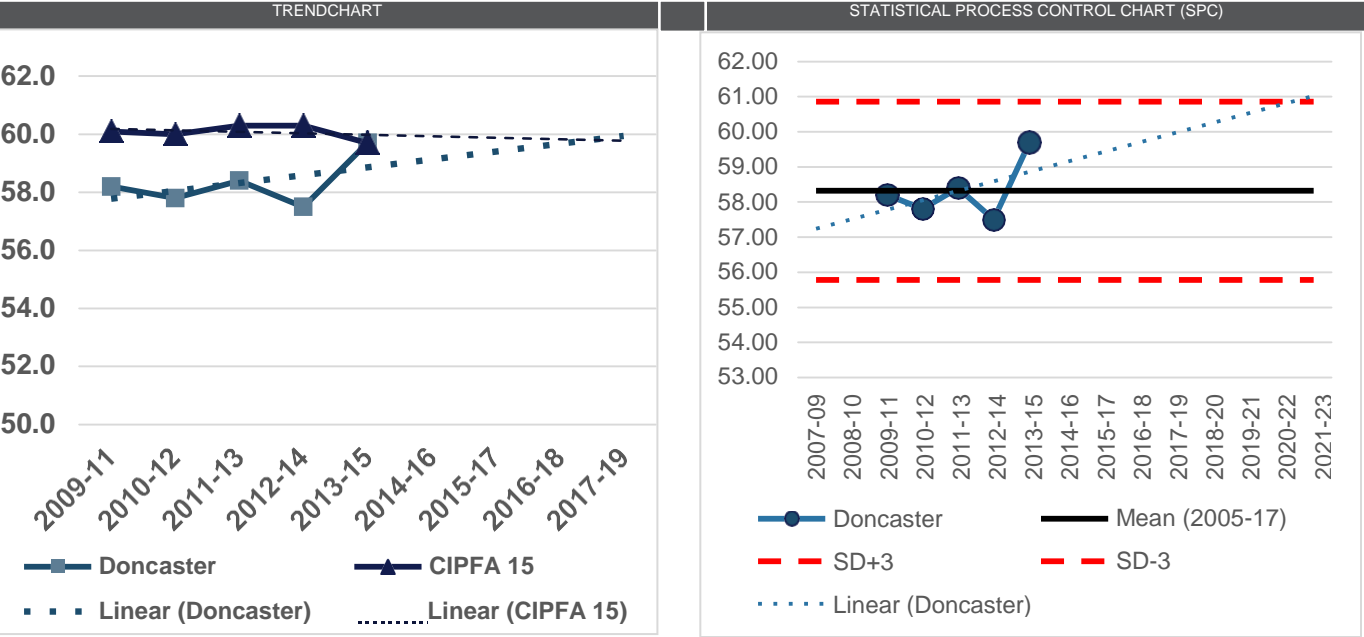


Indicator = Healthy Life Expectancy (Females)

Source = ONS

Women’s healthy life expectancy in Doncaster has been increasing, at the same time HLE in the CIPFA 15 has recently declined slightly.

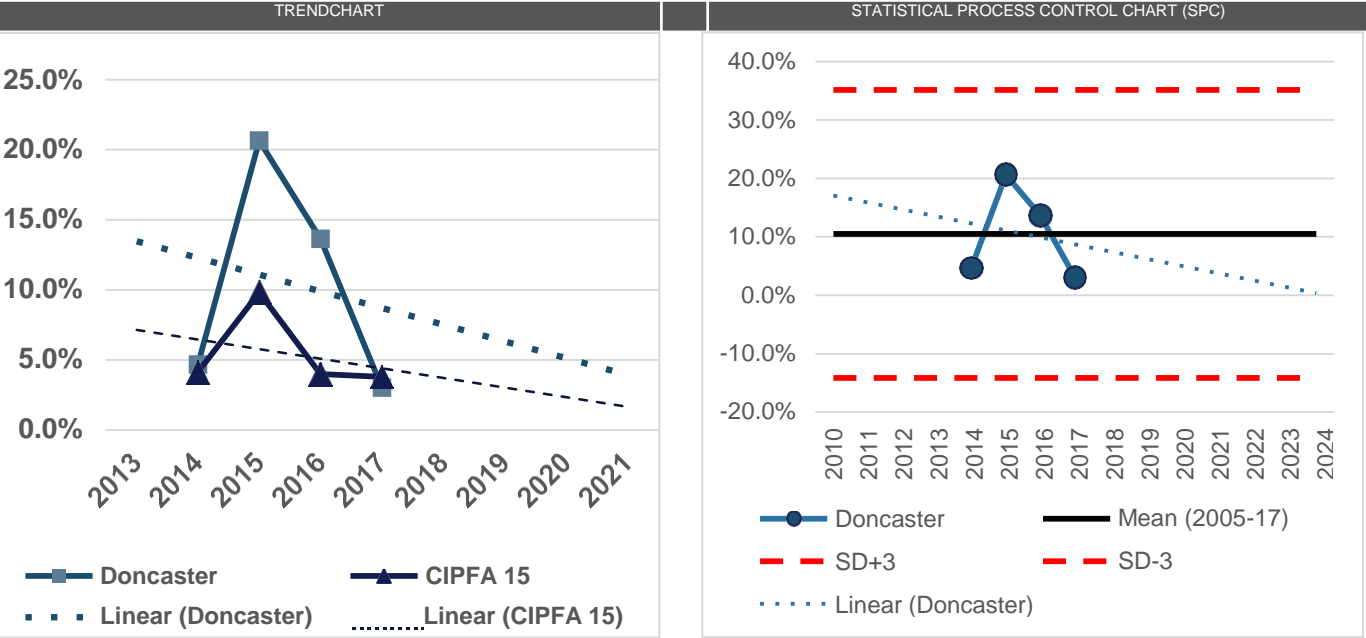
KPI 4b – Health - Healthy Life Expectancy(Males)



Indicator = Healthy Life Expectancy (Females)
Source = ONS

Women’s healthy life expectancy in Doncaster has been increasing, at the same time HLE in the CIPFA 15 has recently declined slightly.

KPI 5 – Economic Investment -Business Counts (Annual Change)



Indicator = UK Business Counts - enterprises by industry and employment size band)
Source = ONS

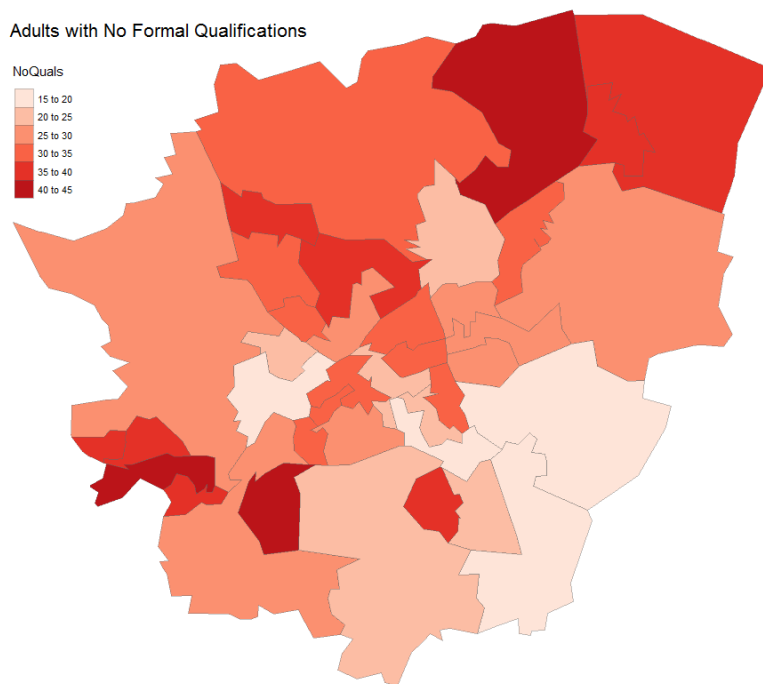
Since 2014 Doncaster has outperformed the CIPFA 15, however by 2017 annual change was roughly in line with the comparator (Doncaster = 3.0% and CIPFA = 3.8%.)

Local Need

Sub-Local Authority level analysis
showing how need varies



Low Skills



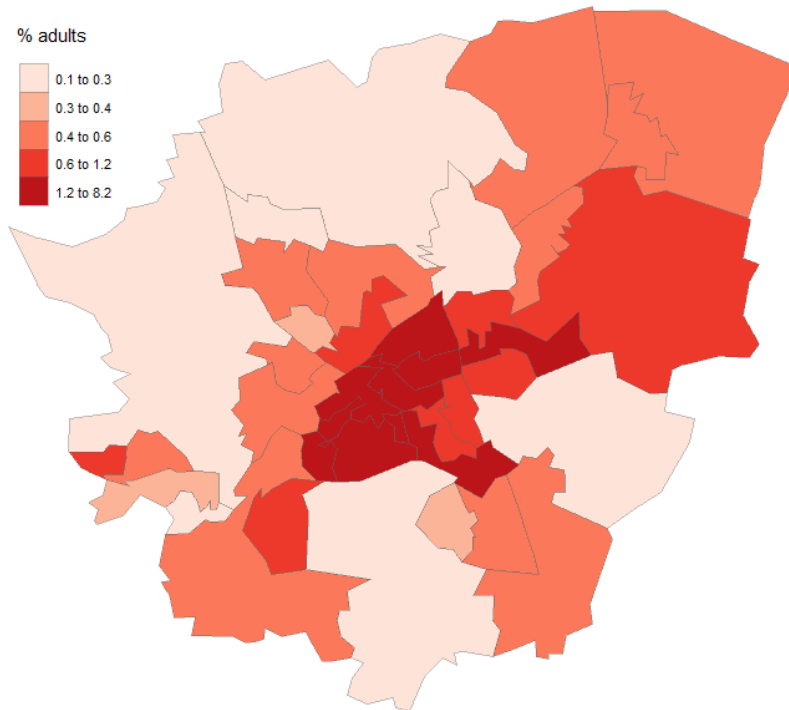
The map shows where the highest percentage adult (16+) populations who have no formal qualifications reside.

The top 5 communities with the highest proportion of adults with no skills are Stainforth, Denaby, Edlington, Bentley and New Rossington.

Source:- Census 2011 - KS501EW

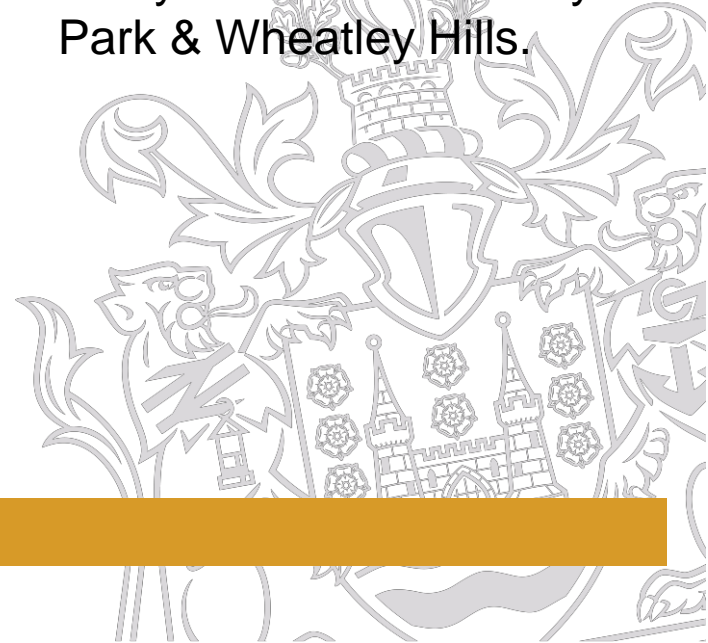
English Proficiency

(% of Adults who cannot speak English well or at all)



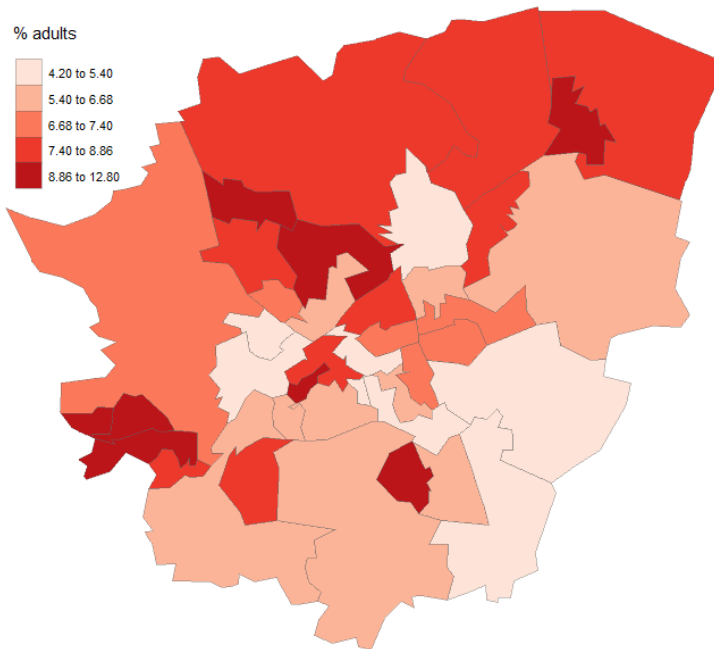
Source:- Census 2011 - QS205EW

The areas where there is the highest percentages of people who are not proficient in English are clustered around the centre of the borough – specifically Town Centre, Wheatley & Belle Vue, Balby North, Balby East and Wheatley Park & Wheatley Hills.



Poor Health

Number of people who reported in the 2011 Census that their health in general was bad or very bad, as a percentage of the total number of respondents to the census question.



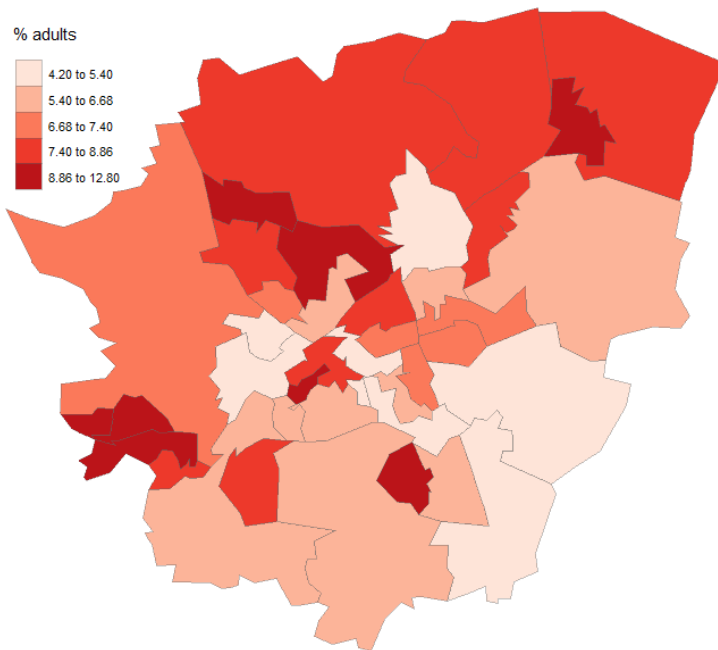
Source:- Census 2011 - QS302EW

The data for this is drawn from the census where respondents are asked to self-report on their own health.

The areas where respondents were most likely to say that their health was either bad or very bad were Denaby, Mexborough East, Mexborough West, Bentley and New Rossington.

Poor Health

Number of people who reported in the 2011 Census that their health in general was bad or very bad, as a percentage of the total number of respondents to the census question.

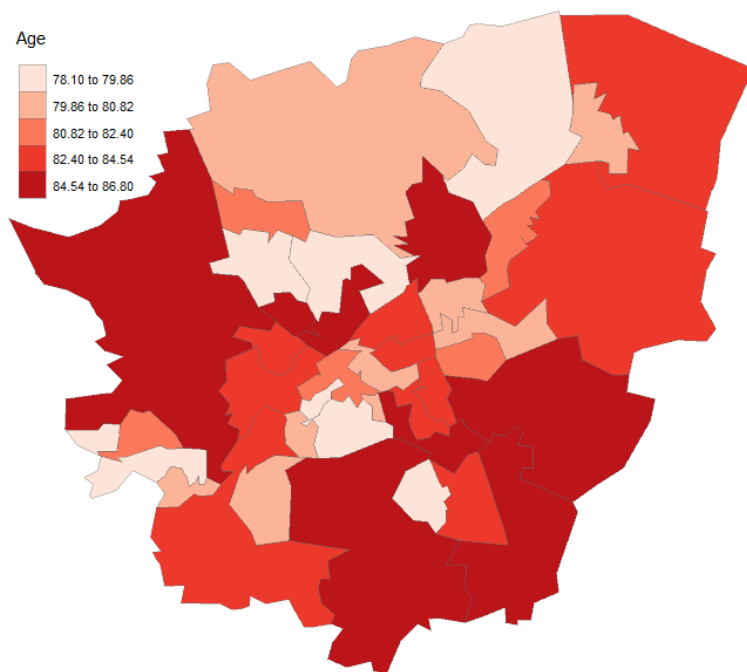


Source:- Census 2011 - QS302EW

The data for this is drawn from the census where respondents are asked to self-report on their own health.

The areas where respondents were most likely to say that their health was either bad or very bad were Denaby, Mexborough East, Mexborough West, Bentley and New Rossington.

Female Life Expectancy



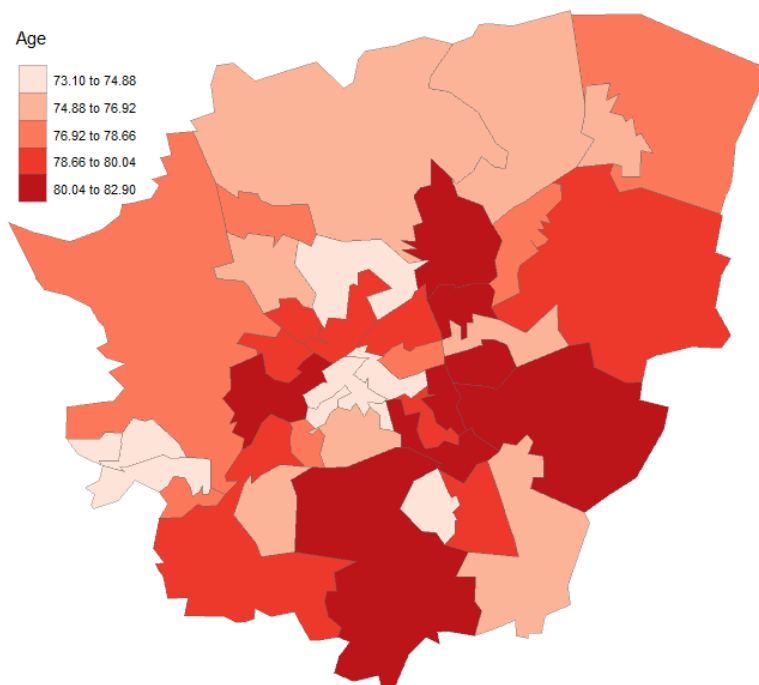
Source:- Office for National Statistics.

Female life expectancy varies significantly across Doncaster.

Women in Branton, Auckley & Finningley can expect to live 9 years longer than women in Denaby.

The communities where women have the lowest life expectancies are Denaby, Bentley, New Rossington, Mexborough West and Adwick le Street.

Male Life Expectancy



Source:- Office for National Statistics.

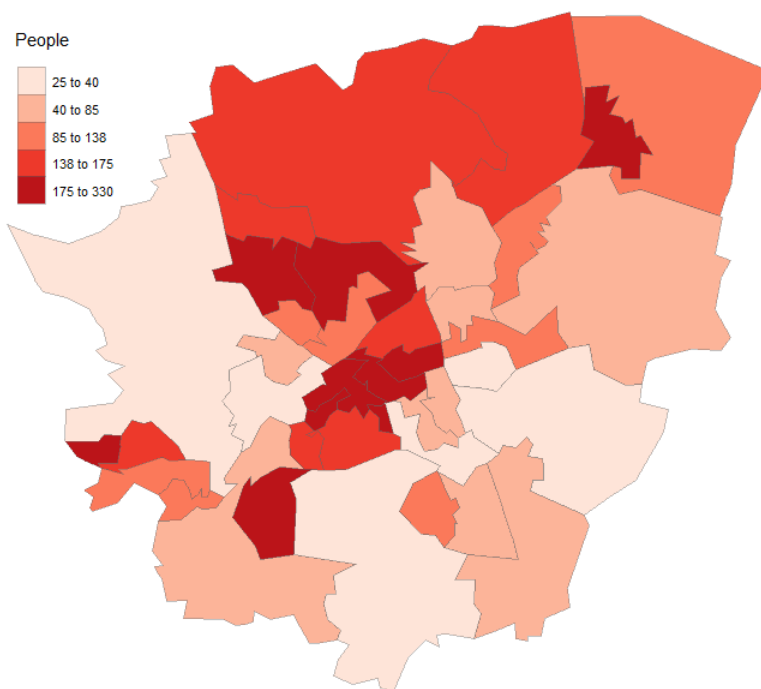
Male life expectancy varies significantly across Doncaster.

Men in Barnby Dun & Kirk Sandall can expect to live 10 years longer than men in Mexborough East.

The communities where men have the lowest life expectancies are Mexborough West, Denaby, Mexborough East, Balby North and Bentley.

Unemployment

Claimant Count



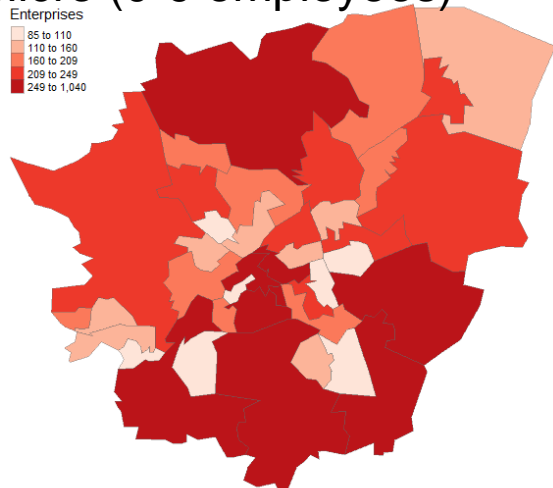
Source:- ONS Claimant Count (Nov 2017)

Claimant Count counts the number of people claiming Jobseeker's Allowance plus those who claim Universal Credit and are required to seek work and be available for work.

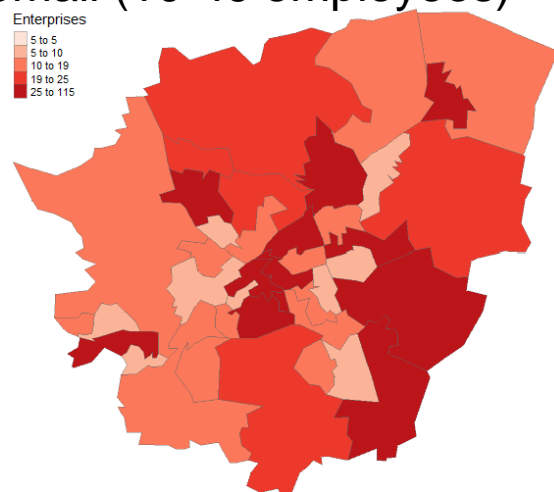
The areas with the highest levels of people who are unemployed are Town Centre, Mexborough West, Wheatley & Belle Vue, Balby North and Bentley.

Economic Investment

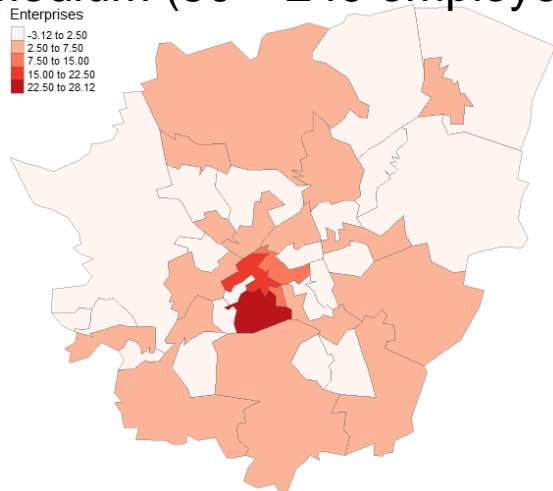
Micro (0-9 employees)



Small (10-49 employees)



Medium (50 – 249 employees)



Large (250+ employees)



Source:- Inter Departmental Business Register 2017

Economic Investment – Commentary accompanying maps on the previous page

Data is drawn from the Inter Departmental Business Register (IDBR) which records the number of Enterprises that were live at a reference date in March 2017.

Micro Businesses represent the majority of employment in Doncaster. The areas with the lowest numbers of micro enterprises are Conisborough, Balby North, Cantley, Armthorpe South and Edlington.

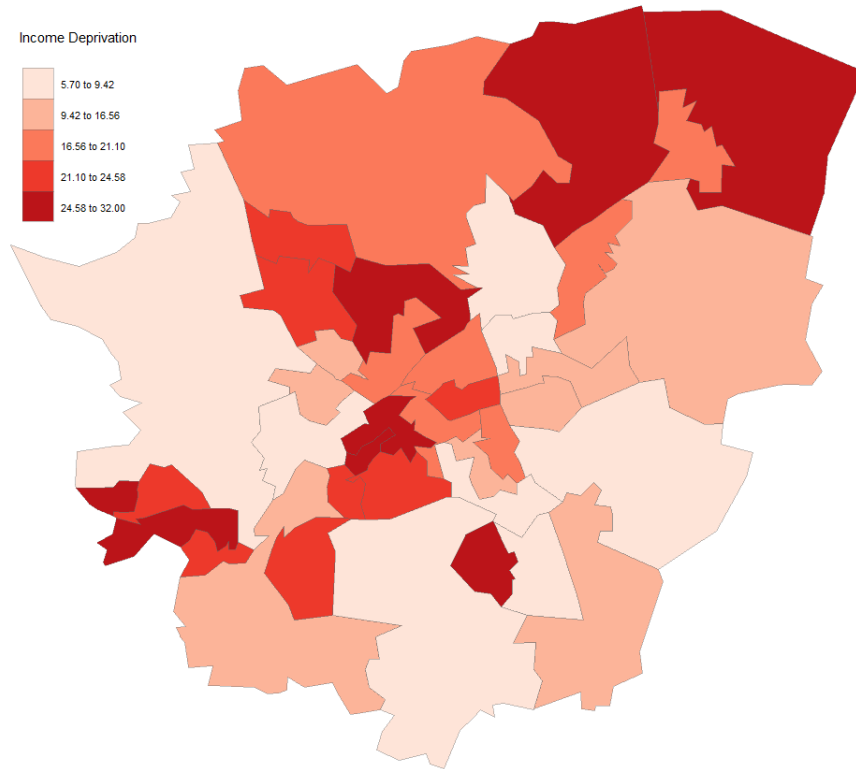
Small Businesses are lowest in Conisborough, Balby North, Cantley, Armthorpe South, Scawthorpe, Old Rossington, Mexborough East, Dunscroft & Dunsville and Sprotborough.

More than half of Doncaster does not have any **Medium Sized** Enterprises at all. The majority of the medium sized enterprises are focused in Balby East, Town Centre and Wheatley & Belle Vue.

There are only three community areas in Doncaster with **Large** (250+ employees) sized enterprises - Balby East, Town Centre and Wheatley & Belle Vue (all with 5 organisations each).

Income Deprivation

People Living In Income Deprived Households



Source:- ONS Claimant Count (Nov 2017)

Income Deprivation

measures the proportion of the population in an area experiencing deprivation relating to low income.

Bentley, Town Centre, Denaby, Stainforth and Balby North are the top five most income deprived communities.

The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means tests).

Prioritising Need



Composite Ranking of All Indicators

- The following slide shows a priority list created by combining all the rankings of each community against all metrics.
- The important underlying assumption in this analysis is that all metrics are equally important.

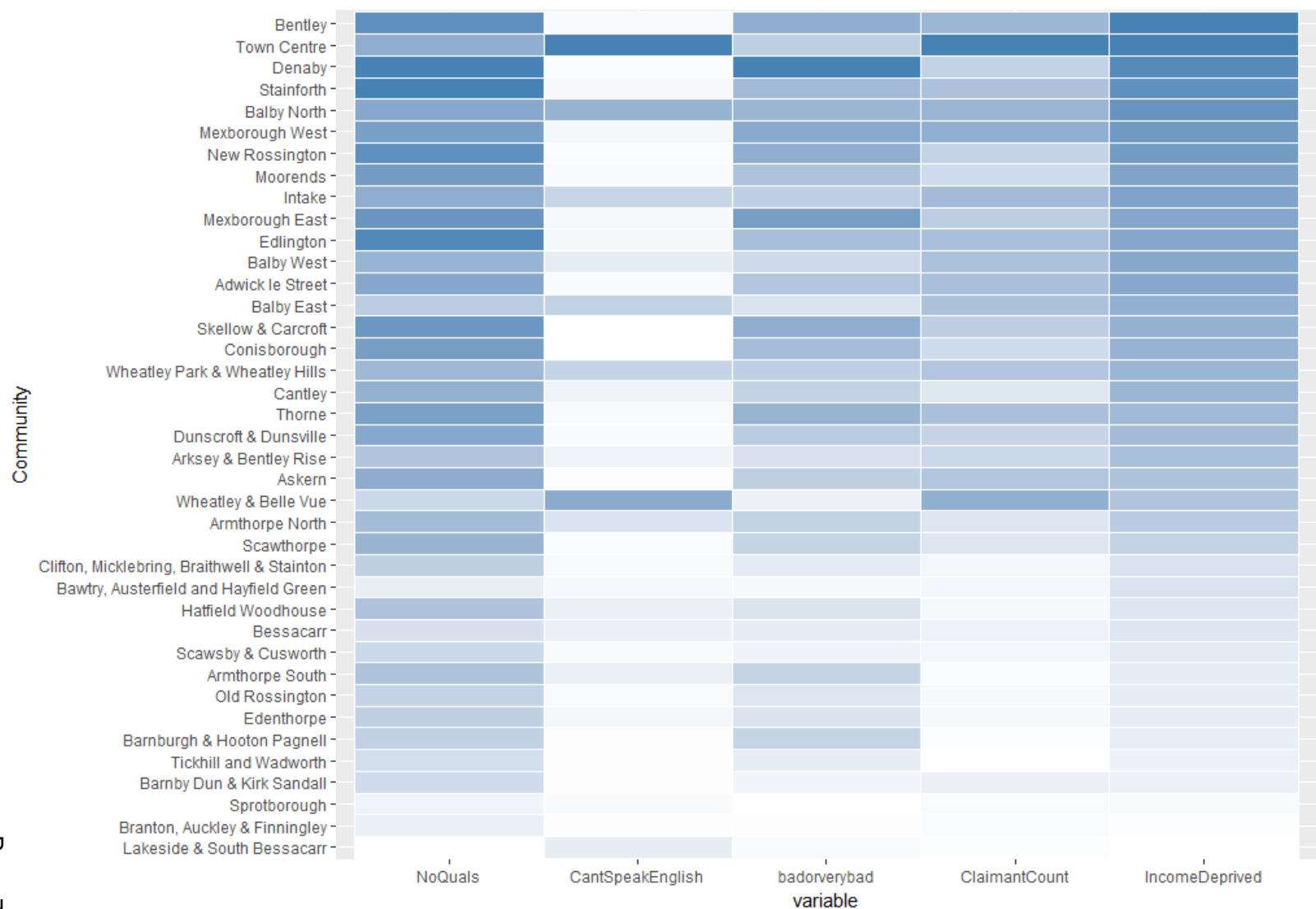


Composite Ranking of All Indicators

Community	Total Rank
Balby North	1
Mexborough West	2
Bentley	3
Mexborough East	4
Edlington	5
New Rossington	6
Stainforth	7
Intake	8
Denaby	9
Conisborough	10
Balby West	11
Adwick le Street	11
Moorends	13
Dunscroft & Dunsville	14
Cantley	15
Thorne	16
Armthorpe South	17
Skellow & Carcroft	18
Armthorpe North	19
Old Rossington	20

Community	Total Rank
Edenthorpe	21
Askern	22
Town Centre	23
Scawthorpe	23
Wheatley Park & Wheatley Hills	25
Arksey & Bentley Rise	26
Scawsby & Cusworth	27
Bessacarr	28
Hatfield Woodhouse	29
Balby East	30
Wheatley & Belle Vue	31
Clifton, Micklebring, Braithwell & Stainton	32
Barnburgh & Hooton Pagnell	33
Sprotborough	34
Bawtry, Austerfield and Hayfield Green	35
Lakeside & South Bessacarr	36
Barnby Dun & Kirk Sandall	37
Tickhill and Wadworth	38
Branton, Auckley & Finningley	39

Heatmap Showing All Indicators



Observations from the data

- Income Deprivation has a strong correlation to both Unemployment and also areas where there is a high percentage of the adult population without formal qualifications.
- The hotspots for poor English proficiency are not necessarily the areas which are income deprived – they are more focused on the centre of the borough.
- Poor Health is correlated to income deprivation but there appears to be other factors also at play – areas like Skellow & Carcroft, Thorne and Armthorpe all seem to have worse health than just income deprivation can explain.



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Final Report - November 2017



tom fleming / creative consultancy /

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1. Introduction

Doncaster is developing a new building to house its archives, library, museum and gallery. This vision and benefits paper describes what the **Doncaster Culture and Learning Centre**¹ will be and how it will be vital to the economic, social and cultural regeneration of Doncaster.

Tom Fleming Creative Consultancy² were commissioned by Doncaster Borough council in the summer of 2017 to produce this vision. It is based on interviews and meetings with staff, partners, businesses and wider members of the community.

In this paper, we set out the vision for the building, how it will deliver for local people, businesses and visitors, and the benefits it will bring to the town.

This comes at a vital time for Doncaster, as the town undergoes its most important urban regeneration for generations which will see transformation and improvement to the town's gateways, commercial areas, parks, riverside and more. Economically, the National College for High Speed Rail and the proposed University Technical College reinforce the way that Doncaster is gearing up for a revitalised economic future, with a higher skilled, higher wage economy. As with its Yorkshire comparators such as Leeds, Hull and Sheffield, Doncaster knows that the competition for jobs and investment requires bold strategic vision and long-term planning.

As demonstrated in other towns and cities, new civic and cultural buildings can have a transformational impact. They can reinvigorate

a place, bringing confidence and energy, a new look, a fresh identity. We see this in places such as Margate, where the Turner Contemporary Gallery has anchored the regeneration of the seafront and instilled a new sense of purpose to the town. Such buildings can, indeed must, also deliver new types of value: convening different communities, operating as a hub for a range of services and experiences, and positively impacting on the health, wellbeing and prosperity of a place. We see this in Chester, where the Storyhouse co-locates a library, theatre and a range of social and cultural spaces, mixing old and new architecture to provide a rich and engaging interface with local communities.

There is an ever-growing body of evidence that shows museums and libraries bring very real economic benefits to local areas. A new study for Arts Council England³ estimates that, for every £1 of public funding of the arts and culture, £5 of tax is contributed by the arts and culture industry. A recent study showed that museums alone generate £1.45 for the economy, a return of £3 for every £1 of public investment.

Research for the Local Government Association found that investment in arts and culture boosts the local economy in five ways: attracting visitors, creating jobs and developing skills, attracting and retaining businesses, revitalising places and developing talent. Studies looking at museums show that they make a sizeable impact on placemaking and regeneration, local pride and identity. They support and promote local businesses, including by providing networking, team building and sponsorship opportunities⁴. Arts Council England also points to the role arts and cultural infrastructure has for an innovative and high growth economy – giving a platform and community for creative talent to thrive⁵.

¹ A working name for building used in this document.

² www.tfconsultancy.co.uk

³ Cebr report for Arts Council England, November 2017, Contribution of the arts and culture industry to the UK economy.

⁴ See Economic Impact of Museums in England, Arts Council England 2015.

⁵ Arts Council England, June 2017, Exploring the role of arts and culture in the creative industries.

But we also see lots of missed opportunities, where stylish new architecture delivers form over function; or where the distinctive needs of a place are not sufficiently embedded within the vision and structure of a development. In Doncaster, we are mindful of the risks of investing in new infrastructure, but we are confident of the positive impact it will bring. This is because we have undertaken extensive work to build a shared vision, we have learned from success and failure elsewhere, and we know that with a unique mix of uses housed in a fantastic building, the many strengths of the borough can combine to generate something unique, special, created and made in and for Donny.

"We already have assets that many cities across the country would aspire to, such as our East Coast Mainline railway station, superb motorway links, the UK's fastest growing international airport outside London, the Yorkshire Wildlife Park, our world-famous racecourse and the new National College for High Speed Rail. With these and other assets attracting major investors and many household names, we are clearly conducting business as a city."

Ros Jones, Mayor of Doncaster, Doncaster Urban Centre Masterplan



Storyhouse, Chester – a new place for culture and learning which connects different functions, heritage and contemporary, consumption and production.

Image by Julia Chandler/Libraries Taskforce

2. The Vision

What is the New Culture and Learning Centre?

Doncaster's new Culture and Learning Centre, to be built on the site of the former Doncaster High School for Girls, and incorporating its historic frontage, will be a new centre for creativity, discovery and learning. Bringing together, on one site, the town and borough's archive, museum, library and gallery as well as a crèche, café, makerspace, rail heritage, conferencing centre and more, the new building will be a hub for the whole community and a destination for visitors and businesses at the heart of the regeneration of the town centre and borough.

Why is it being built?

The town's existing Archives, Central Library, Museum and Gallery are no longer fit-for-purpose. The archives are housed in an old school in an inaccessible location, which means they cannot be opened up and utilised as a dynamic resource for the town. The central library is very dated in design and feel; and it lacks the capacity, technology and agility required to inspire new generations and engage the needs of a changing community. Doncaster Museum and Art Gallery, while housed in a fine 1960s structure, requires considerable repairs and disproportionate investment so it meets modern standards. Bringing everything together in a modern and efficient building will deliver considerable savings and ensure the sustainability of services for the foreseeable future.

More than this though, it ensures that services and facilities meet the changing needs and expectations of residents, businesses and visitors while providing a destination and hub for the whole community. By bringing together and effectively merging previously

separate services, it reflects the way that knowledge, learning and experiences are changing and developing.

It also provides the opportunity to bring together the best of Doncaster – the civic creativity of the town. This includes the energy and ideas of our businesses; the innovative social and cultural practice of our organisations; and the aspirations and ambitions of our changing communities. It can be a router and amplifier of all that is good in the borough, a platform for exchange and a place that nurtures a more confident, outwardly-facing, generous and open community.

Evidence shows that visiting museums and libraries brings real health and wellbeing benefits. A recent study⁶ found that Library usage is associated with higher life satisfaction, higher happiness and a higher sense of purpose in life. A major survey⁷ of 10,000 people found that those who had attended a cultural place or event in the previous 12 months were almost 60 per cent more likely to report good health compared to those who had not. Other studies show that people place a higher value on visiting museums than other forms of cultural activity – one study found that people valued the experience of visiting museums at £3,200 a year.⁸

⁶ The Health and Wellbeing benefits of Public Libraries, Arts council England 2015
⁷ Healthy Attendance: The Impact of Cultural Engagement and Sports Participation on Health and Satisfaction with life in Scotland 2013



The new **Stadt (City) Museum in Ghent, Belgium**, has at its heart an interactive digital map of the city – enabling citizens to participate in the way the city tells its story. *Image courtesy of Stadt Museum.*

The building is also a vital contributor to the large-scale and ongoing regeneration of Doncaster Urban Centre. This Doncaster masterplan sets out how the town centre will, step by step, be transformed, creating a more connected, attractive, ambitious and viable place. It includes improving the gateway of the train station, the market place, a new canal-side and improved setting for the Minster. Health and wellbeing is an important aspect, with the opening up of the town’s parklands and making the town better to cycle and walk through.

⁸ Museums and Happiness, the value of participating in Museums and the Arts, Fujiwara, 2015

The Culture and Learning Centre will be a vital development in the civic and business district, joining the existing Cast Theatre and Civic building, as well as the proposed new University Technical College. This fabric of spaces will form one coherent place, providing a new public face for the town and borough. Collectively, they will join forces to maximise Doncaster's economic potential and innovate to address its challenges. Together, with a new Culture and Learning Centre as an anchor, they will give new heart and soul to a Doncaster that is optimistic, inclusive and on the up.

What will be in the building?

The four-story building will be a destination and hub for the whole community. A place expressive of the distinctive qualities of a changing Doncaster. In its content and design, it will be focused on Doncaster, its people and its story, past present and future. The lower-ground floor will dramatically showcase the town's ongoing relationship to the railways, through two train tracks leading into the building which will house two engines connected to the town. One of these will be a 'live project', undergoing restoration, while the other will be a proud example of the town's engineering past.

There will be space, for the first time, to properly display some of the treasures from the unique Hall Cross collection of railway memorabilia. Also on this floor will be a dedicated space for the King's Own Yorkshire Light Infantry Museum. A purpose-built amphitheatre will provide room for small-scale performances outside.

The ground floor will house the main library and integrated children's library. The main library will be a highly attractive and creative space, allowing users to access information and stories through books and digital media in a seamless fashion. While there will be computers, the emphasis will be on helping users to make

more of their own digital devices. Helping residents access legal, financial and health information will be a priority, with the library building confidence and the types of fluency needed to survive and thrive. Printed books will be central of course, with easy to use signing out procedures as well as book clubs and book sharing. There will be a large, highly flexible enterprise space which will be able to house people starting businesses, carrying out personal or professional research and state-of-the-art equipment in a makerspace, with exhibitions of products made in this space by residents, small businesses and entrepreneurs. It will also house a commercially run crèche as well as the café and shop.

The first floor will house the main museum collection and a discovery centre which connects local studies and the town's archive for the increasing numbers people researching their family histories, alongside the museum resources. People's stories will be brought to the fore. There will be eight spaces for the main collection, offering an immersive visitor experience. The second floor will house the Art Gallery which as well as showcasing the existing collection will be temperature and humidity controlled to allow it to take high-quality touring exhibitions from national arts institutions, meaning that residents won't have to travel to London to see great art, but experience it on their doorstep. Equally, the ambition is that people in future will travel to Doncaster to experience great arts and culture.



Watershed, Bristol – a 'router and amplifier of cultural ideas, creativity and technology' (Dick Penny, Managing Director). Watershed combines facilities such as cinema screens, café bar, workspace / lab; with social and cultural programmes that connect across the city and beyond. *Image Tom Fleming.*



DOK Library Concept Centre, Delft, The Netherlands

The Delft Concept Library, known as 'DOK', is widely seen as the setting the agenda for innovation in a modern library since it opened a decade ago. According to Arts Council England (*Envisioning the Library of the Future*), "almost every kind of innovation can be found in this one 'future-proof building'".

There is much to learn for Doncaster – for example, it is the public library of a medium-sized town and it has an innovative business model, in its case charging a membership fee with exceptions for those on low pay or who cannot pay. An estimated 25% of the population are estimated to be members. Crucial to its future proofing is that the library does not think in terms of different types of media but rather as all media presents a different way of accessing and sharing stories.

The library is seen as the 'guide' for information in an age when information can be accessed anywhere it provides an 'accessible, attractive and enriching' environment. It has Tank U, a download station where users received suggested new content to inspire or surprise them. Staff view their role as part of an 'entrepreneurial library' where their role is to help generate and test new ideas for services and engagement.

"By daring to introduce opening listening station pods for people to listen to music, we showed people that the main priority was their comfort. With video games, a rotating art collection, a piano, exciting programs, toys for children, a brightly-lit room for graphic novels, a café and an entire room in vivid red dedicated to romance novels, DOK became an inspiring and fun place."

A Giant Step Away From The Stereotypical Library, AAT VOS Creative Guild.

Images courtesy of DOK.

What will be the business model for the new building?

The new building will be supported by a business model as innovative and sustainable as the building itself. Potentially Run and managed new and innovative ways, whilst always accountable to the Council and its partners, the building will be a true partnership between the public, corporate and not-for-profit sectors, blending revenue streams and connecting agendas. Aspects of the building including the crèche, café and private hire spaces will provide income which will support the delivery of the archives, library, museum and gallery.

The council will seek commercial partners to sponsor elements of the building and its programmes, as well as embrace technology and commercial partners keen to invest in social innovation.

Trusts and Foundations will be attracted to run pilot programmes through the building, making the most of its social capital and strategic value through its commitment to enhancing the wellbeing and life chances of communities. In this way, the Building will operate as an innovation platform or testbed for social innovation – e.g. on the grand issues of our day such as environmental change, social cohesion, ageing and human capital in a second machine age.

Through bringing services together, staff will be encouraged to work entrepreneurially, in the way they support visitors and in how they can help support the building and the wider Council and partnership services.



Turner Contemporary, Margate, which is developing as a thriving creative and learning hub for the town. It has successfully developed a 'mixed economy' business model. In 2016, it generated a turnover of £45m (£45m from donations and public investment; the rest from rent and admission for special exhibitions). *Image courtesy of Diamond Geezer.*

How will the building benefit businesses?

Currently Doncaster town centre lacks attractive locations for business meetings proportionate to business growth, with many businesses preferring to meet outside the area. The Culture and Learning Centre will provide an attractive space for meetings, hot desking, research and more. It will borrow from and adapt best practice elsewhere, including the British Library's successful Business and IP Centre and a range of creative hubs and design centres, in providing the environment, services and value-added that businesses need to succeed.

It will give space for businesses and ideas to grow and encourage networking, project-based co-working, and access to tailored

facilities such as makerspaces, specialist databases and literature. It will also showcase the best of Doncaster's businesses past and present. Above all, it will be a highly visible sign of the changing face of Doncaster as it offers a distinctive environment for innovation and competitiveness that both complements the offer elsewhere in the Yorkshire region, and offers something uniquely transformational.

How will it relate to the rest of the Civic Quarter?

The building will draw much of its success from the way it relates to future partner organisations and other elements within the civic quarter. It will complement the work of Cast in growing the audience for the arts, providing interactive spaces for the development, presentation and showcasing of cultural work, including aspects of the Cast programme, and wider arts and cultural programming. It will work closely with Cast, DCLT and the Point (the home of Doncaster Community Arts) and strategic partners in developing festivals, events and maximising the benefit of learning programmes and activities for the whole community. It will work closely with the civic centre in ensuring that people have access to the information they need to access council services.

The Building will also play a convening role for the emergent and informal arts and creative life of Doncaster and environs. Working with partners in the community, education and cultural sector, it will be a place to meet, exchange and co-create. It will welcome the borough's writers, performers, musicians, artists, designers and gamers; developing networks, exploring new narratives, and generating a new creative scene and economy that makes waves nationally.

Doncaster – Improving health and wellbeing at the centre of the Borough strategy

"Life expectancy in Doncaster is improving...there are still issues in terms of the number of people suffering from poor health...In particular, lifestyle factors (such as increasing physical activity) and an ageing population (adapting the provision of services and housing to meet the needs of an increasing number of older and vulnerable people)."

The Doncaster Culture and Learning Centre will have an important role in delivering the goals of Doncaster's Health and Wellbeing Strategy - in particular, the aim to *"develop and release personal, community, state, private and third sector assets to increase community self-help and increase the effectiveness of co-production."*

The building will help by encouraging and enabling self-help, building community cohesiveness and building social capital and social networks. Compared with conventional approaches, increased social cohesion and social networks can reduce fatal heart attacks by 25% in men. There is growing evidence the arts have a real impact on health and wellbeing:

- An 'Art on prescription' scheme, part of social prescribing, which involves people experiencing psychological or physical distress being referred (or referring themselves) to engage with the arts in the community shows has shown a 37% drop in GP consultation rates and a 27% reduction in hospital admissions. This represents a saving of £216 per patient.
- Of 2,500 museums and galleries in the UK, 600 have health and wellbeing programmes.
- After engaging in the arts 79% of people in a poor area of London ate more healthily, 77% engaged in more physical activity and 82% enjoyed greater wellbeing.

3. What the Culture and Learning Centre will do for Doncaster

1. It will be for everyone

A place for all the communities of Doncaster and our guests. A confluence for our collective imagination. A place which is genuinely inclusive and aspirational; where anyone can follow their path, and find a role. A place which is serious and playful, which challenges by inspiring. A place which confidently evokes the qualities of Doncaster and makes them relevant, meaningful and of value to the sharpest of minds and most demanding of audiences.

Spaces which provide something for the whole community are becoming rarer, and yet bringing people together has never been more important to the health of towns and their residents. Third spaces - places which aren't 'home' or 'work' which provide opportunities for people of all ages to gather and interact connected to institutions that people trust and feel safe in are less common than they were.

Doncaster is a very large, diverse and geographically spread-out borough, which makes developing this space where people can share the experience of their collective history as well as gain the skills and knowledge to help them prosper now and in the future even more important.

'*This is for everyone*', the words so memorably live tweeted by Tim Berners-Lee, the inventor of the World Wide Web, at the launch of the London 2012 Olympics, describe not just the spirit of his invention but of what all public spaces should be. Through its combination of immersive visitor experiences, local history and

archives, doing and thinking spaces as well as room to, relax and enjoy such as the café and auditorium, Doncaster Culture and Learning Centre will be genuinely open and engaging for all.



Museum of Modern Art, Medellín (MAMM), Colombia MAMM's concept is 'the museum as a hub' – whereby museum space is conceived as a place with increasing involvement with interdisciplinary projects and partnerships. This is "embodied in exhibition programmes, experimentation labs, encounters, gatherings and workshops" (MAMM CEO).

MAMM has had a transformational impact for the city: driving the renewal of the district where it is located; growing diverse audiences for culture; critically engaging with the main social and cultural issues of the country; and instilling a sense of confidence and pride.

2. It will contribute to improved health and wellbeing

A place for engagement and fulfilment. A holistic value proposition which is the soul of Donny. A hub for leading edge research, development and delivery for innovation in health and wellbeing. It will re-draw the social contract and be a globally recognised centre for human development, health equality and social impact.

Good health and wellbeing are priorities for Doncaster, the first town in the UK to make healthy active lives part of its core strategy for the future. From the success of the 'Tour de Yorkshire', to the town centre masterplan (which will encourage more walking and outdoor exercise in parks), tackling a major social, economic and health problem takes more than just fine words. As evidence shows, people don't change behaviour when they are told to, they change it when the context makes it easy – hence more people are encouraged to take up cycling if for example, segregated cycle lanes and proper provision for secure storage is made. More than this, healthy active lives are about taking responsibility and making the right individual choices, something the Doncaster Culture and Learning Centre will help deliver.

Spaces which bring people together play a role in lowering health inequalities through enhancing the social characteristics of

⁹ Creative Health: The Arts for Health and Wellbeing, All-Party Parliamentary Group on Arts, Health and Wellbeing, 2017

communities. High-quality built environments, such as the Doncaster Culture and Learning Centre, have a real impact on the way people feel, something captured by Lord Howarth in a Lord's debate in 2017:

'We need environments that support health and help to heal not only the individual but society. When the sun shines, it lifts our spirits. When we are in a beautiful built environment, we feel better. We are happier, saner and more secure – we are more optimistic, and our lives are better'.⁹

Whether it is encouraging people to come together and helping to build social capital (something as valuable financial capital in helping people getting on in life), to equipping them the information, skills and resources they need to make the most of their lives it will be a vital third space between work and home.



Creative and Learning City Programme – Creative Footprint, Obidos, Portugal.

This small city has pioneered a holistic approach to participation, learning and wellbeing, with a mix of incubators, co-working spaces, festival programming, and 'third spaces' such as this health and literacy hub.

3. It will provide new opportunities for learning and skills, and help grow the local economy

A place to access and create knowledge. A learning lab and accelerator for civic practice which connects leading edge R&D on the social challenges and opportunities of Doncaster and towns like it, with inventive programmes that build specialist skills in civic entrepreneurship, impactful creativity, and tailored models (such as impact bonds, social prescribing models for culture, and skills and human capital in a robotic age).

Skills and knowledge are vital if we are to tackle the linked problems of low pay and poor productivity which hold back individuals and the economy in Doncaster as they do elsewhere. Not only young people are held back but throughout lives, access to skills and learning which can provide sustainable careers as well as the confidence to enjoy new technology is essential.

A recent review for the European commission explored the way that non-formal education outside the classroom can have a profound effect on young people's skills and employability:

"The purpose of youth work is not to provide jobs, but engagement in the wide variety of personal and social development activities...it helps young people to develop the knowledge, skills, and attitudes that are frequently said to be needed in the labour market. These include teamwork, communication, leadership, flexibility and responsiveness..."¹⁰.

Doncaster has a relatively weak knowledge economy and a particularly fragile creative industries sector. Strategically Doncaster is already doing much to tackle the problem of ensuring that current and future generations have the skills the economy requires. As well as big investments in the new proposed University Technical College and the £25 million National College for High Speed Rail, the vision for learning includes several elements that the Doncaster Culture and Learning Centre will contribute to. These include the aim that every child has life-changing learning experiences outside school, something that it will ensure through its Clore Learning Space, Children's Library, crèche, makerspace, and immersive discovery and museum environments. The building will contribute to preparing young people for work by bringing schools, business and the community together through events, informal learning, supporting apprenticeships, and by working closely with partners. Above all perhaps it will contribute to the broader vision of the town becoming a University City with a 'virtual campus' that encourages young people and adults of all ages to pursue higher education and lifelong learning.

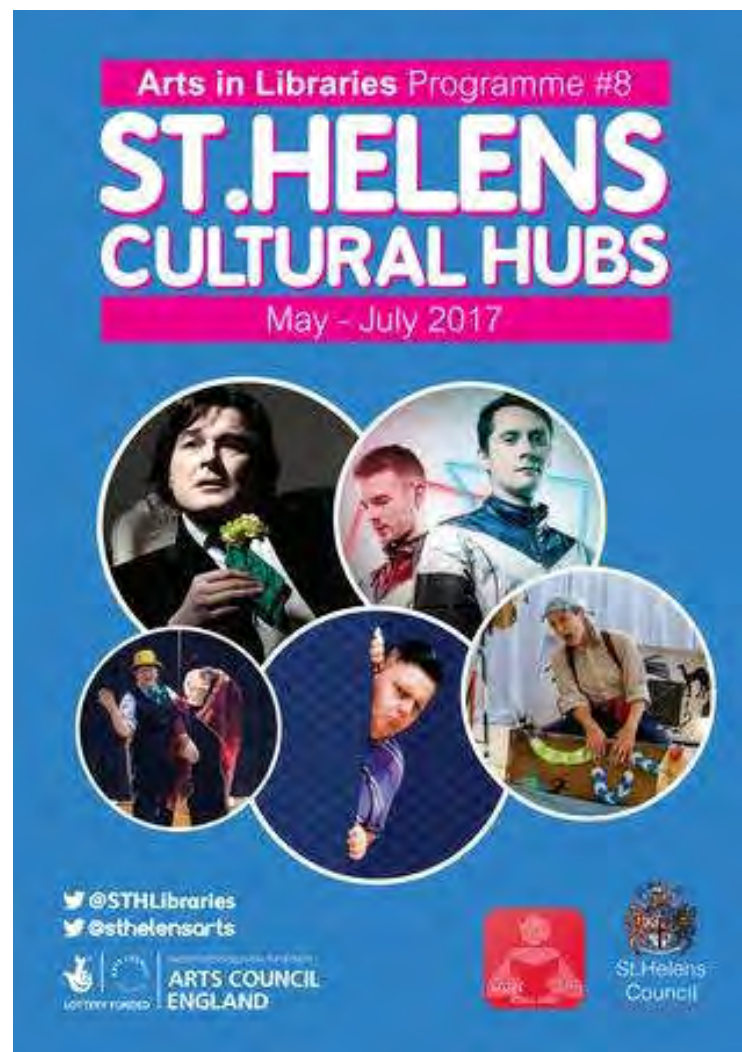
¹⁰ Bamber, J. (2014). *Developing the creative and innovative potential of young people through non-formal learning in ways that are relevant to employability*. European Commission Expert Group Report,

St Helen's Library Art Programme

The award-winning Library Arts programme in St Helens shows the way for Doncaster in integrating the arts, skills, health and wellbeing with libraries. The forthcoming programme (in the Arts Council England supported Cultural Hubs programme) includes 'Creative Alternatives' craft sessions: a unique way of improving adults' wellbeing that is endorsed by GPs and other health professionals. Award-winning Liverpool youth theatre company 20 Stories High will return to libraries with HEADZ, a new series of funny, gritty and heartfelt monologues about the everyday lives of young people. The performances have been created by young people for young people, using real and relatable experiences.

Impacts recorded to date show that it has:

- enabled the service to reach out to some of the most vulnerable adults in the borough, those suffering from drug and alcohol addictions and mental health problems
- reached families, young people and the wider community through a vibrant arts programme
- expanded the horizons of library staff, showing them the range of events that could be offered through libraries and teaching them the skills to manage the processes themselves
- given staff greater confidence to try different things in their own libraries, leading to an enriched programme of events and activities
- challenged people's perception of what a library is for
- raised the profile of the library service in St Helens, leading to a greater awareness of the role that the library service plays
- raised the profile of St Helens as a major proponent of the arts and innovative creative practice that improves lives and civic identity.



4. How it will work in practice

There are **six values** which will guide every aspect of the building, from the way it looks and feels to visitors, to the way it is staffed and the relationship the building has with its surroundings across the town.

They are:

Value 1: Openness

Doncaster's Culture and Learning Centre will be open in form and philosophy. The unique design, which will allow for the trains to move into and out of the lower ground floor; the atrium which will open each floor up; the accessibility and legibility of circulation spaces which will connect different uses and therefore users; will all encourage exchange and permeability of ideas and activities.

The striking feature of the UK's most popular library, The Forum in Norwich, is its openness. A hugely successful Millennium project, this library has done away with many of the institutional and cultural barriers that put people off - the building is at once a café, a free gallery, an exhibition space, a public meeting spot and so on. For Doncaster, we think openness means a seamlessness of activities and a warm and evocative atmosphere which welcomes people to not just use the building but to participate in its evolution. It will be:

Generous, porous, curated with rather than for the people. A producer of experiences, connecting outwardly to the different communities of Doncaster and to audiences and opinion-formers nationally and internationally. It is, therefore, always in process: the building an enabler of a fluid programme of uses, facilitating exchange, flow and purposeful encounters.

Value 2: Place

One of the worst aspects of too many modern public buildings is a blandness and corporate feel which feels place-less, and ages quickly. The best modern public buildings reflect and grow from their surroundings, or embrace them, as this building literally will. The New Storyhouse in Chester, a repurposed art deco cinema that has reopened as a cinema, theatre, library and restaurant/bar, is a great example of somewhere that responds and grows from its environment. Designed to help bring nightlife back, it is a positive addition to place. For Doncaster, this means creating a building which is:

Expressive of the distinctive personality of Doncaster and its many senses of place; it is embedded. But it is also outward looking – a router and amplifier of the best of Doncaster and the best of the world; with a role to recognise the deep-seated social and educational challenges of the Borough and then to challenge them, imaginatively co-designing services, experiences and platforms which innovate toward a brighter future.

Value 3: Resilience

How to help individuals, communities and towns become resilient, so they can stand on their own two feet and survive ever changing times, is one of the challenges facing public services today. New models of social enterprise that help people start their own community businesses are increasingly seen as important within a new conception of the local economy. Equally, helping towns to

drive-up revenue from visitors and businesses is increasingly important. Libraries have always been hubs and incubators of ideas.

As John Bird, the founder of the Big Issue wrote: “A big mistake that governments make is failing to tap into the skills, talents and abilities that lie just below the surface of people’s needs. They don’t involve “patients in the cure.” For Doncaster, this means:

A demonstrator for the new-found resilience of Doncaster. It houses a portfolio of social and economic testbeds which explore new solutions for a post-industrial economy. Focusing on civic entrepreneurship, creative practice, and third age industries such as robotics; it drives the re-boot system for the Doncaster economy and illuminates ways forward for post-industrial and re-industrialising towns and regions.

Value 4: Inspiring

It is hard to love somewhere you don’t have pride in or have aspiration, if you are not inspired. For this reason, quality and warmth must not be add-ons to this building – they must be fundamental to every aspect of how residents, visitors, staff and volunteers feel. People from Donny have a warmth and communality that other places can only dream of, but too often the surroundings do not let this shine through. This building must do this by being:

A place which reinvigorates. A manifestly re-imagined Doncaster which energises senses of identity and place. It

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does this with substance and purpose: the facilities, quality of design and finish, and a set of services, products and experiences which resonate in terms of their social relevance and inspire in terms of their capacity to enable alternative ways of living and working in this transforming town.

Value 5: Partnership

The position of the new building makes it ideally placed to connect with a range of institutions that share with it a common purpose and outlook, including Cast, the Point and the proposed new technical college, as well as schools, academies and Doncaster College. There is evidence that visiting libraries and engaging in activities can help reduce inequalities between learners¹¹: The success of the building will be in how it develops partnerships with these and other local institutions as well as the private sector. In some ways, it will be most successful as a hub which can enable others to achieve what they want to do:

A collective endeavour. Forged through cross-sector and interdisciplinary collaboration. It mobilises a new sense of the civic: intercultural and intergenerational; loyal to collective memories of Doncaster and embracing of demographic, social, technological and economic change. It has enormous summoning power: for strategic partners across key agencies seeking ways to innovate, share and develop common purpose; for enterprises from all sectors keen to access talent and social capital; and for individuals from all communities who are committed to improving their lives. It pioneers new models in civic governance, public/commercial partnerships,

crowd-sourced investment, and citizen programming. Powered by digital, it champions big and open data, interactive experiences and making.

Value 6: Futureproof

To be a building which doesn't become old or irrelevant within a decade or two presents a major design challenge for partners in Doncaster. Predicting the future is impossible, but designing in flexibility and longevity isn't and the other five values will help ensure this. For Doncaster, this means that the building must be:

A work in progress; never complete; a process. A space which connects our existing practice (how we live, work, communicate), to new possibilities. It is Doncaster's disrupter: prototyping new technologies, brokering relationships across traditional boundaries; and playing a leadership role for the UK in remodelling civic practice.



Creative Factory, Rotterdam, Netherlands. This radically converted grain warehouse has adopted several openness values and tools. For example, it drives a programme of creative employment pathways, providing tailored coaching and skills development for young people from marginalised communities. It provides a mix of networking and showcasing functions, enabling creative talent to access a community and build audiences / markets. It also works with local education and health providers to deliver 'challenge' projects such as in social technology – aimed at improving the life chances of citizens.

5. Conclusion

The answer to the multiple economic, social and wellbeing challenges Doncaster faces will not be found in a single building. However, as has been the case in towns and cities across the world, if it expresses a big vision, connects with a wide audience and is embedded with cultural and civic priorities, it can be the real and symbolic driver of change for the better. To succeed, the building will have to solve the simultaneous equation of being a hub for the whole community while being an iconic visitor attraction. These are not mutually exclusive, but ensuring that it meets the complex needs of different groups of users will require continual care and adjustment.

The Culture and Learning Centre will bring a lot to Doncaster, its people, visitors, businesses, arts organisations, community groups, schools, colleges and more. For Doncaster, it will play a leading place-making role as part of the regeneration and repositioning of the Town Centre as a unique, welcoming and attractive place. For everyone who lives in the borough, it will be the new hub for understanding and exploring their heritage and creatively accessing new knowledge, culture and skills. For businesses, it will bring a new space for growing, meeting, networking and researching. For schools and colleges, it will provide an extraordinary new space outside the classroom for learning.

At a time when the role of local government is changing as funding continues to fall, the Culture and Learning Centre will provide a way of ensuring that the services which people value so highly can be sustainably delivered while keeping them relevant to new

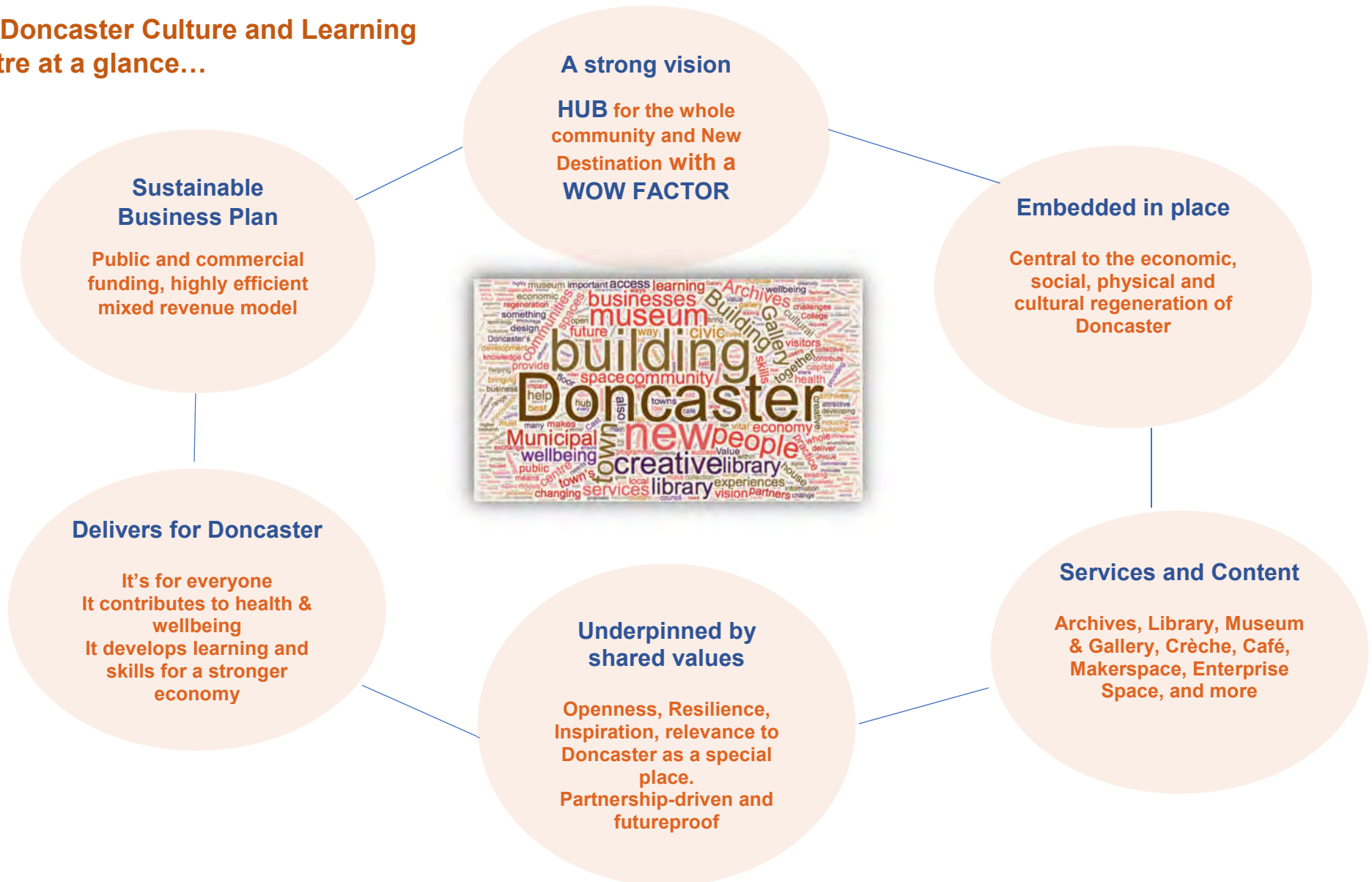
generations. It will bring and continue to bring things that Doncaster has never had before.

The new gallery space will ensure that for the first-time national touring exhibitions will be able to visit the town. The library and discovery spaces will ensure that everyone can access the stories, information and experiences that new technology can enable. The performance space will bring live artistic activity from local cultural organisation to new audiences.

The dramatic showcasing of the town and borough's rich engineering heritage for the first in the centre will bring new visitors as well as linking the past and future. The crèche and café as well as being integral to the building's success, will provide valuable income, helping to sustain its future. The staff will work entrepreneurially across the building and in networks that go far beyond its walls, connecting services and possibilities for all users.

A strong vision is as vital as the foundations if a building is to last the course. The strength of the vision for the Culture and Learning Centre Building is that it has one arm round the past and one around the future. Just as it literally encloses the twin domes of the former High School for Girls, it will help everyone who lives in or visits Donny, understand and embrace a proud heritage, while at the same time being part of a new future.

The Doncaster Culture and Learning Centre at a glance...



EQUALITY, DIVERSITY AND INCLUSION

DONCASTER COUNCIL

Due Regard Statement for the Public Libraries Strategy 2018-21

May 2018

Due Regard Statement

A **Due Regard Statement** (DRS) is the tool for capturing the evidence to demonstrate that due regard has been shown when the council plans and delivers its functions. A Due Regard Statement must be completed for all programmes, projects and changes to service delivery.

- A DRS should be initiated at the beginning of the programme, project or change to inform project planning
- The DRS runs adjacent to the programme, project or change and is reviewed and completed at the relevant points
- Any reports produced need to reference “Due Regard” in the main body of the report and the DRS should be attached as an appendix
- The DRS cannot be fully completed until the programme, project or change is delivered.

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.	Public Libraries Strategy 2018-21, with the following aims: The library service will: <ol style="list-style-type: none"> 1. contribute to the fulfilment of a range of the local strategic partnership’s objectives, with every library venue an asset to the community, which can be commissioned as a resource to support residents’ economic, learning, and wellbeing needs, 2. can work as an alternative service model which increases inward investment into the service and enables it to work more commercially (the right model for the service will be the one which enables the most investment to come in), 3. provides excellent service delivery, demonstrated through a range of performance indicators. By 2020-21, Doncaster will also have a high quality, innovative flagship Central Library, Museum, Archives and Art Gallery.
2 Service area responsible for completing this statement.	Adults, Health and Wellbeing Directorate, Communities, Libraries and Culture
3 <i>Summary of the information considered across the protected groups.</i> Service	The following data has been gathered and has been used to inform the paper: 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): <ul style="list-style-type: none"> • Doncaster Main Urban Area, including Doncaster Town Centre • Principal Towns – Thorne, Mexborough, Conisbrough, Adwick, Armthorpe, Askern

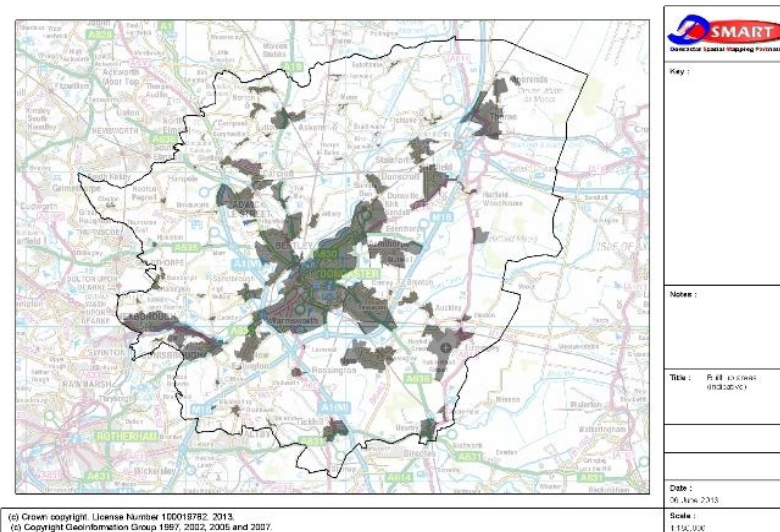
users/residents

**Doncaster
Workforce**

- 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)

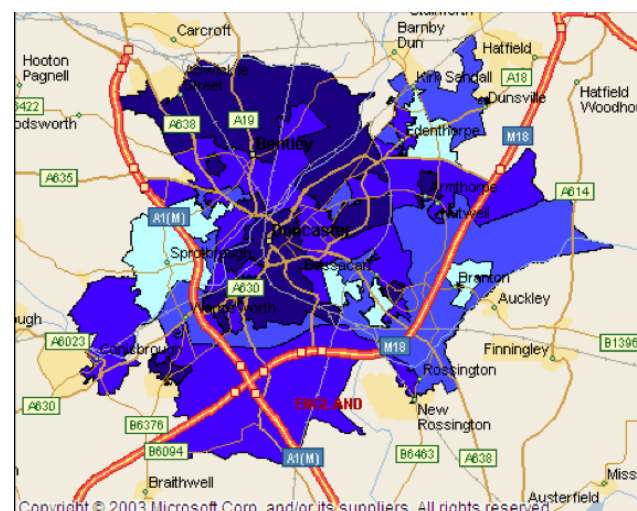


Key characteristics of the resident population are summarised here:

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

	<ul style="list-style-type: none">• 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>
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Map 2: Index of Multiple Deprivations within 15 minutes' drive of Doncaster Central Library



IMD bands 1 to 5
IMD bands 6 to 10
IMD bands 11 to 15
IMD bands 16 to 20

Source: DBA Consulting

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

When considering data available on groups that are not well represented or less heard in relation to Library Service usage can be summarised in the following paragraphs:

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

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.

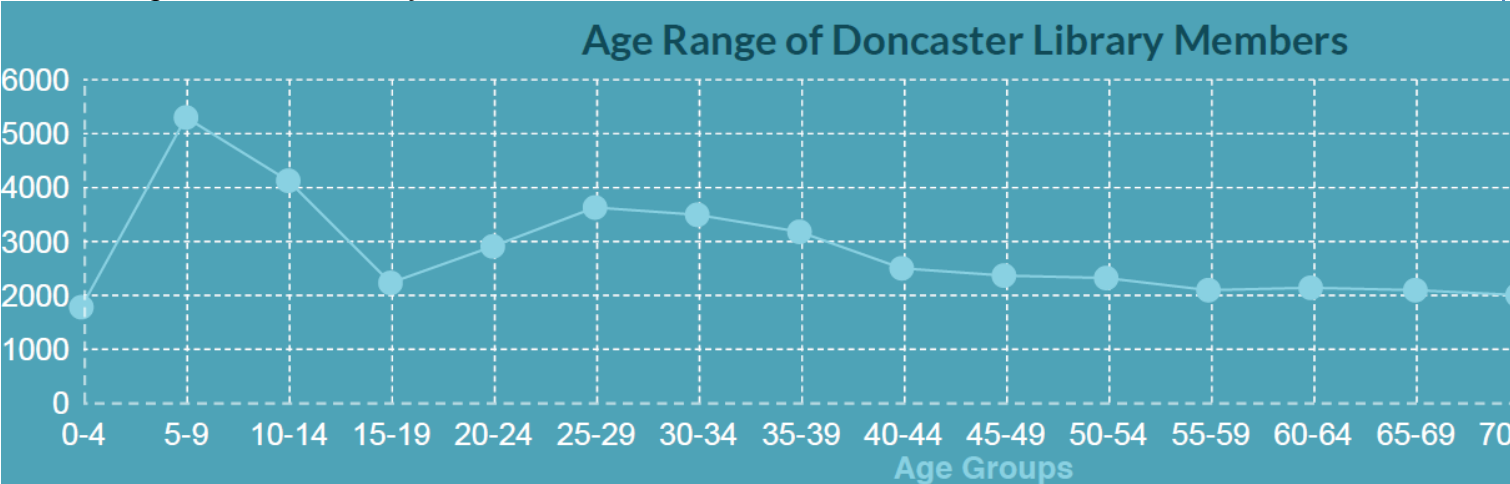
Table 2: Younger people in Doncaster

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 / audiobooks. All our libraries contain reading stock used by people with such protected characteristics and the service must continue to provide that material, and information and resources in a variety of formats which are useable and meaningful to residents at different times in their lives. The library service can contribute to residents' well-being as a whole-life enabling service.

Table 3: Age Profile of Library Service Members, March 2018



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).

Table 4: 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>	95.2	88.8	86
<i>White British</i>	91.8	85.8	80.45
<i>Mixed/Multiple Ethnic Groups</i>	1.1	1.6	2.2
<i>Asian/Asian British</i>	2.5	7.3	7.5
<i>Black/African/Caribbean/Black British</i>	0.4	1.5	3.3
<i>Other Ethnic Groups</i>	0.1	0.8	1.0

Source: Office for national Statistics, 2011 Census

Table 5: Ethnic groups and Library Membership

Ethnic origin	Active Borrowers	Active Users	Inactive Users	Registered
~Other background	98	315	158	473
~X - not given	42	167	77	244

	African	21	96	48	144
	Asian - Bangladeshi	5	25	6	31
	Asian - Indian	74	188	61	249
	Asian - Pakistani	97	225	83	308
	Asian (Other)	16	56	32	88
	Asian British	81	230	102	332
	Asian Other	38	126	57	183
	Asian Other - Sri Lankan	6	15	10	25
	Black - African	90	444	187	631
	Black - Caribbean	15	51	25	76
	Black	5	17	13	30
	Black British	41	147	79	226
	Black Other	14	50	33	83
	British	2873	4628	2781	7409
	Chinese	42	84	31	115
	Chinese British	10	16	8	24

	Chinese Other	2	5	1	6
	Irish	5	8	6	14
	Mixed	5	9	1	10
	No Ethnicity	1	1	0	1
	Other	56	151	86	237
	-White - British	6593	14395	7752	22147
	-White - Irish	16	38	27	65
	White (Dynix)	28	73	46	119
	-White Other	115	463	247	710
	-White Other - Polish	114	420	255	675
	-White Other Eastern Eu	86	517	259	776
	X - Declined to supp	1	4	1	5
	X - Declined to supply	18	29	24	53
	British Other	2	2	0	2
	Total	16849	33504	20816	54320

Ethnicity Of Community

Ethnic Group	% of Library Community	% of Doncaster Community
White British	64.86%	91.8%
White Other	5.13%	3.4%
Mixed/Multiple	0.02%	1.1%
Asian/Asian British	2.67%	2.5%
Black/African/ Caribbean/ Black British	2.62%	0.8%
Other Ethnic Group	1.9%	0.4%
Ethnic Group not supplied	23.78%	0%

31.73% of Library Members aged 0-18yrs are from a BME background

Source : Axiell Library Management System, May 2018

Economic Activity

The library service does not currently collect data that demonstrates usage levels from within the following indicators however it is something we will seek to do in the future.

The service does currently support these groups of residents in a number of ways:-

Through the Peoples Network we provide in total across all our sites 338 public computers with free internet access for 2 hours per day. Additional access is provided at no charge for residents seeking employment. The service provides training sessions that support digital inclusion utilising the public computers across libraries. Some of these sessions are targeted for job seekers and unemployed residents, to assist people in being able to register and access Universal Job Match and set up email addresses for example; the service also provides supported access to the Learn My Way website which supports residents' digital learning and needs. Libraries can also supported residents' needs through job clubs, internet searches, CV creation and basic ICT skills.

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 our libraries, both in reading materials, digital access with free internet and support is one way of helping people to develop skills and becoming more productive. Due regard must be demonstrated towards those residents that make use of the library services free computer and internet provision. Lack of access to appropriate technology directly impacts on the ability of residents often with the greatest needs to access government services, participate in fullest choices (people off line are often excluded from the best financial saving offers for example) and to have the opportunity to engage with family, friends and services support residents' leisure and learning online. In March 2018, PCs in libraries were used 10,216 times by adults, with 9,570 hours of use, and 9,891 pages printed.

Table 6: 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

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 would not reduce our commitment to supporting residents in healthy lifestyles and the provision of relevant health information, our participation in the Reading Well Books on Prescription Scheme would not be effected.

Table 7: 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, libraries have the following number of customers who have reported a disability at the time of joining the library:

Table 8: library members reporting a disability

Dexterity - Hands/Fingers	31
Disability reported on previous system	159

Eyesight	115
Hearing	78
Learning Difficulty	182
Mental Health Condition	91
Mobility - Getting around	216
Multiple disabilities	50
None/Not applicable	15789
Other Disability	397



It is essential that any changes made to library service provision consider the needs of people with health and wellbeing, mobility or disability-related conditions. This is clear in a number of areas of service provision:

- Accessible spaces and resources in a variety of formats
- DDA compliance
- Resources for visually impaired readers, including the visually impaired readers group

- Home library service provision and digital access
- Books on Prescription resources and dementia friendly spaces
- Print resources in a range of formats
- Hearing Loops
- Event programming which contributes to better health and wellbeing.

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

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 9: 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 considered 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 10: 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.

Table 11: 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

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, which mirrors the demographic data that we have available through LMS on usage and membership.

Although any changes in service management and delivery through the Strategy will not directly impact

		<p>on residents with protected characteristics of race or religion, the analysis demonstrates that the Library Service must continue to target and raise awareness of the service to encourage usage across all diverse ethnic groups living and working within Doncaster. Additionally, the Service should engage with the relevant organisations and individuals within the communities from the protected groups so we ensure their specific needs and requirements are heard, 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.</p> <p>The Library Service should continue to consider how it can improve on its 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.</p>
4	Summary of the consultation/engagement activities	<p>Consultation exercises took place in 2010 and 2014 as part of the review of Library services and changes proposed.</p> <p>A more specific consultation may be designed as any proposed change is considered further, and this should 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 • Interviews
5	Real Consideration: Summary of what the evidence shows and how has it been used	<p>Further consideration will need to be taken as we analysis and update feedback from a more specifically focussed public consultation on any proposals going forward determined through the Strategy, and this section will be updated when the consultation process has been completed.</p> <p>To summarise, any considerations to be made will demonstrate a real need to understand the impact of proposed changes through service transformation and improvement on the following groups of service users:</p>

		<ol style="list-style-type: none"> 1. Children, young people, especially very young children (and their parents) 2. Elderly residents 3. Residents with a learning or physical impairment 4. People living with dyslexia and similar conditions 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
6	Decision Making	<p>It is essential that the Mayor and Cabinet understand the obligation of demonstrating due regard where changes to the service are proposed.</p> <p>The Mayor and Portfolio Holder 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 • By responding to correspondence from residents on matters pertaining to equality of access and service • Throughout any future work which develops the service further, including 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 any future period of consultation made available for the Mayor and portfolio holder to read and consider.
7	Monitoring and Review	<p>The process and plan will be monitored in the following ways:</p> <p>By the Libraries and Heritage Management Team, reporting to Communities SLT and AHWB DLT; To the Council's Equalities and Inclusion Board as and when required; To the new build library project governance group; And into Doncaster Living Programme Board in Doncaster Growing Together.</p> <p>Specific KPIs will also be incorporated into service plans and staff PDRs.</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 implementation of the Strategy. The Library Service's management team and wider teams will remain mindful throughout the development of the service, of the imperative to consult with and involve residents with protected characteristics as defined by the Equalities Act 2010, in the ongoing co-production and shaping of services which effectively reflect local need.</p> <p>Nick Stopforth, Head of Libraries and Culture Doncaster Council May 2018</p>
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Doncaster Council

Report

Date: 22 May 2018

To the Chair and Members of the
CABINET

PUBLIC REALM ART STRATEGY

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

EXECUTIVE SUMMARY

1. This new Public Realm Art Strategy is a first for Doncaster, and written within the context of Arts Council England's Great Art and Culture for Everyone strategic framework, which makes clear the national policy context and case for change in ensuring that people can access great art regardless of age or background, and provides a focus for the commissioning, programming, delivery and evaluation of great art and culture. The future policy direction for commissioning public realm arts in Doncaster will also apply learning from the experience of Hull UK City of Culture, and also peer Local Authorities and their partner organisations. The strategy's action plan should also be updated in 2019-20 to reflect any changes presented in ACE's strategic plans. In endorsing this strategy, Doncaster Council demonstrates its value of the inherent social, cultural and economic value public art has in reflecting culture, expressing the history and experiences of our borough, and contributing toward and showcasing our unique identity. Public art brings our public spaces to life; it challenges our ideas and values, and it creates an ongoing conversation between our past, present and future. Public art is free to experience and plays an important role in increasing the liveability and desirability of the municipality, which in turn has long term economic benefits to the borough. Some of these potential benefits are outlined in the strategy, as well as the commissioning approach to be taken, and an initial action plan. It is intended that the strategy would be reviewed in 2020-21, with recommendations for the next iteration.

EXEMPT REPORT

2. N/A

RECOMMENDATIONS

3. Approval of the new Public Realm Art Strategy for Doncaster.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. Endorsement of this strategy means that residents in Doncaster can expect activity to take place which brings in inward investment into the borough, for the commissioning of high quality public art in different media and different locations, strategically co-ordinated, and co-commissioned in partnership between the Arts and Culture Programme Board, the Corporate Planning Team, and local artists and residents.

BACKGROUND

5. Doncaster has a number of installations of public art but, until now, it has lacked a cohesive strategy and policy required for the commissioning process, and vision for how this will contribute to a positive shape for the borough's future, nor an articulation or evidence base developed for the value to people's lives when living in a community which commissions great public art.

6. Our vision now is for Doncaster to secure an appropriate portfolio of high-quality commissions that can provide a legacy for the future; creating tomorrow's heritage in the heart of our urban and rural development plans of today. A key aim of the strategy is to achieve a direct contribution to a long lasting social and cultural legacy which will see the growth of our creative industries and tourism, enhance perceptions of the area, and contribute to the local economy.

7. The strategy outlines the aspirations and aims for public realm art in Doncaster. It also provides guidelines for partnership working, and a framework for the commissioning process.

OPTIONS CONSIDERED

8. a) to approve the strategy and enable the Arts and Culture Programme Board to lead, with partner organisations, to lead on attracting inward investment for the commissioning of public art in Doncaster.

9. b) to disapprove of the strategy proposed, and refer back to the Culture Team to redevelop the approach based on further feedback.

REASONS FOR RECOMMENDED OPTION

10. As reported in the strategy, there are various quantifiable benefits which may be reported on in future, through the commissioning of high quality public art in areas of the borough, whether in our civic squares, new residential and urban developments, parks and open spaces, and on adjacencies to streets and

highways. A comparable LA's strategy, highlighted in our work, shows some of the possible advantages:

£26,817 – the average increase in housing value in an area with twice the average level of cultural density;
 1:5 – the multiplier effect of investment in public art as advertising, PR and for the local economy;
 77% - Percentage of population of the UK who participate in the arts (50.15 million);
 £576 - Saving to the NHS per patient from prescribing creative activity instead of prescriptions;

IMPACT ON THE COUNCIL'S KEY OUTCOMES

11.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Inward investment in high quality culture and art can make a place more desirable for people to live and work in. Developing high quality artistic assets as part of the wider cultural portfolio can directly and indirectly support the local economy, through visitor and secondary spend, and direct commercial opportunities.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>The commissioning and installation of high quality public art can generate increased pride in place and positive place-making identities.</p> <p>Trends analysis shows that residents who report accessing arts and culture report higher levels of general wellbeing; therefore an increase in appropriate community-placed interventions can directly (through community participation) or indirectly (through secondary benefits) lead to improved wellbeing outputs.</p> <p>The commissioning of new artistic installations will provide a new and modern cultural offer to residents, and become</p>

		part of a forward-looking heritage portfolio.
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>The commissioning of good quality artistic infrastructure into the public realm will provide new opportunities for the borough's children and young people to be involved and learn new skills.</p> <p>Contracts with artists can ensure that opportunities for participation and learning are built into developments.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The focus on community resilience, pride, and participation in the commissioning and implementation of great art at the local level will have long term health and social outputs, as part of a wider approach to reducing health and social inequality through, for example, arts on prescriptions. The Arts and Culture Programme Board in DGT will continue to work closely with the Health and Wellbeing Board to develop an effective arts on prescription programme for Doncaster, which this work would form just one part of.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths 	<p>By working in a partnership-focused way to attract funds into the borough for this purpose, which then demonstrates an SROI and ROI, will be a key way of ensuring good value for money to the public through this strategy.</p> <p>Programming arts in communities, building upon models such as Right Up Our</p>

	<ul style="list-style-type: none"> Working with our partners and residents to provide effective leadership and governance 	<p>Street, and growing grassroots artistic activity alongside any externally funded commissions, should also be a key priority to ensure growth in community partnerships in this area, and new community-focussed skills.</p> <p>Using the Arts and Culture Programmed Board to monitor and report on this work to the Council and its partners will ensure effective and robust leadership and governance is in place.</p>
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RISKS AND ASSUMPTIONS

12. There is no specific revenue budget within the Local Authority for the commissioning of arts installations. Budget would need to be secured from externally-secured funds. There may be associated and hidden costs in terms of officer and partner time and resourcing to administrate the commissioning of works.
13. There is no Public Art office in the Local Authority. The day to day management of applications and commissions will be managed through the Arts and Culture Programme Board's Project Group.
14. There will be implications regarding the ongoing maintenance, management and decommissioning of public arts, which should be accounted for.
15. The benefits of the installation of high quality public art need to be recorded and shared in ways which are meaningful for residents and stakeholders in Doncaster, so that there is a measurable return on investment, rather than using national indicators.

LEGAL IMPLICATIONS [Officer Initials KDW/ND Date 11/4/18]

16. 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, unless there is a specific prohibition. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.
17. Any procurement exercise needs to be carried in accordance with the Council's Contract Procedure Rules and the Public Contracts Regulations 2015 if applicable.
18. Further legal advice and assistance will be given on specific projects as they arise.

FINANCIAL IMPLICATIONS [Officer Initials HJW Date 9/4/18]

19. There are no financial implications arising as a direct result of this report. Any future funding requirement as a result of individual projects will need to be met from external sources.

HUMAN RESOURCES IMPLICATIONS [Officer Initial KW Date 10/04/18]

20. There are no Human Resources Implications.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 10/04/18]

21. There are no direct technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials CEH Date 11/04/18]

22. Public realm art installations can create attractive environments that can encourage people to walk, cycle, engage with the natural environment and socially interact, thereby improving physical, social and mental wellbeing.
23. Participation with the arts and culture can have a positive impact on the social determinants, enhancing health, wellbeing and quality of life for people of all ages.
24. Consideration should be to ensure accessibility for all to these pieces of art and associated activities. Providing opportunities for residents across the borough, considering the different needs of individuals and encouraging safe, sustainable and independent travel.

EQUALITY IMPLICATIONS [Officer Initials: NS Date: 12/04/18]

25. The co-commissioning and co-production of public realm art provides opportunities for meaningful and responsive consultation with residents, to help ensure that art in communities reflects community interest and heritage, and aspirations for the future. In taking a co-productive approach, which could include, for example, community forums in this area of focus, it is essential that the borough's wide-ranging and diverse voices are heard and represented, and officers working in this area will remain mindful of needs and diversity in the commissioning of works. Further due regard will be demonstrated in terms of how residents can access and engage with public works of art, in ways which ensure these are accessible to all residents (e.g. in terms of the site, access routes, educational programmes, and interpretative information displays).

CONSULTATION

26. Further consultation with residents, elected members, and stakeholders, will take place ongoing through the timespan of the strategy, and the strategy will be updated and respond to the outcomes of any consultative activities.
27. Consultation will be in line with corporate policy and registered with the Council accordingly. There will be opportunities for arts groups, special interest groups,

and residents more broadly to be engaged with this work through appropriate consultation at the time of commissioning and implementations, with appropriate consultation plans in place. Officers will work with the Strategy and Performance Unit to ensure that consultation and engagement takes place in ways which are meaningful and can lead to better outcomes for residents.

BACKGROUND PAPERS

None.

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**Doncaster
Council**

A Public Realm Art Strategy for Doncaster

2018-21

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1. Introduction

Throughout history public spaces have been enriched by the use of art and design, from monuments and sculptures to paved areas, gateways and murals. Public art helps to foster a positive sense of place, heritage, and adds cultural value; there are some forms of public art which everyone is aware of, whether due to how the art has been deployed, or its scale. And there is public art which resonates and which people identify with at national, regional and local levels. For the purpose of this strategy, public realm art of high quality could be considered important at one or more of these levels, depending on the commission and the activity.

Through this new Strategy, Doncaster Council recognises the role public art plays in shaping our environment and cultivating a sense of ownership and pride for residents and communities. Doncaster has a number of installations of public art but, until now, it has lacked the cohesive strategy and policy required for the commissioning process, and vision for how this will contribute to a positive shape for the borough's future.

Our vision is for Doncaster to boast a comprehensive portfolio of high-quality commissions that can provide a legacy for the future; creating tomorrow's heritage in the heart of our urban and rural development plans of today. We strive to contribute to a long lasting social and cultural legacy which will see the growth of our creative industries and tourism, enhance perceptions of the area, and contribute to the local economy.

This document will outline the aspirations and aims for public art in Doncaster. It will also provide guidelines for partnership working, and a framework for the commissioning process.

Doncaster is already home to a number of pieces of public art including works such as: The Lovers in Waterdale (1967:2015); The Mallard at the Southern Gateway (2014); The 'Danum' obelisk in Sir Nigel Gresley Square (2012); Richard Perry's 4 Bronze Sculptures (2000), and Doncaster's latest additions to its public art inventory: the Ted Hughes statue in Mexborough (2017), the K.O.Y.L.I. memorial statue (2018) for Elmfield Park, and a Mining Statue for Doncaster by Suffolk-based sculptor Laurence Edwards (2018-19) and the Station Forecourt screen (by 2019) will reset the bar for public art and design in Doncaster. With this strategy, the intent is for commissioners of art in Doncaster to be increasingly forward thinking; to integrate public art into our regeneration plans at the development stage, so that it is not just an 'afterthought'. The ambition for the future is to support local ambitions for art installations, push for high quality art installations with national and international significance wherever possible, and to explore innovative and contemporary approaches to Public Realm Art Strategy as seen in projects such as the Fourth Plinth, or in recent local examples like Feature Walls SHF (see: <http://www.bandbgallery.com/feature-walls-shf>).

2. Purpose of the strategy

Doncaster is a borough full of rich history and pride in place, and has traditionally been a prosperous area. It is now reinventing and repurposing its place with

ambitious plans for renewed growth. Good public art, design and architecture can build on the richness of Doncaster's industrial and economic heritage by creating a unique community identity which informs the sense of place and creates in itself an iconic branding of its municipality.

Doncaster's Public Realm Art Strategy is created to respond to and reflect the community vision for the Council and its partners existing and future public art works, for the next 3 years. Firmly rooted in place, it provides a vision, themes and procedures to guide the delivery of good quality public art that reflects the aspirations of the people within the borough. The publication of Doncaster's first Culture Strategy (2016) identified the need for a Public Realm Art Strategy and therefore this work fulfils an objective of that strategy and the Creative and Culture Strategic Partnership.

In 2016 Doncaster published its first Culture Strategy, written in partnership with organisations from across Doncaster via the Creative and Cultural Strategic Partnership. The Strategy outlined 4 key aims:

1. To raise the profile of Doncaster through creativity & culture.
2. To encourage people from all sections of the communities across Doncaster to access and take part in great creative and cultural activities.
3. To see all children and young people and their families participate in and enjoy great cultural experiences across Doncaster.
4. To use culture, creatives, and creativity to drive inclusive growth in Doncaster, reflecting the diversity of its people.

The first aim contains an action to 'Embed art and culture in buildings and spaces across Doncaster, by integrating arts and culture into local plans', which it hopes to achieve by 'advocating for the inclusion of a public art in regeneration policies and strategies, embedding public art into new strategies within the LA and partnerships'.

The strategy is written within the context of Arts Council England's Great Art and Culture for Everyone strategic framework, which makes clear the national policy context and case for change in ensuring that people can access great art regardless of age or background, and provides a focus for the commissioning, programming, delivery and evaluation of great art and culture. The future policy direction for commissioning public realm arts in Doncaster will also apply learning from the experience of Hull UK City of Culture, and also peer Local Authorities and their partner organisations. The strategy's action plan should also be updated in 2019-20 to reflect any changes presented in ACE's strategic plans.

3. Scope

This Public Realm Art Strategy covers all permanent, integrated or ephemeral works of public art in public space that is either commissioned by or supported in partnership with Doncaster Borough Council.

The development of a Public Art program will involve the continued guidance of the new Arts and Culture Programme Board in Doncaster Growing Together, which will

review proposals or concepts and make recommendations on artworks to be commissioned.

Definitions are as follows:

Artist | a person:

- Who has specialist training within their field [not necessarily in an academic institution] and involved in the creation of art as their profession.
- With high level interpretive, conceptualising and creative skills that result in the creation of artwork.
- Who has demonstrated professional standing through exhibitions and commissions and is considered an artist by his or her peers.

Public Art | Is for the purpose of this strategy defined as any permanent or temporary art object, installation or activity in the public realm excluding galleries, museums and public collecting institutions. In general public art is sited on public land and has been purchased or is owned or maintained by a public authority, its partners, or a commissionable organisation.

Integrated Art Work | Art and design work that is embedded within signage, seating, paving, fences, urban design, landscape design, architectural design etc.

Ephemeral Public Art | Artwork in temporary art spaces or platforms, such as lighting, projections, interventions and temporary installations, community engagement and place making initiatives.

Permanent Public Art | Artwork in this category might include signature works, landmarks, acquisition of existing art work for specific site, commemorative or monumental works, site-specific art work in a public place. All these terms relate to the fact that such works tend to be commissioned as set pieces of art in their own right. These artworks are often major commissions with significant budgets and therefore require a transparent and accountable commissioning process to ensure the best artists are considered and that due process occurs.

Contemporary Art | Any artwork created today which is innovative for its time, comments on or otherwise engages with issues relevant to its time or uses materials and processes that are at the forefront of arts practice within their particular field at the time can be classed as contemporary art.

Public Realm | The public realm can be defined as including but not limited to streets, squares, parks and spaces that are within buildings that are accessible to the general public and in the ownership of, or under the control of public authorities.

4. Principles for growth in great public realm art in Doncaster

4.1 Value

In endorsing this strategy, Doncaster Council demonstrates its value of the inherent social, cultural and economic value public art has in reflecting culture, expressing the

history and experiences of our borough, and contributing toward and showcasing our unique identity. Public art brings our public spaces to life; it challenges our ideas and values, and it creates an ongoing conversation between our past, present and future. Public art is free to experience and plays an important role in increasing the liveability and desirability of the municipality, which in turn has long term economic benefits to the borough. This value can be quantified and reported to the Council and its partners' leadership in terms of economic impact, impact on growth, how public art can support learning, skills and opportunities in the borough, and value for money. These benefits can also be directly applied to priority areas of focus in the borough; great art installations in the public realm can be accessed by residents of all ages, from all backgrounds. Through our shared sense of place, and linking with the place plan, it can be a way of growing a shared awareness of heritage, and further generating ambition and aspirations which tells Doncaster's story to the world. In very practical terms, art works can be used to, for example, be a focal point for a group for people living with dementia, or who have a story of migration to connect with and tell, an exploration of community history, or as an opportunity for new apprenticeships. The benefits will need to be assessed, monitored, and reported appropriately to external funders, local leadership and wider stakeholders and residents.

A study in the US in 2015¹ found that “the process of creation of a work of public art determines impact and that participatory public art creation may yield positive health and social benefits. Art may promote economic development through enhancing the aesthetics of a place, by increasing place identity, and by promoting arts tourism. It seems that art, regardless of its aesthetic appeal, may enhance the capacity to innovation in society through a common thread in the creative process. Those working in planning-related fields may utilise studies demonstrating positive health effects from engagement with the arts to create programming and plans that allow for community-based art creation. For those working in economic development, the knowledge that arts-related initiatives may powerfully stimulate local economies through large, temporary events as well as through coordination between traditional economic development planning and arts and culture related industries may create better outcomes for all involved as well. Thus, combining public art with other programs may benefit those programs through benefits of interacting with and producing art”.

Overall, the impacts of public art are complex, however, an analysis of diverse fields of inquiry and cross-examination reveal that public art may exist as an instrumental boon to its society, although it arguably possesses intrinsic value in its existence as a pure act of creativity. It is suggested that planners and policymakers work to ensure that space for public art is supported and easy to find so that all may enjoy its benefits.

Cheltenham's Public Art Strategy² provides some useful national data insights which can be applied in relative terms locally to Doncaster:

¹ See: <https://repositories.lib.utexas.edu/handle/2152/32867>

² <http://ruralrecreation.org.uk/wp-content/uploads/2018/03/Cheltenham-Public-Art-Strategy.pdf>

£26,817 – the average increase in housing value in an area with twice the average level of cultural density;
 1:5 – the multiplier effect of investment in public art as advertising, PR and for the local economy;
 77% - Percentage of population of the UK who participate in the arts (50.15 million);
 £576 - Saving to the NHS per patient from prescribing creative activity instead of prescriptions;

4.2 Vision

Doncaster is an ambitious place to be, and a place which is currently going through a period of intense transformation and investment. Our vision is for Doncaster to showcase a comprehensive and growing portfolio of high-quality commissions that can provide a legacy for the future; creating tomorrow's heritage in the heart of our urban and rural development plans of today. Through the commissions which the strategy will support and enable, we strive to contribute to a long lasting social and cultural legacy through great public art. These commissions and wider grassroots activity will contribute directly to the growth of our creative industries and tourism, enhance perceptions of the area and contribute to the local economy.

This vision may be delivered through permanent / temporary / integrated / ephemeral public art in a variety of forms.

4.3 Strategic Aims

Our strategic aims are:

1. Contribute meaningfully to the growing sense of identity and pride in the borough;
2. To encourage the incorporation of public art within key developments;
3. Integrate public art into the planning and design of dedicated 'development zones' identified in the Doncaster Urban Centre Masterplan, including high-quality public spaces, urban and landscape design;
4. Support the delivery of innovative and quality contemporary public art for the borough;
5. Increase the understanding and enjoyment of contemporary art by, with and for our communities;
6. Create opportunities for social inclusion through engagement practices that celebrate the diversity of our residents.

Objectives are as follows:

1. Conserve what we have effectively;
2. Support the development of further grass-roots art networks, furthering the work which has taken to date through Well Denaby, for example, or the activity of the New Fringe arts collective;
3. Connect with the curriculum; providing opportunities for children and young people to participate in great outdoor arts experiences;
4. Develop new enterprising partnerships to help achieve objectives 1-3;

5. Have the ambition to commission great art, and involve communities in the co-commissioning and co-production of art, so that residents of all ages can be involved;
6. Demonstrate due regard for the diverse and wide-ranging audiences which may engage with the commissioning, production, and future enjoyment of the art, both for residents and for visitors.

Key priority areas for the delivery of this strategy include areas within the Urban Centre Master Plan, including but not exclusive to Doncaster Market Place, Doncaster Waterfront, Doncaster Minster Canal Side, the Doncaster Retail Core, and the Civic and Cultural Quarter, as well as supporting public realm areas in urban areas, for example, should opportunities for development and commissioning be presented in Conisbrough and Denaby, Mexborough, Rossington, and Thorne. Decisions can be made strategically dependent on need, location, community involvement and co-commissioning, and where the best value would occur.

5. Commissioning Great Public Realm Art

The strategy does not aim to be prescriptive about the form of future commissions or programmes of work; we hope that it will act as a point of reference to provide guidelines and outline our expectations. The legacy of this strategy will be shaped by the accumulation of projects over time. It is anticipated that the programme will go on to develop beyond 2021, alongside Doncaster's transformation over the next two decades and it is our view that over time, we will gain a wealth of value from the learning and trust accrued through a continuous and evolving programme.

5.1 Funding Framework: External & Self-Generated

To achieve the strategic aims and objectives, Doncaster Council, and particularly the Culture Partnership, will:

- Develop robust sponsorship or partnerships arrangements with the private sector, local businesses and industry;
- Strongly encourage donations from private individuals/organisations (philanthropy, gifts and bequests), developing an appropriate model for attracting and retaining funds with commercial skills and behaviours, and learning from the experience with SpaceHive towards a mining statue for the borough in 2018-19;
- Ensure there is a resource commitment to deliver new public art as part of major Council led development and regeneration projects.

Dedicated funding from the Local Authority for public art is not practicable given the ongoing uncertain economic climate we are in, and there is no specific revenue budget within the Local Authority for commissioning public art. Therefore, we will be seeking funding for projects from a variety of external sources. As identified in the list above, there are a number of approaches through which to gain financial support for art. Further examples could include: Collaborative Public/Private sector partnerships; percent/non-percent-for-art ordinance; funds from companies' corporate social responsibility strategies; the Development Management process – the use of Planning Conditions and Section 106 planning agreements; donations from private individuals/corporations (philanthropy, gifts and bequests); ACE/Lottery

bids; sink-funds for match funding from service revenue; private trusts and foundations; alternative funding sources such as crowdfunding/kickstarter, and others.

One of the ways in which the strategy can be fulfilled is through planning and the development management process; art works can be secured through the use of planning policy requirements and conditions or S106 contributions. While this can result in work that is integral within new development schemes, the strategy also allows for the possibility of public art being non-building specific: it can encompass work that contributed to improved open public spaces, arts and health initiatives, and creative neighbourhood renewal. Demonstrating the value of public art in terms of local health and wellbeing, or social value, may open up new funding opportunities. For example, art which is commissioned to respond to local health priorities, such as supporting residents living with dementia, may lead to tactile installations, or installations which support community and individual memories, may be achieved through specific external funding allocations. The same is true of art which commemorates and celebrates themes of migration, diversity, and people's sense of place. An aim of this strategy is to raise aspiration and ambition in Doncaster, expressed through public art of all forms and across all communities. In this way, new art commissions will represent and celebrate Doncaster's past, whilst at the same time looking forward to the future. Creating a small scale installation which encourages visitors to take their photograph alongside it, or which has a meaning to a particular village or town, is just as vital as the one or two installations at scale which will increase the borough's reputation at a national and international pitch, as a borough which is a great place to live, study, visit and work in.

In developing the new Local Plan for Doncaster, there is an opportunity to reflect this strategy's aims and objectives within planning policy requirements to encourage the delivery of new public art at different scales. This could include positive and proactive policies to deliver the major installations sought in this strategy, as well as setting out a context for smaller art projects and community based initiatives. Neighbourhood plans could be encouraged to work up public art strategies or themes based on local character and capture people's imaginations to have very modest or subtle artistic works in small developments.

Within this policy framework and through the development management process, developers will be encouraged to work with planning and the Arts and Culture Programme Board in pursuance of Doncaster Councils Public Realm Art Strategy. Where appropriate, developers will be encouraged to submit ideas on the provision of public art as part of their planning application, and their implementation will be secured through a planning obligation (condition) or S106 contribution. However, it must be recognised that in the case of many major developments, particularly larger housing proposals, the viability of development is a key consideration and public art may be competing with other asks such as affordable housing, open space or education contributions, so is not guaranteed.

5.2 Sustainability

Artists, their individual practice, presence and creative output are important to the cultural infrastructure of a place. The creative sector makes a significant contribution

to Doncaster's cultural life and to the borough's economy, and it is a sector we seek to support and see grow. Great public art commissions can contribute by creating employment opportunities for artists, makers and fabricators, who in turn utilise local industry, skills and resources.

Sustainability of resources for the delivery of Public Realm Art in Doncaster is essential for impact to be maximised. Support for this strategy will be provided from the Creative & Cultural Strategic Partnership, and staff from Doncaster Council's Culture, Planning and Environment Departments. The Arts and Culture Programme Board will be tasked, as a result of this strategy, to monitor the effectiveness of funding applications, development opportunities, and growth in the public art estate.

5.3 Planning and supporting great public art

Ensuring that public art is delivered where it has the greatest benefit relies on planning for the inclusion of art/design as early as possible in place-making projects. Therefore all major public place development and infrastructure projects and all major projects will be tasked as a result of this strategy to include consideration of the potential for integrating permanent public art. Key to delivery, and in leading by example, the Council should seek to integrate public art in any major capital funded development or regeneration projects, or such projects funded in partnership with others.

The DGT Arts and Culture Programme Board should engage collaboratively with the Council's planning, highways and major projects teams at the earliest concept and master planning stages in order to assess the strategic potential for integrating permanent public art, and to set public art priorities. These requirements include the following types of development project:

- Place-making projects such as metropolitan and town centre masterplans, major waterfront and regional infrastructure precinct developments, public realm and open space developments;
- New local, regional and national facility projects (including, but not limited to, community centres, libraries, recreational facilities, leisure centres, arts buildings, galleries, theatres and stadiums);
- Town and village centres and major street upgrade and development projects;
- Infrastructure projects funded by Doncaster Council (including, but not limited to, pedestrian and transport bridges, train stations, transport hubs, wharfs and coastal walkways);
- Architectural projects, park and landscaping developments where public space objectives and public art outcomes can be achieved through collaborations between artists and architects.

Through this strategy the Council seeks to encourage third parties who wish to devise and present temporary public art. Community-initiated temporary public art activity will not be required to go through the approval processes required for permanent public works of art, although landowner and planning approval may still be required on a case-by-case basis.

Permanent public works of art planned by third parties but located on Council-owned or Council-controlled land are required to follow our new public art administration and governance processes before they can proceed, as set out by this strategy. The Arts and Culture Programme Board should monitor compliance with regard to all requirements for permanent public works of art developed by others, where the Council has had an involvement.

Doncaster Council and its partners through the Arts and Culture Programme Board will seek to influence the character and quality of public art activities to positive effect. Those devised and delivered by third parties must be subject to the same guidelines, health and safety and quality standards. We will do this by demonstrating best practice and the high calibre of our own public art activity, by developing collaborative relationships with others, and through various process and quality guidelines.

5.4 Advocacy and procurement

The commission and design of public art should be informed by the associative qualities of a particular location as defined in respective development briefs for major schemes. It should be integral with urban design principles and expectations. The means to achieve public art should reflect planning guidance, corporate policies and delivery mechanisms to provide a consistent, coherent approach towards the regular commission of high quality art in the public realm. Doncaster Council's Public Realm Art Strategy demonstrates a commitment to the development of public art across the borough. A public art policy statement and associated publications are used by way of advocacy to encourage the commission of public art across the borough and advise external organisations of due process. Doncaster Council will profile and support the commissioning of public art through our own schemes and via the planning process, being co-ordinated by the Senior Cultural / Arts Officer and relevant planning officers. In addition to advocacy and specific project development, a Senior Cultural/Arts Officer is responsible for the promotion of the Cultural Strategy across the borough and with a range of stakeholders. They will focus on the delivery of major public art programmes in the nine regeneration areas of the Town Centre Masterplan. Procurement of appropriate services and resources within the commissioning cycle will be in clear adherence to corporate procurement policies and wider procurement legislation and regulations. The procurement process is an ideal opportunity to include representation from our children and young people, local artists, and large and small local businesses, to ensure that the procurement process and wider commissioning cycle reflect local diversity and are representative of residents in the borough.

5.5 Commissioning process & guidelines

The development and delivery of a draft Public Art Strategy is the responsibility of the Head of Libraries & Culture in the first instance, with the support of the Culture team and the Creative and Culture Strategic Partnership. This will move across to the Arts and Culture Programme Board, once the strategy is agreed, for purposes of governance and monitoring.

In the instance that external groups fund a private commission and request for it to be displayed on public land, Doncaster Council must be consulted at each stage of the process and will require the relevant documentation to be completed and approved.

5.5.1 Indicative delivery process:

Pre-planning application discussions including Public Art Commissioning Panel
Planning application submitted
Consultation, determined by the Commissioning Panel
Where appropriate to have S106 Planning obligations & conditions agreed – to include clauses that secure the development & implementation of art.
Developer appoints public art expertise to oversee the development and implementation of a public art statement, in negotiation and communication with the Panel.
Review of public art statement by the Panel team.
Commissioning Panel contribute to the commissioning and production of the art & identify a programme, budget and management for on and/or off development site.
Artist(s) appointed.
Culture team and project officer leads maintain oversight of implementation.

5.6 Artist selection

Doncaster Council expects appointments to be made following public advertisement and a defined selection process. The public art policy seeks to enable work for artists, especially those artists at an early career stage. It also seeks to involve communities who have traditionally been excluded from public art. Particular effort should be made to source artists and arts organisations in Doncaster or based within the Yorkshire region in the first instance however, this should not be made essential criteria.

A commission panel should short-list and select artists against agreed criteria to assess for example:

- Track record and experience of art in the public realm of a similar size/scale/type.
- Conceptual skills towards the production of original high quality artwork.
- Ability to communicate concepts and ideas.
- Ability to communicate with a variety of different people.
- Experience of working with architects, engineers and landscape designers.
- Experience of collaborative design and planning.
- Understanding and experience of community consultation methods.
- Evidence of insurance details.
- Ability to work to a budget and timescales.
- An understanding and knowledge of the Borough.

5.7 Good Practice

There are some recognised standards of good practice that should be met:

- Clarity – agreed briefs, contracts, approval mechanisms and outputs or outcomes;
- Terminology – the language used in creative briefs should be in plain English;
- Timely appointment – if the artist is to contribute effectively to planning and developing a project, they have to be in place early;
- Management – capacity has to be made available in a project to ensure that the artist's involvement is managed and supported;
- Remuneration – if artists are expected to contribute in like-manner to other professionals they should be accordingly properly paid;
- Support – an artist should have the support of their main point of contact as well as from the appointed public art review group & LA officers.
- Consultative – the best, most meaningful projects for our communities will be those grounded in co-production and consultation.

The Local Authority through this strategy will also support the creation of a commissioning panel, which could report into the Arts and Culture Programme Board, which would include cross-cutting membership from a range of organisations which in partnership would review public art commissions. This would form part of the decision-making process, and part of the route map for commissioning great public art which would help bring clarity to funders, commissioners and artists as to how decisions will be made and who to refer to.

5.8 Consultation

Public Realm Art should be subject to an appropriate level of meaningful consultation. A key objective of this strategy is to promote the value of research and consultation as an integral element within public art projects. Seeking direct participation from local people in shaping the future of their communities generates a greater sense of ownership and involvement in regeneration and change. This approach will provide confidence to decision makers in local schemes of work, and generate buy-in from communities who can have more ownership of the art that residents see around them. This approach also ensures that a wide range of voices can be heard and represented when shaping great public art for the borough.

The commissioning of great public art, whether within communities, businesses, other spaces, or as one off iconic installations, must demonstrate due regard for diversity and equality throughout the process. This means that the commission must reflect local needs and identity, and both the procurement and consultation processes must recognise and encompass the needs of people with protected characteristics, as determined by the Equalities Act 2010. This will be covered in more detail in an accompanying Due Regard Statement.

5.9 Communication, Dissemination, Narrative

A bespoke communications plan should be drawn up once a contract with an artist has been agreed and signed. Doncaster Council's Corporate Communications

Team should be kept up to date at all major stages to the project, particularly regarding conceptualisation, production and construction. Commercial opportunities should be explored, again on a bespoke basis.

This strategy will be publicly accessible on the Doncaster Council website, the Creative Doncaster website, and available hard copies of the policy may be accessed contacting Doncaster Council's Culture Department. The Culture Programme Board will work closely with the Council's Corporate Communications Team, and partner organisation communication departments, as and when required through the lifespan of the strategy. A separate communications plan will be developed to encompass all forms of public art commissions, as and when these occur.

5.10 Body of Work

The body of works produced over time should display a conscious level of diversity and variety. Public art should not be offensive, or overtly political in its subject content. Doncaster Council will endeavour to curate works that represent a diverse array of artists, styles and forms. For example, it is permissible for two works by the same artist to be displayed however, there must be reasonable grounds to do so unanimously agreed by the commissioning panel.

6. Case Studies

Hull commissioned a range of public realm art projects within the year UK City of Culture 2017. Key findings from the first 3 months include:

- 90% of Hull residents attended or experienced a cultural event or activity as part of the UK's City of Culture.
- 70% of resident agreed it had a positive impact on the lives of local people.
- 342,000 visitors came to 'Made in Hull' during opening week and 94% of the audience agreed the event made them feel more connected to the city, the stories of its people, the history and heritage.
- Of the 1.1m people passing through Queen Victoria Square during the Blade installation, over 420,000 interacted with the artwork. 50% said it was the main influential reason for their visit that day and 46% said they would not have come if the Blade wasn't there.



Ten years after the installation of the Angel of the North in Gateshead, Gateshead Council found that:

- The success of the Angel helped Gateshead Council attract around £145m of lottery funding;
- Delivering such a major project on time and within budget - at no extra cost to council tax payers - give Gateshead Council huge credibility both locally and nationally;
- The success paved the way for a series of major funding bids including £9.6m for Saltwell Park, £46m for BALTIC, £70m for the Sage Gateshead and £22m for the Gateshead Millennium Bridge;
- The Angel can be credited with successfully achieving a balance between creating a new identity while acknowledging its heritage;
- The value in promotional terms cannot be accurately measured, but the exposure generated for Gateshead would have cost millions of pounds in advertising;
- The process set in train by the Angel has boosted employment in the tourism and cultural industries³.

³ <https://www.localgov.co.uk/Angel-a-vital-economic-icon-of-the-North/13602>



In a further case for investing in (or attracting investment in) arts and culture, the blog post “Art, Audience and Economy: How should we value the arts in the North of England?”⁴ reports that “Wakefield Council stated that in the first year of opening (2011) the Hepworth Wakefield brought in £10 million to the local economy (Wakefield Council, 2012). There are similar justifications for cultural investment in Gateshead. In 2015-2016, the Newcastle Gateshead Cultural Venues (NGCV) reported that for every £1 of public money invested in NGCV, there was a return on investment of £4.61 (NGCV Annual Economic Assessment, 2016)”. Similar ROIs should be part of the ambition for Doncaster in future.

7. Decommissioning & Maintenance

Public art is subject to daily wear and tear, and vulnerable to such issues as: Weathering, vandalism or site redevelopment. Consequently, public artworks of all forms can begin to look tired, out of context or lose meaning/relevance for a site.

Much thought goes into the original commissioning and positioning of such works but inevitably circumstances change, therefore it may be necessary to temporarily/permanently relocate or remove an item through a decommissioning or relocation process.

In order to ensure that Doncaster Council’s broader Culture Strategy is achieved, Doncaster Council has developed this strategy to assist in caring for its public artwork and other designed public realm items, to ensure their quality and presentation and remain appropriate to the standards expected in the borough.

7.1 Maintenance Plans, Reviews and Damaged Items

Whether an artwork is privately owned but located on public land, or owned by the Council on behalf of the borough, consideration needs to be taken regarding its

⁴ <http://www.corridor8.co.uk/article/art-audience-economy-value-arts-north-england/>

maintenance and decommissioning. Good practice when commissioning new work is to consider a decommissioning framework at the outset.

A clearly written Decommissioning Plan should include an agreed assessment criteria, process and timescale for decommissioning. The artist, along with those who have commissioned the new work should, as part of their role, produce a Maintenance Plan with all technical specifications and other relevant issues, clearly considered through all stages of the commission, including a budget for its life expectancy. The plan should address:

- Anticipated life expectancy
- Clarification of who ownership.
- Clarification of who is responsible for checking the condition of the artwork or item and how often.
- Responsibility for maintenance.
- The financial implications for routine cleaning and minor repairs.
- Decommissioning protocol - in the event that the work deteriorates or becomes damaged beyond reasonable repair.
- Relocation: Who needs to be consulted if it is proposed that the artwork is moved to another site?

A Maintenance Plan and Risk Assessment should accompany each item - identifying agencies responsible for ensuring quality upkeep. If the item is vulnerable to vandalism then a Vandalism & Risk Reduction Plan should form part of the Maintenance Plan. The owner of the item should hold a copy of these plans and assessments.

7.2 Relocation and Decommissioning

A separate public art policy can be used to make a decision on the suitability of relocating an item, and to make a recommendation as to whether an item should be relocated or decommissioned.

It is recommended that permanent items and their Maintenance Plans and Risk Assessments are reviewed every five years using the policy. This is to ensure that they are still relevant in their setting and their original artistic integrity and vision has not been compromised.

7.3 Reasons to decommission an installation

1. It has physically deteriorated; the physical condition of the work is no longer of an acceptable quality.
2. It requires excessive or unreasonable on-going maintenance.
3. It is damaged irreparably, or to an extent where the repair is unreasonable or impractical.
4. A suitable place for display no longer exists.
5. It is a duplicate, or is considered to be “excess” or of too similar a nature to other holdings of work of that type or of that artist(s)
6. It represents an unacceptable risk to public safety due to deterioration.

7. The work is stolen.
8. It is fraudulent or not an authentic work.
9. A written request from the artist(s) has been received, that seeks removal of the work, return of the work to the artist, or for extensive repair of the work.
10. Changes to the environment impact on the integrity of the work, affecting the artist's original intent or moral rights.

7.4 Establishing a Public Art Review Panel for Doncaster

When reviewing current artworks in the Borough's portfolio, the process should be carried out by the new review panel. The process must be transparent and engage with officers, experts, artists, interested parties and members of the public. Documentation regarding the process and a visual record of the work in situ should be included. Once a recommendation has been made about the decommissioning or relocation of a publically owned work of art or other significant public realm item, a final decision will be made by relevant Cabinet Members on a case by case basis. The panel would be strengthened by having direct representation by local artists and residents.

8. Summary of Actions

Action	Owner	Timescale
Agree a new policy for commissioning public realm art, expanding on the objectives in the strategy, with associated action plan	Arts and Culture Programme Board; Corporate Planning Team; Arts community representatives.	Q2 18-19
Agree a street art policy which will form part of the overall strategy.	Arts and Culture Programme Board; Corporate Planning Team; Arts community representatives.	Q2 18-19
Put in place a communication plan with overarching principles for any newly commissioned work	Arts and Culture Programme Board; Corporate Communications Team;	Q3 18-19
Create a public art review panel, which includes representation from local artists, young people, the business communities, and residents, as well as Council planning managers and Council arts and culture team reps.	Project Group reporting into DGT Arts and Culture Programme Board	Q3 18-19
Put in place a document pack for use when commissioning	Project Group reporting into DGT	Q3 18-19

artistic installations, to ensure consistency and quality	Arts and Culture Programme Board	
Increase and improve work with the private sector and local businesses, including in partnership with the Chamber of Commerce, to create a portfolio of opportunities for business investment, while demonstrating the ROI to business. Create a community / business fund to hold income which could then be used as match funding and for future investment.	Arts and Culture Programmed Board; Chamber of Commerce; Business Doncaster	By Q4 18-19
Work with the Doncaster Culture Education Partnership (DCEP), Partners in Learning, and other partnership organisations including specific schools and academies to provide opportunities for engagement in public art commissioning	Arts and Culture Programmed Board; DCEP	By Q4 18-19
Achieve growth in the number of high quality, grass-roots / local commissions within the borough's communities	Arts and Culture Programmed Board; Corporate Planning Team	By Q3 20-21
Develop a plan to attract inward investment to create a programme of urban feature walls, similar to the work in Sheffield, working with local landlords, property owners and businesses to transform dilapidated / barren venues into colourful and attractive artistic features	Arts and Culture Programmed Board; Corporate Planning Team	Plan by Q3 18-19 Implement by Q3 20-21
Assess the feasibility of installing public realm art in the green spaces in Sir Nigel Gresley Square, as per the Trafalgar Square 'fourth plinth' model, and if appropriate, seek investment in this area specifically.	Arts and Culture Programmed Board; Corporate Planning;	Q1 19-20
For the scheduled celebration of culture in 2020 in Doncaster, commission two large scale art installations in the borough, appropriate to Doncaster's	Arts and Culture Programmed Board;	By Q3 20-21

place-marketing, heritage, industries and ambition		
Produce a statement of intent within a separate art procurement policy which shows how the co-commissioning and co-production of public art will represent and reflect local diversity, need and aspirations for the whole borough.	Culture Team; Arts and Culture Programme Board	By Q2 18-19

9. Contacts

For more information about the strategy contact:

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EQUALITY, DIVERSITY AND INCLUSION

DONCASTER COUNCIL

Due Regard Statement for a Public Realm Art Strategy

Due Regard Statement

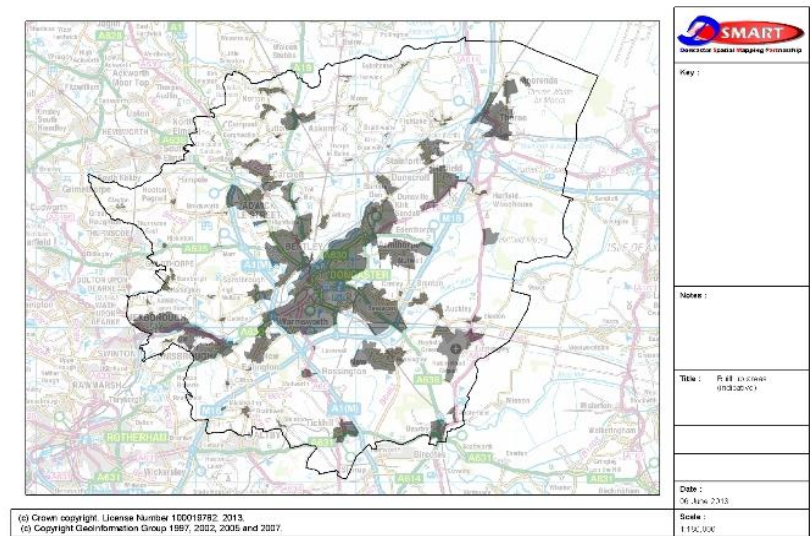
A **Due Regard Statement** (DRS) is the tool for capturing the evidence to demonstrate that due regard has been shown when the council plans and delivers its functions. A Due Regard Statement must be completed for all programmes, projects and changes to service delivery.

- A DRS should be initiated at the beginning of the programme, project or change to inform project planning
- The DRS runs adjacent to the programme, project or change and is reviewed and completed at the relevant points
- Any reports produced need to reference “Due Regard” in the main body of the report and the DRS should be attached as an appendix
- The DRS cannot be fully completed until the programme, project or change is delivered.

<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>To deliver a new Public Realm Art Policy for Doncaster Council, with the following aims and objectives:</p> <ol style="list-style-type: none">1. Contribute meaningfully to the growing sense of identity and pride in the borough;2. To encourage the incorporation of public art within key developments;3. Integrate public art into the planning and design of dedicated ‘development zones’ identified in the Doncaster Urban Centre Masterplan, including high-quality public spaces, urban and landscape design;4. Support the delivery of innovative and quality contemporary public art for the borough;5. Increase the understanding and enjoyment of contemporary art by, with and for our communities;6. Create opportunities for social inclusion through engagement practices that celebrate the diversity of our residents. <p>Objectives are as follows:</p> <ol style="list-style-type: none">1. Conserve what we have effectively;2. Support the development of further grass-roots art networks, furthering the work which has taken to date through Well Denaby, for example, or the activity of the New Fringe arts collective;3. Connect with the curriculum; providing opportunities for children and young people to participate in great outdoor arts experiences;4. Develop new enterprising partnerships to help achieve objectives 1-3;5. Have the ambition to commission great art, and involve communities in the co-commissioning and co-production of art, so that residents of all ages can be involved;6. Demonstrate due regard for the diverse and wide-ranging audiences which may engage with the commissioning, production, and future enjoyment of the art, both for residents and for visitors.
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		<p>It is expected that all communities, stakeholders and residents will be able to engage with the strategy, regardless of demographic background or context. The Strategy and the commissioning of great arts and culture must remove barriers to access and be enabling for all.</p> <p>Those residents with protected characteristics will be supported, included and involved in shaping our arts in Doncaster, building on existing excellent practice by some providers already in the borough, and an additional focus will be given to reach those residents from demographic backgrounds which do not traditionally engage with public art, associated events and opportunities.</p> <p>In this way, the commissioners and developers of public art will ensure that they are comprehensively meeting the needs of Doncaster's residents, shaped by Doncaster's communities and their representatives, and providing opportunities for all residents.</p>
2	Service area responsible for completing this statement.	Adults, Health and Wellbeing Directorate, Communities, Libraries and Culture:
3	Summary of the information considered across the protected groups.	<p>The following data has been gathered and has been used to inform the strategy:</p> <p>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

Map 1: Doncaster Borough (Urban Areas Shaded Grey)



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:
 - 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% nationally
- 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)

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).

Prosperity and its resulting impact on quality of life are key concerns for public policy in Doncaster.

When considering data available on groups that are not well represented or less heard in relation to public art, this can be summarised in the following way:

The best and most suitable indicator of how public art services are drawn nationally from the DCMS Taking Part Survey, which shows us from the most recent datasets that over the period April to September 2017, 80.8% of adults had engaged with the arts at least once in the year prior to interview, and 67.3% of adults had engaged three or more times. These figures are higher than in April to September 2016 (77.3% and 63.5%) but this may be related to changes to the survey and may not represent a real increase in arts engagement. In 2016/17, almost all children (reported through the national datasets) aged 5-15 (97.4%) had engaged with the arts in the last 12 months. This is a similar proportion to 2008/09 (98.0%) when the datasets were first collected.

Older people may become less engaged with public art as they become less able and less mobile. Doncaster has a similar proportion of older people to the regional and national profile.

Table 4: 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

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 to engage with great arts and culture. This is an important audience as participation at this stage can help set a trend for engaging with arts and culture for life.

Office for National Statistics data¹, drawn from the Annual Population Survey October 2012 to September 2013, presents a breakdown on the proportion of different age groups aged over 16 in England. This includes: 14.2 per cent of adults within the 16-24 age group; 42.8 per cent in the 25-49 age group; 22.2 per cent in the 50-64 age group; and 20.7 per cent aged 65 and over. A lack of interest in culture, arts and leisure by parents is linked to a lack of encouragement and engagement activities in children. Similarly, children that are less engaged with arts and culture are less likely to be engaged when adults. Supporting engagement in arts and culture at an early age and during school years

¹ https://www.artscouncil.org.uk/sites/default/files/download-file/Equality_and_diversity_within_the_arts_and_cultural_sector_in_England_0.pdf

is vital to encouraging attendance and participation in later life, as is involving under-engaged families and parents. Analysis of the Taking Part survey data reveals that between 2005/06 and 2012/13 a statistically significant increase has been recorded in the levels of engagement of older people (aged 65-74 and 75 or more) in the arts. The proportion of people visiting a museum or gallery at least once in the previous 12 months over the same period has increased across all age bands. However the 2012/13 Taking Part survey also reveals a drop in arts engagement (as an active participant or audience member) over the previous 12 months as respondents get older, with a sharp drop among respondents aged 75 years or more compared to younger aged respondents. So while arts and cultural engagement has increased among over 65s since 2005/06, people aged 75 or more are still significantly less likely than younger age groups to engage with arts and culture.

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.

Table 6: Ethnic Groups in Doncaster (*ONS 2011 census*)

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

Source: Office for national Statistics, 2011 Census

According to Arts Council England research: Analysis of Taking Part survey data reveals that between 2005/06 and 2012/13 audience and participation levels by Black and

minority ethnic people in the arts have shown no statistically significant change and the gap in engagement between Black and minority ethnic people and white people has actually widened because of increases in arts engagement among white people. Research suggests that the most common reported barriers to arts and cultural participation among black and minority ethnic people are a lack of time, the cost of attending or participating and concerns about feeling uncomfortable or out of place. Black and ethnic minority people are also more likely than white people to be in lower socio-economic groups and are more likely to live in socio-economically deprived neighbourhoods².

Overall, 25% of Doncaster residents are economically inactive compared to 23% for the region and 22.7% nationally. Engagement in arts and culture 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

Doncaster residents are less healthy than when compared to the national and regional

² https://www.artscouncil.org.uk/sites/default/files/download-file/Equality_and_diversity_within_the_arts_and_cultural_sector_in_England_0.pdf

averages. Engagement in arts and culture can help tackle mental and physical health inequalities. 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*). Therefore, public art commissions which are strategically designed and located to encourage health-related benefits will be explored through the Strategy. This could mean, for example, art commissions which support memory and senses, and are located in ways which encourage part of wider healthy activity (e.g. in parks and open spaces, or as part of healthy activity routes in the public realm).

Table 8: 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

According to Arts Council England commissioned research: Disabled audiences' patterns of arts and cultural engagement are largely dictated by practical factors such as cost, access and transport which, unaddressed, can become barriers. Negative experiences of these practical issues can create a vicious circle which further depresses demand. Economic barriers to participation can be more sharply felt by disabled people because of the increased likelihood of disabled people to live in a low income household (according to the 2011/12 Family Resources Survey, 19 per cent of individuals in families with at least one disabled member in the UK live in relative income poverty, on a before housing costs basis, compared to 15 per cent of individuals in families with no disabled member).³

³ https://www.artscouncil.org.uk/sites/default/files/download-file/Equality_and_diversity_within_the_arts_and_cultural_sector_in_England_0.pdf

	<p>There is no consistent datasets either nationally or locally in relation to the access to public arts by people with protected characteristics of Sexual Orientation, Religion and Belief, Maternity and Pregnancy, Gender Reassignment and Marriage and civil partnership, and this provides both a gap locally, and an opportunity to address this through careful consultation, inclusivity, and good practice in the arts commissioning process.</p> <p>Specific data collection activity to support the focus and aims of the Public Realm Art Strategy will be developed so that officers can understand the needs of representatives from different geographic and demographic communities, to ensure that faith groups and sexual orientation and Gender Reassignment. Any imbalance in terms of representation relating to gender will be carefully considered and proactively worked upon. The Arts Council data shows us that: According to 2013 projections by the Office for National Statistics, women accounted for 50.7 per cent of the population of England in 2013 (approximately 27.3 million people) with men accounting for 49.3 per cent (approximately 26.5 million). Analysis of the Taking Part survey data reveals that between 2005/06 and 2012/13 attendance and participation levels by women in the arts has recorded a significant percentage point increase and remains higher than levels recorded for men. Data from the Child Taking Part Survey shows that girls are more likely than boys to engage with the arts at both primary and secondary school age.⁴</p> <p>Further data is unlikely to be necessary in relation to due regard to Maternity and Pregnancy, and Marriage and Civil Partnership, as the risk of the Public Art strategy not reflecting the needs of residents who are married or not, or pregnant or not, is very low. This will however be considered and mindfulness will be demonstrated in terms of access</p>
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⁴ https://www.artscouncil.org.uk/sites/default/files/download-file/Equality_and_diversity_within_the_arts_and_cultural_sector_in_England_0.pdf

		to art, and access to opportunity in the commissioning and production of art. With regards to issues such as access to services for residents who are pregnant, these needs will be responded to through separate access audits.
4	Summary of the consultation/engagement activities	Consultation and engagement to date has focussed on specific stakeholders and partners with involvement in or support for public art commissions in the borough, such as the KOYLI Statue for Elmfield Park, artwork in Denaby as part of Well Denaby, and the new mining sculpture commission. The work involved has highlighted various issues in terms of partnership working, communication, and the commissioning process, which the Strategy now seeks to improve and resolve.
5	Real Consideration: Summary of what the evidence shows and how has it been used	<p>The data available and considered shows us that the teams working in the Public Art Commissioning Panel and their stakeholders and partnerships are advised to focus on working with representatives as follows:</p> <ul style="list-style-type: none"> • Representatives from BME communities and groups within Doncaster, with and for residents on non-white groups where engagement and participation with public art may be low. 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. • Representatives of forums for people living with a disability should be brought into the commissioning and design processes. • Older residents, who may find access to public art installations, events and activities harder to manage, or may not be aware of so easily. • Children and young people, particularly through schools, youth groups and other appropriate venues and forums, to ensure that the educational benefits of access to great public art is without barriers, accessible and relevant. • Representatives of LGBT groups and groups representing gender-specific strategies and initiatives. <p>It will be the responsibility of the Public Art Commissioning Panel to monitor and report on performance in these areas, into the Doncaster Growing Together Arts and Culture</p>

		<p>Programme Board.</p> <p>Gaps in the data, specifically in terms of levels of engagement 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 public art is co-commissioned and co-produced, and involves and engages representative communities and residents.</p> <p>Furthermore, by starting to use appropriately data collected when assets and events are commissioned, a more informed picture of who engages with public art in the borough will develop, and this will inform the future roadmap and provision of such commissions delivered within the context of the Strategy.</p> <p>By way of engagement, examples of groups who could potentially be invited to help determine public art activity within the scope of the Strategy include (as examples, but not exclusively), for example, Doncaster Central Learning Centre, Schools and Academies, disability user forums and service providers, health and social care providers and service users, local arts groups and arts forums, and local artists.</p>
6	Decision Making	<p>This due regard statement will be specifically referred to and deliberated within the agenda item at Cabinet meeting on the 22nd March 2018.</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>
7	Monitoring and Review	<p>Progress in terms of improving data collection in the commissioning cycle, managed by the Council, and the specific actions to engage with relevant representatives and stakeholders, will be reported to, and scrutinised by, the Arts and Culture Programme Board, and as part of the Council's wider commitment to scrutinising its responsibilities to show due regard to residents with protected characteristics. The Council's Portfolio Holder will receive regular updates on progress made by the Commissioning Panel in terms of engaging appropriately and inclusively with relevant stakeholders.</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 of the Strategy.</p> <p>Nick Stopforth Head of Libraries and Culture Doncaster Council</p>
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