

MEETING:	Cabinet
DATE:	Wednesday, 14 December 2016
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

AGENDA

1. Declaration of pecuniary and non-pecuniary interests
2. Leader - Call-in of Cabinet decisions

Minutes

3. Minutes of the previous meeting held on 30th November, 2016
(Cab.14.12.2016/3) (*Pages 3 - 6*)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.14.12.2016/4) (*Pages 7 - 8*)

Petitions

5. Petitions received under Standing Order 44 (Cab.14.12.2016/5) (*Pages 9 - 10*)

Items for Decision/Recommendation to Council

Corporate and Place Spokespersons

6. Housing Revenue Account 2016/17 Mid Year Review (Cab.14.12.2016/6) (*Pages 11 - 18*)

Place Spokesperson

7. Jobs and Business Plan 3 Year Review (Cab.14.12.2016/7) (*Pages 19 - 44*)
8. Residents Permits for Household Waste Recycling Centres (Cab.14.12.2016/8)
(*To Follow*)

To: Chair and Members of Cabinet:-

Councillors Houghton CBE (Chair), Andrews BEM, Bruff, Cheetham, Gardiner, Howard, Miller and Platts

Cabinet Support Members:

Councillors Cherryholme, Franklin, Frost, David Griffin, Lamb and Saunders

Chair of Overview and Scrutiny Committee
Chair of Audit Committee

Diana Terris, Chief Executive

Rachel Dickinson, Executive Director People
Matt Gladstone, Executive Director Place
Wendy Lowder, Executive Director Communities
Julia Burrows, Director Public Health
Frances Foster, Director Finance, Assets and Information Services
Julia Bell, Director Human Resources, Performance and Communications
Andrew Frosdick, Director Legal and Governance
Katie Rogers, Communications and Marketing Business Partner
Anna Morley, Scrutiny Officer
Ian Turner, Service Director, Council Governance

Corporate Communications and Marketing
Labour Group Room – 1 copy

Please contact Ian Turner on 01226 773421 or email governance@barnsley.gov.uk

Tuesday, 6 December 2016



MEETING:	Cabinet
DATE:	Wednesday, 30 November 2016
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

MINUTES

Present Councillors Houghton CBE (Chair), Andrews BEM, Bruff, Cheetham, Gardiner, Howard, Miller and Platts

Members in Attendance: Councillors Franklin, Frost, Saunders and Sheard

130. Declaration of pecuniary and non-pecuniary interests

There were no declarations of pecuniary or non-pecuniary interests.

131. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 16th November, 2016 had been called in.

132. Minutes of the previous meeting held on 16th November 2016 (Cab.30.11.2016/3)

The minutes of the meeting held on 16th November, 2016 were taken as read and signed by the Chair as a correct record.

133. Decisions of Cabinet Spokespersons (Cab.30.11.2016/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the week ending 18th November, 2016 were noted.

134. Petitions received under Standing Order 44 (Cab.30.11.2016/5)

It was reported that no petitions had been received under Standing Order 44.

Deputy Leader

135. Joint Strategic Needs Assessment (Cab.30.11.2016/6)

RESOLVED that the Joint Strategic Needs Assessment, as detailed in the report now submitted, be supported.

Corporate Services Spokesperson

136. Corporate Performance Report, Quarter 2 ending 30th September, 2016 (Cab.30.11.2016/7)

RESOLVED:-

- (i) that the Corporate Plan Performance Report for Quarter 2 covering the period July to September 2016, in relation to the delivery of the Corporate Plan priorities and outcomes, as detailed in the report now submitted, be noted;
- (ii) that the follow-up reports arising from the Quarter 2 report be received at some point in the future:-
 - Empty homes returned to use
 - Cultural income (visitor economy)
 - Employment opportunities for those most vulnerable (care leavers)
 - Placement Sufficiency Strategy – internal foster carers
 - Progress of the Customer Services programme
 - Delayed transfers of care;
- (iii) that the report be shared with the Overview and Scrutiny Committee to inform and support their ongoing work programme; and
- (iv) that the refreshed Corporate Plan 2017-20, attached at Appendix A to the report, be approved.

137. Corporate Finance Performance, Quarter 2 ending 30th September, 2016 (Cab.30.11.2016/8)

RESOLVED:-

- (i) that the financial performance of the Authority during the quarter ending 30th September, 2016, as detailed in the report now submitted, be noted;
- (ii) that the Executive Directors/Directors (where appropriate) provide detailed plans on how their forecast overspends will be brought back into line with existing budgets on a recurrent basis;
- (iii) that approval be given to the write off of £0.594m of historical bad debts as shown at paragraph 6 of the report now submitted;
- (iv) that approval be given for the budget virements, listed at Appendix 1 of the report,
- (v) that the potential impact of the Quarter 2 monitoring position on the Council's Medium Term Financial Strategy at paragraph 7 be noted;

- (vi) that the updated reserves position, as outlined at paragraph 8 of the report, be noted, which will be transferred to strategic reserves at year end when the final position is known; and
- (vii) that approval be given for the further Invest to Grow schemes totalling £0.891m provided in the table at Section 8 of the report submitted.

**138. Capital Programme Update, Quarter 2 ending 30th September, 2016
(Cab.30.11.2016/9)**

RESOLVED:-

- (i) that the Capital Programme Performance Quarterly update for the period ending 30th September, 2016 and the overall five year Capital Programme positions, as detailed in the report now submitted, be noted;
- (ii) that approval be given to the 2016/17 scheme slippage totalling -£0.274m and scheme re-phasing totalling -£23,000m, as set out in paragraphs 4.4, 4.5 and Appendix B of the report now submitted;
- (iii) that the total net decrease in scheme costs in 2016/17 of -£0.803m, (paragraph 4.6 and Appendix B refer), the net increase in scheme costs in future years totalling £0.353m and the adjustments to the capital programme plans to reflect these changes be approved; and
- (iv) that the two new proposed schemes totalling £0.654m, as described in paragraphs 5.1 to 5.5 of the report submitted, be approved.

**139. Treasury Management Activities, Quarter 2 ending 30th September, 2016
(Cab.30.11.2016/10)**

RESOLVED:-

- (i) that the Treasury Management Activities and Investment Performance undertaken and compliance with the Prudential Indicators for the quarter ending 30th September, 2016, as set out in the report submitted, be noted;
- (ii) that the Authority's Capital Programme Funding position, as detailed in the report, be noted; and
- (iii) that the performance of the Authority's investments for the reported quarter, be noted.

Place Spokesperson

140. Revocation of Planning Advisory Note (PAN30) - Sustainable Location of Housing Sites (Cab.30.11.2016/11)

RECOMMENDED TO FULL COUNCIL ON 2ND FEBRUARY, 2017:-

- (i) that approval be given to the revocation of Planning Advice Note 30: Sustainable Location of Housing Sites; and

- (ii) that approval be given to the use of a simplified and updated planning tool that will assist in the consideration of relevant planning applications.

People (Safeguarding) Spokesperson

141. Barnsley Local Account for Adult Social Care 2015/16 (Cab.30.11.2016/12)

RESOLVED:-

- (i) that the Barnsley Adult Social Care Local Account for 2015/16, as set out at Appendix 1 of the report now submitted, be approved; and
- (ii) that Cabinet Members promote awareness of the Local Account with Elected Member colleagues and constituents.

.....
Chair

BARNSELY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

Schedule of Decisions taken for weeks ending 25th November, 2016 and 2nd December, 2016

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>	<u>Contact Officer</u>
1. Corporate Services	Financing Community Use in ALCs, Academies and Special Schools	(i) that the current level of subsidy for community use is reduced from 1,000 to 400 hours per annum for every Advanced Learning Centre (ALC) within the Borough; and (ii) that Advanced Learning Centres are supported to develop community use that meets the needs of the Sport and Active Lifestyle Strategy either directly through the ALCs themselves or through a third party.	J. Sykes Tel. 774607
2. People (Achieving Potential)	Re-Appointment of Independent Appeal Panel Members	that approval be given for the persons listed at Annex 1 of the report to be re-appointed as Independent Appeal Panel Members with effect from 1 st January, 2017 for one year until 31 st December, 2017, pending a review of the arrangements.	I. Turner Tel. 773421

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BARNSELY METROPOLITAN BOROUGH COUNCIL

Report of the Chief Executive

Petitions received under Standing Order 44

1. Purpose of Report

To consider action in respect of petitions received by the Chief Executive under Standing Order 44.

2. Recommendations

- 2.1 **That Cabinet agree the action to be taken in response to the petitions referred to in the report in line with the Council's Petitions Scheme.**

3. Background

- 3.1 The Council's Standing Order 44 requires that "All petitions relating to a matter over which the Council ... has authority or which affects the Borough shall be presented to the Chief Executive who shall refer them to the relevant officer for investigation."
- 3.2 The Petitions Scheme, which was revised in April, 2013, requires petitions to be reported into Cabinet. This report sets out recent petitions received and the recommended response.
- 3.3 Whilst the report of petitions to Cabinet fulfils this duty requirement, Cabinet may wish to consider further action, such as referring any petition to the relevant Area Council.

4. Details of Petitions Received

- 4.1 Details of the petitions received up to this meeting of Cabinet are set out in the appendix attached, including a recommendation of the action to be taken for consideration. Members should note that individual petitions will not be the subject of further reports to Cabinet unless this is specifically requested at the meeting when the petition is reported.

5. List of Appendices

- 5.1 Details of Petitions received.

6. Background Papers

Petitions presented to the Chief Executive. Available for inspection in the Council Governance Unit, Town Hall, Barnsley, except where the petitions contain Exempt Information.

Officer Contact: Ian Turner **Tel No:** 01226 773421 **Date:** November, 2016

Petitions received under Standing Order 44 - Cabinet – 14th December, 2016

Issue	No. of Signatories	Date Received	Action recommended under the Petitions Scheme
Request to remove speed retarders/bumps on Aldham House Lane, Wombwell, Barnsley.	104 signatories	22/11/2016	<p>The traffic calming scheme on Aldham House Lane was introduced in 2002 as part of the safer villages and safer residential areas programme, following a public consultation exercise in the form of a questionnaire to residents and a 2 day public drop-in session held at Hudson Haven.</p> <p>One of the main concerns expressed by residents at the time was the speed of vehicles using Aldham House Lane. Removal of the speed humps will undoubtedly have an adverse effect on vehicle speeds and may well result in future concerns from residents for the speed of vehicles.</p> <p>It is recommended that the Service Director, Environment and Transport write to the lead petitioner informing them that the road humps will not be removed and explain the reasons why.</p>

BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the Forward Plan

**Joint Report of the Director of Finance,
Assets and IS and the
Executive Director – Place**

HOUSING REVENUE ACCOUNT 2016/17 MID YEAR REVIEW

1. Purpose of the Report

1.1 This report provides a summary of the latest position on:

- (i) The Housing Revenue Account 2016/17 budget;
- (iii) Current issues affecting the Housing Revenue Account

2. Recommendations

It is recommended:

- 2.1 That the revised Housing Revenue Account 2016/17 estimates be approved; and**
- 2.2 That the increase to the Berneslai Homes Management Fee of £0.225M be approved; and**
- 2.3 That approval is given to carry forward any underspend on the Berneslai Homes mobile working project.**

3. Introduction

- 3.1 Council approved the 2016/17 Housing Revenue Account Budget in February 2016. This report provides a summary of the latest position on the Housing Revenue Account following the mid-year review.

Revised Estimate of the 2016/17 Housing Revenue Account

- 3.2 Taken as a whole there is an improvement in the financial position of £1.586M compared to the approved budget. A comparison of the revised estimate to the approved budget is shown at Appendix A. The main variations between the approved and revised budgets are detailed in Appendix B. The more significant variations are also highlighted below:

Budgetary Procedures Variations		£
(i)	Reduced Impairment Charges based upon latest estimates from Asset Management	-500,000
(ii)	Reduced debt repayment in line with the approved Council debt repayment policy	-354,560
(iii)	Reduced bad debt provision due to delays in the roll out of universal credit	-304,460
(iv)	Increase in Renewable Heat Incentive income	-140,000
(v)	NPS profit share	-104,260
(vi)	Reduced interest charges due to lower interest rates	-100,000
(vii)	Increase in rent income compared to the budget	-100,000
(viii)	Reduced Heating Charge income based upon latest forecasts	100,000
(ix)	Other variations	-82,330
(x)	Overall Improvement in the Financial Position	-1,585,610

- 3.4 As a result of savings and slippage on the Council Housing Capital Programme the planned revenue contribution to capital of £7.344M will not be utilised in 2016/17. It will be carried forward in the HRA working balance to fund commitments on the programme in 2017/18.

Management Fee

- 3.5 The Original 2016/17 Berneslai Homes Management Fee budget was approved at £13.946M. Additional funding of £0.225M for the Family intervention Service increases this to £14.171M. The income for the family intervention service is credited to the HRA, offsetting the equivalent increase in the management fee.
- 3.6 Berneslai Homes have an approved budget of £0.266M in 2016/17 for the development and implementation of a mobile working solution for frontline staff. Research for potential solutions including consultation with staff has been carried out and the tender documents are due to be published in early October. It anticipated that the contract will be awarded in February/March 2017. However this is a challenging timetable. Hence, in line with the requirements of the Services Agreement approval is requested if necessary to carry forward any underspend on this project into 2017/18.

4. Current Issues

- 4.1 The Chancellor of the Exchequer in his budget announcement on the 8th of July 2015 announced that social housing rents would decrease by 1% per annum for the next four years. Over 30 years this removes £500m of rent income from the business plan.
- 4.2 Welfare Reform is still a significant financial risk. As claimants transfer on Universal Credit their rent will be paid directly to them rather than to the landlord. Universal Credit started its roll out in March 2015 and to date Barnsley have been notified of 95 claimants. Full roll out of Universal Credit for new claims has been delayed until at the earliest April 2017 for Barnsley with full roll out for others now anticipated in 2020/21.
- 4.3 The Housing and Planning Act announced three key policies that will have a significant impact on the supply of affordable housing and the financial viability of the council's Housing Revenue Account.
- Enforced Sales – Local Authorities are required to sell higher value voids in order to pay an annual levy back to the government. The actual scale of enforced sales is not yet known until final determinations are published.
 - Pay to Stay – Households earning over £31,000 pa will have to start to pay rent moving towards a market rent. It is still not clear pending release of the regulations if this is going live in April 2017. The policy is likely to increase the number of Right to Buys (RTB's).
 - Fixed Term Tenancies – Secure life time tenancies will cease for all new tenants again increasing the demand for RTB.

5. Proposal and Justification

5.1 It is proposed:

- That the revised Housing Revenue Account 2016/17 estimates be approved;
- That the increase to the Berneslai Homes Management Fee of £0.225M be approved;
- That approval be given to carry forward into 2017/18 any underspend on the Berneslai Homes Mobile Working project.

6. Consideration of Alternative Approaches

6.1 The mid-year review of the HRA is an established requirement of Berneslai Homes with regard to their management of this budget.

7. Implications for Local People/Service Users

7.1 The effective management of the HRA helps to consistently drive forward service improvements for the benefit of both council tenants and the wider community.

8. Financial Implications

8.1 The latest forecast shows an improvement of £1.586M in the financial position compared to the approved position.

9. Employee Implications

9.1 There are no employee implications arising directly from this report.

10. Communications Implications

10.1 None arising directly from this report.

11. Consultations

11.1 Consultations on the financial implications have taken place with the Director of Finance.

12. Risk management Issues, including Health and Safety

12.1 In earmarking the working balance regard is given to the most significant areas of financial risk identified for the Housing Revenue Account and Berneslai Homes Ltd.

13. Glossary

HRA	Housing Revenue Account
MRR	Major Repairs Reserve – funding for capital works to dwellings.
Working Balance	The accumulated surplus (excess of income over expenditure) on the HRA
Earmarked Working Balance	Working Balance which is set aside to meet planned future expenditure
Revenue Contribution to Capital	Direct funding of capital expenditure from revenue resources

14. List of Appendices

- Appendix A - Housing Revenue Account Revised Budget 2016/17`
- Appendix B - Major Variations

15. Background Papers

- 15.1 Housing Revenue Account Budget report 2016/17 - available for inspection at Gateway Plaza, Off Sackville Street, Barnsley.
- 15.2 Budget working papers containing exempt information - not available for inspection.

Financial Implications/Consultations:

Officer Contacts: Director of Finance, Assets and IS Tel No: 773101
 Executive Director – Place Tel No: 772001
 Date September 2016

Housing Revenue Account - Revised Budget 2016/17

	2015/16 Actual £	Approved £	2016/17 Revised £	Variation £
<u>INCOME</u>				
1 Dwellings Rent	72,282,119	71,104,130	71,204,130	100,000
2 Non Dwellings Rents	360,916	391,480	376,480	-15,000
3 Heating Charges	529,949	644,180	544,180	-100,000
4 Other Charges for Service and Facilities	835,358	788,670	928,930	140,260
5 Contributions towards Expenditure	1,032,115	517,920	837,510	319,590
	75,040,457	73,446,380	73,891,230	444,850
<u>Expenditure</u>				
6 Repairs and Maintenance (including fees)	17,747,527	18,470,620	18,470,620	0
7 Supervision, Management & Special Services	14,651,518	16,677,430	16,784,930	107,500
8 Rents, Rates, Taxes and Other Charges	146,344	171,800	194,000	22,200
9 Increased Provision for Bad or Doubtful Debts	754,161	1,054,560	750,000	-304,560
10 Depreciation and Impairment of Fixed Assets	12,107,526	13,027,970	12,527,970	-500,000
11 Debt Management Costs	94,577	94,580	94,580	0
	45,501,653	49,496,960	48,822,100	-674,860
12 Net Cost of Services	-29,538,804	-23,949,420	-25,069,130	-1,119,710
13 Interest Payable and similar charges	11,480,063	11,678,770	11,578,770	-100,000
14 Amortised Premiums and Discounts	77,571	77,570	77,570	0
15 Debt Repayment	1,875,494	2,304,980	1,950,520	-354,460
16 Investment Income	-156,969	-134,560	-146,000	-11,440
17 Net Operating Expenditure	-16,262,645	-10,022,660	-11,608,270	-1,585,610
Appropriations				
18 Transfers to/from Major Repairs Reserve	7,578,430	8,272,170	8,272,170	0
19 Revenue Contribution to Capital	4,178,182	14,185,180	6,841,350	-7,343,830
20 Total Surplus (-)/Deficit for the year	-4,506,033	12,434,690	3,505,250	-8,929,440
21 Adjust for slippage on Revenue Contributions to Capital				7,343,830
22 Net Improvement in the Financial Position				1,585,610

Housing Revenue Account - Revised Budget 2016/17

MAJOR VARIATIONS

ITEM	£
BUDGETARY PROCEDURES VARIATIONS	
Savings	
1 Reduced Impairment Charges based upon latest projections	-500,000
2 Reduced Bad Debt Provision -Delays in the roll out of Universal Credit	-304,560
3 Reduced Debt Repayment in line with the approved Council debt repayment policy	-354,460
4 Increase in RTB Administration Income due to higher RTB projection	-97,500
5 Increase in Renewable Heat Incentive Income	-140,000
6 NPS Profit Share	-104,260
7 Reduced Interest charges due to lower interest rates	-100,000
8 Increase in Rental Income compared to Budget Projections	-100,000
Total Savings	-1,700,780
Additional Costs	
1 Reduced Heating Charge Income based upon current forecasts	100,000
2 Other Changes (Net)	15,170
Total - Increased Costs	115,170
TOTAL VARIATIONS (Appendix A line 22)	-1,585,610

BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is a not Key Decision within the council's definition and has not been included in the relevant Forward Plan

**Report of the Executive
Director Place**

JOBS AND BUSINESS PLAN 3 YEAR REVIEW

1. Purpose of report

- 1.1. To present a three year review of the Jobs and Business Plan and to set out a refreshed set of economic development priorities for 2017-2020.

2. Recommendations

It is recommended that:

- 2.1. **Cabinet note the performance of the Jobs and Business Plan 2014-2017 and endorse the refreshed set of priorities for 2017-2020.**

- 2.2. **Cabinet note that release of the 2017/18 funding will form part of the 2017/18 budget process.**

3. Introduction

- 3.1. In March 2014, a report was approved by Cabinet which set out the Jobs and Business Plan, a proposal for a refreshed approach to economic regeneration in Barnsley and a reprofiled economic strategy budget to support the objectives set out within that new plan.

- 3.2. The plan proposed the delivery of 25 projects spread across 5 themes. The intention was to set the direction of travel over the next 3 years which will start to create the right climate for the eventually delivery of 17,500 additional jobs by 2033 to contribute towards closing the long term jobs gap in the Borough. The 5 themes are as follows:

- Invest in Infrastructure
- Attract Inward Investment
- Improve the Town Centre
- Grow Existing Businesses
- Encourage Higher Productivity Start-Ups

These themes mirror the priorities of the Barnsley Economic Partnership (BEP), the private sector led group which provides strategic guidance and scrutiny in the delivery of the Jobs and Business Plan.

- 3.3. The Jobs and Business Plan is also the 'sister' document to the More and Better Jobs Strategy which was recently adopted by Cabinet, along with the

emerging Local Plan. In short, the Local Plan creates the availability of development land, the Jobs and Business Plan uses this to create the conditions for growth by stimulating development or business growth and putting in place the necessary infrastructure, whilst the More and Better Jobs Strategy links residents with the opportunities created.

- 3.4. This report is intended to present Cabinet with a 3 year review now that we are approaching the end of the existing plan horizon. The full review can be found in Appendix B. This report also updates Cabinet on the spend of the associated budget.

4. Consideration of alternative approaches

- 4.1. There are no alternative approaches as the Council has already adopted the Jobs and Business Plan and committed to its delivery.

5. Proposal and justification

- 5.1. The proposal is to note the progress that has been made in the delivery of the Jobs and Business Plan over the previous three years, and to agree to the refreshed set of priorities outlined in the attached review document.

3 Year Outputs

- 5.2. The attached 3 year review document sets out the outputs directly achieved by Jobs and Business plan activity. The performance against the relevant corporate performance outcomes can also be found in Appendix C. This sets out a 3 year summary of each of the relevant indicators to the Jobs and Business Plan.
- 5.3. The 3 year performance summary shows a strong ongoing achievement of our corporate indicators, driven by the work being delivered by the Jobs and Business Plan. It should be noted that the target and performance against the 'number of business supported to expand' indicator fell in 2015-16 due to the end of European Regional Development Funding (ERDF) for the Enterprising Barnsley programme. However, with the introduction of further European funding in late 2016 through the new Sheffield City Region Growth Hub, it is hoped performance should at least be maintained, if not improved.

Current Economic Performance

- 5.4. Despite strong delivery performance, it should however be noted that recent economic data from the Office of National Statistics (ONS) suggests that Barnsley is struggling to maintain previous levels of private sector growth.
- 5.5. The total number of jobs in Barnsley contracted by 2.6% in 2015, the first such drop since 2012 following 2 years of very strong growth which saw Barnsley being in the top 10 for private sector jobs growth across the UK. The main cause of this is a 3.9% drop in private sector jobs, which goes against 2.7% regional increase. This is all set within the context of a 5% rise in the number of public sector jobs, especially concentrated in health and education.

- 5.6. What these figures show is that Barnsley's economy continues to be fragile. As identified in the original Jobs and Business Plan, the economy continues to be over reliant on a small number of key sectors and the public sector to maintain employment levels. Any fluctuation in the performance of those sectors results in a disproportionate impact on the economy. This underlines the need to boost employment across the board to make the economy more resilient.
- 5.7. This performance is further hindered by a 4.8% rise in part time employment, which means that residents have less disposable income to spend and recycle within the local economy. This may be a symptom of the lack of suitable employment opportunities in the borough. As identified in the Jobs and Business Plan, Barnsley has approximately 40,000 fewer jobs than its population suggests it should have. This means a lack of choice and opportunity. It is unsurprisingly therefore that in 2015, out commuting patterns increased as higher skilled individuals living in Barnsley sought higher paid employment elsewhere.
- 5.8. What this data shows is that the need to increase the number of private sector jobs in the borough to provide more opportunity in better types of employment. Strong private sector jobs growth in 2013 and 2014 was driven by intensive support provided to Barnsley's existing businesses through the Enterprising Barnsley programme. However, it is only possible to sweat so much additional growth from your existing business base. The 2015 figures could suggest that Barnsley has started to get close to saturation point in the number of jobs that can be created from the number and type of businesses currently in the borough. The solution is to attract more businesses into the borough, across a number of broader sectors, who can create genuine additional jobs growth. This is the underlying principle of the Jobs and Business Plan – to provide the necessary conditions to grow businesses and jobs in the long term – creating a more resilient economy in the future. The 2015 economy data serves to underline the need to continue on the current direction of travel.
- 5.9. In order to get an independent check on whether the interventions set out in the Jobs and Business Plan were likely to achieve 17,500 additional jobs by 2033, the Regional Economic Intelligence Unit (REIU) in Leeds were asked to undertake a review. They devised a 'policy on' scenario to ascertain whether the top five job creation projects in the plan (Better Barnsley, 3 new business parks and the Property Investment Fund) would create sufficient jobs by 2033, after issues such as deadweight are taken into account, and the likely profile over the jobs over the next 18 years (subject to economic cycles).
- 5.10. According to the Regional Econometrics Model (REM), it is anticipated that by 2033, there would be 8,500 more jobs in Barnsley than there are currently. Based purely upon the five large job creating projects, it was forecasted that by 2033 the plan could create 10,700 additional jobs over and above this figure, which is 61% of the 17,500 required. Whilst this scenario would require 6,800 more new jobs to be created to achieve the 17,500 target by 2033, it does not take into account the cumulative impact of the remaining smaller projects within the plan and other associated activity underway in parallel i.e. the Local Plan, More and Better Jobs Strategy and the Housing Strategy. As

such, this analysis shows that based upon these five projects alone, the Jobs and Business Plan is putting in place a strong foundation by which to begin to close the jobs gap over the long term.

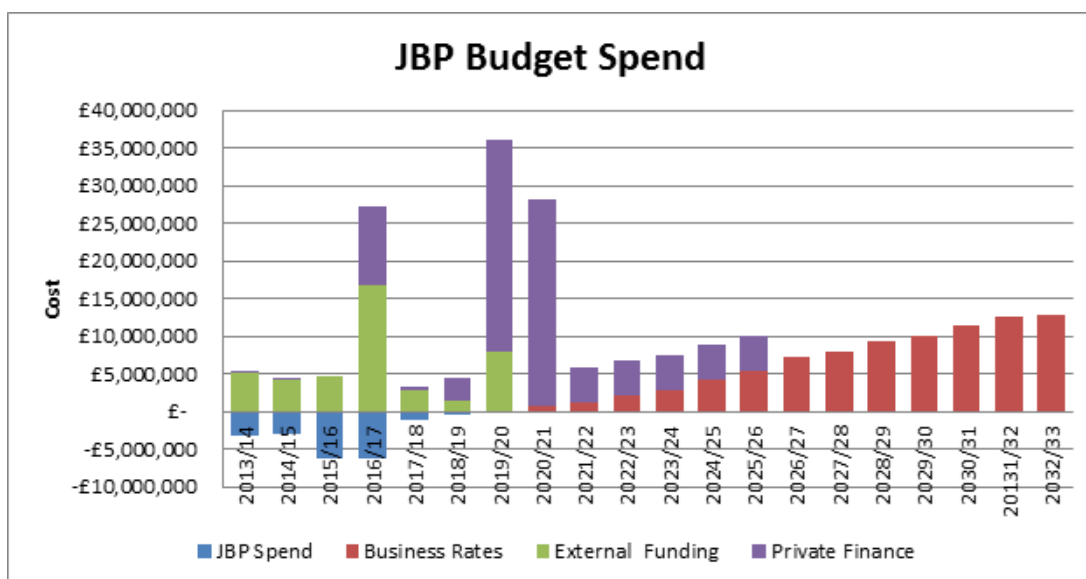
- 5.11. Therefore, despite a dip in economic performance in 2015, it is anticipated that the long term focus of the Jobs and Business Plan will achieve the outcomes required and the medium term economic outlook is favourable thanks to the delivery of our key projects. It is important to keep this longer term focus and a recognition that the major projects we're working on now, will generate medium to long term benefits rather than short term unsustainable returns.
- 5.12. The successful delivery of the Property Investment Fund (PIF) resulting directly in the creation of over 200 jobs at Universal Components is demonstration of this more favourable medium term outlook. The property industry is a useful bellwether of the state of the economy, so the development of the units at Junction 36 and how these have given confidence in the market to further develop a speculative 75,000sqft unit without our involvement, is a good sign.
- 5.13. Another positive sign is the encouraging performance of the lettings for the Better Barnsley town centre scheme. Since Queensberry were appointed as development managers earlier this year, they are ahead of schedule in letting the new leisure and retail units. This wouldn't be possible unless retailers and leisure operators were confident in the state of the Barnsley economy and the Council's commitment to the scheme. A strong performing town centre with high footfall and good retail/leisure spend, is important to the long term health of the economy.

Jobs and Business Plan Budget

- 5.14. As the primary focus of the Jobs and Business Plan is about creating the conditions for Barnsley to be able to create up to 17,500 additional jobs by 2033 rather than short term outputs, the projects within the plan and the associated budget reflects this focus.
- 5.15. Based upon the proposed interventions within the plan, two thirds of activity is focussed upon creating those conditions for long term growth. This is equally reflected in the budget allocations where approximately 60% of the budget is focussed upon supporting indirect outputs and providing regeneration outcomes. This is appropriate given the long term focus on creating the right conditions for growth. This is evidenced by the fact that the large spend projects, such as the work at Junction 36, the Better Barnsley scheme and Goldthorpe School, are all projects which create the climate for growth and not immediate outputs.
- 5.16. The Jobs and Business Plan runs until 2017, as it was created to set a 3 year horizon during which a number of strategic projects would be started which would have this long term impact. It was not intended that all projects would start and end within that timeframe. The previous Jobs and Business Plan report that was presented to Cabinet in December 2015, included a new profile of expected spend for the Jobs and Business Plan budget, which

outlined spend beyond 2016. The latest updates on that new spend profile can be found in Appendix A.

- 5.17. Given the Jobs and Business Plan budget is intended to create the conditions for longer term growth, the following graph illustrates this impact in financial terms. It shows the yearly spend of the budget against the positive financial impact it is or will have in terms of external funding or private sector finance levered, as well as business rate growth.



- 5.18. What this shows is that for a relatively modest Jobs and Business Plan spend, the financial leverage is substantial. In the short to medium term this is focussed on the finance raised from either external funding (where the budget has been used as match for example) or private investment (town centre development, business parks investment by developers etc). However, once the town centre and new business parks begin to be developed into the 2020s, the business rate income for the Council will start to be realised.

6. Implications for local people / service users

- 6.1. There are significant implications for residents of Barnsley if the Jobs and Business Growth Plan is not successfully implemented.

7. Financial implications

- 7.1 Consultation on the financial implications has taken place with colleagues in Financial Services on behalf of the Director of Finance, Assets & Information Services.
- 7.2 The Jobs and Business Plan incorporates £15.305M capital expenditure including the Goldthorpe Masterplan (£5.270M), the delivery of new retail and leisure facilities in the town centre (£1.374M) and the Strategic Business Parks (£3.677M) schemes. Funding for the Business Parks scheme is being used as leverage for other external funding and investment. The Junction 36 scheme has generated SCRIF funding of £17.6M with additional private sector

investment from the developer of around £40M. In addition, the SCRIF bids for Junction 37 and Goldthorpe which have both received outline/in principle approval will potentially lever in a further £19M in SCRIF funding and £21M in private sector/developer investment. The council's contribution to all the projects in the Jobs and Business Plan is reflected in the approved capital programme and is financed via a combination of prudential borrowing and capital receipts.

7.3 The revenue programme totals £5.039M and includes funding for the Enterprising Barnsley Team, Local Plan and Destination Management Plan.

7.4 The financial implications are summarised in the attached Appendix A.

8. Employee implications

8.1. There are no employee implications arising from this report.

9. Communications implications

9.1. The final Jobs and Business Plan review has been presented in a form which could be used as an external promotional document for investors.

9.2. Corporate Communications work with the Economic Development Service to promote schemes as and when they are at the point of delivery. A dedicated Business Partner post has been created to provide dedicated communications and marketing support to Economic Development.

10. Consultations

10.1. Consultation has taken place internally within the Council and communication continues with colleagues, partners and the Barnsley Economic Partnership (BEP) on the delivery of the Jobs and Business Plan.

11. Community Strategy and the Council's Performance Management Framework

11.1. The proposals in the Jobs and Business Plan are consistent with Council's Corporate Plan 2012-15 as it directly contributes towards the 'Growing the Economy' aspiration.

11.2. The Jobs and Business Plan sets out a clear set of metrics by which the overall success of the plan will be defined.

11. Tackling Health Inequalities

11.1 The creation of new jobs reduces overall worklessness which provides a significant contribution to addressing inequalities in health and developing a healthy productive workforce.

12. Climate Change & Sustainable Energy Act 2006

12.1 Action to improve the energy efficiency of buildings through empty homes work will help to reduce carbon emissions and tackle fuel poverty. Support for the low carbon sector is also proposed in the Jobs and Business Plan.

13. Risk Management Issues

- 13.1. The Jobs and Business Plan is logged on the Council's Strategic Risk Register (SRR) as a key control measure against risk 3543 ('Failure to ensure the adequate supply of land for housing and commercial property growth'). The realignment of resources against emerging priorities is considered to be essential in ensuring the success in terms of delivering the Jobs and Business Plan strategy, and will therefore continue to provide both control against the SRR risk, as well as assurances regarding the delivery of the Council's 'Growing the Economy' aspiration.
- 13.2 Elements of the Jobs and Business Plan are also included at and operational risk register level. A number of areas such as 'Attract Inward Investment' and 'Early Stage Intervention and Support' benefit from discrete risk registers, which have contributed towards the control and governance of these activities. The realignment of resources acts as a mitigation against what are effectively areas of risk to the delivery of these activities.
- 13.3 The Jobs and Business Plan also provides elements of control against wider projects and programmes such as the 'Better Barnsley' scheme, and the 'Superfast South Yorkshire' programme. The delivery of the Jobs and Business Plan therefore underpins the successful delivery of a number of significant and ambitious activities the Council is committed to, and effectively contributes to all of the Council's strategic ambitions and priorities.

14. Health & Safety Issues

- 14.1 None arising directly from this report although there is the need to ensure all relevant staff are trained up on health and safety issues.

15. Compatibility with the European Convention on Human Rights

- 15.1 There are no matters of relevance arising from this report.

16. Promoting Equality & Diversity and Social Inclusion

- 16.1 There are no matters of relevance arising from this report.

17. Reduction of Crime & Disorder

- 17.1 It is envisaged that if the JBP is successful in creating more jobs and getting local people employed, this will have an impact on crime and disorder.

18. Conservation of Biodiversity

- 18.1 There are no matters of direct relevance arising from this report.

19. Glossary

20. List of Appendices

Appendix A: Revised Economic Strategy Budget

Appendix B: Jobs and Business Plan 3 Year Review

Appendix C: Performance Indicators 3 Year Summary

21. Background Papers

Jobs and Business Plan Project Dashboards

Office Contact: Mark Lynam
Telephone No: 2774

Date: 06/10/2016

JOBS & BUSINESS PLAN 2014 TO 2017 - THREE YEAR REVIEW**APPENDIX A**

	Actual to 31/03/16 £	2016/17 Budget £	2016/17 Actual £	2017/18 Budget £	2018/19 Budget £	Total Cost £
<u>CAPITAL EXPENDITURE</u>						
Experience Barnsley - Town Hall Gardens	1,967,597	0	0	0	0	1,967,597
Goldthorpe Masterplan	3,747,192	1,522,808	1,052,744	0	0	5,270,000
Strategic Business Parks	1,623,950	1,245,182	73,627	389,700	418,168	3,677,000
Stimulating Property Development	120,692	279,308	137,700	0	0	400,000
Superfast South Yorkshire	0	78,666	17,452	34,334	0	113,000
Delivery of New Retail & Leisure Facilities	180,199	1,193,801	260,777	0	0	1,374,000
Visitor Economy Attractions	179,232	190,768	30,688	570,000	0	940,000
Urban Centre Infrastructure	621,820	0	0	0	0	621,820
Capitalisation of Staffing Costs	822,561	119,089	59,545	0	0	941,650
	9,263,243	4,629,622	1,632,533	994,034	418,168	15,305,067
<u>Financing</u>						
Prudential Borrowing	2,562,000	0	0	0	0	2,562,000
Capital Receipts	6,701,243	4,629,622	1,622,809	994,034	418,168	12,743,067
	9,263,243	4,629,622	1,622,809	994,034	418,168	15,305,067
	Actual to 31/03/15 £	2016/17 Budget £	2016/17 Actual £	2017/18 Budget £	2018/19 Budget £	Total Cost £
<u>REVENUE EXPENDITURE</u>						
Completed Schemes	724,680	0	0	0	0	724,680
Enterprising Barnsley	1,901,362	905,451	341,120	260,597	23,998	3,091,408
Enterprising Barnsley Additional Investment	181,401	116,279	48,837	0	0	297,680
Marketing the image of Barnsley	73,437	3	0	0	0	73,440
Destination Management Plan	155,163	31,837	925	0	0	187,000
Town Centre Marketing Campaign	25,000	25,000	0	0	0	50,000
Town Centre Plan	80,148	69,852	18,248	0	0	150,000
Inward Investment Campaign	37,148	62,852	26,739	0	0	100,000
Local Plan	0	250,000	117,145	0	0	250,000
Market Traders Compensation	0	114,400	0	0	0	114,400
	3,178,339	1,575,674	553,014	260,597	23,998	5,038,608
GRAND TOTAL	12,441,582	6,205,296	2,185,547	1,254,631	442,166	20,343,675

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JOBS AND BUSINESS PLAN 2014-2017

3 YEAR REVIEW

Digital Media Centre



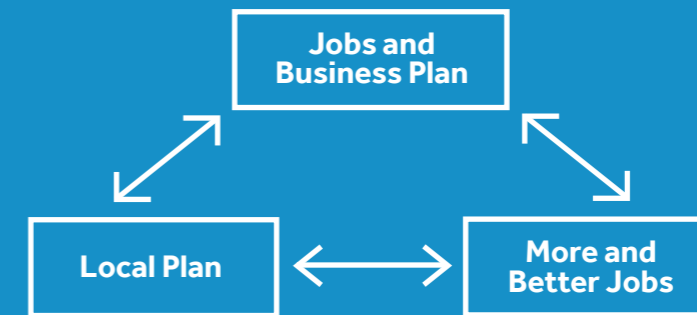
BARNSLEY
Metropolitan Borough Council

Digital Media Centre – over 22,000 sqft of dedicated workspace for high growth creative & digital businesses.

FOREWORD: DELIVERING THE JOBS AND BUSINESS PLAN

The Jobs and Business Plan was launched in 2014 and set out a series of measures to reshape the economy and close the jobs and business gap. It was a three year delivery plan which outlined a long term economic strategy for the borough that will evolve over time in response to changes in the economic and political landscape. This review looks back at progress over the past three years, and looks ahead to the significant opportunities presented by the Government’s moves towards decentralisation, exemplified by the recent Sheffield City Region (SCR) devolution deal, and sets out the priorities for the next three year delivery horizon.

The Jobs and Business Plan forms part of an axis of three strategies which together help shape the direction of economic regeneration for the borough.



Together these strategies aim to remove barriers to BUSINESS GROWTH by creating more JOBS, stronger and more competitive BUSINESSES and an ambitious and skilled WORKFORCE. They are also supported by the Council’s Housing and Transport Strategies which contribute towards economic growth through the provision of supportive infrastructure and the availability of the right mix of homes for Barnsley residents.

Three years on from the Jobs and Business Plan launch, we have moved firmly into implementation and are encouraged by the results as set out in this review. But we are a short way into a long term plan for economic growth and initial achievements must translate into long term benefits. We also need to ensure that the Jobs and Business Plan remains fit for purpose and that is why this review also sets out a refreshed set of priority projects for the period up to 2020.

The role of the Jobs and Business Plan is to create the demand by creating the conditions for business investment through a series of large scale interventions focussed on infrastructure, town centres and business growth.



Cllr Houghton

Stephen Houghton



Cllr Miller

PR Miller

GROWTH PLAN PERFORMANCE & ECONOMIC SCORECARD

THEME	PROGRAMME	2014 / 15	2015 / 16	2016 / 17
INVEST IN INFRASTRUCTURE	Strategic Growth Clusters	On track or complete	On track or complete	On track or complete
	Stimulating Property Development	On track or complete	On track or complete	On track or complete
	Superfast South Yorkshire Connectivity	On track or complete	On track or complete	On track or complete
	Delivering Development - Goldthorpe School	In delivery / development	In delivery / development	In delivery / development
	Tourism Infrastructure	Not progressing / started	In delivery / development	In delivery / development
ATTRACTING INWARD INVESTMENT	Inward Investment Campaign	Not progressing / started	In delivery / development	On track or complete
	Inward Investment Team	Not progressing / started	On track or complete	On track or complete
	Barnsley local growth zones	Not progressing / started	Not progressing / started	Not progressing / started
	Barnsley Mobile Investment Fund	Not progressing / started	Not progressing / started	Not progressing / started
	Destination Management Plan	In delivery / development	In delivery / development	In delivery / development
TOWN CENTRE	Reshaped Marketplace Scheme	In delivery / development	In delivery / development	In delivery / development
	Expanded Public Spaces Programme	In delivery / development	On track or complete	
	Town Centre marketing and Events Campaign	In delivery / development	In delivery / development	On track or complete
	Developing the Gateways to Barnsley	Not progressing / started	Not progressing / started	On track or complete
	Oakwell Masterplan	In delivery / development	Not progressing / started	Not progressing / started
GROWING EXISTING BUSINESS	Enterprising Barnsley	On track or complete	On track or complete	On track or complete
	Providing the space for companies to grow	Not progressing / started	In delivery / development	In delivery / development
	Integrated business support website	Not progressing / started	Not progressing / started	On track or complete
	Improving Management Skills for Growing Companies	In delivery / development	In delivery / development	In delivery / development
	Celebrating Success	In delivery / development	On track or complete	On track or complete
HIGHER PRODUCTIVITY START UPS	Increasing volumes of start-up businesses based on innovation	In delivery / development	In delivery / development	In delivery / development
	Graduate Attraction Package*	Not progressing / started	Not progressing / started	Not progressing / started
	Franchise Hub		On track or complete	
	Community Start Up Support	In delivery / development	On track or complete	
	Retail Academy*	Not progressing / started	Not progressing / started	Not progressing / started

*The concept of developing a retail academy in the town centre was not followed through due to the changing development scheme. However, a retail champion group was formed and support provided to retailers in the Arcade area of Barnsley.

KEY

- On track or complete
- In delivery / development
- Not progressing / started
- Behind schedule

OUTPUTS

As a direct result of Growth Plan Activity (up to June 2016)

- 568 Companies assisted
- 318 Businesses created
- 1889 Jobs created
- 294 Jobs safeguarded
- £16.2m GVA
- £488k of businesses rates generated
- 655,840 Sq Ft of floorspace filled with occupiers
- 230,000 Sq Ft of new floorspace created
- 991,500 visitors attracted to new / improved venues.
- For every £1 of JBP £ spend, £3.5 of external funding was levered into the programme.

ECONOMIC SCORE CARD

JOBS GAP



	BASELINE	CURRENT	VARIANCE
BARNSELEY	81,000	87,000	+6,000
YORKSHIRE AND HUMBERSIDE	29,000	29,000	0
UK	35,000	37,000	+2,000

6,000 new (total) jobs have been created, equivalent to a 7.4% increase, which is greater than the increases recorded at both a regional (3.3%) and national level (5.6%). Despite this increase, the gap that existed between Barnsley and comparable regional and national levels have been insufficient to close the gap, resulting in the gap to national levels increasing by an additional 2,000 and standing at 37,000 jobs.

BUSINESS GAP



	BASELINE	CURRENT	VARIANCE
BARNSELEY	5,045	5,770	+655
YORKSHIRE AND HUMBERSIDE	1,600	1,920	+320
UK	2,900	3,280	+380

655 new businesses have been created, equivalent to a 14.4% increase, which is greater than the increases recorded at both a regional (14.3%) and national level (13.4%). Despite this increase, the gap that existed between Barnsley and comparable regional and national levels have been insufficient to close the gap, resulting in the gap to national levels increasing by an additional 380 and standing at 3,280 jobs.

- **Business are surviving for longer;** - Barnsley has a higher one, two, three and five year survival rate for businesses born in 2013, 2012, 2011 and 2009, compared to national and regional survival rates.
- **More Businesses;** 14.4% increase in the local business base. – continual growth over the last three years.
- **More Jobs;** 7.4% increase in the number of total jobs in the economy - highest level over the past 14 years! – representing 2 years of year on year growth!
- **More employment opportunities;** 8.5% increase in the number of residents in employment.
- **Greater levels of Entrepreneurial activity;** 33.3% increase in the number of self-employed residents.
- **Better Skills;** 10.5% increase in the number of higher skilled residents.
- **Reduction on public welfare:** 35.9% decrease in unemployment.



CHANGING CONTEXT

The political and economic landscape has altered significantly since the publication of the 2014 – 2017 Jobs and Business Plan. From Brexit to Devolution the Government’s ambition to reduce public expenditure, rebalance public finances, whilst passing power down from Whitehall to City Regions still remains.

The challenge going forward is to ensure that Barnsley builds on the direction set through the first phase of the Jobs and Business Plan and by using the Sheffield City Region (SCR) devolution deal, ensure Barnsley is equipped with appropriate resources to close the economic performance gap.

The devolution deal gives SCR £1.3 billion to spend over the next 30 years. The deal offers new powers and funding to the SCR LEP to accelerate the delivery of its Strategic Economic Plan by improving infrastructure, transport, skills, housing and investing in other drivers of business growth.

Partnerships

The economic partnership landscape continues to be strengthened in Barnsley through the close working partnerships with Sheffield City Region (SCR) and Leeds City Region (LCR) partners.

Through membership of both the LCR Business Innovation and Growth Panel and Sheffield City Regions Growth Hub , Barnsley has the opportunity to shape and integrate key projects and programmes to support growing businesses in the region, including measures to increase the number of companies exporting, boost innovation, attract a greater share of inward investment to the City Region, and provide coherent business support and funding to smaller firms.

Both SCR and LCR share the Government’s commitment to putting in place strong, stable, accountable and transparent decision making which is an essential precursor to the devolution of resources. This means a strong, high performing private sector-led LEP underpinned by a Combined Authority. Barnsley is a member of the SCR Combined Authority and our involvement in this City Region will be entrenched further through the pending devolution deal with Government. This is likely to see Barnsley having greater involvement in SCR and less involvement in LCR over the coming years.

Governance

The Jobs and Business Plan Programme Board was established to oversee the delivery of the plan. This board also takes guidance from the Barnsley Economic Partnership (BEP) which was formed in 2013, bringing together high level individuals from the public and private sectors with the appropriate skills and experience to help scrutinise and challenge the delivery of the Jobs and Business Plan.

The partnership is working to help rebalance the economy, stimulating private sector job growth through enterprise, business growth and inward investment

BEP’s current focus is on the following areas:-

- Barnsley Town Centre
- The Visitor Economy
- Business Growth
- More Better Jobs

Funding

SCR agreed its £325m Growth Deal with Government in July 2014. This unlocks a number of key initiatives in the City Region, which form a central part of the Jobs and Business Plan.

The Growth Plan sets out the SCR’s plans to transform the local economy over the next decade. At the heart of the plan is the creation of 70,000 new private sector jobs and 6,000 new businesses.

Since its completion in March 2014, the Growth Plan has achieved the following:

- In July 2014 the LEP secured £320 million ‘Growth Deal’ from Government to start to deliver some parts of the plan
- In December 2014 the City Region achieved a ‘Devolution Deal’ to give it more influence over its funding from Government
- In January 2015 the LEP secured ‘Growth Deal 2’ which will mean a further £30 million
- In June 2015 the City Region agreed its updated Assurance Framework

JOBS AND BUSINESS PLAN PROGRESS REPORT

SUMMARY

The Jobs and Business Plan launched in 2014, set out a framework that sought to deliver a number of key projects which would set Barnsley on the path to closing the jobs and business gap within a generation.

The strategy has five key programme areas (Attracting Inward Investment, Investing in Infrastructure, Improving the Town Centre, Growing Existing Businesses and Higher Value Start-Ups), within these 25 key projects were originally identified. This review reports on overall progress against these programmes.

Throughout the implementation of the Jobs and Business Plan, projects that have been commissioned will have tangible and lasting economic impacts. The number of (total) jobs in the economy has risen by 7.8%, helping to ensure that there are more job opportunities now compared to the last 14 years. Subsequently employment levels have increased by 8.5%. Whilst unemployment has fallen dramatically by 35.9%, helping to ensure that

there are now more residents in employment than what there has been over the past 12 years.

Further progress can be seen as the business base has continued to increase by 14.3%, with such growth being driven by a rapid increase (33.3%) in self-employment rates and the fact that newly formed businesses are now surviving for longer.

Productivity rates in the borough have generally increased, however the rate of productivity increases in the borough has been constrained by the quantity of lower skilled jobs that have been created. This is the focus of the Jobs and Business Plan's sister strategy – The More and Better Jobs Strategy, which sets the focus towards the creation of more and better jobs.

KEY HEADLINES

- ➔ **Invest in Infrastructure** - Property Investment Fund (PIF) is a package of support which is in place to help address market failure and encourage speculative development in key strategic employment sites.
- ➔ **Town Centre** – a clear strategy for the regeneration of the town centre is being implemented and significant progress has been made in the demolition of redundant buildings, the development of a temporary market building and the commencement of the refurbishment of the Metropolitan Centre
- ➔ **Inward Investment** – an inward investment team has been established to co-ordinate the Barnsley Offer to potential inward investors and indigenous businesses looking to expand. Investment into the borough is increasing and is now at its highest level for eight years.
- ➔ **Grow Existing Businesses** – the award winning Enterprising Barnsley programme of business support has continued to deliver significant private sector job growth and remains a key product in delivering future economic growth in Barnsley
- ➔ **Launchpad** – significant progress has been made in delivering a universal business start-up programme, the establishment of the Sheffield City Region Launchpad helps to ensure a unified approach to start-up provision across the region.



STEP 1: INVEST IN INFRASTRUCTURE

Universal Components - £30 million expansion and relocation of the business into a 165,000 sq ft PIF unit.

Property Investment Fund (PIF)

Significant progress has been made with the completion of three units at Gateway 36 (totalling 65,000 sqft) in January 2016. Ongoing marketing with the retained property agent has generated a number of quality enquiries. With one of the units currently under offer and at legal(s), further tenants are expected throughout the remainder of 2016/17.

Further PIF activity at Ashroyd Business Park has helped to develop a 165,000 sqft unit, which has been successful in attracting the Indian owned Universal Components company into the borough, helping to create over 100 new jobs into the local economy.

Work has continued in supporting Ackroyd & Abbott in their SCR European Structural and Investment Funds (ESIF) application to help develop the remaining Enterprise Zone land at Ashroyd Business Park. A full application was submitted in March 2016 and if successful will help to fund a 43,000 sqft scheme of smaller units up to 6,000 sqft at Ashroyd Business Park.

Strategic Business Parks

Working in parallel with the emerging Local Plan, at Junction 36 of the M1, over £17M of funding from Sheffield City Region Investment Fund (SCRIF) has been secured, which over the next 10 years will help to deliver essential strategic infrastructure to unlock up to 101 hectares (ha) of new employment land in order to help close the long term jobs gap.

A highways infrastructure tender has been awarded in 2016, which has led to a 72 week programme of highways infrastructure on the site commencing in summer 16.

At Junction 37 of the M1, a business case has been submitted to SCR for additional SCRIF funding, which will help to develop over 43 ha of land and create over 3500 jobs. A full business case is due to be submitted in line with the Local Plan adoption timescales in 2017.

Delivering Development

The new 300 place Goldthorpe Primary School and 26 place nursery has now opened replacing the existing stone built Victorian school building at the junction of High Street and Doncaster Road in Goldthorpe. The new school is now providing a modern teaching environment and was built on a much larger footprint, expanding the outdoor play space and ensuring the school has the capacity to expand in future years if the housing provision increases as anticipated. The relocation of the school is a key element of the Goldthorpe Master Plan, providing a key gateway for the town and increased footfall to the high street.

Superfast Connectivity

Significant investment and progress has been made in helping to ensure that Barnsley has the right high quality infrastructure to encourage innovation and help the next generation of business to flourish. Led by Barnsley, South Yorkshire authorities signed a £20m contract with BT in 2015 to deliver superfast connectivity across the area. To date the Superfast Broadband team has helped to enable four cabinets in Barnsley, helping to ensure that 418 premises are connected. Work continues to help ensure that an additional 52 cabinets are enabled by the end of 2016 and 178 fibre structures, including 32 ultrafast fibre structures are enabled by 2018. To help encourage innovation the Superfast South Yorkshire team delivered a successful £1.051million connection voucher scheme, issuing over 740 in South Yorkshire, including 98 in Barnsley, helping businesses to upgrade to a better service.

Investing in Tourism Infrastructure

The overall aim of the project was to invest in the physical assets and services of the museums to increase inward investment in the visitor economy, increase the creation of new jobs whilst making services and attractions self-sustaining. The key areas that are being considered for investment, include a Development Plan for Elsecar; the restoration of the listed park and garden at Cannon Hall; a new function room, café space and holiday cottages at Cannon Hall; Worsbrough Mill Cookery School and investment into the Dearne Valley through the Dearne Valley Landscape Partnership.





STEP 2: ATTRACTING INWARD INVESTMENT

Inward Investment Team

Providing a dedicated inward investment team to enable proactive searching for key investments was a key priority of the plan. The small team was established in 2015 and now works alongside SCR and LCR developing a complementary inward investment approach, maximising the benefits of a regional approach whilst growing Barnsley's own brand and marketing potential. Developments have been made to develop a more comprehensive understanding of the local supply chain, keeping up to date on investor perceptions and relations which have helped identify where there is potential for growth and investment.

Inward Investment Campaign

Led by the new inward investment team, this proactive approach has led to a dramatic increase in the numbers of successful inward investments evidenced by land and property enquiry levels being at an eight year high and Inward Investment at a seven year high. As of September 2016 the team has handled over 200 inward investment enquiries, creating over 125 jobs and ensuring that over £21.5 million of private sector investment has been secured into the local economy. The attraction of the borough as a viable destination for business has also been enhanced, by the borough being ranked within the top 20 destinations outside London in the UK for Foreign Direct Investment (FDI).

Barnsley Local Growth Zones

The Jobs and Business Plan proposed the introduction of a number of Local Growth Zones across the borough which would benefit from enhanced support and business rate incentives. Due to impending changes in the way local government business rates are handled, this project has not currently been progressed; however the council's powers have been used to provide favourable terms where possible to prospective investors, to secure them on specific sites. It is proposed to relook at this as part of the next iteration of the plan in order to identify which of the Local Plan's proposed new allocations may be suitable for enhanced rate relief.

Barnsley Mobile Investment Fund (MIF)

Another incentive to attract investors was the proposed Mobile Investment Fund (MIF) which could provide a financial offer to companies looking to make capital investments as part of their move to Barnsley. The emergence of the Business Investment Fund (BIF) at SCR and Barnsley's ability to continue to benefit from LCR's Business Growth Fund (BGF) has meant there was no requirement to duplicate the offer. Barnsley has significantly benefitted from the BGF (helping to secure over £1.9M, which has been essential in helping to deliver £12.4M of private sector investment) and, following the closer integration into SCR as part of the Devolution Deal, Barnsley will continue to utilise SCR products as a source of capital investment.

Destination Management Plan

In order to improve Barnsley's image as a place to visit a marketing plan and a series of events were created to local and external visitors. This was developed in partnership with the private sector to make sure all parts of the visitor economy were considered.

The impact of the support delivered by the Visitor Economy Sub Group and Visitor Economy Forum has resulted in a 16% increase in visitor figures (2015/16), this equates to an estimated impact of £21.44m to the local economy.



STEP 3: IMPROVE THE TOWN CENTRE



Reshaped marketplace scheme

Significant progress has been made in redeveloping the central shopping area. The Better Barnsley re-development will see a completely new retail and leisure offer to meet the expectations of today's customers. Alongside a new markets offer, the scheme will deliver approximately 35,000 sq. m. of retail and leisure space including shops, cinema, family entertainment centre, cafes and restaurants, as well as a library and public square. The project is being led by the council's £50m investment which has helped to de-risk to the scheme for potential private investors who will be secured as part of the development management contract with Queensberry Real Estate and Turner and Townsend. Site clearance works have commenced and the first new surface car park was opened in March 2016 along with the temporary May Day Green Market that will facilitate the refurbishment of the existing market.

Extended public spaces programme

The Urban Centre Infrastructure (UCI) project is now complete which has seen the town centre benefit from new pavements of natural York stone and granite along with new street lighting and new street furniture. Roads have also been resurfaced with improved crossing facilities provided. This has provided a great uplift to streets throughout the town and has resulted in investment by existing and new business in these areas.

Developing the Gateways to Barnsley

Linked to the emerging Town Plan, Arups have been commissioned to conduct a high level development appraisal on three key gateway sites around the town centre. This work will aim to complete the Better Barnsley development by securing further investment on these surrounding sites and will form part of the next iteration of the Jobs and Business Plan. As part of this study the Transport Interchange and connectivity to the new Better Barnsley development through Peel Square has been identified as an area of focus along with the area around the Civic to support the growing independent retail and food offer in the area.

Oakwell Masterplan

The council and Barnsley Football Club jointly commissioned IBI Taylor Young in 2015 to relook at the potential for an Oakwell Masterplan. Although the initial work was completed, it was jointly decided not to progress the work to the next stage. However, the area continues to have significant potential and the council and the football club will remain in contact on future potential opportunities.





Enterprising Barnsley – Driving Growth Local Government Chronicle (LGC), award winners 2016

STEP 4: GROW EXISTING BUSINESSES

Enterprising Barnsley

Through the Enterprising Barnsley programme Barnsley Council developed an award winning business support service which was evidenced by winning the prestigious national Local Government Chronicle (LGC) award for Driving Growth. It is a key priority of the plan to build on the excellent progress and reputation of Enterprising Barnsley, through sharing best practise with SCR partners and helping to develop the Growth Hub concept. The ability of the Enterprising Barnsley team to help businesses access associated complementary business growth funding from both Leeds and Sheffield City Region, has been essential in helping companies to accelerate their rate of growth. Over 30 companies have benefited from this support, helping to secure over £3M in successful grant applications, resulting in over £18.3M of private sector investment and 375 new jobs secured into the borough.

Working collaboratively with the Growth Hub team we hope to eradicate the post code lottery of business support which currently exists across SCR, replicating the excellent results delivered by the Enterprising Barnsley programme which has supported over 500 Barnsley-based businesses, created 340 new businesses and over 1500 new jobs.

Providing the space for companies to grow

Following a change in the management of the Digital Media Centre (DMC) just over 12 months ago, significant strides have been made to improve the offer at this flagship business centre. Occupancy at the DMC has grown from 55% to 83%, with 60 new start-up businesses supported through the centre. £190k of external funding has been accessed by the Centre Manager to deliver additional business support services. Alongside this a dedicated Business Development Manager is now located at the DMC supporting businesses with their growth strategies and The Launchpad team have been housed at the DMC to provide an onsite business start-up service. The next step is to improve the offer to all businesses in our centres, so they always get a streamlined service from their centre management team on all aspects of their tenancy and service charge.

Integrated business support website

The new Enterprising Barnsley website www.enterprisingbarnsley.co.uk was launched recently to promote a range of services to key target audiences. The website includes sections for individuals looking to start a business, local companies looking to grow their businesses and potential inward investors. Details on the services available are readily accessible via user friendly drop down menus and further information is provided on the borough, as well as an overview of our business centres and a link to a commercial property database.

Case studies and testimonials are included from companies that have received support, adding credibility and confidence that Enterprising Barnsley provides a highly valued service. Sheffield City Region's support areas and logos are highlighted to ensure we provide a coordinated offer across the region.

Improving management skills for growth companies

Through the Enterprising Barnsley Business Coaching Framework we have been able to assist Barnsley companies to improve and develop their management and leadership skills. It is well known that better managed organisations tend to earn more profits and grow faster, this was clearly evident through the support and guidance provided through the Enterprising Barnsley Programme.

Even though the Enterprising Barnsley leadership support has now ended, the Enterprising Barnsley team have continued to provide management support through the LCR Skills Service. This scheme supports small and medium-sized businesses based in the Leeds City Region to prosper with support and funding for training. The project has helped Barnsley businesses address skills gaps by providing staff with the training that has enabled them to develop and grow.

Celebrating success

Working in partnership with the Chamber of Commerce and the Barnsley Chronicle, Barnsley Council has contributed and supported the development of the annual business awards. This has raised the profile of the Barnsley business community, celebrating the contribution of local entrepreneurs and companies.

Barnsley Council has also been celebrating its relationship with local businesses by winning the prestigious Local Government Chronicle award for Driving Growth. The award highlighted the impact of the council's actions towards business growth and how Enterprising Barnsley was responding to the needs of local business.



Digital Media Centre – Occupancy has increased from 55% - 83% in 12 months

STEP 5: ENCOURAGE HIGHER PRODUCTIVITY START UPS

Increasing volumes of start-up businesses based on innovation

The £67,000 Government Equalities Office (GEO) Women and Broadband Challenge accelerate programme based at the DMC, helped female digital entrepreneurs and potential entrepreneurs across South Yorkshire to develop their digital skills to build or develop their ecommerce businesses. Alongside this, £50,000 was secured from the Yorkshire and the Humber Academic Health Science Network to bring together creative and digital businesses and key personnel from healthcare organisations across to develop innovative digital health solutions.

Graduate attraction package

This project identified the need to utilise Barnsley's assets, such as the connectivity to Leeds and Sheffield along with the DMC, to attract graduate talent to the borough to start a business. The objective of attracting talent and upskilling the existing workforce, is a feature of More and Better Jobs Strategy. The concept of developing a graduate attraction package has been supported via SCR's RISE initiative, which aims to increase graduate employment in small and medium sized enterprises. Such support has been promoted via Enterprising Barnsley's engagement to help enable business benefit from high skilled graduates in the region. Barnsley Council are developing a graduate internship programme, as part of our pathways to success model.

Franchise Hub

A review of the number of franchisees and franchise territories in Yorkshire was undertaken. Such research identified that there were up to 400 franchisors available. A pilot programme of workshops and seminars, focussing on both franchisees and prospective franchisors was delivered at the Barnsley Business and Innovation Centre (BBIC) to help to promote franchising. Franchising was delivered at the BBIC to help to promote franchising.

Community Start-Up Support

This project was delivered as part of the Enterprising Barnsley programme but has now been superseded by the £600,000, three year new business start-up programme delivered through the SCR Growth Hub called The Launchpad. The service offers bespoke packages of support, including a dedicated business advisor, a bank of associates to assist in specific topics and a range of workshops, training and networking events for pre-start and start up business up to two years old.

Retail Academy

The concept of developing a retail academy in the town centre was not followed through due to the changing development scheme. However, a retail champion group was formed with representatives from nine businesses and the council, to work together with the overall aim of improving vitality and viability of the Arcade. To help support traders individual business support was offered by a way of group workshops around issues such as social media, marketing and selling, to improve the trading prospects of individual businesses.

TOP PRIORITIES FOR THE JOBS AND BUSINESS PLAN 2017-20

Official ground breaking ceremony for the Major Road Infrastructure works scheme at Junction 36

Invest in Infrastructure

✓ Strategic Growth Clusters

Led by the Local Plan, work will continue to facilitate the development of over 300+ ha of new employment land to meet future demand and help to address the generational shift needed in the number of jobs and businesses in Barnsley. As per the growth areas within the Sheffield City Region Strategic Economic Plan (SEP), the focus of this work will be Junction 36 and 37 of the M1, with work to improve the highways capacity at Birdwell due for completion in 2017.

✓ Stimulating Property Development

Stimulating Property Development – building on the success of the Property Investment Fund, this work will continue in order to stimulate commercial development on Barnsley’s remaining existing employment allocations. In line with the spatial focus of the strategic growth clusters, it is envisaged that work will prioritise sites close to Junction 36 and 37 of the M1, including Gladman Park, Capitol Park, Ashroyd Business Park and the site owned by the Homes and Communities Agency at Hoyland.

✓ Superfast Connectivity

Led by Barnsley, Superfast South Yorkshire is a partnership between the four South Yorkshire local authorities, which will aim to deliver up to 99% coverage of superfast broadband coverage by 2018. This work will begin to pick up pace from 2017 onwards as upgrades in the Barnsley area begin, along with improvements to connectivity across major business parks and Enterprise Zones which will see ultrafast broadband made available.

✓ Addressing Infrastructure Constraints

In order to deliver the levels of employment land development and business growth Barnsley requires, a holistic approach to infrastructure is required. In line with Sheffield City Region’s Integrated Infrastructure Plan (SCRIP), work will take place to identify key infrastructure constraints which could hold back future growth, including road and power capacity as well as public transport improvements. These will again align with the existing spatial priority areas at Junction 36 and 37 of the M1 along with the town centre.

✓ Strategic Transport Connections

To achieve the levels of business growth the borough requires a generational shift in the number of jobs needed, a strategic but ambitious approach to delivering key transport improvements is required. Working with Sheffield City Region and Transport for the North, work will focus on exploiting the opportunities that the proposed HS2 rail link will provide, along with how transport links between the A1 and M1 can be improved in light of Government plans for enhanced Trans-Pennine connectivity.

Improve the Town Centre

✓ Better Barnsley

Following a commitment in the Jobs and Business Plan to introduce a new town centre development scheme, the Better Barnsley project is now underway and is due for completion in 2019. The priority over the next two to three years will be to work alongside the council’s appointed development manager, Queensberry Real Estate, to secure occupiers for the new retail and leisure scheme and identify a mix of public and private sector investment including the expanded public realm programme identified in the Jobs and Business Plan.

✓ Town Centre Plan

Because it is recognised that the Better Barnsley scheme in isolation will not create an improved town centre offer, a town centre plan is currently being developed which will capture and deliver a range of complimentary activity to support the physical development taking place over the next few years. This includes improving the night time economy, addressing anti-social behaviour and an enhanced markets offer. It also includes the proposed marketing and events campaign and town centre gateway site developments.

✓ Marketing and Events Campaign

As proposed in the Jobs and Business Plan, a marketing and events plan is currently being developed with communications partners appointed jointly with the council’s development manager, Queensberry Real Estate. The plan will capture current activity in the town centre and aim to supplement that with events and marketing to ensure that all partners are sending the same positive key messages out about the town centre during the development phase.

✓ Business Improvement District

Although the Council and its delivery partners are committed to creating a better town centre offer, moving forward it will be important that town centre businesses share in the responsibility of leading and delivering a Better Barnsley. As the redevelopment progresses, the Council will consult with town centre businesses on the interest in forming a Business Improvement District (BID).

✓ Town Centre Gateway Sites

Work is underway through Arups to identify development constraints and future uses for specific gateway sites which could be brought forward for complementary uses to help generate additional footfall within the town centre.





TOP PRIORITIES FOR THE JOBS AND BUSINESS PLAN 2017-20

MOBA UK – expansion into a 13,000 sqft unit at Goldthorpe

Growing and Attracting Businesses

✓ Inward Investment Campaign

The Jobs and Business Plan proposed that a campaign to promote Barnsley and attract investment would be launched in line with the delivery timescales for the Strategic Growth Clusters project. As work is now underway, it is proposed to begin to increase activity to promote investment opportunities within the borough, working with partners at Sheffield City Region's Inward Investment team.

✓ Incubation and Business Centres

The Jobs and Business Plan made a commitment to ensure that new and growing companies have access to workspace suited to their needs. The council has begun the process of bringing together three business centres, led by the flagship Digital Media Centre, to provide a comprehensive offer with in-house support. They will form the base for the delivery of the new Launchpad start-up offer.

✓ Local Growth Zones

In line with proposals in the Jobs and Business Plan and following adoption of the Local Plan, the council will seek to allocate sites which can benefit from enhanced business rate incentives to create an offer that differentiates the borough from regional competitors.

✓ Launchpad

A key part of the Sheffield City Region Growth Hub is universal support for people wanting to start their own business. Led by the council's Enterprising Barnsley team, a new City Region wide support programme, called Launchpad, will aim to provide intensive workshop and 1-1 assistance across not only Barnsley but also Doncaster, Rotherham and Sheffield.

✓ Enterprising Barnsley

The need to engage with and support growing companies within Barnsley will continue to form a key part in creating new jobs. The award winning Enterprising Barnsley initiative will continue to provide dedicated support by working in collaboration with the emerging Sheffield City Region Growth Hub, which will help to enhance support for accessing finance, sourcing skilled workforce along with trade and export.



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Barnsley Economic Partnership – Performance Metrics – 2013/14 – 2016/17

Outcome 1	CREATE MORE & BETTER JOBS												
Summary Position	2013/14		2014/15		2015/16		Cumulative Total		2016/17				
	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Q1 Actual	2016-17 Target			
EC1 Business growth – number of business supported to expand by the council	690	494	762	700	313	250	1075	950	44	170			
EC2 Planning – speed of processing planning applications –	83%	80%	91%	80%	81.6%	80%			100%	80%			
EC3 Number of business	114	103	133	125	121	120	368	348	36	140			
EC4 Number of private sector jobs created following council	1599	602	1154	1000	1387	1100	4140	2702	435	1,150			
EC5 High Speed Broadband – coverage – number of cabinets	New Indicator				4	4	4	4	0	75			
EC35 High Speed broadband - number of premises passed with fibre	New Indicator								0	Not set			
EC7 Inward investment – number of businesses - relocating to Barnsley	13	12	No data	12	23	8	36	32	9	15			
Outcome 3	DEVELOP A VIBRANT TOWN CENTRE												
EC19 Footfall in Barnsley Town	7,045,520	7,000,000	6,823,787	7,000,000	6,421,882	6,100,000	20.3M	20.1M	1,45M	6.1M			
EC20 Occupancy levels or retail units in Barnsley Town Centre	96%	91%	94%	95%	92.8%	90%			92%	90%			
EC23 Town centre ASB incidents, (COMMUNITIES)	New Indicator		834	No target	898	<900	1732	-	280	900			
EC24 Number of independent retailers in Town Centre			82.5%	82.5%	74%	82.5%			65%	82.5%			
EC39 Occupancy level of market hall	New Indicator								88.5%	80%			
EC40 Occupancy level of open market within town centre	New Indicator								100%	95%			

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