



Agenda

To all Members of the

CABINET

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

Venue: Virtual Meeting via Microsoft Teams

Date: Tuesday, 26th January, 2021

Time: 10.00 am

The meeting will be held remotely via Microsoft Teams. Members and Officers will be advised on the process to follow to attend the Cabinet meeting. Any members of the public or Press wishing to attend the meeting by teleconference should contact Governance Services on 01302 736716/ 737462/ 736712/ 736723 for further details.

BROADCASTING NOTICE

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Damian Allen
Chief Executive

Issued on: Monday, 18 January 2021

Governance Services Officer for this meeting:

Amber Torrington
Tel. 01302 737462

Doncaster Metropolitan Borough Council

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Items

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

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it by e-mail to the Governance Team no later than 5.00 p.m. on Thursday, 21st January, 2021. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 12th January, 2021 for noting (previously circulated).

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

Key Decisions

6. Doncaster and Stainforth Town Deals. 1 - 56
(Appendices 4 and 5 to the report are Not for Publication because they contain commercially sensitive information which is Exempt by virtue of Paragraph 3 (information relating to the financial or business affairs of any particular person, including the authority holding that information) of Part 1 of Schedule 12A of the Local Government Act 1972, as amended). (Appendices 4 and 5 To Follow).
7. Children's Partnership Recovery and Resilience Programme. 57 - 70

Cabinet Members

Cabinet Responsibility For:

**Chair – Ros Jones, Mayor of
Doncaster**

Budget and Policy Framework

**Vice-Chair – Deputy Mayor
Councillor Glyn Jones**

Housing and Equalities

Councillor Nigel Ball

Portfolio Holder for Public Health, Leisure and
Culture

Councillor Joe Blackham

Portfolio Holder for Highways, Street Scene
and Trading Services

Councillor Rachael Blake

Portfolio Holder for Adult Social Care

Councillor Nuala Fennelly

Portfolio Holder for Children, Young People
and Schools.

Councillor Chris McGuinness

Portfolio Holder for Communities, Voluntary
Sector and the Environment.

Councillor Bill Mordue

Portfolio Holder for Business, Skills and
Economic Development

Councillor Jane Nightingale

Portfolio Holder for Customer and Corporate
Services.

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Doncaster Council

Doncaster and Stainforth Town Deals

Date: 26th January 2021

To the Chair and Members of the

CABINET

Doncaster and Stainforth Town Deals

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Bill Mordue	Town Stainforth and Barnby Dun	Yes

EXECUTIVE SUMMARY

1. This report determines the considerable amount of work undertaken in producing two masterplans for both Doncaster and Stainforth, both documents describe the level of challenge and opportunities for regenerating both localities, presenting a number of options that will help design sustainable places in balance with the aspirations of communities. Both masterplans recognise that there will be a series of funding packages and interventions that will help deliver these visions, with a recognition within the current economic climate flexibilities are built into the system that allows projects to develop and flex within the parameters of the appropriate guidance.
2. It is on this basis that the report alludes to the announcement by MHCLG on the allocation of £3.6 billion Towns Funds, and more specifically the offer by Government to submit two Town Deal Investment Plans for both Doncaster and Stainforth. Both investment plans are a part of the overall Masterplan visions and are led by 2 private sector led Town Deal Boards which anticipate to attract £25m per investment plan. Both Investment plans are to be submitted to Government on the 29th January 2021.

EXEMPT REPORT

3. Appendices 4 and 5 of the report outline full details of both Town Investment Plans and **are exempt** from publication on the basis of containing commercially sensitive information, by virtue of Paragraph 3, of Part 1 of the Local Government Act 1972, as amended, (*Information*

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relating to the financial or business affairs of any particular person (including the Authority holding that information). Appendices 4 and 5 are to follow and will be circulated separate to the agenda papers.

RECOMMENDATIONS

3. It is recommended that Cabinet approve:-

R1: The overall vision for both Doncaster and Stainforth

R2: Doncaster Town Investment Plan for submission to MHCLG

R3: Stainforth Town Investment Plan for submission to MHCLG

R4: The Director for Economy and Environment, in consultation with the Monitoring Officer, be tasked with formalising the governance structure for Town Deals post submission of Town Investment Plans aligned to the governance structure outlined at Appendix 1

R5: The Director for Economy and Environment, in consultation with the Monitoring Officer, Cabinet lead and Chair of the appropriate Town Board have delegated authority to develop and flex the appropriate projects within the parameters of the Government Guidance.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The overarching aim of the Town Deal is to help to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills and culture. Working closely with a range of stakeholders that make up each areas board, a portfolio of schemes have been identified that will deliver the following:

- A transformation of the 'gateway' into Doncaster town centre - stimulating long-term economic investment and growth. This will lead to a greater diversity of the town centre economy, providing people with more opportunities for learning, skills, employment, leisure and housing.
- Stainforth can unlock its full potential to grow with pride, energy and ambition by developing its existing town and community assets, bringing forward projects to inspire and act as a catalyst for positive future change and opportunity; the overarching vision for Stainforth builds on the Stainforth Neighbourhood Plan (unadopted)

BACKGROUND

5. On the 6th September 2019 the Ministry for Housing, Communities and Local Government (MHCLG) announced the establishment of a £3.6 billion Towns Fund to support economic regeneration, with 100 places invited to develop proposals for up to £25 million of investment per place. Both Doncaster and Stainforth were identified by government as places for which this opportunity would be available.
6. Following this announcement, MHCLG released the 'Towns Fund Prospectus' on the 1st November 2019. This document provided more information on Town Deals, including:
- a. Reaffirming that the objective of the Fund was to drive the economic regeneration of towns to deliver long term economic and productivity

growth through:

- i. Urban regeneration, planning and land use: ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
- ii. Skills and enterprise infrastructure: driving private sector investment and ensuring towns have the space to support skills and small business development.
- iii. Connectivity: developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity

b. Preparing for a Town Deal, including:

- i. Creation of a 'Town Deal Board' – including some detail on purpose and composition
- ii. Creation of a 'Town Investment Plan' (TIP), including the purpose and format thereof.
- iii. Timescales – including timescales for creation of a Town Deal Board and submission to the MHCLG of the TIP.

c. Identification that the Town Deal process would involve two stages:

- i. Stage 1 – preparation and submission to MHCLG of the Town Investment Plan
- ii. Stage 2 – following successful bid, preparation and submission of full business cases

7. Following the release of this Towns Fund Prospectus, two Town Deal Boards were established; one for each place. The Town Deal boards are comprised of a wide range of stakeholders including

- Local business leaders
- Education sector representatives
- Local Members of Parliament
- Ward Members
- Sheffield City Region representatives
- Anchor institutes – such as Canals and River Trust/Environment Agency
- Doncaster Chamber
- National Health Service (Doncaster Town Deal Board)
- Stainforth Town Council representatives (Stainforth Town Deal Board)
- Doncaster Council

(list for each board can be found at [Appendix 2](#)),

8. Doncaster and Stainforth Town Deal Boards agreed with MHCLG that their respective TIPS would be submitted in 'Tranche 3'. This means that the

date for submission of the completed Town Investment Plan would be 29th January 2021. Following this submission the timescales for Stage 2 are indicated as (MHCLG are due to release further guidance on this imminently):

Submission of Town Investment Plan	29 th January 2021
Agree 'Heads of Terms' with MHCLG	approx. 31 st March 2021
Production and approval of full business cases	approx. 1 st February 2022

9. Each board convened for the first time in January 2020, beginning the process of discussing and identifying potential developments that could deliver economic regeneration, aligned to the outcomes identified in the Towns Fund Prospectus.
10. The Town Deal Boards have been working closely with both Doncaster Council staff and commissioned specialists on the identification, assessment, shortlisting, consultation and selection of development schemes to take forward into the Town Investment Plan.
11. Ahead of agreeing a Town Deal, checks will be undertaken to ensure Town Deal Boards are meeting all the governance expectations. Links to both Town Deal Boards are published via the Team Doncaster website.
12. As part of the Town Deals process, MHCLG offered a 'check and challenge' session to all participating local authorities. This was an opportunity to review draft TIPs with representatives from the MHCLG towns fund delivery partners and receive constructive feedback. Authors and contributors could use this feedback to refine TIPs, prior to submission. The Doncaster TIP was subject to a check and challenge session on the 2nd December 2020. No major issues were identified during this session, with feedback predominantly relating to format and flow issues. These have subsequently been addressed in the TIP. The check and challenge session for the Stainforth TIP took place on 15th January 2021, with feedback addressed prior to submission to MHCLG.
13. Key to the process has been continued engagement with wider stakeholders; Both Town Deal Boards have actively encouraged well-timed engagement activity and drawing down on previous engagements with the community and wider borough i.e. #Mytown, Doncaster Talks, Stainforth Town Council, Neighbourhood Planning and most recently Locality (direct feedback for proposed projects).
14. Full reports from the most recent engagement exercise, carried out through Locality, can be found for both Town Deals at [Appendix 3](#)

Summary of Town Deals

15. **Doncaster Town Deal.** . A starting point for the Doncaster Town Deal was to consider the existing Urban Centre Masterplan (UCMP), which was developed and launched in 2016. The UCMP is an economic focused masterplan and investment strategy with a particular focus on Doncaster

Town Centre. It provides an overarching framework for the development of Doncaster, setting out the rationale for change and a spatial structure within which physical interventions and investment priorities are identified.

16. The purpose of the UCMP is to deliver outcomes that maximise economic success and ensure that Doncaster town centre plays a full and wide-ranging role in the lives of Doncaster residents. It aims to improve the economic prosperity of the borough and wider city region, and address key challenges facing Doncaster including:
 - The need to make the local economy more diverse and resilient, including growing higher-value, knowledge-based sectors that tend to seek high quality central locations. To achieve this the town centre needs to offer suitable opportunities in terms of sites and premises.
 - The potential for the urban centre to better act as a focus for enterprise growth and knowledge exchange
 - The need to better connect and balance the current dispersed, polycentric economy within which the urban centre is underperforming and has seen a marked economic decline
 - The need to attract and retain a younger population in the local economy to sustain and grow a high-quality labour supply. This will require the quality and range of assets across the Borough, but particularly in the town centre, to be enhanced including improving Doncaster's culture and heritage offer
 - The mutual dependency of Doncaster centre and the network of other centres, and the value of internal and external connectivity including the need to maximise
 - Doncaster's local, regional, national and international connectivity advantages.
 - The need to address qualitative deficiencies in the 'look and feel' of the town centre as the heart of the Borough, which currently inhibits investment opportunities
17. The Doncaster Town Deals project team commissioned a review and refresh of the UCMP, in order to ensure that the Doncaster TIP and proposals therein were aligned to the overarching plan for Doncaster urban centre. Over 140 project ideas were identified for potential inclusion in the TIP. These were identified through the existing UCMP, online #MyTown and Doncaster Talks campaigns (from members of the public) as well from direct stakeholder engagement undertaken by the town deal board with local businesses, and cultural and civic organisations.
18. This long list was initially filtered for consistency with the Towns Fund criteria (regeneration, land use and planning; connectivity; skills and enterprise). This sifted list of potential interventions was then assessed in more detail - removing duplicated projects, checking geographical scope and an initial understanding of feasibility to arrive at a shorter list of 48 priority projects.
19. Following this, an independent assessment of each project was undertaken, assessing against the following critical success factors:
 - a. alignment to the Doncaster Strategic Objectives
 - b. fit to the MHCLG Strategic Framework intervention themes and their

identified priorities

- c. alignment with regional context and priorities
- d. degree of transformative impact
- e. evidence of market failure and demand
- f. deliverability, in particular that Towns Fund spending on the intervention could be completed by 2026; and
- g. affordability

20. The following package of projects met these criteria most closely. These findings were presented to the Doncaster Town Deal Board on the 5th November 2020, who then agreed the shortlist of projects to take forward.

Project 1	Doncaster Gateway; Railway Square Extension	To create an extension of the public realm to the south to a matching quality of the completed railway square. The current provision of seating, landscape features and art pieces will be extended and configured to allow for an enticing first step towards the greater Gateway site. To open a strong desire-line towards St Sepulchre West to allow for a greater walkability into the greater Gateway site. Strategically this will enable a closer relationship to be forged between the Mainline Rail Station and the Gateway, improving the attraction of the area for new enterprise and inward investment. Thus, the Gateway becomes a natural extension of the railway square urban realm.	£1.33M
Project 2	Doncaster Gateway; New Multi-Use Building and Associated Public Realm	Provision of a 4 – 5 storey office/multi-use building located on the south side of West Street Provision of a general upgrade of the public realm; surfaces, street furniture, lighting and so on such that it emulates the overall quality of the expanded railway square condition. Surfaces along West Street and Trafford way would see a marked improvement with new hard and soft landscaping being implemented	£20.16M
Project 3	Heritage Assets; feasibility study and delivery of future use	Commission of a feasibility study of identified assets Identification of future use, in consultation with key stakeholders Development of assets for future use	£3.51M

21. **Stainforth Town Deal** In order to complete the TIP, Arup (the selected consultants) have been working with the Stainforth Town Deal Board (STDB) and wider stakeholders, including key members from the business community, Stainforth Town Council and the Unity Joint Venture Project, to ensure the TIP process and bid have been developed to maximise the potential for a successful submission.

22. The priority and advice throughout the TIP, both from government support

and appointed departments has been our ability to demonstrate and follow the story through the 'Golden Thread' from Baseline report, Vision and Masterplan, Implementation Plan and continued Engagement.

23. STDB started the selection of projects from the baseline report (which was developed early on) and applied theory of change and outcome-based decision making. The baseline report in turn supported the development of the Master Plan (a spatial document) and the Implementation Plan (the how and what).
24. Projects have been identified and prioritised through workshops and discussions with the board along with one to one stakeholder discussion, including with MPs and ward Councillors and the neighbouring Unity Joint Venture Project and wider council officers e.g. Planning, Major Projects
25. The Unity Project is a key development in the area. STDB are keen to ensure that the use of Town Fund maximises any opportunities that the Unity Project presents whilst maintaining synergies with the draft Neighbourhood Plan.
26. The decision for projects to include in the TIP was taken 3rd December unanimously with assumptions around further business case development (as per Phase 2), continued engagement with the Board and project specific workshops.
27. Short listed projects agreed by the Stainforth Town Deal Board:

Project	Descriptor	Summary	Estimated Costs rounded
Project 1	Station Gateway	<ul style="list-style-type: none"> • A bespoke replacement overbridge, of architectural significance, as a visible sign of investment and regeneration in Stainforth which delivers on the ambitions of local people; • New compliant access to and from the overbridge to ensure the station, and link across it, is accessible for all. • A new station forecourt space, to provide a high-quality arrival experience as a gateway to the town and provide linkages between the different elements of the Station Gateway. • New bus stop provision to allow interchange between sustainable transport modes. • Drop-off and pick-up provision for private cars / taxis. • A modest car park of 75 spaces is proposed to encourage use of the station for residents of Stainforth and surrounding areas. 	£6M

Project 2	Town Centre Hub	<ul style="list-style-type: none"> Streetscape improvements with trees, new paving and café spill out to support local businesses Shopfront improvements – grant funding for businesses to improve shop frontages Activation of derelict site – removal of Japanese Knotweed formation of new civic space, proposal for social housing and active ground floor uses Community Hub building bringing forward well-developed plans through partners to deliver a new community hub to help address crime, provide digital access, improve health activities, support development of skills and become a draw for community and families Police base – provide a designated space for the police in the town centre, potentially within the Community Hub building. 	£6m
Project 3	Activated network	<ul style="list-style-type: none"> Safer streets – a new CCTV network on Station Road, Church Road, Field Road and Princess Avenue. East Lane Gateway – a new link road connecting East Lane with the Unity Link Road roundabout. 	£1.5M
Project 4	Headstock Park (Colliery Landmark)	<ul style="list-style-type: none"> Restoration and lighting of the colliery headstocks and a visitor centre. Delivery of infrastructure to create serviced plots and unlock employment land around the headstocks. Revenue funding to support ongoing maintenance of the headstocks. New country park – located on the former colliery site providing a new open green space with potential for outdoor events and activities 	£11m

28. Detail of Doncaster Town Deal Town Investment Plan can be found in TIP Part 1 Appendix 4 (to follow, exempt).

29. Detail of Stainforth Town Deal Town Investment Plan can be found in TIP

30. In line with recommendation R5 described above, we will use the flexibility that exists within the Town Deal regulations to ensure that the final list of projects agreed with MHCLG reflects current market conditions, viability, priorities and other funding availability that maximises the impact of the UCMP.

OPTIONS CONSIDERED

31. Two options have been identified:
- a. Do not submit Town Investment Plans for Doncaster and Stainforth. The inclusion of Doncaster and Stainforth in the Towns Fund recipients list is an opportunity, not a directive. Whilst this is an option, it would mean that both Doncaster and Stainforth miss a significant opportunity to accomplish the much-needed economic regeneration that the Towns Fund could deliver. **This is not the recommended option.**
 - b. Approve and submit to MHCLG by the 29th January 2021 the following:
 - i. Doncaster Town Investment Plan – seeking £25,000,000 of capital investment
 - ii. Stainforth Town Investment Plan – seeking £25,000,000 of capital investment

This is the recommend option

REASONS FOR RECOMMENDED OPTION

32. The Doncaster and Stainforth Town Deals provide an exciting opportunity for both towns to benefit from significant economic regeneration. The schemes identified within each Town Investment Plan have been carefully identified, assessed and selected using robust criteria. Public consultation and stakeholder engagement has been heavily utilised to produce both TIPs and the schemes therein. The TIPs have been reviewed and approved by the respective private sector-led Town Deal Boards. The approval and submission of the Town Investment Plans for Stainforth and Doncaster will lead to significant transformation, which should be embraced.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	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 	<ul style="list-style-type: none"> • Improves flow and circulation from Doncaster town centre key public transport entry point into the urban centre of the town • Railway square extension leverages Doncaster's position as a major regional transport link to

	<ul style="list-style-type: none"> • Inward Investment 	<p>further encourage potential investors</p> <ul style="list-style-type: none"> • Provision of good quality office/mixed use facilities attracts growing and new business to the town, and therefore better-quality employment opportunities • Supports the wider regeneration of Doncaster town centre following the economic shock of Covid-19 and previous observed town centre trends • Grand Theatre project could create new and diverse jobs or support business starts through providing collaborative working space • Supports the development of Community Assets outside the town centre
	<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 	<ul style="list-style-type: none"> • Doncaster Gateway new multi-use building provides upgraded spaces to create vibrancy and footfall in a currently underused site. • The station square extension will provide green space for the community to enjoy and will encourage people to use public transport and feel safe and welcome. • The sense of ‘arrival’ at the new Gateway raises the aspiration for the community of Doncaster and increased perception of the town as a great place to visit and of which to be rightly proud • Grand Theatre project would deliver cultural wellbeing in the form of protected heritage and potential arts provision within the building • Gateway projects protect and enhance the cultural public house assets in the area – whilst promoting increased footfall to the area • Promotes investment opportunities outside of the town centre

RISKS AND ASSUMPTIONS

33. Risk that MHCLG reject the Town Investment Plans, following review. MHCLG established a 'Towns Fund Delivery Partner' function, to support local authorities and Town Deal boards to navigate the Town Deal process. Representatives from Doncaster Council and the Town Deal boards have been working with the Towns Fund Delivery Partners throughout the process, benefitting from the quality assurance/'critical friend' offer the Partners provide. Further to this, the Partners have also provided a 'Check & Challenge' session – one for both the Stainforth and Doncaster TIPs. MHCLG also offer the opportunity for one rewrite, if it found that the TIP is not of sufficient quality upon first submission.
34. Risk that the identified projects are not delivered to time and/or budget. The submission of the TIPs to MHCLG is the end of Stage 1 of the Town Deal programme. Robust project management with appropriate governance structures (Appendix 4) will continue through Stage 2 and beyond, to mitigate the risk of project time/budget overrun.

LEGAL IMPLICATIONS [Officer Initials NJD Date...7th December 2020 .]

35. Section 1 of the Localism Act 2011 provides the Council with the general power of competency, allowing the Council to do anything which a person is permitted to do.
36. The Towns Funds overarching aims is to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth.
37. The Ministry for Housing, Communities and Local Government (MHCLG) have provided opportunities for Councils to apply to obtain a Towns Fund. Application is made by following the Towns Fund process which is set out in the Towns Fund Guidance document issued in June 2020.
38. Town Investment Plans will be considered in two stages. The first stage is for the Town Investment Plans to be assessed against set criteria. If the Town Investment Plan meets the criteria test, the second stage will be carried out which is a more in-depth review.
39. When the Town Investment Plans are deemed to be of the required standard and viable projects, the Council will be provided with heads of terms. Heads of terms is an agreement in principal for funding and will be in in the form of a memorandum of understanding (MOU). Legal advice should be sought once the heads of terms have been received.
40. There will be significant legal implications arising out of these projects as they progress. It is advised that early engagement takes place with legal services and corporate procurement as there are significant procurement, governance, property and commercial law matters to address. Negotiations with third party landowners will be required in order to progress scheme

delivery.

FINANCIAL IMPLICATIONS [CA..... Date...04.12.20.....]

41. The development of the TIP is the first phase in a two stage process with a decision gateway at the end of each phase. The TIPs will be assessed by MHCLG to inform a Heads of Terms offer (provided the submission is of sufficient quality). Towns will then develop agreed projects and business cases in detail, and government will assess that information before releasing funding for implementation.
42. MHCLG have not set a minimum for matched funding or private sector investment. The TIPs do not currently assume any direct Council contributions (upfront capital or borrowing), however they do include high level estimates for external funding to maximise the investment plan e.g. lottery funds and use of s106 monies. Separate approval will be required in phase two, with the development of detailed project business cases which will set out the costs and risks relating to the specific projects and firm up external funding opportunities.
43. Whilst at this stage no up-front capital contribution or financing from the Council is required, there could be financial implications resulting from the projects, particularly in relation to the Office/multi-purpose building where running costs, including business rates, would still be incurred if unoccupied. The financial implications will need to be considered and set out in full as each of the project business cases are developed.
44. The Town's Fund is primarily a capital fund for spend on tangible capital assets and by exception may cover a small amount of revenue spend to support the implementation of capital projects. The development of currently unused space into attractive public open spaces will add pressure to Council cleansing and maintenance budgets and holding additional buildings will come at a cost. Any ongoing revenue costs will need to be identified as the project business cases are developed with a view to finding a sustainable funding solution beyond the end of the programme in 2026.

HUMAN RESOURCES IMPLICATIONS [Officer Initials DK Date 03/12/2020]

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

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 4/12/20]

46. There are no specific technology implications relating to recommendations outlined in this report. Digital & ICT should be consulted as part of stage 2 (preparation and submission of full business cases) to provide and necessary technical expertise and input, where applicable.

HEALTH IMPLICATIONS [Officer Initials...KH.....Date 3.12.20...]

47. The Director of Public Health supports the decision to approve and submit the Doncaster and Stainforth investment plans. The links between good health, a thriving, circular economy and the built and natural environment have long been established and the role of the environment in shaping the social, economic and environmental circumstances that determine health is increasingly recognised and understood. An ever-increasing body of research indicates that the environment in which we live is inextricably linked to our health across the life course. For example, the design of our neighbourhoods can influence physical activity levels, travel patterns, social connectivity, mental and physical health and wellbeing outcomes.

Doncaster is ranked as the 37th most deprived area in England with the Town Centre and Stainforth areas facing a number of health challenges. Every decision impacts on the health and wellbeing of the people that live in our communities either positively or negatively. This investment presents an opportunity to regenerate and improve the health and wellbeing of two communities and will also be expected to impact on a far wider geography. It is encouraging to see that consultation and engagement has already started, and that there will be focus on housing, culture, skills/learning, transport and employment. All of the aforementioned are important determinants of health. In order to maximise the long and short term health benefits of this investment we recommend the following:

- Assess and maximise the health impact of decisions, policies and developments. Ensure that decisions made consider the health and wellbeing of the local and wider populations.
- Utilise Health Impact Assessments wherever possible as a tool to estimate and assess the possible health and wellbeing implications, both intended and unintended, of development and planning proposals, and explore potential actions that could be taken to maximise positive and minimise negative impacts.
- Collaborate and consult with the community at every opportunity, this can not only increase the quality and acceptability of decisions, but can create the additional benefit of building greater social capital.
- Identify and utilise all opportunities for creating social value, for example by prioritising active travel to increase connectivity and increasing and developing green space, creating local employment, business and training opportunities, paying a living wage, and choosing sustainable practices and green development.
- Ensure that not only do all residents have the opportunity to benefit from economic growth, but that opportunities to reduce inequalities and address longstanding systemic barriers to wellbeing and prosperity are tackled at all stages with the aim to creating a fairer society for all.

EQUALITY IMPLICATIONS [NA Date...08/12/20.....]

48. There are no anticipated equality implications in relation to this report.

CONSULTATION

49. Community and stakeholder support to the Towns Fund projects is key to their success. Town Deal boards include representatives from across businesses, public sector, charitable and community organisations. Focused working groups have been formed with a wider group of stakeholders, which have enabled detailed engagement and development of proposed projects. This has ensured that plans reflect the needs, aspirations and concerns of a wide group of interested people and organisations. Work will continue to actively engage with this wide group to foster engagement and support as the process continues through stage 1, 2 and beyond.
50. Public engagement is key to the approach to strategic development. Therefore both our regular, ongoing conversations with the people of Doncaster/Stainforth and the specific feedback received via the #mytown portal and the Doncaster Talks campaign have been included in the decision-making process.
51. Communications and engagement will continue throughout the process to ensure feedback is heard and any alterations or alternatives are taken on board to enable the development of robust business cases.
52. A specialist communications and networking organisation (Locality) have been commissioned to support the consultation and engagement process. They are ensuring the early and ongoing consultation activity evolves and ensures the community continues to be the voice of the Town Deal programmes. With support from Locality, two online public consultation platforms have been released (Stainforth on 14th December and Doncaster on 16th December). These platforms provide information about the projects proposed within the respective TIPS, with facilities for members of the public to provide feedback. These platforms closed on 12th January 2021, with the final results provided in Appendix 3.

BACKGROUND PAPERS

- 53.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

MHCLG	Ministry of Housing, Communities and Local Government
TIP	Town Investment Plan

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Outside DMBC:

Lisa Littlefair (Mott McDonald), John Holden (Leonard Design) and Phil White (Arup)

Dan Swaine, Director of Economy and Environment

Appendix 1– Town Deals Phase 2 – Overarching Governance Principles

There is confidence that governance can be dealt with using the councils existing arrangements, subject to determination from Government upon grant award

Doncaster Council roles and responsibilities:

- Accountable for delivery of projects identified within the Town Investment Plans
- Decision Making
- Performance Reporting
- Finance Management
- Governance, scrutiny and assurance
- Project management
- Communications and stakeholder engagement

Town Deal Board roles and responsibilities

- Oversee and advise on strategy and direction
- Oversee and advise on evaluation activities
- Facilitating and resourcing working groups as required
- Support stakeholder engagement and management
- Representative (voice) for respective sector/peer group

Appendix 2 – Town Deal Board Membership

Doncaster

Chair - Tariq Shah	Vigo Group
Bill Mordue	Doncaster Council
Dan Swaine	Doncaster Council
Mick Lochran	North Lindsey College
Canon David Stevens	Doncaster Minster
Colin Blackburn	Sheffield City Region
Dame Rosie Winterton	Member of Parliament
Jade Dyer	Doncaster Chamber
Ian Brooks Lizzie Dealey	PPH Commercial Canal and River Trust
Mark Clapham	Sherwood Restaurants
Michael Hart	Right Up Our Street Partnership (DCLT)
Nikki Griffiths	Doncaster Racecourse
Paddy Mellon	Frenchgate Centre
Marie Purdue	Doncaster & Bassetlaw Teaching Hospitals
Sarah Burton	Keebles
Simon Mann	Environment Agency
Christian Foster	Doncaster Council
Andy Hibbitt	Doncaster Chamber

Stainforth

John Roe (Chair)	Roeville
Bill Mordue	Doncaster Council
Scott Cardwell	Doncaster Council
Jenny Holmes	Sheffield City Region
Ed Miliband MP	MP
Dan Fell	Doncaster Chamber
Cllr George Derx	DMBC Ward Councillor for Stainforth Barnby Dun Ward
Cllr Ken Keegan	DMBC (Stainforth Ward)
Phill Bedford	S4 All (Stainforth for All)
John Thompson	Thompson Fuel and Skip Hire
Andrew Johnson	Hargreaves Land
Helen McLoughlin	Waystone
Andy Lock	Coalfield Regeneration Trust
Lizzie Dealey	Canal and River Trust
Nick Fletcher MP	MP
Simon Mann	Environment Agency
Kathryn Brentnall	Doncaster College
Kirsty Evans	Stainforth Town Council

Appendix 3 Town Deals Public Consultation – Results

Doncaster

Full PDF sent as separate attachment

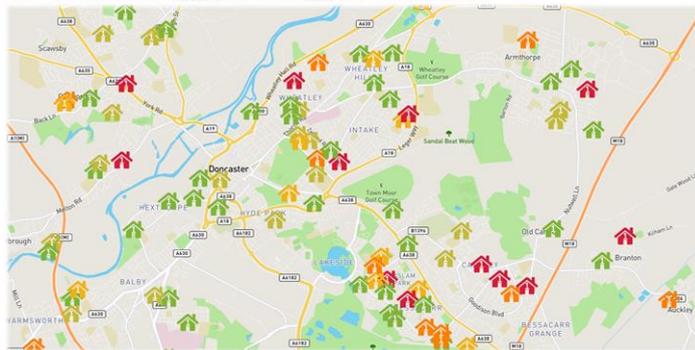
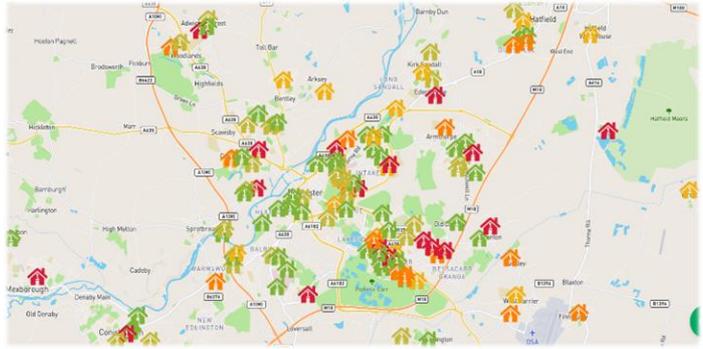
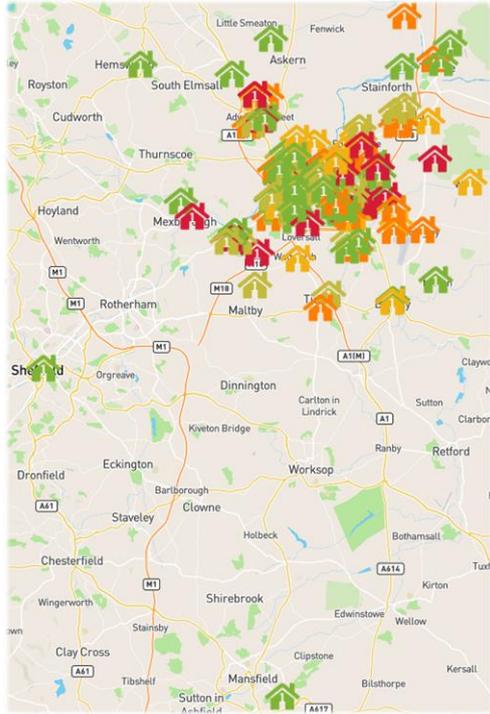
Summary here:

About those responding

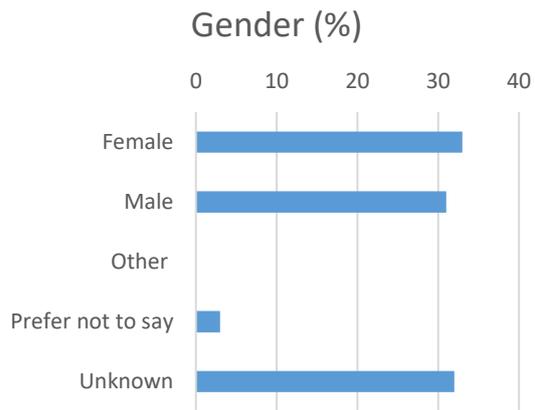
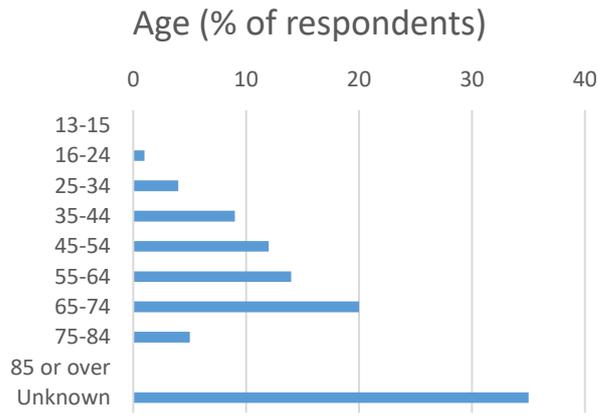
Between 20th December and 11th January 2021 there were **3,259 visitors** to the Doncaster Commonplace resulting in **506 individual respondents** (people that completed all or part of the survey information on the site).

The graphs and charts below provide a demographic overview of the individuals who participated in the engagement exercise via the Doncaster Commonplace platform. The “unknown” category is when this section was not completed. For graphs where totals are more than 100%, respondents could select multiple responses.

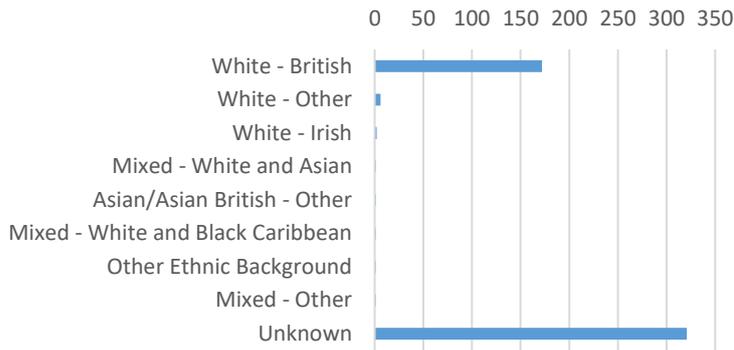
The maps below identify where the individuals lived, based on their postcode, and illustrate that a proportion of those responding were not based within the Doncaster area. The colour scheme of the house icons on the map indicates their overall sentiment (green indicating positive sentiment and red indicating negative sentiment). Roughly 95% of those who responded reside within Doncaster Council’s area.



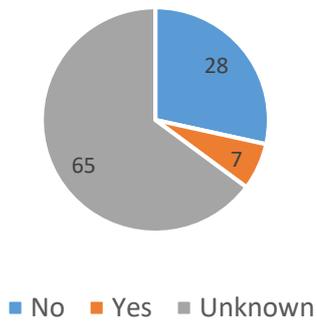
The graphs below provide a demographic overview of those who responded:



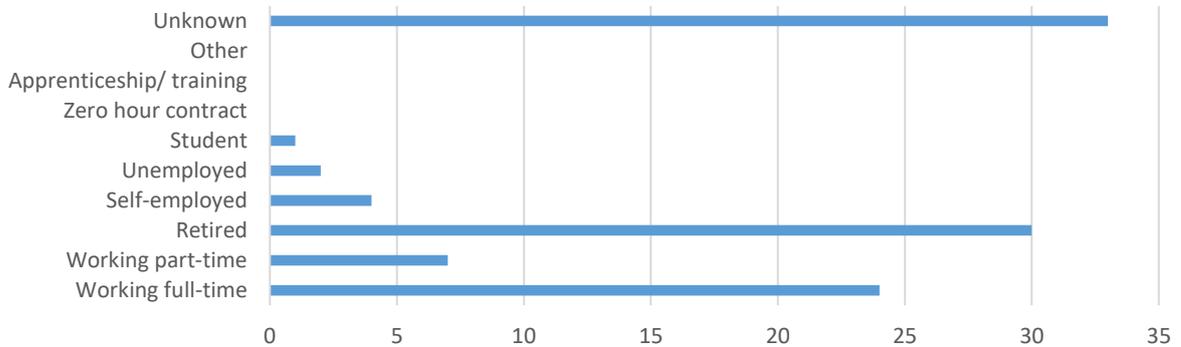
Ethnicity (number)



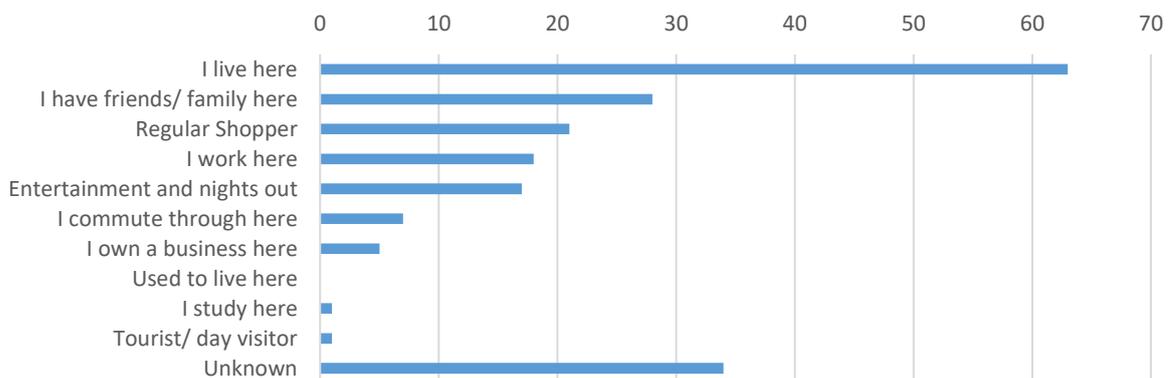
Disability (%)



Employment status (%)

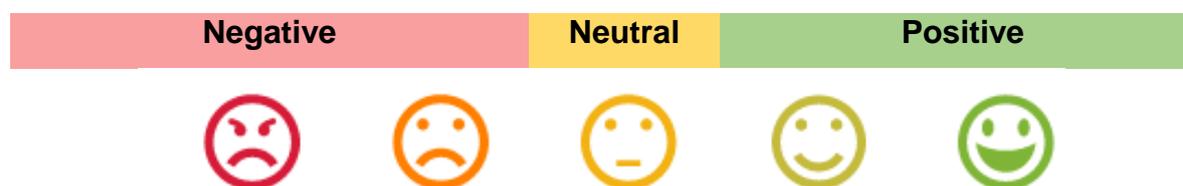


Connection to Doncaster (% of respondents selecting an option)

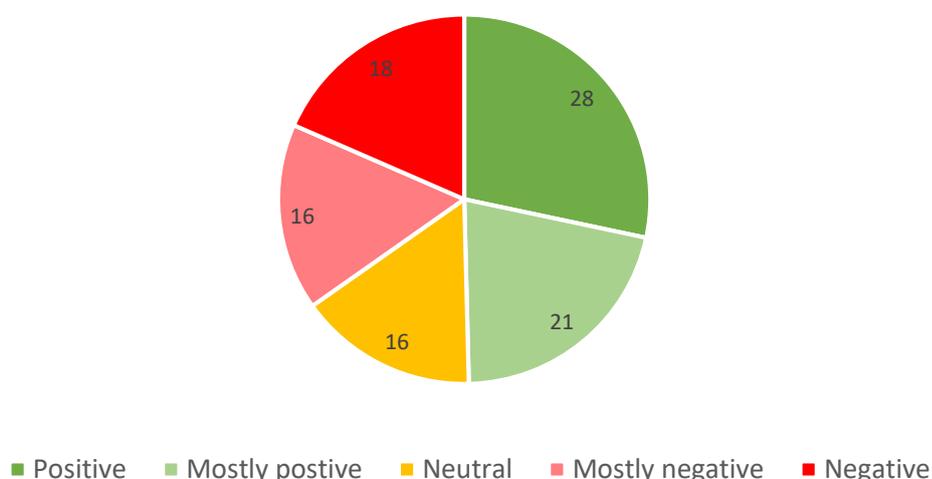


Overall sentiment

The pie chart below provides an overview of the feelings of respondents about the project ideas put forward overall, based upon the following scale:



Average sentiment overall (%)



Therefore 49% of those that responded indicated a positive view, with 34% indicating a negative view.

Overall priorities for improvement

Accompanying the project specific elements and the heatmap element of Commonplace was an open text question:

In what ways do you think the town of Doncaster could be further improved?

We received approximately 250 responses to this question of various lengths. Responses generally followed a limited number of specific thematic areas, which have been summarised below accompanied by illustrative quotes. These quotes have been selected because they are broadly representative of other comments received. The order that those thematic areas are listed in are based upon the overall volume of comments of that type received:

No	Theme	Comments
1	High street and retail	<p><i>Tidy up of empty shops and clean the area in general and encouraging SMEs into empty shops with lower rates.</i></p> <p><i>Enhancing shop fronts, help businesses to have a good shop front and the same signage for all. Promote the markets.</i></p> <p><i>Shops closed down and some replaced by rubbish shops. We need more like Meadow Hall or build a new exciting mall. The outskirts of Doncaster are lovely, but the centre is rubbish. I rarely go there anymore.</i></p> <p><i>Less empty shops would help, but overall we have good facilities and friendly people. I would like the outside market to pick up a bit.</i></p> <p><i>Bring back the once vibrant markets and shops we once had when Doncaster town centre was a bustling town.... Doncaster Market was once the best in the country when I was younger.</i></p>
2	Crime & ASB	<p><i>Focus on moving out drug dealers to other places - make Doncaster a place they do not want to be.</i></p> <p><i>I think a friendly, community police presence in some areas to help with problems and encourage positive spirit.</i></p> <p><i>It can still be a bit grim outside the front of the French gate centre and along Baxtergate to the market. Sometimes it is let down by the number of homeless people asking for money as you walk towards the market area.</i></p> <p><i>Doncaster has lost its community of feeling safe when you shop because of gatherings of people that are hanging around. Too many pubs. Not enough of being able to enjoy to shop when they spill out on to the streets.</i></p>
3	Environment	<p><i>Need more open spaces - make it a truly green town, with a pleasing environment.</i></p> <p><i>I would love to see more parks or botanical gardens in the town.</i></p> <p><i>I think they should be clearer signs for litter dropping and dog mess and the penalties.</i></p> <p><i>Derelict and boarded up buildings need to be tidied up.</i></p>
4	Transport	<p><i>The town centre needs a total repurposing. Free car parking is needed for any hope of competing with out of town shopping both in Doncaster and Meadowhall.</i></p> <p><i>Small minibuses to and from the coach station at regular intervals to the Market area to enable all shoppers particularly the older residents of Doncaster to access those area of the town,</i></p> <p><i>The bus service is a joke. If a bus arrives, it's frequently late. Although the train service is more reliable, I can't manage the long walk to the shops. The inner circle bus used to provide a great</i></p>

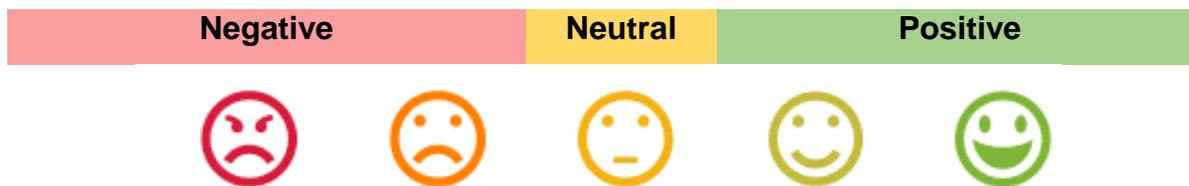
		<p>service and made the town more accessible for many. Perhaps more park and ride services that run to multiple stops within the town would encourage more people to visit.</p>
5	Arts, culture & heritage	<p>By restoring and bringing back to life old buildings. There is no need to build new ones when there is so many buildings standing empty. It is extremely important to look after own history, past, culture.</p> <p>Perhaps some consideration could be given to saving, refurbishing & reopening the St James Street Baths. If restored to its former glory, its position would allow it to become the "gem" of the "Cultural Quarter" rather than the derelict eye-saw it has now become.</p> <p>I think Doncaster needs more educational and cultural venues and events with a more diverse appeal and spread throughout the borough. It's very difficult to find anything interesting to visit or take part in during the daytime. I usually end up having to travel to Sheffield to find these enriching experiences.</p>
6	Outlying areas	<p>Everything appears to be concentrated in the town centre with very little thought being given to outside towns and villages.</p> <p>The Council and its employees could think beyond the Town boundary.</p>
7	Support for vulnerable	<p>More facilities and infrastructure to help the homeless and the poor in the community.</p> <p>Decent housing and other provision should be offered to the homeless. Safety for vulnerable people.</p>
8	Disability	<p>Inclusive spaces for disabled people, encouraging and supporting them to be an active part of their community (charity coffee shops that provide employment services to disabled people, retail friendly spaces, accessible spaces, improved lighting and signage etc).</p> <p>Clear signs for disabled, including ramp access. More on street disabled bays. Better signage to indicate direction and distance to next set of disabled parking spaces.</p>
9	Housing	<p>Using empty shops on the high street and turning them into living accommodation. This is a scheme that has worked in Nottingham city Centre.</p> <p>Stop allowing houses being converted for multiple occupation. It is systematically destroying parts of this town.</p> <p>To enable it to survive after covid it needs apartments now to feed the shops.</p>

Comments on projects

The following section focuses upon responses to the three project ideas developed by the Doncaster Town Deal Board:

- Project 1: Railway Forecourt Extension
- Project 2: Multi-Use Building and Public Realm
- Project 3: Doncaster Heritage

Form of responses for each project were similar. All respondents were asked to indicate how they felt about each project using the following scale:



They were also able to identify which elements of each project they felt were most important, based upon a multiple-choice format. They were also encouraged to leave comments (what they really like, aspects they think are problematic, or elements which are missing).

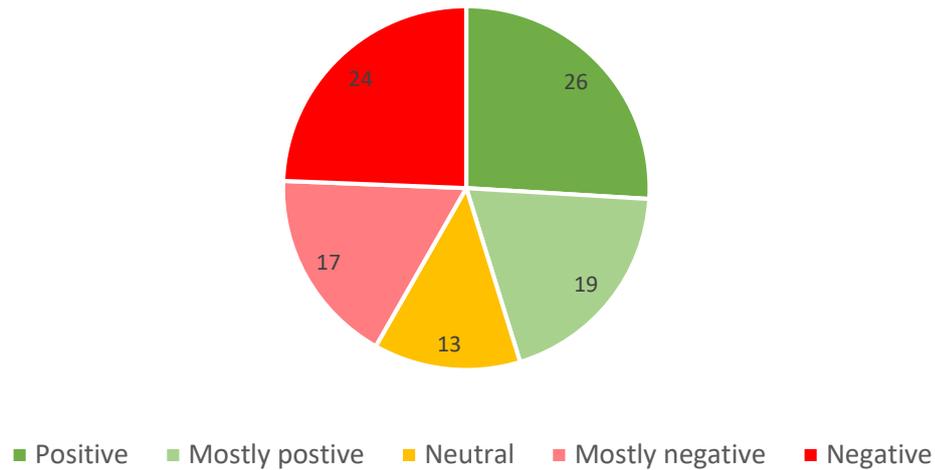
Full descriptions of those projects have been provided in Appendix 1.

Project 1: Railway Forecourt Extension

This new project would extend the existing forecourt to create an additional public space. The current provision of seating, landscape features and art pieces would be extended, enhancing a key gateway into Doncaster from the station.

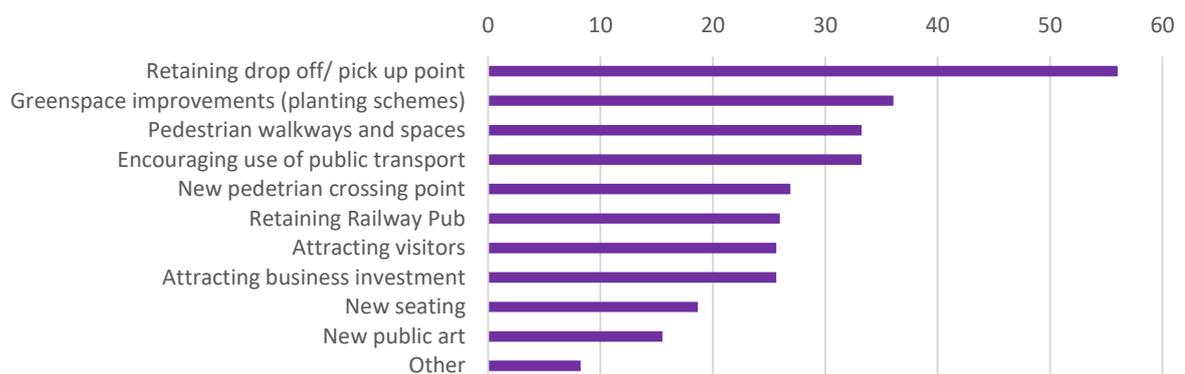
Respondents overall feeling about the project was as follows:

Feelings about the Railway Square Extension Project (%)



The elements of the project which people felt were most important are summarised in the graph below:

Elements of the Railway Square Extension Project important to them (%)



Further comments that respondents made about aspects of the project they liked, disliked or which they felt were missing were as follows, grouped into thematic areas. The order that those thematic areas are listed in are based upon the overall volume of comments of that type received. Samples of comments have been included, which are illustrative of those received, have also been provided below:

No	Theme	Comments
1	Car parking / drop off	<p><i>I feel what most people using the railway station need is ample parking next to the station and easy access to the station.</i></p> <p><i>That area could have been utilised better with more disabled parking. The new disabled parking bays are always full with people using them for pickup and drop off because they are too lazy to use the correct bays.</i></p>

		<p><i>By all means make the station and forecourt look attractive but its function is to get people in and out of Doncaster. Short stay parking is needed when the car has to be left so that people with limited mobility/small children/ lots of luggage can be met on the station platform and helped to get through the station.</i></p> <p><i>The current works that have been completed do look great BUT there has been no thought for picking up arriving passengers. There are limited spaces for dropping off but no marked spaces for picking up. Like it or not people if they have a car will want to use it especially for a person arriving with luggage.</i></p>
2	Environment	<p><i>This area needs a lift. It's not a nice place at the moment. These proposals are very good.</i></p> <p><i>I think it's all a wonderful idea the train station looks tired and dreary. The new project will make Doncaster look more appealing to visitors.</i></p> <p><i>Please plant more trees. All I've seen so far are bits of metal. Drawings show trees and grass. Where are they?</i></p>
3	Traffic	<p><i>It's a massive problem having the exit where it now is coming out opposite the railway pub. The traffic gets backed up and the lights near the church at Hexthorpe don't stay green for long. Don't think the plan was thought through very well for cars at all</i></p> <p><i>You removed the bus lane, forcing the busses to cross into the already busy car lanes. The traffic already dangerously backs up to the roundabout, now it will because there are numerous busses joined in the traffic rather than using their designated lane.</i></p>
4	Crime/ ASB	<p><i>Unfortunately, all this seating and green spaces will be wasted as it continues to attract beggars and people hell bent on antisocial behaviour. This mostly goes unchallenged, despite there being a Police presence onside. While I agree to anything which is an improvement.</i></p> <p><i>I think you need some control over the gangs of foul-mouthed youths roaming our town..it's stopped me shopping as it's so threatening to us older folk...</i></p>
5	Attracting businesses and investment	<p><i>Creating an area to attract business and reason for people to visit is important. We've got to make Doncaster more encouraging to visit. It's good the first impression of Doncaster has been improved for people arriving via train.</i></p> <p><i>I think this would be a real boost to the Doncaster community socially, practically, and economically. Anything that can encourage new businesses and jobs along with people friendly public space can only be positive.</i></p>
6	General	<p><i>Any improvement would be good in this area. It badly needs an update. This is all a great development.</i></p>

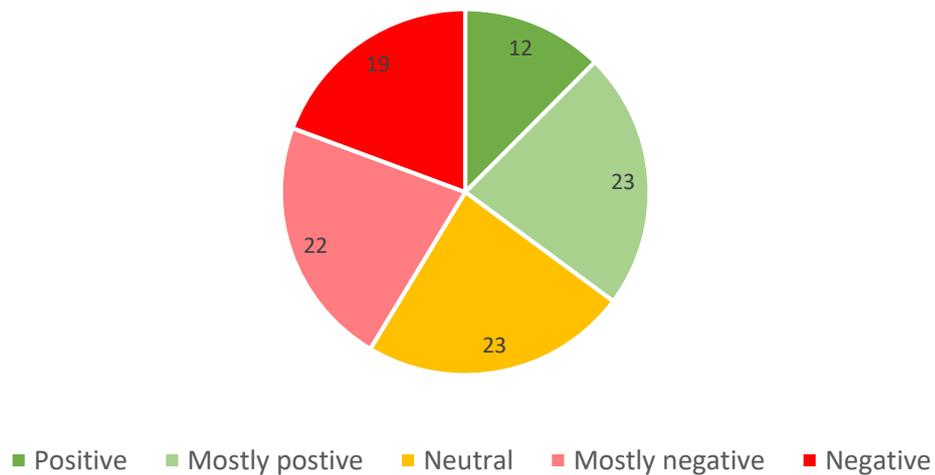
I support this project but please make sure, if the bid is successful, that the project would be completed within a reasonable timescale. The first phase has taken months and months.

Project 2: Multi-Use Building and Public Realm

The project idea is to construct a new four to five storey office building located on the south side of West Street principally focussed on the creation of new jobs, enterprise, and attracting inward investment. It is therefore foreseen that office and workspace will be its main use.

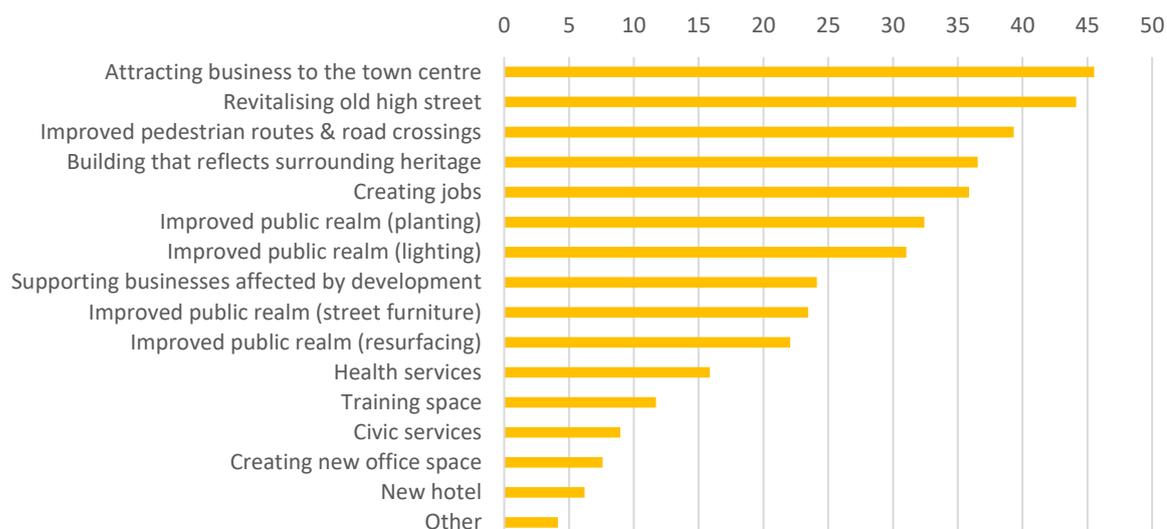
Respondents overall feeling about the project was as follows:

Feelings about the Multi-Use Building and Public Realm Project (%)



The elements of the project which people felt were most important are summarised in the graph below:

Elements of the Multi-Use Building and Public Realm Project important to them (%)



Further comments that respondents made about aspects of the project they liked, disliked or which they felt were missing were as follows, grouped into thematic areas. The order that those thematic areas are listed in are based upon the overall volume of comments of that type received. Samples of comments have been included, which are illustrative of those received, have also been provided below:

No	Theme	Comments
1	Concern about over supply of office space	<p><i>I like the rationale about joining east and west and trying to keep the west side of St Sepulchre Gate in line with the improving east side however there is already a lot of empty prime town centre office space which can't seem to attract tenants.</i></p> <p><i>There are already a number of large empty buildings in and around the town centre upgrading these to provide additional office and workspaces would seem to more directly help with regeneration at locations across the town centre.</i></p> <p><i>As a result of the covid-19 outbreak and the upsurge in remote working from home, I just wonder whether more office space is actually needed. But office space is more preferable to even more eating houses/coffee bars and the like.</i></p>
2	Business/workspace	<p><i>Co-working/collaborative spaces would seem to be the way forward.</i></p> <p><i>This looks good. I feel that it is very important to attract business to the town centre. This in itself should assist in job creation.</i></p> <p><i>In the present (and foreseeable) business climate, we urgently need much more co-working office space, with a variety of room sizes, functions, and rental periods. This proposal is in the ideal</i></p>

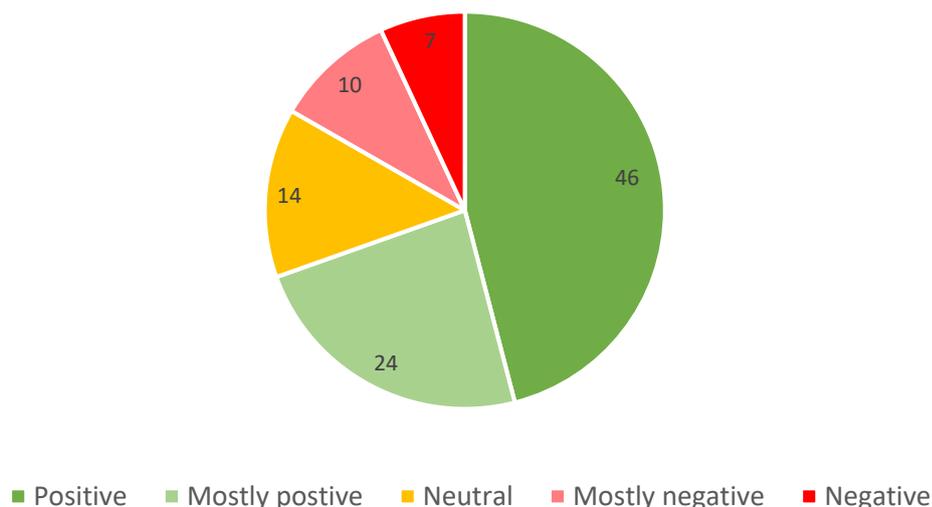
		<i>place, situated near the railway station, bus interchange and car parks.</i>
3	Parking	<p><i>There does not seem to be any provision for parking when Doncaster is still driving people away because parking is inadequate.</i></p> <p><i>Great idea. Where exactly will people park? Parking options are limited and expensive for people visiting the town centre. People / Businesses will stay out of the town centre if they can benefit from the free parking elsewhere.</i></p>
4	Housing	<p><i>Over recent years many office blocks have been left vacant and have been left or converted to housing. The new block should include housing. Maybe live/ workspaces?</i></p> <p><i>We need to rejuvenate the town centre. I think much needed living accommodation would revitalise the town centre so that it looks alive again.</i></p>
5	Services	<p><i>It is always a good idea to have multi-use buildings, particularly for the elderly. Accessibility is crucial for all age groups. Ground floor for public/ health services maybe</i></p> <p><i>Training facilities would probably get a lot of use since it's close to the station.</i></p>
6	Environment	<p><i>Sounds and looks like a very progressive idea and should promote an attractive entrance to the town centre from the West side</i></p> <p><i>The existing buildings on this site are aesthetically very poor and replacing them with a more attractive building would certainly be an improvement. The new building in the artist's impression does not come across as "strongly reflecting its heritage surroundings", so the design definitely has to achieve that.</i></p>

Project 3: Doncaster Heritage

This project focusses upon Doncaster's heritage sites, which reflect its rich history and diverse character. Initial ideas include performance space, space for creative industries and other complementary industry sectors including retail and hospitality (including, café, bar, or restaurants). This could enhance Doncaster's arts and cultural offer, protect valued heritage buildings, and contribute to the regeneration of Doncaster.

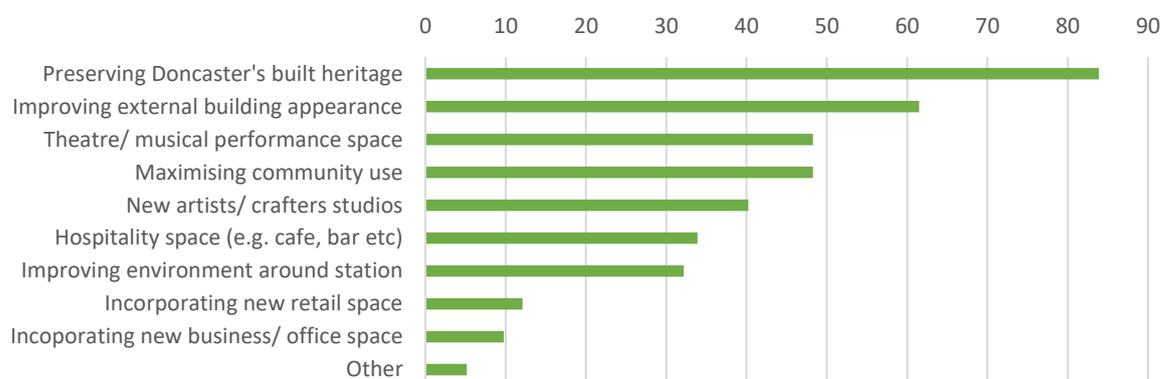
Respondents overall feeling about the project was as follows:

Feelings about the Doncaster Heritage Project (%)



The elements of the project which people felt were most important are summarised in the graph below:

Elements of the Doncaster Heritage Project important to them (%)



Further comments that respondents made about aspects of the project they liked, disliked or which they felt were missing were as follows, grouped into thematic areas. The order that those thematic areas are listed in are based upon the overall volume of comments of that type received. Samples of comments have been included, which are illustrative of those received, have also been provided below:

No	Theme	Comments
1	Built heritage	<p><i>Yes Yes Yes. Such good news. The town has fabulous buildings they deserve to be saved and remind everyone what wealth and opportunity Doncaster had. Doncaster has a rich heritage, showcase it. The history both ancient and modern.</i></p> <p><i>The design and frontage of shops should complement the structure they are part of and not detract from the period in history depicted by the upper floors above.</i></p>

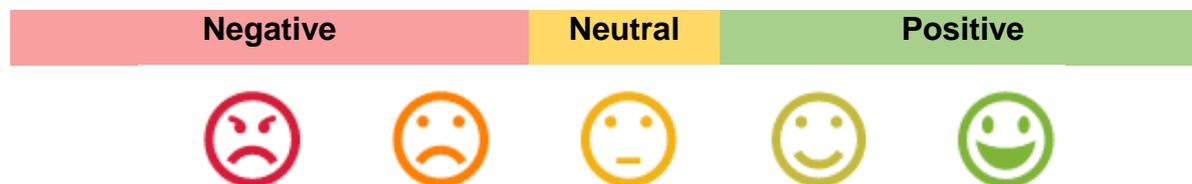
		<p>We should preserve our history, older buildings tell a story from what inspired or necessitated its build, changing in use, people who lived or used the building. How the facade and actual use has changed over the years.</p>
2	Creative/ cultural industries	<p>It would be good to encourage artists and crafters to the area we need more individual and independent businesses to replace the larger retailers we are losing. This could also Make Doncaster more of an attractive destination for shoppers and visitors.</p> <p>Many artisans have emerged during lockdown, some of whom have outgrown their domestic situations. Doncaster's heritage deserves to be preserved and if it can be used to help encourage artists to work and develop their skills in Doncaster this could only help promote the town in a favourable light.</p>
3	Commercial use	<p>What about more artisan foods or a weekly farmers market or car boot antique fairs inside?</p> <p>Improved retail, heritage-based projects and quality eating places are needed to elevate Doncaster into a modern vibrant tourist town.</p> <p>Some could be housing. Others used for entertainment, balls, weddings, catering events. I do not think shops is the way forward for most. Build offices, cafe's, small performance spaces into old buildings.</p>
4	Community spaces	<p>Whatever you decide to do with these beautiful old buildings, it needs to be sustainable and affordable for the people/ groups/ businesses you are targeting. There is no point creating beautiful spaces if the costs to use them is out of reach of small businesses/community groups.</p> <p>The future of all town centres is likely to involve a shift away from retail toward new community spaces offering cultural and social facilities with flexible business space.</p>
5	Specific sites identified	<p>I would like to see St James's Baths reopen. This building is very important to Doncaster's heritage. The Turkish baths must be preserved and used again.</p> <p>Do something about restoring The Grand Theatre, it would be perfect location for Touring West End Musicals</p> <p>Priory Place Methodist Church has just closed. It is in danger of falling into disrepair. Help is needed to retain this building for future use. It has much needed centrally positioned meeting rooms and halls.</p> <p>The Mansion House is hanging on by its fingernails; I am sure with some careful and tasteful work it could have continued to be the centre of administration for the town.</p> <p>The current art college (Doncaster Art College) has gone through many various changes over many years, myself and I'm sure like many others wonder what this building is currently being used as/for?</p>

		British Waterways building. Currently this building stands derelict and probably in a dangerous condition... could be developed into a fantastic continental cafe bar area, possibly including boutiques, seafood restaurants, wine bars, etc,
6	Heritage (other)	<p>We don't make enough of the town's proud railway history, unlike Crew, Darlington, York, when we have arguably a more exciting and important story to tell.</p> <p>It would be good to throw a spotlight on some of the lesser known aspects of the town's heritage - the sweet making industry, the links to the Suffragette movement, creation of the Labour Party, number of country houses/mansions in and around the town centre as a result of its wealth and status (Nether Hall, Wheatley Hall etc).</p>

Heatmap pin clusters

The following section focuses upon geographical areas of Doncaster, which have been identified by those leaving comments on the Doncaster Commonplace Heatmap. The heatmap works by those responding placing pins on the heatmap, which then opens a window enabling those responding to:

- Name or describe the area
- **Indicate how the area currently makes them feel using the scale below**

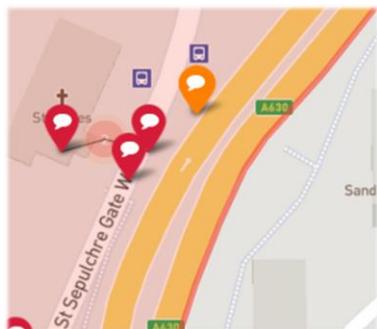


- **Asks them to indicate how they would change or improve this location using a selection of words to describe what changes they would make (e.g. new crossing point, tree planting etc)**
- **Provide a comment (e.g. what they like or do not like, how it could be improved, or anything else)**

We provided a boundary on the map which indicated the main area of the focus for Towns Fund investment, but respondents were able to drop pins onto other geographical areas.

As the number of pins grow, clusters of pins begin to emerge. This has enabled us to identify areas of Doncaster which concern the community. The following section provides an overview of the clusters which have emerged. We have used illustrative quotations which are relatively typical of the comments relating to the pins within that cluster.

Cluster 1 – St Sepulchre Gate & St James Baths



This cluster of pins concerns both the condition of the environment in this area (which includes St James Church), as well as concern about St James Baths which has been closed and empty for several years. Comments about this area included:

Run down area of Doncaster, try to avoid, there's no reason to go.

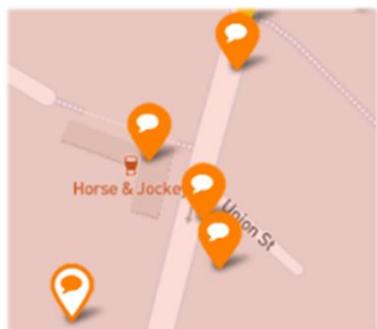
Area around St James baths needs improving. Guarantee needed that St. James baths will be saved and refurbished.

This is the only access way to the church unless you want to go underneath carriage way, Through what used to be a pub this point is usually filled with urine and the homeless. We need clean safe walkways with lots of signage.

Suggestions for improvement in this area included:

- Improved lighting
- New/ improved seating
- Refurbishment needed
- New/ improved greenspaces and tree planting

Cluster 2 – St Sepulchre Gate / Union Street



Comments about this are very much reflected the comments above; another section of St Sepulchre that is run down and is need of attention. Some comments focussed upon the Horse and Jockey Public House:

The whole area looks shabby.

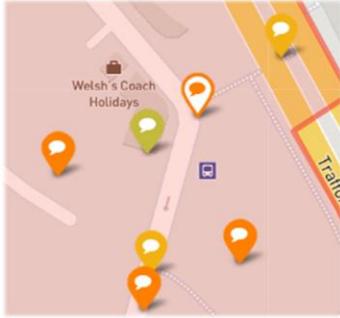
The general area here feels run-down and needs something to make it accessible and of interest to others who aren't just interested in the 'old pub' vibe.

Suggestions for improvement in this area included:

- Improved lighting
- New/ improved seating
- Tree planting
- Refurbishment needed
- Cleaning/ repainting

- New/ improved greenspaces and tree planting

Cluster 3 – St Sepulchre Gate / West Street



This area was particularly highlighted as a significant location of Doncaster, which may set a poor impression for visitors. Ideas for improvement included incorporating green public realm and public art. The Leopard Public House was identified as being of particular importance as part of the heritage of Doncaster and as an important

community facility:

This is as important as The Railway Pub. Make sure we keep it.

I often wonder how visitors feel getting into a taxi at the station and then being driven through this run down, dirty area - their first impression of Doncaster.

If we could have a pedestrian overpass and remove the need for the traffic lights. This may improve the traffic and the air quality. It could be used to display some art or eye-catching design on both the interior and exterior.

This area is very shabby and uncared for. Could this space have some green planting or seating maybe incorporated into the walk through to the station?

Suggestions for improvement in this area included:

- Traffic calming measures
- New pedestrian crossing
- New/ improved greenspace
- Refurbishment needed
- Improved lighting

Cluster 4 – Trafford Way



The focus on this area was specifically related to congestion caused by the interface between traffic lights and two pedestrian crossings. This is an issue of particular importance because of the proximity to the train station:

The traffic lights here are causing unnecessary traffic congestion.

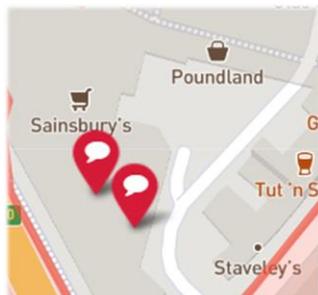
Please put some thought into the timing sequence of the lights and even the proximity of the pedestrian crossings.

The recent renovation of the area outside the railway station is commendable but in so doing a new pedestrian crossing has been installed meaning there are now one set of traffic lights and two pedestrian crossings within circa 100m. The lights do not currently appear to be synchronised and consequently traffic is stop start and congestion is poor. The removal of one crossing would cause limited impact on pedestrians as they enter the town in a similar location.

Suggestions for improvement in this area included:

- Timing of traffic lights
- Removal pedestrian crossing

Cluster 5 – Sainsburys



Two pins were dropped onto Sainsbury's and comments reflected concern about its location, how it dominates the environment when people leave the station, and its relationship with the indoor shopping centre:

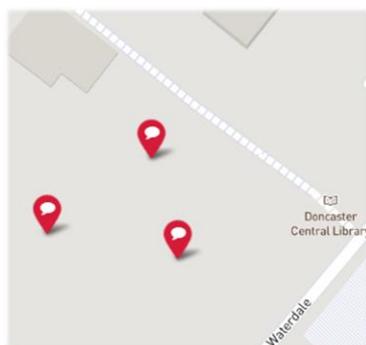
The current view of the back of Sainsbury is most unattractive and detracts from the historic Station approach. It would improve the appeal of the Frenchgate Centre if this could be redeveloped to coordinate with the Grand Theatre to pull people towards the shopping and leisure facilities.

Knock down Sainsbury - open space when you leave the station.

Suggestions for improvement in this area included:

- Public art
- Shrub/ flower planting
- Increased pedestrianisation
- Integrate new greenspace

Cluster 6 – Waterdale Centre



This is an area (outside of the regeneration area which will be the focus of Towns Fund spend), which is already going through significant transformation with several buildings on the site of the Waterdale Centre being demolished and an aim for its redevelopment in the future. Respondents made several suggestions about how this area could be transformed and used in

the future:

I was outside the library on the day it closed. I commented to the other three people there that the Waterdale needed demolishing. They all agreed.

Offer all the shops to charities, antique and vintage sellers. Make it a feature and call it Vintage Quarter this would bring people into this currently run-down area. Doncaster could even have events like the 40's events they have in Crowle and Pickering.

Turning this area into a park would be great where you have knocked all the old Waterdale down on top of the underground car park turn the old cinema into something with big windows to look out on to it. Maybe even build a new nursery there.

Suggestions for improvement in this area included:

- Vintage quarter
- Shrub/ flower planting
- Tree planting
- Integrate new greenspace

Stainforth

Full PDF sent as separate attachment

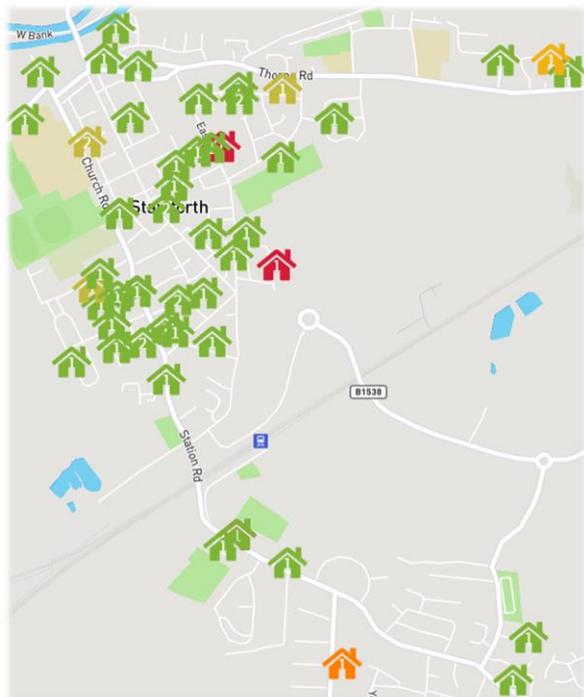
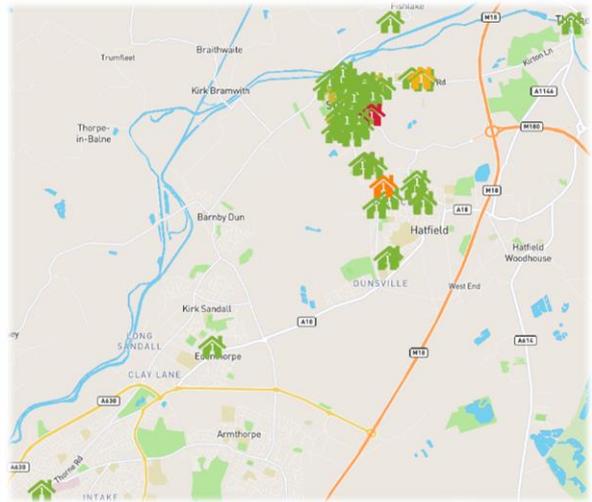
Summary here:

About those responding

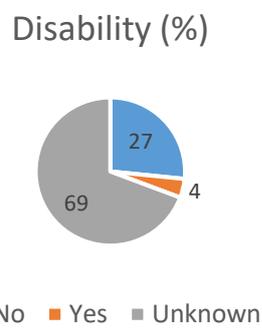
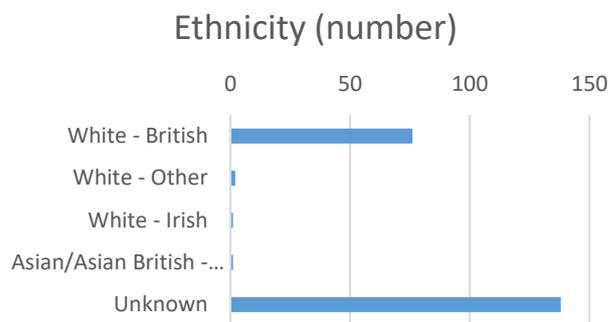
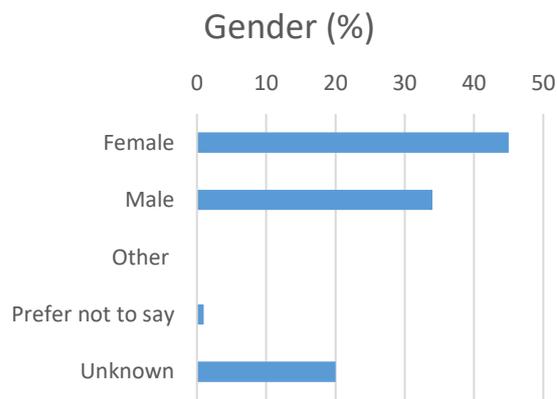
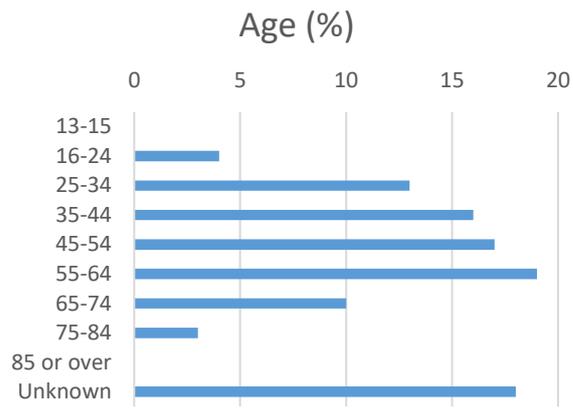
Between 15th December 2020 and 7th January 2021 there were **1,328 visitors** to the Stainforth Commonplace site resulting in **218 individual respondents** (people that completed all or part of the survey information on the site).

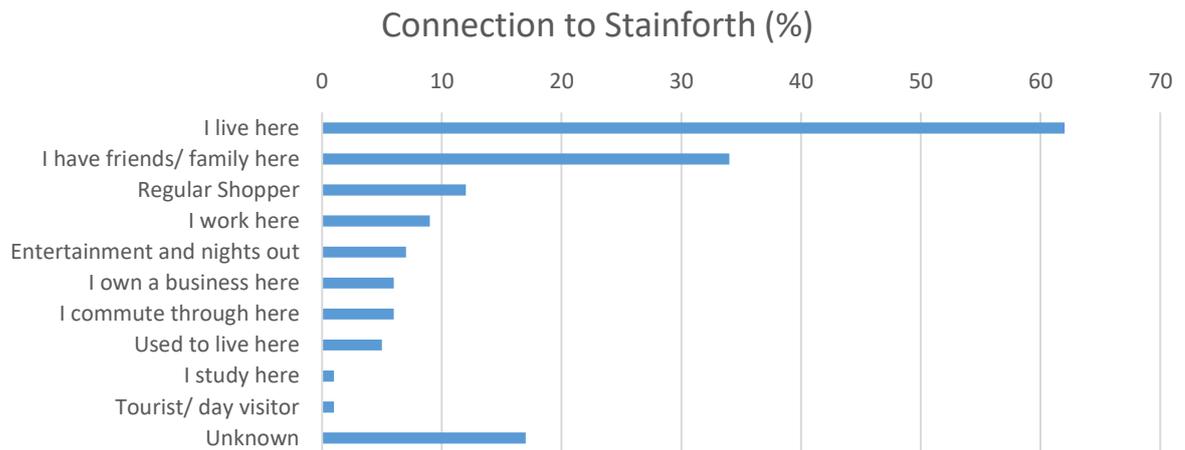
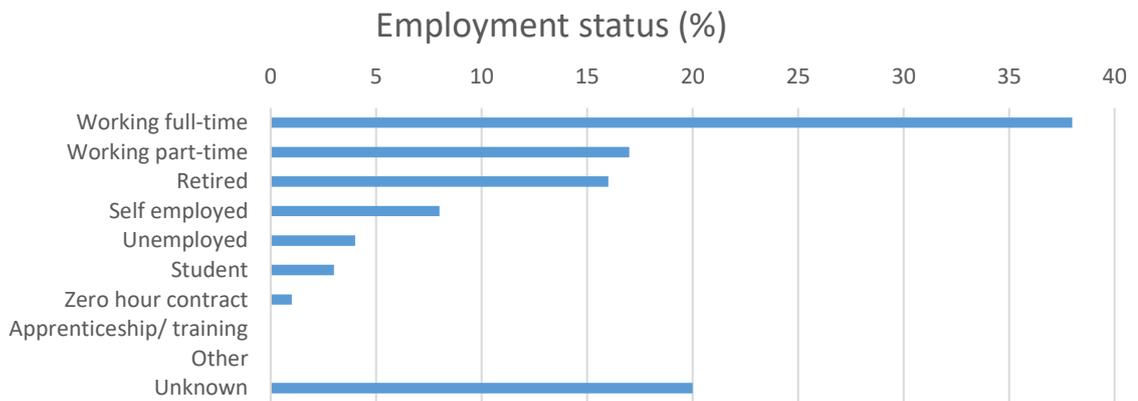
The graphs and charts below provide a demographic overview of the individuals who participated in the engagement exercise via the Stainforth Commonplace platform. The “unknown” category is when this section was not completed. For graphs where totals are more than 100%, respondents could select multiple responses.

The maps below identify where the individuals lived, based on their postcode, and illustrate that a proportion of those responding were not based within the Stainforth area. The colour scheme of the house icons on the map indicates their overall sentiment (green indicating positive sentiment and red indicating negative sentiment). Roughly 95% of those who responded reside within the Stainforth boundary.



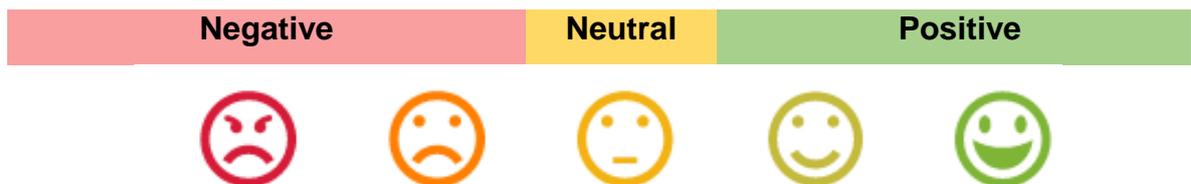
The graphs below provide a demographic overview of those who responded:



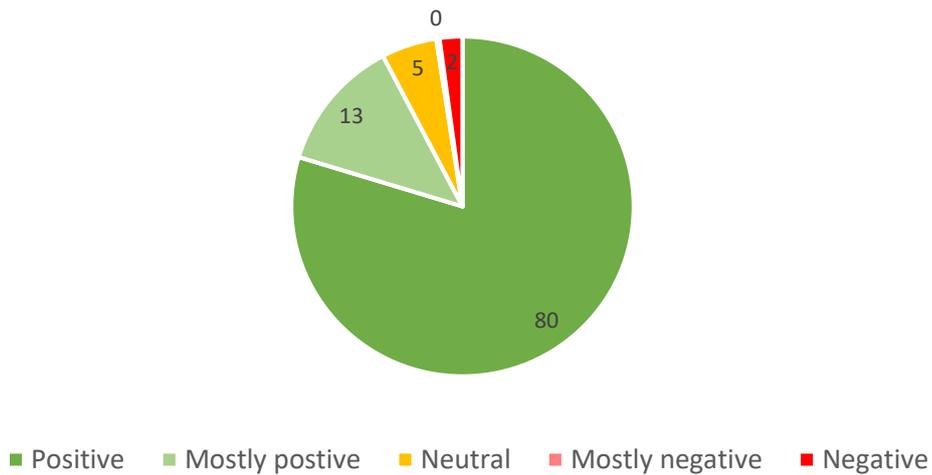


Overall sentiment

The pie chart below provides an overview of the feelings of respondents about the project ideas put forward overall, based upon the following scale:



Average sentiment overall (%)



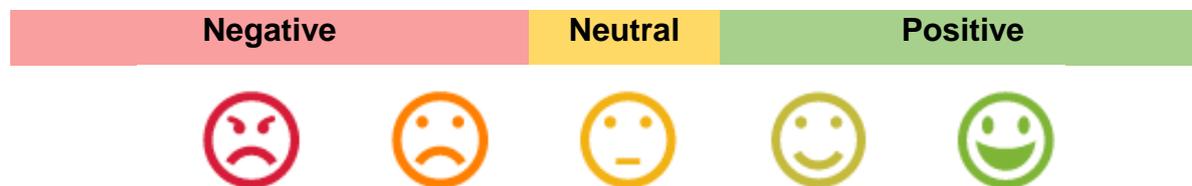
Therefore 82% of those that responded indicated a positive view, with only 2% indicating a negative view. This represents a strong approval rating of the project portfolio overall from those that responded.

Views on individual projects

The following section focuses upon responses to the four project ideas developed by the Town Deal board:

- Project 1: Station Gateway
- Project 2: Town Centre Hub
- Project 3: Activated Network
- Project 4: Headstocks

The form of response for each project was similar. All respondents were asked to indicate how they felt about each project using the following scale:



They were also able to identify which elements of each project they felt were most important, based upon a multiple-choice format. They were also encouraged to leave comments (what they really like, aspects they think are problematic or elements which are missing).

Full descriptions of the projects have been provided in Appendix 1.

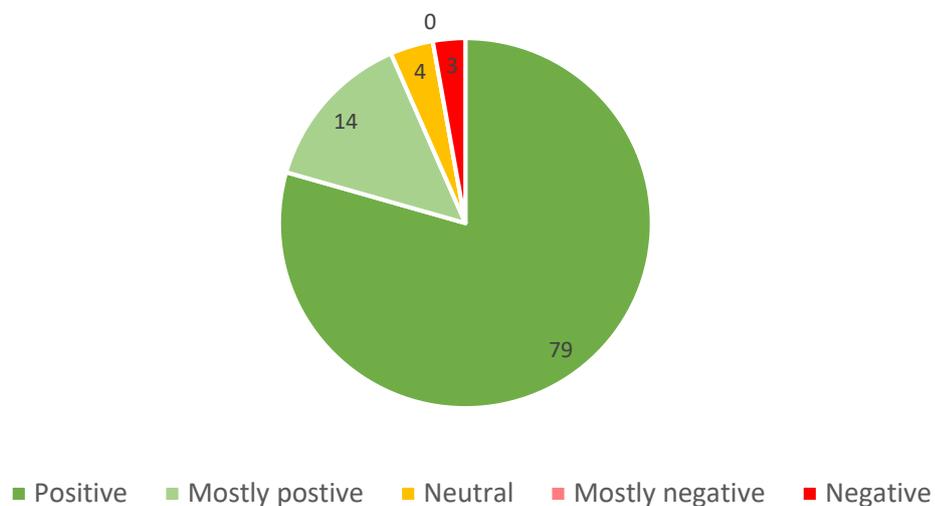
Project 1: Station Gateway

This project relates to Hatfield and Stainforth Railway Station and could include a replacement over-bridge, accessibility improvements, a new station forecourt space, new bus stop, car parking, as well as drop-off/ pick-up provision for cars and taxis.

72 individuals completed this section or commented on this project.

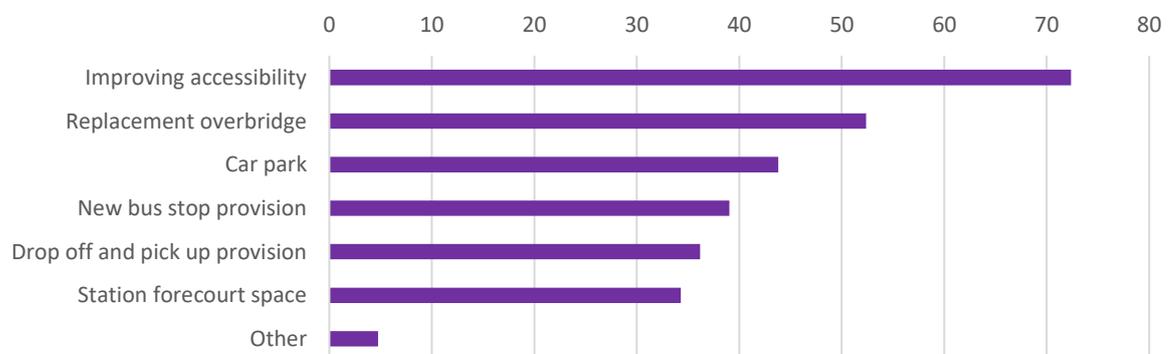
Respondents overall feeling about the project was as follows:

Feelings about the Station Gateway Project (%)



The elements of the project which people felt were most important are summarised in the graph below:

Elements of the Station Gateway Project important to them (%)



A sample of further comments that respondents made about aspects of the project they liked, disliked or which they felt were missing are summarised in the following

table. The **red**, **amber**, and **green** text colour identifies the level of positivity, neutrality, or negativity of the comment:

Theme	Comments
Pedestrian access	<p><i>Ease of access is a major point for myself. It takes me and my family way too long to get to the station. If the new bridge is extended it would cut walking time down by a considerable amount.</i></p> <p><i>This is an excellent idea which will encourage more people in Stainforth to use the station. At the moment it is difficult to get to on foot and an absolute nightmare when you come back from Doncaster loaded up.</i></p> <p><i>When you can stand in Stainforth and touch the train you have to walk half a mile to catch this will be a massive plus to open opportunities not just to travel out but in.</i></p> <p><i>There is no need for another footbridge at the station as the present one has, relatively, just been built!</i></p>
Road access	<p><i>I think this is a great idea - the exit for cars needs to be much safer - at the moment I often ask my daughter to get off the train at Kirk Sandall as turning right out of the station is extremely dangerous.</i></p>
Crime & ASB	<p><i>I have stopped using the train service to commute as its not safe when its dark walking to the station as it is. The steps going down to the lane are slippy with broken glass and teenagers hanging around especially when its dark.</i></p>
Lighting	<p><i>I'm all for this, I'd use the station more, but it's so badly lit up, isolated and remote it puts me off. Especially in winter.</i></p>
Facilities	<p><i>I use this station frequently to travel to Sheffield and back. It would be useful to have more shelters as most mornings are quite busy and in winter conditions it's nice to maintain dry and warm. More so, it would be useful to have hot drinks machines.</i></p> <p><i>Secure parking and more train's stopping at this station with eventually a little coffee shop and newspaper stand for commuters.</i></p> <p><i>Also, toilet facilities. Perhaps a small refreshment stall too. These would provide jobs for some local people and I would feel safe enough to travel by train again.</i></p>
Connectivity	<p><i>A modern railway station is needed where all buses coming to Stainforth and Hatfield will call.</i></p>
General	<p><i>None of them. It's a functional train station why does it need to be changed? If it's not broke why fix it when the money can be spent elsewhere?</i></p>

Project 2: Town Centre Hub

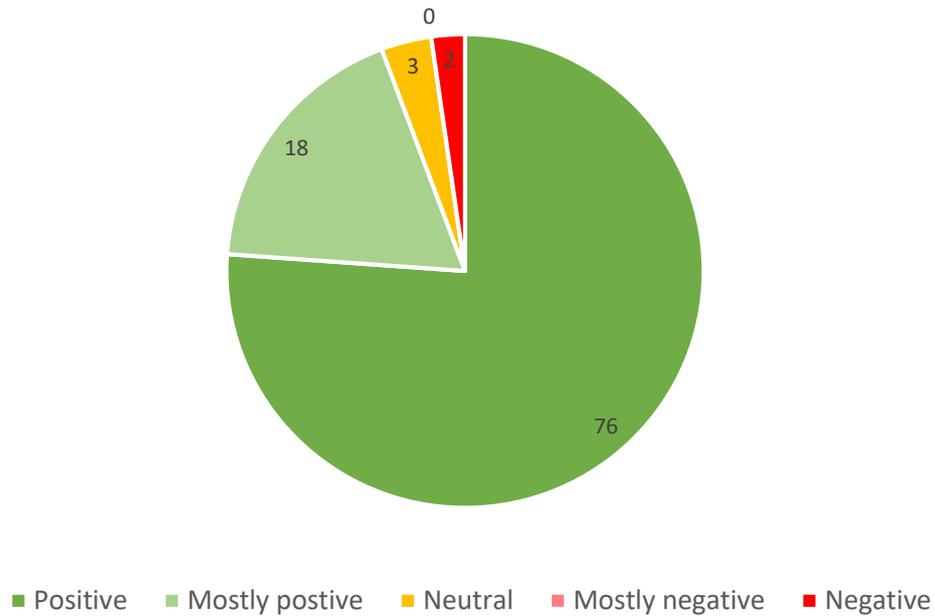
The project aims to improve the sense of place and support business growth within the town centre. Specific elements of the proposals include streetscape improvements (e.g. trees, paving, outside seating), a new community hub building,

shopfront improvements, as well as the activation of derelict sites (e.g. providing new civic space, social housing, space for shops or community projects).

74 individuals completed this section or commented on this project.

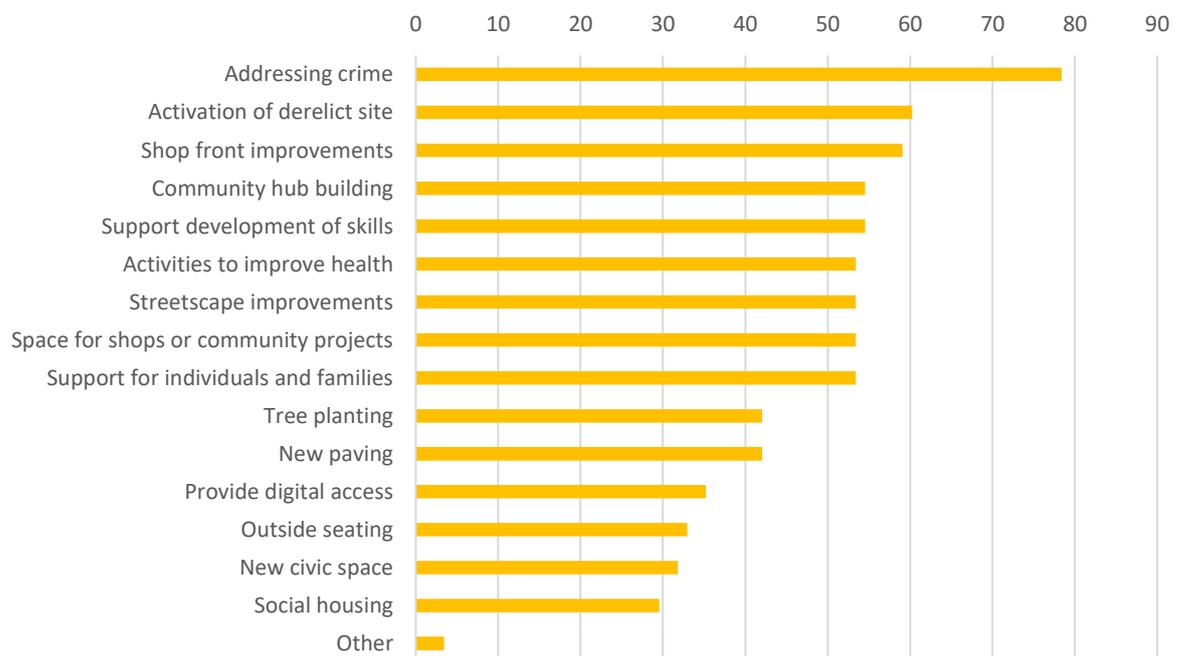
Respondents overall feeling about the project was as follows:

Feelings about the Town Centre Hub Project (%)



The elements of the project which people felt were most important are summarised in the graph below:

Elements of the Town Centre Hub Project important to them (%)



A sample of further comments that respondents made about aspects of the project they liked, disliked or which they felt were missing are summarised in the following table. The **red**, **amber**, and **green** text colour identifies the level of positivity, neutrality, or negativity of the comment:

Theme	Comments
Environmental improvements	<p><i>This is a great idea as most of the shop fronts look dreadful.</i></p> <p><i>I think it would really help to make Stainforth look nicer and more welcoming, less tired.</i></p> <p><i>Times move on. Internet shopping is more popular. In many areas of the country redundant shops are being replaced by various types of housing.</i></p> <p><i>Good idea as long as trees don't block motorists view.</i></p> <p><i>Shuttered shops in the daytime look awful and as many of the retail outlets are fast food they are closed when people travel through during the day. Many of the shops that are empty look shabby and are boarded up. A few areas of open land near the centre that are overgrown which should be tidied up etc.</i></p> <p><i>Street lighting, more waste bins in the town. I like the idea of planting more trees and outdoor seating. All of the above to make a safe environment where local people are not afraid to go out.</i></p>
Road access	<p><i>Improving the access roads/service roads round the back of Station Road shops for parking.</i></p>
Youth and community	<p><i>The new community hub is needed to provide a range of services for the community and especially local kids. I really like the youth club idea.</i></p> <p><i>The youth club will also help with anti-social behaviour and crime levels.</i></p> <p><i>Stainforth could really use an improvement to its image. The new community building is especially important to improve and bring back some of the public services that have dwindled in Stainforth over the years. Definitely need something to keep the kids off the streets.</i></p> <p><i>Current provision is minimal, and a new community hub based on sports and leisure would be very well received. These facilities would undoubtedly lead to improvements in health and a reduction in crime. Improved digital access is also important, particularly for older people and individuals without digital skills.</i></p>
Skills	<p><i>Love to see a skills improvement scheme.</i></p>

	<i>Access to learning for the third age, language, craft classes etc would be good.</i>
Crime and ASB	<p><i>The shop fronts and empty shops definitely need addressing but unless the crime, blatant drug-dealing and anti-social behaviour is sorted out it won't change.</i></p> <p><i>The closure of the police station is also a matter that needs addressing as there is no visible, constant policing of the town and surrounding areas, which surely contributes to crime and anti-social activities.</i></p>
Housing	<i>No more cheap and nasty houses for social dropouts, unemployable wasters and drug addicts.</i>
Swimming pool	<p><i>We need a swimming pool and indoor leisure centre that both adults and children have access to.</i></p> <p><i>Stainforth is desperately in need of a swimming pool.</i></p> <p><i>I would like to see an indoor swimming pool where the old outdoor one used to be. Thorne and Armthorpe both ex pit villages have indoor pools.</i></p> <p><i>It would be somewhere for the elderly and young to enjoy.</i></p>

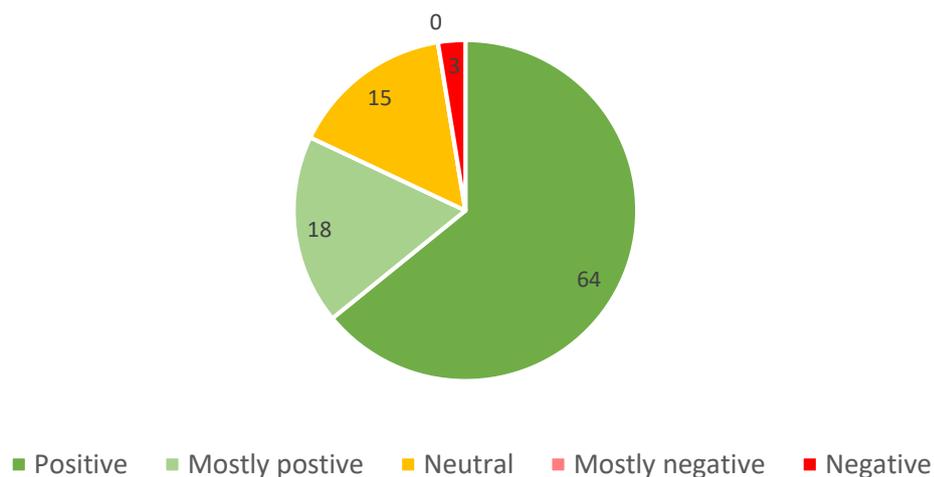
Project 3: Activated Network

This project focusses upon the activation of the street network within Stainforth to create safer and more attractive places. It will include streetscape improvements and greater CCTV coverage. A new gateway project and link road would provide an improved arrival experience for people entering Stainforth from the Unity Link Road and alleviate traffic pressure for other locations.

33 individuals completed this section or commented on this project.

Respondents overall feeling about the project was as follows:

Feelings about the Activated Network Project (%)



Because there were a limited number of elements associated with this project, the question asking respondents to prioritise individual elements was not used.

A sample of further comments that respondents made about aspects of the project they liked, disliked or which they felt were missing are summarised in the following table. The **red**, **amber**, and **green** text colour identifies the level of positivity, neutrality, or negativity of the comment:

Theme	Comments
General	<p><i>I fully support a project to grow, transform and regenerate the area, along with measures to make the overall feel of the village safe, pleasant, and attractive. Hopefully, this would instil a sense of pride and with the support of CCTV deter ASB, crime, littering etc and enable residents to feel secure.</i></p> <p><i>When will the opposite end of the village get any improvements it seems it's all down the church road side of the village and not Thorne Road side.</i></p>
Crime and ASB	<p><i>I think this is a great idea, in particular the CCTV would really help as ASB is a huge issue and I would feel much safer when if this was in place.</i></p> <p><i>The ideas here would make a great difference to safety in Stainforth as in the evening it feels intimidating to go out at the moment.</i></p> <p><i>More visible patrols a manned 24hr quick response unit stationed in Stainforth.</i></p> <p><i>Completely agree that Stainforth should be made to feel safe residents of the area should feel safe and protected but CCTV only deters and moves crime into other areas. Will it be closely</i></p>

	<p><i>monitored? Will patrol cars be available at times crime is being committed rather than later?</i></p> <p><i>Why? When there's no police presence in the area would you spend this money on CCTV? Open the police station and put people in jobs so they can patrol the area. At the minute there is one PCSO covering the whole of Stainforth wards and the whole of Hatfield 5 wards on a bike!</i></p>
Road travel	<p><i>Traffic directed through to the new Unity Link Rd would also help.</i></p> <p><i>A better road to the link road is a good idea but all the major roads in the village need upgrading as well.</i></p> <p><i>More clearer information needed about cycle lanes. Some roads have already been narrowed and should not be narrowed further. If previous narrowing was replaced by cycle lanes this might work.</i></p> <p><i>There is too much speeding cars, off road bikes and quads around the local roads.</i></p> <p><i>I think the link road connecting east lane to the new road is a good idea, but we need speed bumps on east lane, there's constantly cars speeding. Also, a mini roundabout on the junction between princess avenue east lane and Emerson Avenue.</i></p>

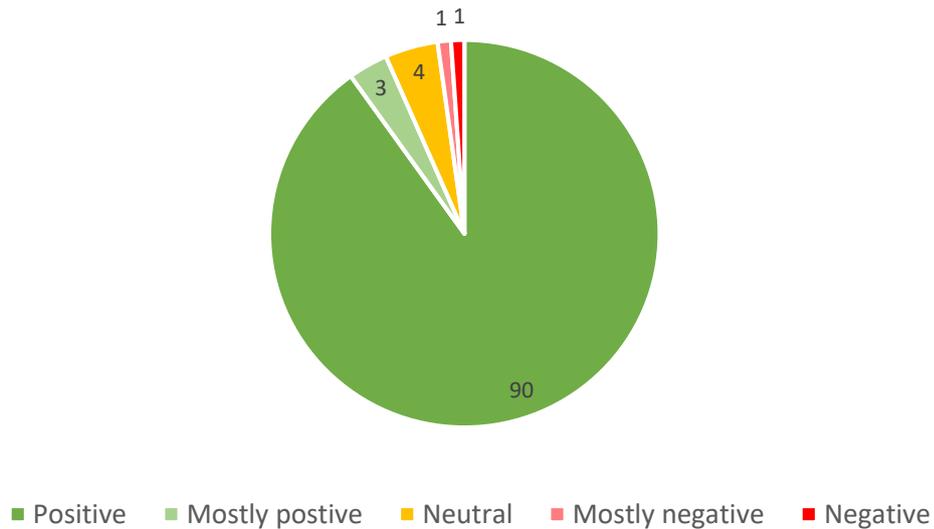
Project 4: Headstocks

This project focusses upon a major aspect of Stainforth's heritage, culture, and identity - the Hatfield Colliery. The aim is to create a significant heritage destination, creating a sense of arrival and drawing visitors to Stainforth. Specific elements of the project include the restoration and up-lighting of the colliery headstocks, the creation of a visitors centre, unlocking employment land, and developing a new country park located on the former colliery site.

69 individuals completed this section or commented on this project.

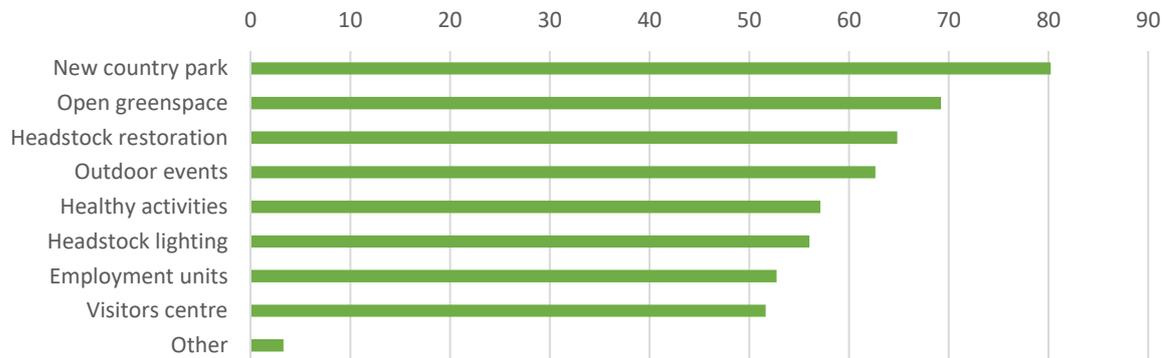
Respondents overall feeling about the project was as follows:

Feelings about the Headstocks Project (%)



The elements of the project which people felt were most important are summarised in the graph below:

Elements of the Headstocks important to them (% of respondents selecting category)



A sample of further comments that respondents made about aspects of the project they liked, disliked or which they felt were missing are summarised in the following table. The **red**, **amber**, and **green** text colour identifies the level of positivity, neutrality, or negativity of the comment:

Theme	Comments
Heritage	<p><i>We need to remember our history so does our children. The men that worked in the mines need to recognition they deserve and also this will bring employment to the village.</i></p> <p><i>I love this project idea. The mining heritage is a way of life in Stainforth and the surrounding villages. It's in our blood and is the very thing that shapes our morals and values.</i></p>

	<p><i>Those head gear mean so much to us all. They are our ancestry our fathers and grandfathers worked and died there and our mothers and grandmothers fought hard to keep them open.</i></p> <p><i>Our heritage is of community, love, grief, hardship, and joy. Nothing expresses that more than those stark pit wheels against the skyline. This is real gritty history, vibrant still in living memory, it will serve as a monument to mines and mine communities everywhere and perhaps become something of place of pilgrimage for people in the region.</i></p> <p><i>Remove head stocks. They will be too expensive to be made safe and maintain, save pulley sheaves and install on shaft caps. The power and engine could be put to good use for a variety of projects.</i></p>
Health/ wellbeing	<p><i>Just to get out in nature, one thing I've enjoyed during this year but not enough places local. Having to travel to get that peace feeling it would be amazing to have that space to breathe.</i></p> <p><i>We as a family use this space frequently in the summer. It is a great space for healthy mental wellbeing, and I support this proposal. The community would thrive on this new landscape.</i></p>
Environmental	<p><i>A country park with suitable nature attractions protecting nature wildlife and educational activities.</i></p> <p><i>The country park will be the 'green lungs' of Stainforth.</i></p>
Crime/ ASB	<p><i>This is a great idea but there's always going to be individuals that ruin it like everything else nice we have in the village.</i></p> <p><i>Yes, it will deter things from happening but then it will just continue in areas without CCTV. Is the CCTV going to be monitored closely so that actions can be taken straight away and have a patrol car to the village whilst crimes are being committed rather than later and then have it swept under the carpet.</i></p>
Employment/ education	<p><i>We need to use these totemic structures. ...there are ready built buildings there. They can be restored and used as factories, a school, a university faculty, an art gallery - lots of things and they are important for the pride of the village.</i></p> <p><i>Think how much this project could do for those youths, the employment opportunities it would bring.</i></p> <p><i>It is a great hands on source of education for school students, for film students, for artists...</i></p> <p><i>Be great to have it turned to something educational.</i></p>

Arts, culture,
tourism

The new country park would be amazing and in conjunction with the head gear, it would entice people from far and wide to come and visit. It would be like our very own attraction.

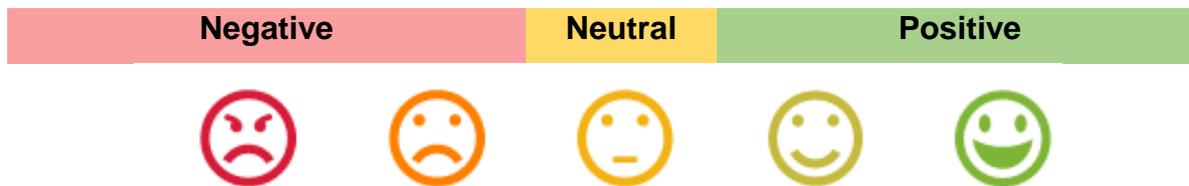
...would make a wonderful events arena backdrop for rock and folk concerts and open-air theatre and arts.

...all sorts of activities onsite and allow us to have music festivals/gigs, firework displays, galas etc on a huge site, in a natural 'amphitheatre' setting with the restored, iconic pit gears in the background. It will be a jewel for every resident and visitor to enjoy.

Heatmap pins

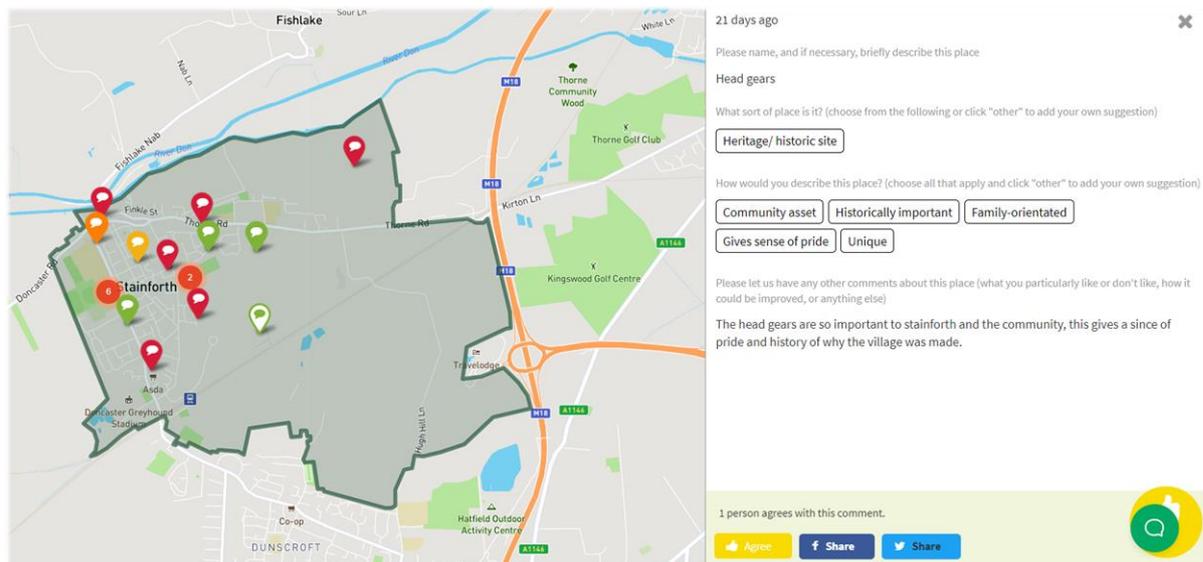
The following section focuses upon geographical areas of Stainforth, which have been identified by those leaving comments on the Stainforth Commonplace Heatmap. The Heatmap works by those responding placing pins on the heatmap, which then opens a window enabling those responding to:

- Name or describe the area
- **Indicate how the area currently makes them feel using the scale below**



- **Choose from multiple categories (or by selecting an “other” category) to indicate what sort of place it is (e.g. alleyway, town square etc)**
- **Choose from a selection of descriptive words to indicate how they feel about the area (e.g. overcrowded, family friendly etc)**
- **Provide a comment (e.g. likes, dislike, how the area could be improved etc)**

This has enabled us to identify the areas of Stainforth where community members have indicated a concern or an area of value. 20 pins were placed on the map altogether.



We have used illustrative quotations alongside extracts from the heatmap to illustrate the views of those responding about those places.

Stainforth Miners Welfare



Multiple pins and comments were received about this greenspace and play area particularly in relation to the suitability and condition of facilities and the overall maintenance of the site:

The current park and playing areas are poorly maintained and in need of repair and investment. There are often reports of vandalism, fires, fly-tipping, and the turf being destroyed by motorbikes and scooters. There is also a huge problem with dogs toileting park and play areas,

making them unsafe and off-putting for children and families to play there.

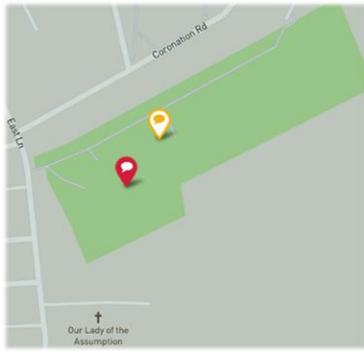
Comments received indicated support for the development of a new community building on the site, including incorporating activities for young people, particularly as there used to be a community building located there:

A new community building like the old welfare building would revitalise the whole place.

The welfare used to have so much going on. It was a great building. We need something like it again.

We need safe, secure, and fun activities for children and young people in Stainforth to enjoy. A youth club would be great.

Peacock Park



Similar issues were identified about this greenspace and play area as for the Miners Welfare area above:

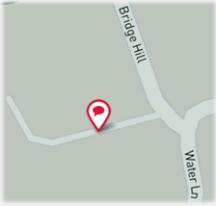
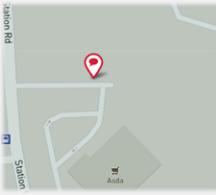
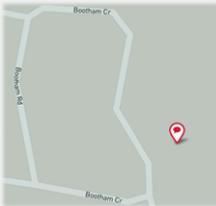
Such a lovely green space ruined by dog mess, litter, people on quad bikes, motorbikes etc

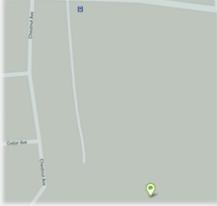
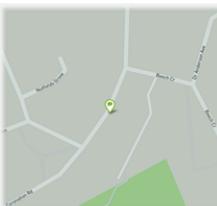
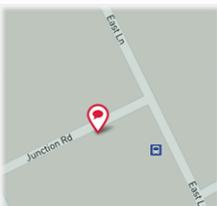
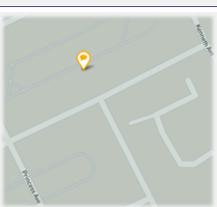
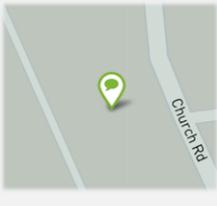
I visited on a few occasions hoping to use the park with my children to be disappointed and walk back home. Broken glass everywhere scattered all over the tarmac, its dirty and unsafe.

There is not one baby swing in Stainforth for younger children

Other sites

Other areas where only one pin had been dropped were as follows

Area	Issues
Hall Road	 <p><i>The road has been abandoned and is approaching unusable yet there are many residents and businesses that use it. It needs to be renovated and a new road laying</i></p>
Market place and adjacent road network	 <p><i>The access road from Doncaster into Stainforth is not adequate for the amount of traffic using it. Traffic lights could improve safety</i></p> <p><i>Stainforth marketplace needs rejuvenation to create a proper market other than just a car boot sale. The whole area looks totally unloved and could easily be made into a better utilised and visually improved historical area</i></p>
Wasteland opposite Asda	 <p><i>Needs sorting or shopping area will always look a mess</i></p>
Man-made hills behind Bootham Crescent	 <p><i>These hills are eyesores. The people who live near them were promised that they would be well kept and landscaped. We put up with years of dirt and noise and our houses physically shaking to end up with hills that now have no purpose other than completely blocking the views. They have devalued the houses as who wants to buy a home with those at the bottom of the garden?</i></p>
Stainforth Headgears (aka Headstocks)	 <p><i>The head gears are so important to Stainforth and the community. This gives a since of pride and history of why the village was made</i></p>

<p>Hatfield Colliery Greenland</p>		<p><i>I love the scenery behind my house if the grassland surrounding the colliery. The deer that live there alongside other animals, where their habitat will be sadly destroyed by your plans for a recycle incineration site, to kill all these animals and ruin a beautiful on look from our house for an ugly factory building, busy noisy road with lorries and pollution to the air. I'm far beyond disappointed.</i></p>
<p>Wasteland (between Thorne Road and Canal)</p>		<p><i>This space could be put to use as a motocross/ greenlaning area which would deal with the issue of the bikes and quads on the streets. Obviously, this would need a lot of work and be done and run the right way but would solve a massive issue on our streets</i></p>
<p>Thorne Road</p>		<p><i>This area is shabby and run down, with broken pavements, litter, and dog mess. Many drivers are speeding, even though there is a 30-mph speed limit, 20 near the two schools. There is a need for speed cameras and more police presence, as many drivers drive dangerously using mobile phones with impunity. Ideally Stainforth needs a bypass. The traffic is heavy and polluting the atmosphere.</i></p>
<p>Coronation Road</p>		<p><i>Dropped kerbs so that the road is safer for drivers and kids crossing</i></p>
<p>East Lane</p>		<p><i>Traffic calming on East Lane please before someone is injured</i></p>
<p>Princess Avenue</p>		<p><i>Unclean streets, high crime area, speeding cars</i></p>
<p>Station Road</p>		<p><i>Resurface the access road to the car park to the rear of 2 to 40 Station Road</i></p>

Exempt Appendix 4 – Doncaster Town Investment Plan to follow
Exempt Appendix 5 – Stainforth Town Investment Plan to follow

End of report



Date: 26th January 2021

TO: THE CHAIR AND MEMBERS OF CABINET

CHILDREN'S PARTNERSHIP RECOVERY AND RESILIENCE PROGRAMME

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

EXECUTIVE SUMMARY

1. The latter part of 2019 and 2020 thus far has been challenging for the Borough. The November floods, followed by the COVID crises have created additional needs in the communities we serve and complex partnership challenges have been exacerbated for example by domestic abuse and child exploitation.
2. The children's safeguarding partnership has continued to grow, resulting in examples such as a strengthened joint endeavor to support children and young people in education. The relationship with educational settings is strong regardless of designation. Great innovative thinking is emerging from a curriculum and wellbeing perspective.
3. Agencies have been less resilient and have been restricted in their access to children, young people and families, resulting in integrated multi-agency frontline work not being as effective, increased demand and adding to complex partnership challenges.
4. Significant progress has been made since 2014 and the safeguarding picture overall remains positive in Doncaster. However, in the current climate of increasing demand and complexity it is important to ensure early remedial work takes place that will consolidate good practice, provide a strong foundation to continuously improve and arrest the decline in performance in our collective ambition to deliver good and better services to achieve the best outcomes for the children, young people and families of Doncaster.
5. A Doncaster Children's Partnership Recovery and Resilience programme has been established with a commitment to ensuring that all our children have the best possible start in life.
6. **A Shared Children's Partnership Commitment**

The partnership is committed to working together to achieve rapid and sustainable improvement in the experience of children and young people who require support,

protection and care; safeguarding is everybody's business. Whilst the Council and Doncaster Children's Services Trust hold important system leadership roles with associated accountabilities, in order for children to be effectively safeguarded, all partners have committed to must work together and discharge their responsibilities effectively.

EXEMPT REPORT

N/A

RECOMMENDATIONS

7. Cabinet is asked to note the information provided in the report and approve the additional one off funding of £727k to cover the investment areas outlined in paragraphs 36 and 37.
8. Approve the payment of £230k to DCST to deliver the elements of the plan identified, as detailed in paragraph 38.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. The improvements that will be achieved through a collective approach to improve the experience of children, young people and their families, i.e. receiving the appropriate support, in a timely manner that prevent necessary escalation of need and risk.
10. Responsibility for the safety, health, happiness and achievement of children and young people in Doncaster rests primarily with their families and carers. At times children, young people and their families will need additional support from, Doncaster Council, Schools, Doncaster Children's Services Trust, St Leger Homes, South Yorkshire Police, Clinical Commissioning Group, Rotherham, Doncaster and South Humber NHS Foundation Trust and Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust. The connectivity across partners to secure consistent support is critical.
11. A strong partnership is a partnership that reflects, learn and is agile in responding to need and improvement. The impact of Covid-19 means that the world is changing for children, young people, families and their communities and with it the pressures and the risks that must be safeguarded against. The safeguarding of children continues to evolve at local, regional, national, and even international levels, so we must continue to meet the challenges with an open attitude of learning. This of course extends across the partnership of all agencies and organisations working together to safeguard children, and we also need to be learning from the children, families and communities we work with.
12. Working collectively with statutory partners across the Clinical Commissioning Group, South Yorkshire Police and Doncaster Children's Services Trust, the accountable leads Cabinet Member for Children, Young People and Schools and Director of Children's Services ensure that effective the local arrangements to keep children safe. Safeguarding are in place, however working together with a wide range of other agencies including health services, schools, early years settings, social care, and voluntary, community and faith organisations, it is everyone's responsibility, and through the

Doncaster Safeguarding Children Partnership we are. Our vision is clear: We work together to help Doncaster children and young people to be safe.

BACKGROUND

Context

13. Whilst the children's safeguarding partnership has continued to grow, the Covid-19 pandemic has meant that agencies have been less resilient and have been restricted in their access to children, young people and families, this coupled with considerable senior leadership and middle management turnover in social care and other partners have affected management continuity resulting in a decline in consistently good frontline practice and oversight. An example of this is that there is a variance in partnership practice in relation to the agreed practice models, i.e. Signs of Safety and the Neglect toolkit across the partnership.
14. Although there was flexibility to implement temporary regulations as outlined below, Doncaster operated a blended approach to ensure that its children's social care provision continued to support all young people as required.
15. For reference, the temporary regulations afforded flexibility as follows:
 - Allowing visits to take place over the telephone, a video link or other electronic communication methods, where face-to-face visits are not possible due to coronavirus (COVID-19)
 - Changing the rules regarding health assessment in the process for approving adopters and foster carers, as long as assessments are obtained and considered for the final stage and prior to approval
 - Suspending the minimum frequency of Ofsted inspections, recognising that assurance visits will be conducted using a risk-based approach.
16. Everyone involved in promoting the welfare, protection and care of children continues to work extremely hard in the face of unprecedented challenges to support the most vulnerable during this period. The children's workforce across the partnership is supporting and caring for some of our most vulnerable children and young people every single day and are, as always, providing a vital service during this time and there is full appreciation for the dedication and determination of all those who are working to protect vulnerable children and young people, facing challenges that they have never had to face before in these extraordinary times.
17. The Covid-19 pandemic represents a time of severe pressure across society, which in turn presents heightened levels of risk for some children. It is, therefore, especially important that these children continue to receive the services and support they need. Our aim is, in line with the Department for Education and Health guidance, to continue to prioritise the safeguarding, and welfare of vulnerable children and young people, maintain a clear focus on the delivery of children's services during the pandemic and support continued effective operations when public health measures may act as a barrier, for example as a result of local intervention measures.
18. The difficult and complex decisions that have and continue to be taken during this period are made in the spirit of the following principles:

- Child-centred - promoting children's best interests: nothing is more important than children's welfare; children who need help and protection deserve high-quality and effective support as soon as a need for help is identified
- Risk-based - prioritising support and resources for children at greatest risk
- Family-focused - harnessing the strengths in families and their communities
- Evidence-informed - ensuring decisions are proportionate and justified
- Collaborative - working in partnership with parents and other professionals
- Transparent - providing clarity and maintaining professional curiosity about a child's wellbeing

19. An analysis of referrals into the Front Door shows that Doncaster has seen a significant increase in demand/activity for statutory social care services during the pandemic compared to the same period in 2019.

- Referral to Social Care increased by 44% (924 vs 1331)
- Section 47's increased by 39% (250 vs 348)
- Assessments initiated increased by 44% (919 vs 1319)
- Children entering Care increased by 31% (35 vs 46)
- Children in Need increased by 23% (1473 vs 1807)
- Children with a Child Protection Plan 28% (299 vs 383)

20. Indications show that during the period, there has been a reduction in cases being managed in early help as a result of Covid and heightened anxiety across the system driving the threshold upwards. There has furthermore been additional complexity noted in a number of cases i.e. isolation, loneliness, family pressure, poverty and domestic violence.

21. Doncaster's early help pathway saw 4399 referrals between February and September this year. At September 2020 there are 1951 case open across the Early Intervention Partnership. This has reduced from 2081 in September 2019 a reduction of 19%.

22. Re-referral rates have risen throughout this period and now stand at 31% (for the month of September 2020). October has seen a significant reduction, and our year to date figure (April 2020 to Sept 2020) is currently running at 26%.

What we need to do?

23. The children's safeguarding partnership needs to arrest the decline in performance by:

- Improving multi-agency early identification, help and intervention through the Localities Working program.
- Reviewing, agreeing and embedding a partnership practice model framework
- Address partnership variance in the application of the levels of need and thresholds for services.
- Improving the capacity, quality and consistency of practice and decision making in the Front Door. Ensure multi-agency representation and decision making.
- Supporting the improvement of partnership and social care practice, support and challenge as a partnership, partner agencies to rapidly drive up performance and quality.
- Reviewing and shaping the future partnership governance models.

What have we done so far?

24. A multi-agency children's partnership recovery and resilience board has been commissioned by the Council and Children's Services Trust. This was in recognition of the partnership requirement to improve the response to support for children and young people. The independent chair has been secured and the first board meeting with full membership took place in the second week in November, with subsequent meeting four weekly thereafter.
25. The board acts to provide collective strategic oversight and be reassured on a risk evidence basis of the preparation, positioning and planning to address areas identified in the plan and in so doing, act as a collective challenge forum, and promote collective and individual good practice.
26. The board has committed to ensuring an accurate self-assessment, appropriate plan and performance and quality assurance framework are compiled that are reflective, evaluative and supported by relevant evidence based documentation and that continuous improvement is embedded and embraced as a cultural norm across the partnership.
27. The roles and responsibilities for the board include:
- Ensuring that all partners contribute to the delivery of effective arrangements to safeguard and promote wellbeing of all children in Doncaster
 - To give assurance that a culture of improvement and putting children and young people at the centre is embedded across all agencies and that there is an understanding of and recognition of good social work practice
 - To develop and agree the improvement plan and subsequently monitor, review and update regularly;
 - Agree a work programme designed to deliver rapid and sustainable improvements as set out in the Improvement Plan;
 - To advise, support and challenge leaders of Council, Trust services and statutory partners to secure sustainable and measurable improvements leading to good or better performance in children's services.
 - To ensure that children, young people and families inform the development of improvement actions and have opportunity to review their impact
 - To ensure that frontline staff inform the development of improvement actions and have opportunity to review their impact
 - To agree and oversee a communications strategy that articulates a clear vision of the quality, standards and range of services required to respond positively to the needs of children and young people.
 - Uses its authority to commit and deploy the necessary resources in line with decisions taken at the Board
 - Ensures improvement actions are implemented in a timely and sustainable way
 - Actively works to remove any barriers that impact on the pace and progress of achieving required improvements.
28. The board and subsequent steering group (Engine Room) and associated task and finish groups identified below in the governance section are leading on the requirements for the production of a Partnership Self-Assessment, Performance and Quality Assurance

Framework, communications plan and priorities outlined in the improvement plan including:

- Early Help
- Front door including multi-agency access point
- Multi-agency Frontline practice
- Intelligence led performance and quality assurance framework
- Governance

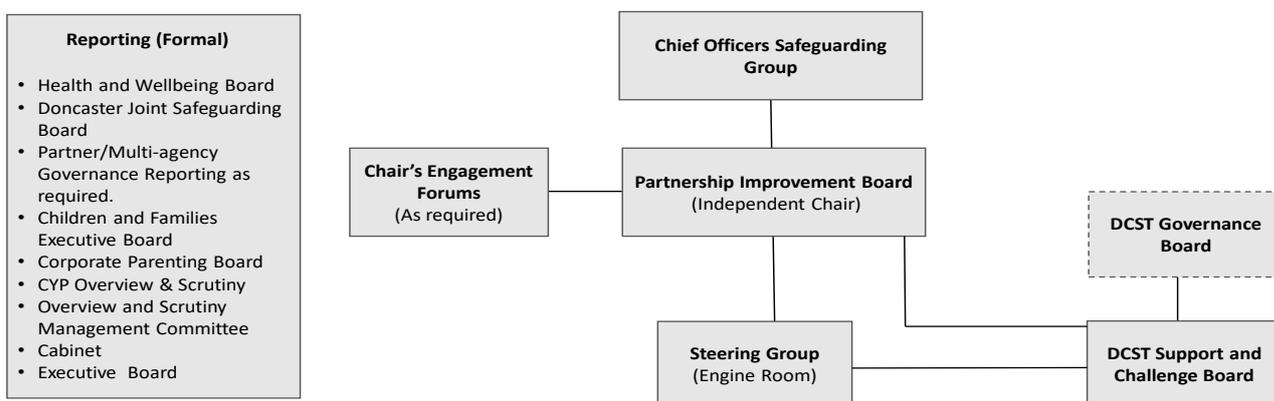
29. The high level and operational plans will be monitored and reviewed in line with the governance structure identified below, including four weekly and quarterly reviews and through the multi-agency partner governance arrangements in addition to individual single agency governance board reporting, thus ensuring collective accountability and responsibility for the key priorities, outcomes and impact measures.

Governance

30. The board is the key partnership body that holds the ownership of the Plan and responsibility for its delivery. Doncaster’s Improvement Board is independently chaired by Rachel Dickinson, an experienced Director of Children’s Services and former president of the Association of Directors of Children’s Services (ADCS). Board membership comprises strong leadership and assurance with full, clear commitment from all partners to support the improvement process.

31. The board will drive the implementation of the plan and act to provide collective strategic oversight and be reassured on a risk evidence basis of the preparation, positioning and planning to address areas identified within this plan and in so doing, act as a collective challenge forum, and promote collective and individual good practice and is accountable to the Chief Officers Safeguarding Group (COSG).

Governance Structure



Resources and operational progress to date

32. Resources have been identified to support the programme from a combination of existing and new temporary resources. The programme support has come from existing resources across the respective organisations and/existing staffing structure, keeping the additional staffing resources to a minimum.

33. Utilising existing resources, the core team consists of:

- Partnership Improvement Lead (Assistant Director, LOCYP/DMBC)
- Interim Director of Social Care (DCST), pending permanent appointment to post.
- Programme Manager (DMBC)
- Service Improvement Officer (DMBC)
- Service Improvement Liaison Officer (DMBC)
- Data and Performance Leads (DMBC, DCST, CCG, SY Police, DBTH, RDASH)

34. Additional interim resource includes:

- Shared Vision, Practice Improvement Partner to support remodelling of the front door, assessment and planning.
- Head of Service Children's Partnership Recovery and Resilience Lead (Interim 6 months)
- Partnership Improvement Board Independent Chair (Interim 6 months))
- Fostering Panel Manager, Quality and Improvement Support (12 months support)
- Family Lead Practitioners to support school settings (Temporary 12 months DMBC resources)
- Care Proceeding Manager (Temporary 12 months DCST)
- Policy Review Officer (Temporary 12 months cross Partnership)

35. Operational progress to date includes:

- An Intelligence led performance and quality assurance framework is under development, ensuring that progress can be measured effectively and across multi-agency working to ensure consistent and effective impact, monitoring and response.
- Recommendations from the review of the front door and the assessment service are incorporated as part of the design
- The structure for the front door incorporates roles, job descriptions and staff funding arrangements
- Revised business processes, describing how the front door and Early Help coordination will operate in detail are being developed
- An updated information sharing agreement is under development
- The threshold document and levels of need descriptors are in draft form and will be widely consulted upon between January - April 2020 to ensure understanding, awareness and consistency in language throughout the Doncaster Safeguarding partnership
- Extensive multi-agency communication strategy and plan is underway, with some activity having taken place since with presentations and virtual briefings since 30 November 2020.
- Social Workers at the front door have been trained on the screening tool - EVOLUTION prompts (a tool that is used for early identification of need, harm and risk and with visibility of history, the lived experience of a child/ young person and a

clear analysis to inform decision making. A new screening process has now gone live 9 December 2020

- Specialist workshops has been arranged for the Social Workers at the front door 15 December 2020 to enable the connection of some specialist pathways at the front door. The front door will provide an analysis of all new referrals/ notifications where children and young people are identified for vulnerability areas such as domestic abuse, modern day slavery, drug abuse, trafficking, criminal exploitation and sexual exploitation and issues of radicalisation
- New staff have been identified and recruited to fill vacancies currently existing at the front door including a highly experienced service manager.

Finance

36. A breakdown of the financial costs to support the programme is shown in the table below. The total cost of the additional interim resources are £967k, with £240k coming from existing budget sources (i.e. LOCYP's non covid related underspend as reported at quarter 2 of 2020/21) and £727k requested additional investment (£182k in 20/21 and £545k in 21/22).

<u>Additional interim resource</u>	Projected cost £	20/21 cost £	21/22 cost £
a. Partnership Improvement Board Independent Chair (Interim 6 months)	31,500	24,000	7,500
b. Quality and Improvement AND Foster Panel Support (12 months support – payment to DCST)	100,000	25,000	75,000
c. Head of Service Children's Partnership Recovery and Resilience Lead (Interim 6 months)	66,000	44,000	22,000
d. Family Lead Practitioners to support school settings (Temporary 12 months DMBC resources)	215,076	53,769	161,307
e. Care Proceeding Manager (Temporary 12 months – payment to DCST)	70,000	17,500	52,500
f. Policy Review Officer (Temporary 12 months cross Partnership – payment to DCST)	60,000	15,000	45,000
g. Shared Vision, Practice Improvement Partner to support remodelling of the front door, assessment and planning including:			
h. Additional capacity in assessment and teams to enable development work (NIB proposal)	244,000	162,667	81,333
i. Practice improvement programme for quality of assessment and planning	140,000	70,000	70,000
j. Life Story Work	40,000	10,000	30,000
TOTAL	966,576	421,936	544,641
Funded by:			
LO-CYP 2020/21 Forecast Underspend	240,000	240,000	0
Additional Funding Request	726,576	181,936	544,641
TOTAL	966,576	421,936	544,641

37. The utilisation of £240k LOCYP underspend covers the initial expenditure incurred by the Council, predominantly expenditure in 2020/21 on the Independent Chair, Head of Service and Shared Vision (items a, c and h above). These costs have already been committed due to the urgent nature of these items, but include a termination clause of one month's notice so these could be ended early if Cabinet do not approve the additional required funding.

38. Expenditure on the Fostering Panel Manager and Quality and Improvement support, Care Proceeding Manager and Policy Review Officer (items b, e and f above) will be incurred by DCST. This element, totalling £230k will be paid to DCST and performance managed through existing contract, with an appropriate legal agreement drawn up accordingly.

Next Steps

39. Progress and impact of the identified emerging key priorities and associated indicators priorities will be monitored and will be reviewed on a four weekly basis in line with agreed governance arrangements through the Children's Partnership Recovery and Resilience Board, Chief Officers Safeguarding Group, Doncaster Council, Doncaster Children's Services Trust, Clinical Commissioning Group, Rotherham, Doncaster and South Humber NHS Foundation Trust, Doncaster and Bassetlaw Teacher Hospitals NHS Foundation Trust, South Yorkshire Police and St Ledger Homes governance arrangements.

40. In addition to the above a quarterly report will be produced demonstrating progress against the investment requested and to outline plans for phase 2 and 3 to illustrate sustainability of the development plan, including providing a full update on the areas identified in this report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES:

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>Improving outcomes for our most disadvantaged young people will lead to a larger proportion of the population contributing to the local economy. Doncaster businesses will also benefit from this capacity as they continue their recovery.</p> <p>Enabling service users and families to learn, work and live safely in their own homes and communities by accessing locally-based services and opportunities, reducing unnecessary admissions to institutional settings, such as residential care and out-of-authority schools and colleges</p>

<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>Providing support for our most vulnerable young people and their families, improving and transforming lives, giving greater access to opportunities to ensure sustainability, improving overall life chances.</p>
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>Providing support for children, young people and their families who need it the most, giving them equal access to learning opportunities, ensuring that they have the very best possible chances in life to succeed, thus narrowing the gap and ensuring consistency and equity of support.</p> <p>Enabling service users and families to learn, work and live safely in their own homes and communities by accessing locally-based services and opportunities, reducing unnecessary admissions to institutional settings, such as residential care and out-of-authority schools and colleges</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>A consistent approach to support from across the partnership, will ensure that support is provided in a timely and targeted manner, at the earliest point on the continuum of need.</p> <p>To provide effective support to children at risk of going missing and/or being exploited</p> <p>Empowering service users and families by providing accessible sources of information and advice, involving customers in their individual plans, and by increasing the use of self-assessment and timely intervention</p>

<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The model, priorities and approach identified through the recovery and resilience programme will ensure that support is not only consistent, but will avoid duplication. Removing the inconsistencies across the system, will ensure that there is a reduction in potential for re-referrals and assessments i.e. right first time and one front door.</p>
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Risks and assumptions

41. Due to the current pressures in the system, taking no action to mitigate further decline in performance or arrest and respond to the increased demand pressures and changed circumstances would result ultimately in further inconsistencies in the quality of services to support the needs of young people across the Borough.

LEGAL IMPLICATIONS [Officer Initials: PC Date: 14/12/20]

42. The Children Act 1989 places a general duty on all local authorities to ‘safeguard and promote the welfare of children within their area who are in need and require additional support from the local authority to meet their potential’

This extends to providing a level and range of services to children and their families and investigating any concerns or allegations that suggest a child is likely to suffer physical, emotional or sexual abuse, or neglect, and to take action to prevent this.

Pursuant to the 2018 Statutory Guidance “Working together to safeguard children” all agencies and organisations should work together to carry out such duties and responsibilities. This includes the Council and Doncaster Children’s Services Trust (whom deliver children’s social care services in Doncaster upon the Council’s behalf), and other key partners such as Doncaster Clinical Commissioning Group, South Yorkshire Police, St Ledger Homes and local hospital trusts.

The co commissioning of the multi-agency children’s recovery and resilience board (the “Improvement Board”) will involve utilising existing staffing resource but also securing additional interim staffing resource as detailed within the report.

S112 of the Local Government Act 1972 allows a local authority to appoint such officers as are necessary for the proper discharge of its functions, on such reasonable terms and conditions as it thinks fit. Salary grade should be determined by job evaluation.

When recruiting to these posts consideration should be given to establishing them as temporary contracts for a fixed term and appropriate advice sought from HR and Legal. If the length of the contract exceeds 1 year upon termination the Employee may be

entitled to be placed on the redeployment register and after 2 years may be entitled to a redundancy payment. It is important that sight is not lost of the Council's recruitment, retention, and vacancy management policies, which should be followed.

Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services. Should the plans require procurement of goods or services, this should be undertaken in accordance with the Council's Contract Procedure Rules and where applicable, Public Contracts Regulations 2015.

Legal Services to assist with drawing up a multi- agency partnership agreement or memorandum of understanding to clarify how the Parties will work together to deliver the jointly owned plan and formalise the proposed performance and quality assurance framework which should include terms of reference for the Board and governance arrangements which appear to be the formation of a non-decision making Board which makes recommendations and is accountable to the Chief Officers Safeguarding Group (COSG).

The Equality Act 2010 requires the decision maker to comply with the public sector equality duty to consider the need to promote equality for persons with "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and have due regard to:

- i) eliminate discrimination, harassment, and victimisation;
- ii) advance equality of opportunity;
- iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

In order to do this the decision maker will need to have sufficient information about the effects of the proposed changes on the aims of the equality duty. The Equalities Implication section (paragraph 15 below) is designed to assist with compliance with this duty and so the decision maker must take that into consideration and the public sector equality duty before taking the decision.

FINANCIAL IMPLICATIONS [Officer Initials: DB Date: 09/12/20]

43. The total costs of the additional interim resources required for the Children's Partnership Recovery and Resilience programme are £967k as set out in the body of the report.

44. £727k is being requested as additional investment (£182k in 20/21 and £545k in 21/22), with the remaining £240k to be funded from Learning Opportunities and Skills directorates non covid related underspend as reported at quarter 2 of 2020/21 (the financial projections for the directorate will be revised to reflect this commitment on approval of this report, reducing the reported non covid related underspend for LOSC). The £727k additional one-off investment will be funded from the Social Care Transformation Fund Reserve, held in a specific earmarked reserve and drawn down as required over the period.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: DC Date: 11/12/20]

45. It is evident in the paper there will be a need to resource this project with personnel therefore there will be implications around recruitment or internal and external staff.

Wherever possible, engagement of agency workers should be avoided or minimised on grounds of cost and to encourage effective deployment of existing staff. Recruiting managers should establish whether current members of staff in their own or other areas of the authority have the necessary knowledge, skills and capacity to undertake the piece of work / project required and, if so, utilise these staff.

There are 3 potential options for appointing to vacancies:

- In line with the council's Recruitment and Selection Policy and Procedure to appoint a fixed term employee;
- Seeking an agency worker using the council's managed service provider;
- Following procurement procedures to appoint an organisation to undertake the work.

Failure to correctly use one of these routes could lead to legal challenge and/or other consequences (e.g. HMRC penalties for not paying tax/NI at source when required).

If the intention is to appoint a fixed term or permanent employee a job description should be developed and evaluated to determine the appropriate grade prior to commencing the recruitment process. A job will also need to be created on the HR portal prior to starting the recruitment process.

If seeking to appoint an agency worker the Hiring and Managing Agency Worker policy should be followed. The council's approved managed service provider, Reed Specialist Recruitment Ltd (in effect from 10th September 2016), must be used to source appropriate candidates. Either a vacant post or an ODR (for project work) is needed to authorise the use of an agency worker. The ODR must contain sufficient detail about the project, length of assignment setting out the precise contractual position between agency, end-user client and worker as agreed, in a single document.

Changes to the intermediaries' legislation (commonly referred to as IR35) came into effect on 6th April 2017. This change moves the responsibility from the worker's personal service company (PSC) to the organisation that is paying the worker/PSC to ensure the appropriate deductions of tax and NI are made to HMRC. It is the council's responsibility to determine whether the role will fall inside or outside IR35. The change applies to new and existing worker/roles.

Throughout the project, managers should assess the need to use agency workers on an on-going basis, conducting regular reviews to consider whether the need continues or whether alternative arrangements could be made such as secondments or temporary contract arrangements.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 10/12/20]

46. There are no specific implications in relation to this report. However, any emerging technology requirements to support the delivery of the Children's Partnership Recovery and Resilience programme should be discussed with Digital & ICT, considered and prioritised by the Technology Governance Board (TGB), where applicable.

HEALTH IMPLICATIONS [Officer Initials: CW Date: 15/12/20]

47. The impacts of the COVID pandemic on the health and wellbeing of children and young people may not be fully realised for years to come, but early indications are that poor

mental and emotional health has also most certainly increased during the pandemic. Children have been forced to be at home in potentially volatile situations without usual support systems. The pandemic has created additional stresses on families which may lead to them requiring additional support. Previous, existing and emerging safeguarding issues are of particular concern for our most vulnerable children. Strengthening the processes for detection and response to these issues will likely increase health and wellbeing outcomes for these children

48. The report notes the strain Children and Young People services have been under during the pandemic. Supporting services to resume normal function and strengthen partnership operations will help restore confidence in safeguarding process and joint working functions.

EQUALITY IMPLICATIONS [Officer Initials: LH Date: 07/12/20]

49. Ensuring that we are providing good services to vulnerable children and their families will ensure that some of our most disadvantaged children are effectively supported to maximise their life chances.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

DMBC – Doncaster Council

LOCYP – Learning Opportunities, Children and Young People

DCST – Doncaster Children’s Services Trust

CCG - Clinical Commissioning Group

SY Police – South Yorkshire Police

DBTH – Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust

RDASH – Rotherham, Doncaster and South Humber NHS Foundation Trust

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