

Public Document Pack



MEETING:	Cabinet
DATE:	Wednesday, 1 April 2020
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 18th March, 2020 (Cab.1.4.2020/3)
(Pages 3 - 12)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.1.4.2020/4)

Petitions

5. Petitions received under Standing Order 44 (Cab.1.4.2020/5) (Pages 13 - 14)

Items for Decision/Recommendation to Council

Children's Spokesperson

6. Borough Strategies for Children and Young People with Special Educational Needs and Disability (2020-22) (Cab.1.4.2020/6) (Pages 15 - 64)

Environment and Transportation Spokesperson

7. Highways Capital Programme 2020/21 (Cab.1.4.2020/7) (Pages 65 - 96)

Regeneration and Culture Spokesperson

8. Brierfield Close Area - Proposed Traffic Regulation (TRO) Objection Report (Cab.1.4.2020/8) (Pages 97 - 106)
9. European Regional Development Fund (ERDF) Programmes Report (Cab.1.4.2020/9) (Pages 107 - 154)
10. Inclusive Economy Peer Review Action Plan (Cab.1.4.2020/10) (Pages 155 - 176)
11. Exclusion of Public and Press
It is likely that the public and press will be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

Regeneration and Culture Spokesperson

12. Sale of Plot 2 Rockingham Hoyland to Gregory Property Group (Cab.1.4.2020/12)
(Pages 177 - 188)
Reason restricted:
Paragraph (3) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

To: Chair and Members of Cabinet:-

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

Cabinet Support Members:

Councillors Charlesworth, Franklin, Frost, Saunders, Sumner and Tattersall

Chair of Overview and Scrutiny Committee
Chair of Audit Committee

Sarah Norman, Chief Executive
Rachel Dickinson, Executive Director People
Matt Gladstone, Executive Director Place
Wendy Lowder, Executive Director Communities
Julia Burrows, Director Public Health
Andrew Frosdick, Executive Director Core Services
Michael Potter, Service Director Business Improvement and Communications
Neil Copley, Service Director Finance (Section 151 Officer)
Katie Rogers, Head of Communications and Marketing
Anna Marshall, Scrutiny Officer
Martin McCarthy, Service Director Governance, Members and Business Support

Corporate Communications and Marketing

Please contact Martin McCarthy on email governance@barnsley.gov.uk

Tuesday, 24 March 2020



MEETING:	Cabinet
DATE:	Wednesday, 18 March 2020
TIME:	10.00 am
VENUE:	Reception Room, Barnsley Town Hall

MINUTES

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

Members in Attendance: Councillors Franklin, Frost and Tattersall

204. Declaration of pecuniary and non-pecuniary interests

Councillor Tattersall declared a non-Pecuniary interest in respect of Minute numbers 15, 16 and 17 by virtue of being a Board Member of Berneslai Homes.

Councillor Lamb declared a non-pecuniary interest in respect of Minute number 14 by virtue of being a Board Member of Barnsley Adult Community Learning.

205. Notes of the previous Inquorate meeting held on 4th March, 2020 (Cab.18.3.2020/3)

- (i) that the notes of the inquorate meeting held on 4th March, 2020 were taken as read and signed by the Chair as a correct record.
- (ii) that the recommendations from that meeting as detailed below be agreed and actioned as appropriate:-
 - (a) Outcomes of the Youth Parliament's "Make Your Mark" Ballot (2019)
(Cab.4.3.2020/7)

RESOLVED:-

- (i) that the outcomes of the Youth Parliament's "Make Your Mark" Ballot 2019, as detailed in the report, be noted;
- (ii) that the priorities identified by young people through the National "Make Your Mark" Ballot for the duration of the campaign period be promoted; and
- (iii) that the significance and scale of the "Make Your Mark" Ballot be noted and support given to champion the issues identified by Barnsley's 11-18 year old population through their local area arrangements, consultation mechanisms and commissioning of services for young people.
- (b) Validated Education Outcomes in Barnsley 2019 (Cab.4.3.2020/9)

RESOLVED that the validated education outcomes in the Borough for 2019 and the actions to be taken to improve the progress of all categories of pupils at each stage of the National Curriculum, as detailed in the report be noted.

- (c) Corporate Plan Performance Report - Quarter 3 October to December 2019
(Cab.4.3.2020/10)

RESOLVED:-

- (i) that the Corporate Plan Performance Report for Quarter 3 (October to December 2019), as detailed in the report now submitted, be noted; and
- (iii) that it be noted that the Stronger Communities quarterly narrative report would no longer be provided as part of the Corporate Performance products. Dissemination of the report would now be determined by the Communities Directorate.
- (d) Corporate Financial Performance Quarter Ending 31st December 2019
(Cab.4.3.2020/11)

RESOLVED:-

a) *Corporate Financial Performance*

- (i) that the Corporate Financial Performance Report for the Quarter ending 31st December, 2019, as set out in the report now submitted, be noted;
- (ii) that the current forecast General Fund revenue operational underspend for 2019/20 of £5.877m be noted and agreed that this be considered as part of the updated Reserves Strategy which will form part of the 2020/21 budget setting process;
- (iii) that the current forecast Housing Revenue Account (HRA) operational underspend of £1.981m be noted;
- (iv) that approval be given to write off historic debts totalling £1.736m (£1.563m General Fund/£0.173m HRA).

b) *Capital Programme Performance*

- (v) that the forecast position on the 2019/20 and overall five year Capital Programme be noted;
- (vi) that approval be given to the scheme slippage of £22.487m;
- (vii) that the new schemes approved during the Quarter totalling £11.922m be noted;
- (viii) that approval be given to a total net increase in scheme costs in 2019/20 of £0.482m.

c) *Treasury Management*

- (ix) that the key messages from the Council's Treasury Management activities carried out during the quarter be noted.

- (e) Gender Pay Gap Report 2019 (Cab.4.3.2020/12)

RESOLVED:-

- (i) that the findings of the Council's Gender Pay Gap report as of 31st March, 2019 as detailed in the report now submitted, be noted; and
- (ii) that the long-term commitment to reducing the Council's Gender Pay Gap be endorsed and the Action Plan at Appendix 2 of the report be noted.
- (f) Implementation of the 2020/21 Pay Policy Statement (Cab.4.3.2020/13)

RECOMMENDED TO FULL COUNCIL ON 2ND APRIL, 2020 for approval to implement the 2020/21 Pay Policy Statement, contained within Appendix 1 of the report now submitted, with effect from 1st April, 2020.

206. Decisions of Cabinet Spokespersons (Cab.18.3.2020/4)

There were no Records of Decisions by Cabinet Spokespersons under delegated powers to report.

207. Action Taken Under Paragraph B6 of the Responsibility for Executive Functions - Officer Delegations Contained in the Council Constitution (Cab.18.3.2020/5)

RESOLVED that the actions taken by Executive Directors under Paragraph B6 of the Responsibility for Executive Functions – Officer Delegations, as contained within the Appendix attached to the report now submitted and detailed below, be noted:-

- 1. Provision of Statutory Services to the Oughtibridge Valley Development (Cab.4.3.2020/6)
- 2. School Term Times and Holiday Dates for Community and Voluntary Controlled Schools 2021-2022 (Cab.4.3.2020/8)
- 3. Community Asset Transfer – Valley Community Centre, Cudworth (Cab.4.3.2020/14)
- 4. Holden House, Barnsley – Lease Renewal to Riverside Housing Association (Cab.4.3.2020/15)
- 5. Barnsley – A Gigabit City: A Full Fibre Digital Transformation for Barnsley (Cab.4.3.2020/17)

208. Petitions received under Standing Order 44 (Cab.18.3.2020/6)

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

Children's Spokesperson

209. Children's Commissioner for England: National Takeover Challenge 2019 (Cab.18.3.2020/7)

The Children's Spokesperson welcomed the following young people to the meeting to present the outcomes of the National Takeover Challenge:-

- Bailey Maw
- Frankie Harper

A presentation on the very positive feedback received from participants in the Challenge was provided.

Members commented on how they too had derived much from what had been a very worthwhile undertaking and considered what more might be done in future years to build on the initiative further.

The young people were invited to comment further on what they most enjoyed about the Takeover Day and what could be done to improve future events. Feedback noted the need to have better communication with employers to ensure these events are of greatest benefit to all parties and the need to engage with a wider variety of employers.

Members thanked all the young people who took part and the officers involved with facilitating the event.

RESOLVED that the continued success of this annual event as an example of good working across partnerships which can continue to be built upon in future Takeover events and activities aimed at improving the range of outcomes for children and young people, including those in care and care leavers be noted

Core Services Spokesperson

210. Overview and Scrutiny Committee - Task and Finish Group - Poverty (Cab.18.3.2020/8)

Councillor Ennis attended the meeting as Chair of the Overview and Scrutiny Committee and in summarising the work of the Committee and Task and Finish Groups commented on the importance of the scrutiny function in respect of helping to determine and improve the Council's decision making processes.

Councillor Lofts presented the Task and Finish Group report regarding Poverty.

In supporting the recommendations, the Leader noted these are in line with the intentions of the Inclusive Economy Review which seeks to provide appropriate focus on those who need the most support.

Members acknowledged the relationship between the poverty theme and the current Covid-19 crisis and recognised the need to ensure Council services are capable of meeting the changing needs of the public, particularly given guidance around limiting face to face contact.

RESOLVED that the report be received and the Executive Director Communities be requested to co-ordinate a response to the recommendations in the report within 3 months.

211. Overview and Scrutiny Committee - Task and Finish Group - Adult Mental Health (Early Intervention and Prevention) (Cab.18.3.2020/9)

Councillor Carr presented the Task and Finish Group report regarding Adult Mental Health (Early Intervention and Prevention).

Members requested their thanks to the Scrutiny Officer for the work undertaken in co-ordinating the work of the Committees and support for Chairs and Committee Members be recorded.

Members commented on the importance of the Council recognising the mental health needs of staff also, as a basis on which to build Council services and noted the support initiatives in place.

The Scrutiny Chair commented on the importance of Task and Finish Group sites visits and noted what can be learnt from these to ensure all interventions are effective and meaningful for service recipients.

Members noted the importance of co-ordinating complementary Council services.

RESOLVED that the report be received and the Director of Public Health be requested to co-ordinate a response to the recommendations in the report within 3 months

212. Overview and Scrutiny Committee - Task and Finish Group - Recycling (Cab.18.3.2020/10)

Councillor Fielding presented the Task and Finish Group report regarding Recycling.

Members welcomed the report's comments on what has been learnt from engagements with the private sector and discussed what more the Council could do to innovate on its approaches to recycling.

RESOLVED that the report be received and the Executive Director Place be requested to co-ordinate a response to the recommendations in the report within 3 months

213. Employee Survey and Investors in People Assessment 2019 (Cab.18.3.2020/11)

RESOLVED that the outcome of the Employee Survey and the Investors in People assessments undertaken in 2019 be noted with the Council being awarded 'Gold' accreditation.

Leader

214. Implementing the South Yorkshire Devolution Deal (Cab.18.3.2020/12)

The Leader provided Cabinet with a summary of the report presented and commented on how the recommendation presented accords with and benefits the Council's ambitions in respect of both the Sheffield City Region and Yorkshire-wide perspectives.

RESOLVED that the Chief Executive, in consultation with the Leader of the Council and the Monitoring Officer, be delegated the authority to take forward and conclude the legal steps necessary to implement the Devolution Deal including consenting on behalf of the Authority to the enabling Powers Order, provided that such Order corresponds to the proposals contained in the Governance Review and Scheme, as detailed in the report now submitted.

Environment and Transportation Spokesperson

215. Vehicle Replacements 2020 - 2021 (Cab.18.3.2020/13)

RESOLVED:-

- (i) that authorisation be given to the replacement of 97 vehicles, in the 2020/21 financial year, to be used by Council departments and partner organisations, with a total value of up to £3,585,500 (including the additional cost of Ultra Low Emission Vehicles (ULEVs) as referred to in paragraph 2.2) by way of purchase followed by a sale and lease back arrangement as outlined in paragraph 7.9 or whichever method of funding is deemed appropriate following full financial appraisal; and
- (ii) that the upgrading of 24% (38% for Council departments and 14% for partner organisations) of the petrol and diesel fuelled vehicles highlighted for replacement in the report to ULEVs at an additional estimated expense of £235,000 included in the total amount stated in paragraph 2.1 be supported. £171,000 of this is for Council departments and £64,000 for partner organisations. This is the extra cost to purchase a ULEV over a standard petrol/diesel powered vehicle. The £64,000 additional cost for partner organisations will be recovered from them through increases in hire charges.

Regeneration and Culture Spokesperson

216. Adult Skills and Community Learning Service Annual Self Assessment 2018/19 (Cab.18.3.2020/14)

RESOLVED:-

- (i) that the Adult Skills and Community Learning annual self-assessment for the full academic year August 2018 to July 2019, as detailed in Appendix 1 to the report, be noted; and
- (ii) that the Service's Quality Improvement Plan (QIP) for the academic year August 2019 to July 2020, as set out in Appendix 2 of the report now submitted, be noted.

217. Barnsley Homes Standard Programme 2020/21 (Cab.18.3.2020/15)

RESOLVED:-

- (i) that approval be given to the nine main Barnsley Homes Standard schemes, stand-alone elemental schemes and the Programme of batched replacements, releasing resources as detailed in the report now submitted;
- (ii) that Berneslai Homes be authorised to progress schemes within the new Property Repairs and Improvement Partnership (PRIP) 2020 contract or to appoint a suitable contractor for proposed elemental schemes and following a procurement exercise and containment of costs within the approved sums;
- (iii) that the added Social Value delivered by the PRIP 2020 as set out in paragraph 5.2 of the report be noted; including use of directly employed local staff and over 30 directly employed apprentices; and
- (iv) that the Carbon Saving efficiency measures, and anticipated reductions to tenant's energy bills, as set out in paragraph 3.5 of the report be noted.

218. Houses in Multiple Occupation - Article 4 Direction (Cab.18.3.2020/16)

In addition to the matters raised within the report, Members noted the need for officers to have sufficient capacity to enforce the Direction and the need to understand the environmental impact of Houses of Multiple Occupation.

RESOLVED:-

- (i) that the making of an Article 4 Direction, to remove permitted development rights for conversion of residential dwelling houses into Houses of Multiple Occupation as detailed in the appendix to the report, be approved
- (ii) that representations received in response to publication of the statutory notice of the making of the Direction be reported back to Cabinet to determine whether the Direction should be confirmed

219. PRIP Berneslai Homes Construction Services Contract (Cab.18.3.2020/17)

RESOLVED:-

- (i) that the outcome of negotiations with BHCS (see Section 5) for 2/3rds of the Property Repair and Improvement Partnership (PRIP) contract, as per the agreed approach within the 'PRIP Tender Strategy 2020' (Cab.16.10.2019/10 refers) be approved;
- (ii) that the estimated saving of £1.7M per annum be noted and agreement be given that the 30 year Business Plan be revised to reflect the revised projected costs; and
- (iii) that authorisation be given to the preparation of necessary amendments to the 'Agreement/SLA' between the Council, Berneslai Homes and Berneslai Homes Construction Services to reflect the updated contractual requirements over the 10 year contract period; including the new schedule of rates,

branch/overhead rates and commitments to Customer Service, Performance, Social Value and Sustainability.

220. Keresforth Close, Barnsley - Free School Proposal (Cab.18.3.2020/18)

The meeting was informed that subsequent to the publication of the meeting agenda, some additional public objections were received within the consultative timeframe in respect of how the Local Plan differs from proposed use and the site selection criteria and LocatED sites report. These were tabled for Members' consideration and the Council's proposed responses and mitigations noted.

Members' acknowledged proposals for the development of the site for a school will be subject to an application for planning permission which will be subject to public consultation and will be determined following consideration by the Planning Regulatory Board.

RESOLVED:-

- (i) that approval be given for the free school as the preferred use for the Keresforth Close site and the site be transferred to the Secretary of State for Housing, Communities and Local Government (DHCLG), subject to the necessary planning consents being achieved;
- (ii) that the Corporate Asset Manager works with the Department for Education and Trinity MAT to agree Heads of Terms for a transfer of the land and the delivery of a free school on the site;
- (iii) that the Executive Director Core Services be authorised to complete the above transaction with legal completion being subject to gaining the necessary planning consents, noting the assurance of the Minister through his agents that the planning proposal will include the provision of a publicly accessible area of open space as an integral part of the development of the site;
- (iv) that approval be given for the principles set out in the report and supports the continued collaborative working with public sector partners under the One Public Estate Programme;
- (v) that the Council will continue to work with the other parties who have expressed interest in this site to accommodate them elsewhere on Council owned assets; and
- (vi) that the objections received following the publication of the Notice under Section 123 of the Local Government Act 1972, as summarised in the principal report and the tabled report, be noted, but are not considered to outweigh the case for the disposal of the open space as set out in the reports..

221. Exclusion of Public and Press

RESOLVED that the public and press be excluded from the meeting during consideration of the following items, because of the likely disclosure of exempt information as described by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, as follows:-

<u>Item Number</u>	<u>Type of Information Likely to be Disclosed</u>
19	Paragraph 3

222. Keresforth Close Free School Proposal - Options Appraisal (Cab.18.3.2020/20)

The meeting received additional information pertaining to the options appraisal work.

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Chair

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Petitions received under Standing Order 44 - Cabinet – 1st April, 2020

Issue	No. of Signatories	Date Received	Action recommended under the Petitions Scheme
Request for Parking Restrictions on Dartree Close and Dartree Walk, Darfield.	37 signatories	20/02/2020	<p>We have recently visited the location at the end of the school day. This has confirmed that at the time of our visit there was very little on-street parking around and Dartree Close and Walk, with the majority of vehicles waiting either in the Co-op car park or on Barnsley Road. We have also investigated the personal injury collision record for these roads and confirm that there have been no injury collisions in the last 5 years.</p> <p>Having considered these factors we are not proposing to take any further action at this time. BMBC has very limited budget for road safety schemes so must target locations where we can expect to achieve the greatest benefit in terms of road safety improvements. Thankfully, the roads in question are not currently sites for concern, but we will continue to monitor them through our on-going collision analysis of the borough.</p>

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BARNSLEY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan

**REPORT OF THE EXECUTIVE DIRECTOR (PEOPLE)
TO CABINET**

**BOROUGH STRATEGIES FOR CHILDREN AND YOUNG PEOPLE WITH SPECIAL
EDUCATIONAL NEEDS AND DISABILITY (2020-22)**

1. PURPOSE OF REPORT

- 1.1 To seek Cabinet's approval for the adoption of the 2020-22 Borough Strategy for Children and Young People with Special Educational Needs and Disability (SEND), the Children and Young Peoples SEND Plan and Borough Accessibility Strategy 2020-22.

2. RECOMMENDATIONS

- 2.1 That Cabinet approves for adoption the:

1. Borough Strategy for Children and Young People with Special Educational Needs and Disabilities (SEND)
2. Children and Young People's SEND Plan
3. Borough Accessibility Strategy

3.0 INTRODUCTION

- 3.1 The strategies and plan outline how Barnsley Council, with Children and Young People's Trust partners, will meet the needs of Barnsley children and young people with SEND aligned to a shared vision, strategic objectives and priorities.
- 3.2 The SEND strategies and plan build on the key priorities for development outlined within the Barnsley Children and Young People's Plan 2019-22 which was approved by Cabinet in May 2019 and on the previous SEND Strategy approved by Cabinet in November 2016.

Strategy for Children and Young People with SEND 2020-22 (Appendix 1)

- 3.3 The SEND Strategy outlines our current challenges, ambitions and priorities which will be the focus of the Council and its partners across the SEND system between 2020 and 2022.
- 3.4 The strategy has been formulated on the basis of a detailed identification of local need together with the insight and experiences of parents and carers, children and young people, and our statutory partners. The strategy has also been developed to

ensure that the council is able to meet its statutory responsibilities under the Children and Families Act (2014) and SEND Code of Practice (2015).

Children and Young People's SEND Plan (Appendix 2)

- 3.5 The Children and Young People's SEND Plan was co-produced with the Barnsley SEND Youth Forum to improve understanding across the Children and Young People's Trust about what it is like to be a child, young person, or young adult with SEND in Barnsley. The voice of children and young people can be heard throughout the plan both in terms of their experiences but also where they feel the Council and its partners should be focusing their attention and action. The SEND Youth Forum seek views and share feedback with a wide range of children and young people and are working on their own action plan to support what is important to them. The Children and Young People's Trust is committed to ensuring that their voice is heard and directly shapes future practice in Barnsley.
- 3.6 The SEND Youth Forum presented their themes for development to senior leaders from across the Children and Young People's Trust and Barnsley Children Safeguarding Partnership at the Joint Partnership Board in November 2019 and a commitment was made to work proactively together to focus improvement activity within these areas.

Borough Accessibility Strategy (Appendix 3)

- 3.7 The Accessibility Strategy provides a framework and guidance for schools and academies across the borough to support them when developing their own Accessibility Plans as part of their compliance with the Equality Act (2010) and Public Sector Equality Duty (PSED 2011). The key purpose of the borough strategy is to ensure that schools reflect in their local plans how they are to improve access to the curriculum, improve the physical environment of the school and to deliver improved access to information whilst taking account of the overarching strategy for children and young with SEND and the Children and Young People's SEND Plan.

4.0 PROPOSAL AND JUSTIFICATION

- 4.1 The proposal to adopt and endorse the strategies and plan will support the Council to ensure that outcomes for children and young people with SEND continue to improve. To ensure effective implementation of the strategies and plans there is a system wide, comprehensive SEND Improvement Programme in place with strategic oversight and accountability through an established SEND Oversight Board which is chaired by the Executive Director People Directorate. In addition, SEND Improvement Plan progress and outcomes are reported to the Children and Young People's Trust. This ensures that strategic leaders across the system are informed and are able to support and challenge as appropriate, to ensure we achieve the key objectives and priorities within the strategy and continue to progress towards our shared vision.
- 4.2 The SEND Youth Forum, as part of their work identified the values they feel should be promoted across the partnership and underpin this strategy. These are:
- Consideration
 - Acceptance

- Consistency
- Fairness in all things
- Kindness
- Quality

These values provide a strong foundation for change and the development and delivery of positive outcomes, underpinned by high quality services.

5.0 CONSIDERATION OF ALTERNATIVE APPROACHES

- 5.1 As part of maintaining compliance with our statutory responsibility, it is incumbent upon the Local Authority to develop with its partners appropriate strategies to ensure there is a system wide approach to improving outcomes for children and young people with SEND. This will assure children, young people and families that statutory partners provide them with high quality local services which meet need and have been informed by evidence based good practice and through customer insight.

6.0 IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1 The set of appended documents will ensure that a place-based, partnership led approach leads to consistent improvements in the outcomes for children and young people with SEND. This is based upon the equitable planning and commissioning of services in all areas of the Borough together with a thorough analysis of needs; local demographic data and customer insight.

7.0 FINANCIAL IMPLICATIONS

- 7.1 Consultations have taken place with representatives of the Service Director – Finance (S151 Officer).
- 7.2 There are no direct financial implications from approving the attached strategies and plans over and above the following resources deployed on meeting SEND priorities across the borough, namely:
- Dedicated Schools Grant (DSG) funding through the high needs block for supporting pupils with SEND.
 - Core funding provided by the Council for SEND related services/activities e.g. Schools Improvement & Evaluation, Education Welfare, Education Psychology and Inclusion services, Home to School Transport, etc.
 - Additional non-recurrent investments for SEND approved by the Council for 2020-21.
 - Spend / investments by partners e.g. Health, schools and academies on SEND related functions.
- 7.3 The attached strategies need to be considered in the context of the significant budget pressures and a financial deficit in the high needs block (both in the current and future years), due to a rising number of pupils with Education, Health and Care Plans, complex needs and the numbers of learners supported in independent non-maintained settings. Partners in education, health and social care are working

together to develop and implement strategies to address this including a revised SEND Placement Sufficiency Strategy (which is a subject of a future report to Cabinet).

8.0 EMPLOYEE IMPLICATIONS

- 8.1 There are no direct employee implications emerging directly through this report.

9.0 LEGAL IMPLICATIONS

- 9.1 The formulation of a Strategy which details the provision and support that will be available to children and young people with SEND accords with our statutory responsibilities under Part 3 of the Children and Families Act (2014). There are no further legal implications.

10.0 CUSTOMER AND DIGITAL IMPLICATIONS

- 10.1 There are no issues within the refreshed Strategy or associated documents which will impact upon the availability of the current range of access channels to Council services or the onus in favour of digital transactions.

11.0 COMMUNICATIONS IMPLICATIONS

- 11.1 Subject to approval and adoption by Cabinet, the objectives of the draft refreshed SEND Strategy, SEND Children and Young People's Plan and Accessibility Strategy will be communicated via the Council's networks and published on the Website. This will be to raise awareness with partner agencies and practitioners of their statutory responsibilities for improving outcomes for children and young people with SEND, improve understand about the lived experiences of SEND children, young people and families, and ensure parents, carers, children and young people have access to the strategies communicating the Barnsley offer.

12.0 CONSULTATIONS

- 12.1 Consultation has been undertaken with children and young people with SEND together with their families on the development of the Strategy and associated documents. Consultation has also been undertaken with statutory partners. Further work around the strategies will be undertaken with key stakeholders as we move further towards co-productive ways of working.

13.0 THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

- 13.1 The SEND Strategy will support the Council's Corporate Plan priority of helping 'People Achieve Their Potential' and 'Thriving and Vibrant Economy'.
- 13.2 The SEND Improvement Programme and associated governance provided by the SEND Oversight Board and the Children and Young People's Trust will drive progress and provide assurance that strategy aims are being achieved.

14.0 PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION

- 14.1 The purpose of the SEND Strategy, SEND Children and Young People's Plan and Accessibility Strategy is to improve the range of outcomes of children and young people with SEND. The objectives within this set of documents will have a positive and beneficial impact upon all young people with this protected characteristic, as defined by the Equality Act, Public Sector Equality Duty and Children and Families Act 2014.

15.0 TACKLING THE IMPACT OF POVERTY

- 15.1 The system wide improvements to provision promoted within this set of documents will go further in improving outcomes for children and young people with SEND and this will have a positive impact in raising aspirations and directly contribute to helping children and young people achieve their full potential as part of the transformative aim of education in driving inclusion and social mobility.

16.0 TACKLING HEALTH INEQUALITIES

- 16.1 Similarly, a focus upon the objective of improving the quality of the Education, Health and Care Plan process, including timely access to treatment will aim to ensure that inequalities in the health of children with SEND and their peers are closed as part of a strengths-based approach to the promotion of health and wellbeing.

17.0 REDUCTION OF CRIME AND DISORDER

- 17.1 It should be noted that, as a result of service user insight, the Strategy and Plan will perform a key role in helping safeguard this vulnerable group of children and young people, from bullying and harassment. This will include those children and young people with SEND who identify themselves as being part of a specific race, faith, sexuality or gender.

18.0 RISK MANAGEMENT ISSUES

- 18.1 Robust governance procedures and arrangements are in place with relation to all aspects of SEND including financial monitoring of provision and where necessary remedial action will be undertaken to manage and mitigate against any risks compromising the progress of the Strategy's objectives and priorities.

19.0 HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES

- 19.1 There are no implications for the wellbeing of the public or employees and the resilience of the Borough to a major or serious incident, emerging through this report.

20.0 COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS

- 20.1 The SEND Strategy, SEND Children and Young People's Plan and Accessibility Strategy accord with the Articles and Protocols of the Convention, particularly those relating to the rights of the child.

21.0 CONSERVATION OF BIODIVERSITY

- 21.1 There are no implications for the local environment, climate change or the conservation of biodiversity arising through the report.

22.0 GLOSSARY

- 22.1 None applicable.

23.0 LIST OF APPENDICES

Appendix 1: Draft Borough Strategy for Children and Young People with Special Educational Needs and Disability SEND (2020-22)

Appendix 2: Draft SEND Children and Young People's Plan (2020-22)

Appendix 3: Draft Accessibility Strategy (2020-22)

24.0 BACKGROUND PAPERS

- 24.1 If you would like to inspect background papers for this report, please email governance@barnsley.gov.uk so that appropriate arrangements can be made

Report author: Rachel Dickinson (Executive Director: People)

Financial Implications/Consultation



Joshua Amahwe (13/03/2020)

*(To be signed by senior Financial Services officer
where no financial implications)*

DRAFT SEND Strategy 2020 to 2022

Foreword & Introduction by Rachel Dickinson, Executive Director of the People Directorate BMBC and Children and Young People's Trust Executive Group Chair.

There has been marked improvement in education outcomes for children and young people with Special Educational Needs and Disabilities (SEND) since the publication of the previous SEND Strategy in 2016, the introduction of the SEND reforms and the Children and Families Act in 2014. The Barnsley Children and Young People's Trust is particularly pleased to note improvements in all key stages for pupils identified as having SEND Support needs. These achievements sit alongside the hard work and commitment of children, young people and families and professionals from health, education and care. There has also been a programme of substantial financial investment from Children and Young People's Trust partners to improve services based on feedback from children, young people and families, performance data, and our Joint Strategic Needs Assessment.

The Barnsley Children and Young People's Plan 2019-22 published by the Barnsley Children and Young People's Trust in June 2019 outlines how our Children's Partnership will work together to provide a '**Brighter Future and a Better Barnsley**' for all our Children and Young People. Services for children and young people with SEND were outlined as a strategic priority within the plan. The Children and Young Peoples Trust's commitment to this priority is further articulated throughout this strategy and improvement is being driven at pace and scale through a robust SEND Improvement Plan.

To continue our journey to co-produce well-planned, integrated, quality provision for children and young people with SEND from birth to age 25, key agencies and services will take shared responsibility for development and outcomes. We will work proactively to meet the resourcing and financial challenges faced. We will ensure commissioning arrangements provide for multiple and complex need and are personalised to the individual needs of children and young people. We will ensure sufficient, good quality services within the borough in line with our local needs assessment/profile to ensure children and young people can access provision locally. We will intervene early to provide the right support maximising opportunities for independence as we prepare our children and young people with SEND for adulthood. Barnsley will deliver services in a way that ensures the voice of children and young people is at the centre of all our practice.

The Barnsley SEND Youth Forum told the Children and Young People's Trust that the key values they feel should be promoted across the partnership and underpin this strategy are:

- Consideration
- Acceptance
- Consistency
- Fairness in all things
- Kindness
- Quality

These values provide a strong foundation for change and in the development and delivery of positive outcomes underpinned by high quality services. We encourage everyone who reads this strategy to consider how they adopt these values to support positive interactions with children, young people and families within their everyday practice.

The Trust's ambition for all children and young people in Barnsley is that they:

- Can attend a school or other education setting that is good or outstanding
- Achieve success in learning and work
- Live in a strong and resilient family

We want Barnsley to be a place where:

- All children and young people live in a safe environment, where they feel listened to, supported and respected.
- Children, young people and families make healthy lifestyle choices, and are emotionally well and resilient.
- Children and young people enjoy life and its opportunities, achieve their potential and benefit from a good education.
- Young people have access to and secure good jobs.
- Children and young people become active citizens who contribute to creating a 'Better Barnsley'.

The SEND Children and Young People's Plan 2020 to 2022 which has been co-produced with the SEND Youth Forum brings to life the voice of children and young people with SEND in Barnsley and should be read in conjunction with this strategy. In addition, the Barnsley SEND Sufficiency Strategy and the Barnsley Accessibility Strategy have been developed to outline our statutory functions and set out how we will meet need locally. Schools will develop and implement their own Accessibility Strategy in line with the Trusts' approach to ensure specific but consistent policy and activity.

I thank everyone who has contributed to this document and ask for your continued support in our journey to develop outstanding services for all children and young people and support better experiences and outcomes for children and young people aged 0-25 and beyond with SEND.

The Barnsley Children and Young People's Trust and the development of this Strategy

Trust partners include; Barnsley MBC, the NHS, Barnsley Schools Alliance, Governors Association, Police, voluntary organisations, Healthwatch Barnsley, and the Barnsley Safeguarding Children Partnership. Members of the Trust meet via the Barnsley Trust Executive Group (TEG) to provide oversight and senior leadership to key areas of operational practice and strategy across Children's Services. They monitor the implementation and associated outcomes of the Children and Young People's Plan.

The Trust will drive systems change in relation to SEND by:

- Enabling partnership opportunities with children, young people and parents/carers to develop services at an individual and strategic level.
- Developing and delivering a well-planned continuum of provision and integrated services which work closely with children, young people and their families to meet their needs at the right time and reduce reliance on specialist services.
- Supporting children and young people to live as ordinary a life as possible in their local community.
- Creating services, schools and settings which have the capacity and confidence to deliver high quality provision, which improves children and young people's education, social and health outcomes.

This development relates to the five key areas of improvement within the SEND Improvement Plan:

- Early Identification and Support
- Quality and Efficiency of EHC processes
- Participation and Co-production
- Access to Specialist Provision, including Specialist School Places
- Planning for Pathways to Adulthood

Knowing that we are providing the right services and support for families has huge importance for the Trust. We recognise that it is from the feedback we receive from children, young people, parents and carers and what we know about their levels of satisfaction, that we gain a better understanding of how we should improve our services and practice. It is from parental knowledge and the lived experience of our children and young people that we can provide what is needed.

We will continue to deliver and develop a broad range of engagement opportunities to reach the widest number of parents, carers, children and young people to ensure a representative voice to evaluate service delivery. We will also continue working in partnership with all key stakeholders to develop processes for coproduction and engagement by developing positive mechanisms for shared strategic activity. This will include an annual refresh of this strategy to evaluate and demonstrate progress, align new and emerging areas of development, and move further towards the coproduction of this key document.

Children, young people, parents and carers expressed that they valued services across the partnership, but they also highlighted key areas for development.

Young people with SEND told us the issues which are important to them are:

- Addressing Bullying
- Improving the school environment for children and young people with SEND
- Better understanding about SEND by all
- Improved access to community spaces and activities
- Greater Independence

The SEND Youth Forum presented these key themes for development to senior leaders from across the Children and Young People's Trust and Barnsley Children Safeguarding Partnership at the Joint Partnership Board in November 2019 and a commitment was made to work proactively together to focus improvement activity within these areas.

Key areas for improvement highlighted by parents in relation to SEND include:

- Clear coproduction and engagement processes to support the delivery and development of Barnsley services at a strategic and operational level.
- Consistency of approach relating to contact with service professionals and in relation to service delivery.
- Services to be better connected to ensure education, care and health needs are met and services are delivered via a partnership approach throughout assessment, planning and delivery phases.

- Better information about what services exist and how they can access them to gain support.
- Improved and consistent communication in relation to the sharing and distribution of information.
- Access to services in a more timely and efficient way.
- A clear and effective pathway to adulthood.
- More involvement from key services and professionals in statutory review processes.
- Wider access to short breaks.

All areas for improvement have been linked to actions and activity which are outlined within our SEND Improvement Plan which is our enabler for change and action.

About Barnsley

There are 52,858 children aged between 0 and 18 years in Barnsley this is 21.7% of our town's total population. Life for children, young people and families in Barnsley is an improving picture and Barnsley residents have a lot to celebrate and enjoy. Our education outcomes are improving year on year and in some areas are above the national average with the potential to do better.

There is real momentum to drive and grow Barnsley's economy, develop more and better jobs for our residents, and create a thriving town centre which will attract wider investment and provide new opportunities for our children, young people and families. The town centre will be a great, safe space for young people to meet friends and enjoy family time. As a town, it is important that we improve access to community spaces to enable greater independence and accessibility for Barnsley children, young people and adults capitalising on new infrastructure developments.

We will work collectively to achieve this ambition across all service areas within Barnsley Council, and alongside local businesses, and community and voluntary sector organisations. This will include a key focus on improving access to leisure, recreation and positive activities for children and young people with SEND and their families. This will enable great community cohesion and ensure Barnsley is not only a great place to live and grow but a place where inclusion and accessibility is able to be demonstrated consistently, providing increased opportunities for children and young people to thrive, and improved daily life experiences of all Barnsley residents.

Barnsley is proud of its industrial heritage, but this legacy has brought with it many challenges that local people and services must work to overcome. Barnsley is the 39th most deprived Local Authority in England and this presents challenges ranging

from; high levels of deprivation in relation to health, employment, low paid work, education, skills and training.

Good progress is being made but there is still more to do to ensure we narrow the deprivation gap for Barnsley children, young people and families and achieve good and better outcomes for all. Raising aspirations by providing good quality education for children, life opportunities and developing enterprising behaviours is essential.

The SEND Youth Forum has told us that children and young people with SEND worry about not having enough qualifications to get a job. They want more opportunities for work experience as they see this as an opportunity to demonstrate what they can do. They also want to see more awareness and support in the workplace for young people with SEND.

Barnsley's Employment and Skills Strategy: More and Better Jobs aims to raise the ambition of Barnsley businesses, education institutions, people and communities, through three priorities:

- Getting ready for work – Education and Employability
- Getting into work – Routes into Work
- Getting on (and staying in) work – Businesses and Progression

It outlines the need to strengthen collaborative work with schools and colleges, businesses and communities to 'create a shared belief in a brighter future, a better Barnsley, with buoyant business growth, rising productivity, and a more skilled workforce'. The new Ofsted framework for schools places a much greater focus on personal development, including careers and enterprise and preparing young people for life beyond school in relation to further education, training and work. This is key to supporting the Trusts' aspiration for improved independence.

The SEND Youth Forum and parents and carers have told us that children and young people want more support in their preparation for adulthood confirming what we know about this key area for development. Preparation for adulthood is a key focus for the Children and Young People's Trust and plans for cross service/directorate developments are being driven via the SEND Improvement Plan and related subgroups.

Barnsley's SEND Population

The school population in Barnsley has been increasing year on year since 2011. In January 2019, there were 34,451 pupils on roll in Barnsley schools compared to 33,980 in January 2018 (this includes State-funded Primary, Secondary and Special schools, (including academies, Independent Schools and Pupil Referral Units). Of these, 14.9% had a special educational need or disability compared with 14.9% nationally. 4.0% of pupils had a statement or Education Health Care Plan in comparison to 3.1% nationally, whilst 10.9% required SEN Support in comparison to 11.9% nationally.

Primary need within mainstream schools varies but Social Emotional and Mental Health, Moderate Learning Difficulty and Speech Language and Communication Needs, are the most prominent needs across the Borough. The percentage of SEND pupils with an Autistic Spectrum Disorder as their primary need is increasing year on year.

Challenges and Solutions

The numbers of children with SEND in Barnsley are similar to other areas but more children have an Education, Health and Care Plan and fewer children are accessing SEN Support. It is important that we identify additional needs at the earliest opportunity so we can meet these in partnership with parents and prevent them from escalating.

Plans are in place to expand specialist school places within the borough and this is outlined within the SEND Sufficiency Strategy 2020-2023. Significant investment has been put in place to address provision levels for; early intervention, specialist services and assessment pathways. This is now starting to demonstrate reductions in waits for key services and has improved the graduated support for children, young people and families. We know that many health services receive high satisfaction ratings from parents and young people, and we know we can extend the reach of these services by implementing effective key strategies/advice into daily support programmes at a universal level.

Inclusion and engagement are a key priority within our Children and Young People's Plan and in our sector led, Barnsley Alliance Education Improvement Strategy 2019.

The Barnsley Alliance has established a number of priorities through the SEND Improvement Plan and supporting programme, including:

1. Developing practice to identify SEND at the earliest stage and promote effective early intervention and support.
2. Developing and implementing specific risk assessment criteria around SEND practice and outcomes to identify schools and academies in need of targeted support.
3. Supporting the deployment of skilled Barnsley SENDCOs to challenge and develop practice in schools across the borough through secondment to the council's SEND Service.
4. Working pro-actively with the council to support placement sufficiency needs and ensuring wherever possible that children and young people can be placed in schools and academies within Barnsley.
5. Developing sector-led challenge through peer reviews and implementation of London Leadership reviews.
6. Working together to understand, challenge and reduce the high level of fixed-term and permanent exclusions experienced by children and young people with SEND.
7. Supporting the development of a revised borough-wide SEND Strategy.

The Barnsley Education Inclusion Service provides specialist and targeted support for educational settings and services. The team consists of professionally trained psychologists, specialist inclusion teachers, and support workers with experience of working with children, young people and families in a wide range of contexts.

Significant investment into early intervention in relation to supporting the Early Years' Sector to support children with Speech, Language and Communication Needs (SLCN) has been made and is being taken forward by Barnsley services as part of a sub-regional partnership, funded by the DfE.

Barnsley recognises there is a continued need to improve the consistent quality of Education Health and Care Plans and has undertaken a service restructure and programme of recruitment that has resulted in the development of a well-resourced, experienced and motivated Education, Health and Care Team which is being positively received by parents and schools.

Barnsley has experienced delays in some aspects of the annual review process for children and young people who have an Education, Health and Care Plan and the Council has prioritised investment to address this. This is a key priority for the Trust as we know this process enables appropriate provision of service and is an essential part of reviewing and securing good outcomes for our children and young people.

The annual review process is also important to parents and young people and they have told us that they would like this to be a key focus moving forward. We will therefore work with all key stakeholders to ensure effective implementation and development within this area. Annual reviews should also be developed further to ensure that they are a tool for developing maximum independence and improved transition planning.

Barnsley MBC has a statutory duty under section 508A and 508D of the Education Act 1996 (amended by Education and Inspections Act 2006) to ensure that travel assistance is provided to facilitate attendance at school for eligible children or students. Barnsley's Home to School Travel Assistance Policy 2018 – 2020 sets out BMBC's arrangements for meeting this duty.

For children and students with special educational needs and disabilities the following menu of travel options is included in the policy; Independent travel training, personal travel budgets, school minibus, taxis or zero fare pass.

The inclusion of independent travel training and personal budgets into the menu of travel options is proving to be popular with families. The one to one individual daily coaching by travel trainers experienced in working with SEND pupils has helped to broaden life skills beyond travelling to school.

The service has invested in developing its passenger assistants (PAs) to be able to better support multiple and complex needs by providing a range of training and development opportunities which includes health-based training.

Specific challenges that the service face are the increasing numbers of pupils requiring transport, increasing distances students are travelling, together with an increasing range of complex individual needs. These issues are being addressed via the Barnsley SEND Sufficiency Strategy and through partnership working with colleagues in children's services, schools, and parent/carers.

Short breaks are a vital part of Barnsley's Local Offer to support families and the Trust commission short break providers to deliver community-based group activities alongside the provision of a residential short break setting for children and young people with complex needs. Short breaks are brokered with early years providers and individual personal budgets/direct payments are available based on assessed need. The short breaks offer will be kept under review and developed accordingly to meet presenting needs and respond to the feedback received from all key stakeholders.

The use of direct payments and personal budgets are increasing. We will continue to expand and develop our personal budgets offer considering how personal budgets can be used across services to increase levels of choice and control. Personalisation also requires strong peer support networks facilitated by parent groups in order to

utilise and develop Barnsley's social capital, so we are considering how we together support this function moving forward.

The SEND Improvement Processes and Priority Actions

Parents, children and young people's feedback, performance data, and the Local Authority's SEND Self-Evaluation Framework have been used to develop a detailed SEND Improvement Plan focusing on core/customer-facing priorities. The plan brings together the Local Area Partnership to engage in key areas of improvement activity which impact on the quality of experience of children and young people with SEND, and their families.

The five priority areas for improvement identified are broken down further into a detailed action plan which is tracked and monitored via the SEND Improvement Programme.

Priority 1: Early Identification and Support

Aim:

- We will work with early years settings, schools, post 16 providers and universal health providers to get better at identifying and meeting children and young people's additional needs as early as possible
- Develop a strong borough wide inclusion agenda focusing on quality first teaching to meet the needs of all learners.

Key Objectives:

- Review and develop effectiveness of mandated universal checks/screening in identifying needs.
- Develop the capacity of early years, childcare and health providers to identify and meet special educational needs in children under 5 years old.
- Develop the capacity of primary and secondary mainstream schools in identifying and meeting the needs of children and young people with special educational needs.
- Develop confidence and capacity of inclusive practice for all pupils within Barnsley settings.
- Develop inclusion support planning tools and processes in partnership with schools.
- Improve reporting to examine and reduce exclusions for children with SEND.
- Champion and support SENCO reviews of SEN provision and practice in mainstream schools to develop confidence and capacity in early identification.
- Use the OFSTED framework to identify key standards within inclusive teaching
- To support families via targeted and specialist Early Help support.

Priority 2: Quality and Efficiency of EHC processes

Aim:

Where an Education Health and Care Plan is needed, we will improve the planning process so that children, young people, their parents/carers have a better experience and are confident the plan meets their needs.

Key Objectives:

- To meet all statutory duties for the annual review process: All annual review processes will be managed accurately and in a timely manner resulting in EHC plans which are purposeful and relevant to the child or young person.
- To embed and strengthen a relevant and timely EHC service which is transparent, equitable and robust in its delivery: All statutory assessment processes will be managed in a timely and effective manner resulting in a high quality relevant EHC plan.
- To safeguard and plan for the most vulnerable children in the borough with SEND: The most vulnerable children with SEND will be identified and planned for in advance of transitions in a process where their needs will be met through a cross team approach.
- Ensure joint planning and delivery mechanisms are being fully utilised to meet the needs of individual children including through team around the family approaches.
- Improved integration working and processes across social care and education to create 0 - 25 service with better measurable outcomes and future pre-emptive planning for key transitions.

Priority 3: Participation and Co-production

Aim:

We will create more opportunities for children, young people, parents and carers to contribute to, influence, and co-produce strategies and planning for SEND Local Area arrangements alongside daily opportunities to participate in service planning at an individual level.

Key Objectives:

- Further develop local Children and Young People's Trust arrangements to enable greater and wider participation and co-production with parents and carers.
- Continue to deliver and develop opportunities for and with SEND children and young people to enable them to participate, influence service policy, and drive improvements highlighted within the SEND CYP Plan via established youth participation processes.
- Develop a broad range of engagement opportunities to reach the widest number of parents and carers to ensure a representative parental voice to evaluate service delivery and activity across the Trust and provide opportunities for key issues to be raised outside of daily contact with services.
- Develop and publish a calendar of key consultations across the CYP Trust to support areas for development highlighted within the SEND Strategies, SEND Improvement Plan, Key organPage 31inge, or as a result of parental/CYP feedback.

Priority 4: Access to Specialist Provision, including Specialist School Places

Aim: We will develop special education provision locally so more children can be educated within Barnsley. We will improve access to specialist health and therapy services.

Key Objectives:

- Develop options to create additional school places in accordance with SEND sufficiency planning.
- To increase SEND commissioning capacity to implement the sufficiency strategy and focus on the quality assurance of commissioned placements.
- To improve access to specialist health services
- Review and improve pathways for children's therapy services; ASC paediatric services, and CAMHS.
- Ensure resource allocation panels are connected and provide a timely response to meeting needs.

Priority 5: Planning for Pathways to Adulthood

Aim:

We will develop better pathways to adulthood so that children and young people's voice, needs and ambitions are our primary focus.

Children and young people will have access to timely and co-ordinated advice, support and service to enable them to plan for the future.

Key Objectives:

- Work with young people, parents and carers to identify priorities and plan for improvement across all related services.
- Raise aspiration, increase opportunities for young people to articulate their ambitions, and to develop skills that will support progress into employment
- Develop cross age phase arrangements, services, and workforce development opportunities across four key areas: Health, Communities, Employment and Training, and Preparing for Independence.

Strategic enablers to support this work are:

Priority: The Local Offer

- Ensure the Local Offer meets all requirements and provides relevant information which supports young people, parents/carers and professionals independently accessing support, services and provision
- Update the Local Offer to address identified gaps and establish processes for regular quality assurance.

Priority: Performance Management

- Implement robust performance management processes and data/intelligence collection.
- Review and evaluate data collated to ensure that children and young people with SEND (0-25) are receiving the support needed, are making the progress required and ensure the most vulnerable children are being identified.

Priority: Records and Case Management

- Review current records management systems; identify and implement actions to improve efficiency and quality of record keeping and case management.

Priority: Workforce Development

- Ensure professionals across all relevant services have access to and engage in continuous professional development which supports them in identifying and meeting the needs of children and young people with SEND (0-25), in line with the SEND Code of Practice.

What will success look like:

Children and young people with SEND will achieve improved outcomes:

- Improved progress and attainment data for children and young people with SEND.
- Young people are supported to achieve maximum independence through to adulthood – progression planning demonstrated via the annual review process.
- Increased attendance rates and a reduction in persistent absence.
- Reduced exclusions in primary and secondary schools.

- NEET* figures for young people with SEND will be reduced on leaving school.
- Increased and successful employment opportunities

** Not in Education, Employment or Training*

Children and young people will have timely access to good-quality schools, colleges and services.

- Increased percentage of children having their needs met in mainstream provisions.
- Trends in demand for independent non maintained special school placements will slow.
- Reduction in the average distance travelled to access appropriate provision.

The SEND reforms will continue to be embedded across the borough.

- All children identified at the earliest opportunity, appropriate support offered and plans in place
- Compliance rates relating to EHCP completion to outperform the national average.
- Professional input is specific and purposeful to meet identified need
- Integrated early help and SEND systems ensure that each child has detailed, and pre-emptive planning and progress mapped by multiagency teams around them when required

Children, young people and families will tell us that they feel more supported by education, health and social care services.

- The EHCP process will deliver person centred planning and children, young people and their parents/carers will feel they are actively engaged in decision making and their planning arrangements
- Children, young people and families tell us they feel as if they have influenced and shaped service delivery.

The SEND Oversight Board was established in February 2019 to secure a partnership approach to delivering system-wide improvements in order to achieve better outcomes. The Board is chaired by the Executive Director for Children's Services and its members include key service representatives, including schools, Barnsley Clinical Commissioning Group (BCCG) and Public Health.

The SEND Oversight Board delivers an improved partnership grip and discipline in the management of SEND related pressures. It also ensures that a reporting and escalation process is in place to drive progress at pace and scale, generating tangible outcomes which can be demonstrated to parents, carers, children and young people. All progress is reported to the Children and Young Peoples Trust Executive Group.

The Barnsley Children and Young People's Trust will continue to work together with the SEND Youth Forum and Barnsley Youth Council to implement solutions to the issues raised in the Children and Young People's SEND Plan. The SEND Youth Forum will work in partnership with the Trust to develop an action plan which will sit alongside the SEND Improvement Plan. They will report all progress to the Trust Executive Group.

Closing Summary

We hope that this strategy has been clear about the Partnerships commitment to SEND and the journey we can make together to improve the everyday lived experience and outcomes of Barnsley children and young people with SEND and their families.

Our continuous improvement journey is underpinned by listening to the voice of children, young people and families, targeted investment, a robust self-evaluation framework, continuous improvement plan, and a strong governance and accountability structure. We are confident that by adopting this structured approach to improvement we will drive positive service and system transformation across the Children's Partnership in relation to SEND.

Many positive actions and improvements have been made but we acknowledge there is more still more to do. This means high levels of service integration across all age groups. We will ensure that developmental, safety, well-being and health outcomes are considered and well supported alongside educational progress and achievement.

As a borough we want to move away from dealing with difficulties once they have escalated, providing support at the earliest opportunity. It is important that as a Children and Young People's Trust we pool our resources to ensure that children, young people and families get the right support, at the right time to tackle problems early. We want to build our practice further to ensure a consistent focus on strength-based approaches to meeting need. This will reduce the dependency for diagnosis to enable allocation of resource and promote maximum independence throughout a child with SEND's life journey.

Over the lifetime of this strategy we will continue to work together with children and young people, placing them at the heart of what we do to achieve improved, even better outcomes, and achieve our ambition to develop outstanding services which make a difference to all children, young people and families in Barnsley. This will move us further to fulfilling the Trust's vision to provide a brighter future and a better

Barnsley and support ambitions to enable a thriving and vibrant economy, enabling people to achieve their full potential and that they live, work and learn in strong, resilient communities.

We would like to thank everyone who has contributed to this strategy and ask for your continued commitment to ensuring effective implementation and ongoing review.

BARNSELEY SPECIAL EDUCATION NEEDS AND DISABILITY STRATEGY OVERVIEW

VISION

The Barnsley Children and Young People's Trust ambition is that all children and Young People:

Can attend a school or other education setting that is good or outstanding
Achieve success in learning and work
Live in a strong and resilient family

PROVIDING A BRIGHTER FUTURE AND A BETTER BARNSELEY FOR ALL OUR CHILDREN AND YOUNG PEOPLE 365 DAYS OF THE YEAR

VALUES developed by Barnsley children and young people with SEND to provide a strong foundation for change across the SEND system

Consideration

Acceptance

Consistency

Fairness in all things

Kindness

Quality

The Trust will focus on five key areas for development:

Early Identification and Support for SEND

We will work with early years settings, schools, post 16 providers and universal health providers to get better at identifying and meeting children and young people's additional needs as early as possible

Education, Health and Care Plans

Where an Education Health and Care Plan is needed, we will improve the planning process so that children, young people, their parents/carers have a better experience and are confident the plan meets their needs.

Specialist Provision and Services

We will develop special education provision locally so more children can be educated within Barnsley. We will improve access to specialist health and therapy services.

Participation & Coproduction

We will create more opportunities for children, young people, parents and carers to contribute to, influence, and co-produce strategies and planning for SEND Local Area arrangements alongside daily opportunities to participate in service planning at an individual level.

Pathways to Adulthood

We will develop better pathways to adulthood so that children and young people's voice, needs and ambitions are our primary focus.

Children and young people will have access to timely and co-ordinated advice, support and services to enable them to plan for the future.

LOCAL ENABLERS

The Local Offer will meet all requirements and provide relevant information which supports young people, parents/carers, and professionals independently accessing support, services and provision

Deploy robust performance management to ensure that young people with SEND are receiving the support needed and are achieving good outcomes

Invest in and develop information management systems which support efficient and effective case management

All relevant services and professionals have access to and engage in continuous professional development – A SEND Workforce Development Strategy

Senior Leadership Oversight and Governance – A strong SEND Improvement Plan to drive and enable change

IMPACT & SUCCESS

Children and young people with SEND will achieve improved outcomes

Improved progress and attainment data for children and young people with SEND.

Young people are supported to achieve maximum independence through to adulthood.

Increased attendance rates and a reduction in persistent absence.

Reduced exclusions in primary and secondary schools.

NEET (*Not in Education, Employment or Training*) figures for young people with SEND will be reduced on leaving school.

Increased employment opportunities and success within the workplace.

Children and young people will have timely access to good-quality schools, colleges and services

Increased percentage of children having their needs met in mainstream provisions.

Trends in demand for independent non maintained special school placements will slow.

Reduction in the average distance travelled to access appropriate provision.

The SEND reforms will continue to be embedded across the borough

All children identified at the earliest opportunity, appropriate support offered and plans in place

Compliance rates relating to EHCP completion to outperform the national average.

Professional input is specific and purposeful to meet identified need.

Integrated early help and SEND systems ensure that each child has detailed, and pre-emptive planning and progress mapped by multiagency teams around them when required

Children, young people and families will tell us that they feel more supported by education, health and social care services.

The EHCP process will deliver person centred planning and children, young people and their parents/carers will feel they are actively engaged in decision making and their planning arrangements

Children, young people and families tell us they feel as if they have influenced and shaped service delivery

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The Barnsley Children and Young People's SEND Plan 2020 to 2022

A message from Rachel Dickinson the Chair of Barnsley Children and Young People's Trust

The Barnsley Children and Young People's Plan 2019-22 published by the Barnsley Children and Young People's Trust in June 2019 outlines how we will work together to provide a '**Brighter Future and a Better Barnsley**' for all our Children and Young People.

Children and young people both inspired and helped to create the plan articulating our ambition to achieve outstanding services and opportunities for all Barnsley children and young people across each stage of their life journey. The Barnsley Youth Council continue to work alongside Children and Young People's Trust Partners; Barnsley MBC, the NHS, Schools, Governors Association, Police, voluntary organisations, Healthwatch Barnsley, and the Barnsley Safeguarding Partnership, to deliver its key priorities and monitor its progress.

Special educational needs and disability (SEND) is a key priority within the Children and Young People's Plan as we know it is an area which requires a strong focus if we are to support better experiences and outcomes for children and young people aged 0-25 and beyond with SEND. To demonstrate our commitment to this priority and to listening to the voice of children and young people we have co-produced this plan to sit alongside the Children and Young People's Plan, the SEND Strategy 2020 to 2022 and the Barnsley Accessibility Strategy 2020. This plan's specific focus is to improve understanding across the Trust about what it is like to be a child, young person, or young adult with SEND, and how this should shape practice and the way we develop and commission our services in Barnsley.

This plan has been developed in partnership with an exceptional group of young people with SEND who have come together to form the SEND Youth Forum. I would like to take this opportunity to thank this group for their hard work and commitment and also thank all the other children and young people who have come forward to share their experiences to help us create this plan.

It is very important to the Trust that all Barnsley children and young people feel valued, listened to and are supported in the very best way possible throughout their childhood and into adulthood. Together we can use this plan and the solutions put forward by the SEND Youth Forum to drive improvement and achieve success in delivering high quality provision, outcomes and opportunities for Barnsley children and young people with SEND.

A Message from the SEND Youth Forum

We hope that this plan will be a guide to professionals and help them to think about; who children and young people with SEND are, what we need, and what is the best way to support us. We want to be consulted, listened to and respected. Being self-confident is very important.

The term SEND, Special Educational Needs and Disability, is used to describe us. It is not a term we have decided so we have worked with other 'SEND' children and young people to create our own meaning. Here are some of our ideas which we feel reflect our strengths:

Super, **s**pectacular, **s**upportive

Extraordinary, **e**nthusiastic, **e**mpathetic, **e**nergetic, **e**nabled,

Natural, **n**urturing, **n**ormal

Determined, **d**ynamic, **d**ifferent, **d**eserving, **d**ecisive

*"We are **extraordinary**"*

*"We are **normal** but **different**"*

*"We do **deserve** good service"*

*"We should be **enabled** to achieve our potential, make choices and be as independent as possible"*

*"We are **determined** to do our best and make a difference"*

*"We are **empathetic** and **nurturing**, we care about others, we would like others to show **empathy**"*

*"We are **spectacular**"*

To explain what it is like to be a young person with a disability and the type of challenges faced one young person wanted to share their personal experience of life in a mainstream secondary school:

"My autism is part of my story as a British citizen and a person living in Barnsley. My autism is part of my personality as I try hard to get along with my own year group. I try very hard to follow school policy!!! I try to cope with the changes!!! I try to make

a difference! But I don't get acknowledged by much of my own year group, I do get called names. I'm the one that's being "reyt" because I'm being a respectful person. I am what people should be!"

These are the issues that are important to SEND children and young people and we would like professionals to think about them, and how things can be improved:

- Bullying
- Improving the school environment
- Better understanding about SEND
- Improved access to community spaces and activities
- Greater Independence

These are the values we think should be used by professionals to develop Barnsley services and practice:

- Consideration
- Acceptance
- Consistency
- Fairness in all things
- Kindness
- Quality

We hope that young people with SEND will read our plan and recognise what they have told us. We hope it will make a difference. We hope that children and young people will be asked what they think because of this plan and be listened to.



The Barnsley Children and Young People's Trust

This plan is underpinned by the Trust's vision, which is to:

MAKE EVERYDAY COUNT, FOR EVERY CHILD, 365 DAYS OF THE YEAR

Our vision for all children and young people in Barnsley is that they:

3

- Can attend a school or other education setting that is good or outstanding
- Achieve success in learning and work
- Live in a strong and resilient family

The six strategic priorities for achieving these this for all young people are:

6

- Keeping children and young people safe
- Improving education, achievement and employability
- Tackling child poverty and improving family life
- Supporting all children, young people and families to make healthy lifestyle choices
- Encouraging positive relationships and strengthening emotional health
- Improving staff skills to deliver quality services

Our 5 key outcomes for children and young people are:

5

DAYS

- **Staying Safe:** All children and young people living in a safe environment, where they feel safe, listened to, supported and respected.
- **Being Healthy:** Children, young people and families making healthy lifestyle choices, and being emotionally well and resilient.
- **Enjoying & Achieving:** Children and young people enjoying life and its opportunities, achieving their potential, and benefitting from a good education. There will be many and varied opportunities within communities for all children and families from infancy to adulthood.
- **Prepared to earn a good living:** Young people will demonstrate enterprising behaviours, have access to and secure good jobs, and achieve aspirations for a thriving Barnsley.
- **Being an Active Citizen:** Children and young people becoming and being active citizens who contribute to creating a 'Better Barnsley'.

Facts and Figures

There are 52,858 children aged between 0 and 18 years in Barnsley, this is 21.7% of our town's total population. The school population in Barnsley has been increasing year on year since 2011. In January 2019, there were 34,451 pupils on roll in Barnsley schools compared to 33,980 in January 2018. In January 2019 14.9% of pupils in Barnsley schools had an identified special education need or disability. There has been good improvement in outcomes for pupils with SEND over recent years. The Barnsley Children and Young People's Trust is particularly pleased about improvements in all key stages for pupils who have SEND Support needs and is looking forward to improving educational outcomes further for all children and young people in Barnsley.



Developing the Plan

Knowing that we are providing the right services and support for children, young people and families has huge importance for us. We recognise that it is from the feedback we receive from children, young people, parents and carers, and what we know about their levels of satisfaction, that we gain a better understanding of how we should improve our services and practice. It is from understanding the lived experience of our children and young people that we can provide what is needed and ensure that their voice is at the centre of our work.

Following the publication of the Children and Young People's Plan 2020-2022 and in readiness for preparing this plan we invited young people with SEND to tell us about what it is like to be a child or young person in Barnsley. Young people from across the borough were asked to think about what was good, what needs to get better and, what they think could be done to make improvements. This work was delivered via the Barnsley's Targeted Youth Support Service.

From this information four key themes were identified;

- Friendship, Bullying, Social Activities, and Community Spaces

- Education
- Health, Wellbeing and Diagnosis
- Moving into Adulthood

(include a Makaton Sign for each title during design)

Work was then done to understand more about these themes.

The key areas identified for improvement are:

- Bullying
- Improving the school environment
- Better understanding about SEND
- Improved access to community spaces and activities
- Greater Independence

The SEND Youth Forum members attended a task and finish group to complete this work and develop and write the plan over several weeks. They also presented their findings to senior leaders from across the Children and Young People's Trust and Barnsley Children Safeguarding Partnership at the Joint Partnership Board in November 2019 on 'Takeover Day'.



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Key Themes, Areas for Development and Solutions

Friendships, Bullying, Social Activities and Community Spaces

Young people told us that transport can be a barrier to getting involved. Sometimes provision is there for them, but they can't access it.

“Young people often cannot attend clubs or activities because they are far away from where they live and there is no transport provided. The young people are not able to use public transport independently so rely on their parents, not all my friends have parents that can drive”

“There seems to be a lack of Taxis that have the ability to carry someone in a wheelchair”

Those who had access to short breaks activities or targeted group activities enjoyed them. They felt understood and supported by staff. Some young people felt residential provision needed to offer different activities for different groups of young people who attend. Some of our young people need specialist activities but some young people said they wanted to mix up SEND and mainstream groups, especially those young people who do not feel like they have a disability or have friends that don't have disabilities. Young people want to access social activities with their friends.

“Keep it mainstream, don't separate, when people are separated it doesn't help to develop social skills and friendships”

“**SEND Youth Clubs** are really good because it is where I meet my friends”

Pupils at Greenacre School have been working with Sheffield Hallam University and have been talking to us about loneliness and what it feels like to be lonely. They have told us that they can feel lonely even when other people are around. They don't always live near their friends and it is difficult to see them after school as they can live a long way from where they live. They can spend a lot of time in their bedroom or at home because it is difficult for them to play out or meet up with friends if organised groups are not taking place. Some young people told us that having a Personal Assistant (PA) helped them to access community activities which they really enjoyed.

Some young people with SEND want to become independent in travelling to places to meet up with friends. They want more to do as young adults. They enjoy using community spaces and want to make more and better use of them.

“Lots of my friends who are older than me are scared about being 25 because they can't go to youth clubs anymore and see their friends.”

“Have clubs for 18 to 25 - year olds. Other adults don’t socialise with children and teenagers, we want to be able to socialise with our peers like other adults but sometimes we need support to enable us to do this.”

“We want to be taught the skills and for our parents to trust us to go to places with just with our friends. It is different going to somewhere like town with your parents or a carer”

“Lots of my friends that I go to school with can’t go to lots of places because they don’t have changing facilities so they cannot go there for very long. This means we can’t do much together without them having to go back home or back to school”

Some young people felt it was easier to make friends in college or in clubs rather than school. They felt strongly that more needs to be done to stop bullying at school. Sometimes the response to bullying is to remove them from the situation, rather than tackling the bullying. This can lead to them feeling more isolated than their peers and missing out on going outside at breaktimes. Other young people felt safer having targeted activities at breaktimes. They wanted more to be done to help other students understand disabilities, and to develop empathy and understanding, which they think might help to reduce bullying.

“Other students should be taught about SEND so they know more about what and why we do things and how they can help us or what to do if something happens”

“Students need to be taught about disabilities in PSHE or Science. We learn about dementia but not conditions that people in our own school have”

“There is not a consistent approach across Barnsley to tackle bullying”

“The definition of bullying is a problem because many young people can do individual things. This isn’t classed as bullying because it is not frequent by one person but when you have lots of people doing individual things to you, it still makes you feel like you are being bullied.”



What young people would like to happen to address these issues:

- More social activity options and to be able to go out more days a week
- Specific provision for young adults aged 18 to 25
- To have activities that cater for young people with SEND and friends who don't.
- Help to build our independence skills in mainstream and specialist provisions to be able to access places with our friends and give our parents confidence that we can go places and do things on our own.
- Have more preparation and information about what we can do when we are 25 so that it is not so scary for us.
- Better accessibility in community places, not just disabled toilets but changing facilities and ramps.
- Have different provision/different activity offers in respite provision for young people with different needs and abilities.
- More funding for transport included with activities
- Supported transport options e.g. meet at the bus station, walking bus
- More accessible transport and taxis that can accommodate wheelchairs
- A town-wide approach to stopping bullying
- More support for victims of bullying including more consideration for the feelings of people who are the target of multiple one-off incidents and more action to stop it.
- Teachers to have more training to help them to stop bullying.

What the SEND Youth Form and Youth Council will do next:

- Campaign on transport issues.
- Work with our schools and the Barnsley Children Safeguarding Partnership to do more work around bullying to develop a consistent approach.
- Work with Barnsley MBC to look at how we can make activities more accessible and make sure that children and young people have a range of social activities and opportunities that meet their needs and stop them feeling isolated or separated from their friends.

Education

Young people attending specialist provision were very positive about their experience of school. Other young people found college better than school, because they had more choice of subjects, and felt more accepted. Children with SEND in mainstream school felt that more understanding and better support was sometimes needed from staff and other pupils. In many cases primary age children have better experiences at school. Early diagnosis was important, with some young people feeling that delays in identifying their needs led to them being labelled as difficult or their actions being misinterpreted.

For students at school, support from teaching assistants was really valued, as was support from key members of staff who they felt recognised and understood their additional needs. Many expressed the view that school staff needed more training in understanding special needs; how these needs can affect a young person's behaviour; and how to respond when a young person is struggling.

Young people expressed frustration about information about their conditions or how to meet their needs was not being shared with all their teachers, so support was inconsistent. Students who had good experiences and support were positive about what they had achieved, educationally and socially.

Many young people were very positive about informal education which they access via their youth group. One young adult told us that she has attended positive activities clubs since she was at school and they have helped her to go on and achieve her life goals. Many young people said that they enjoyed socialising with their friends at school and taking part in out of school activities. This reflects how important it is for our children and young people to have opportunities to socialise with their peers to prevent them feeling isolated or lonely.

“Teachers should be told about our needs before they teach us, we shouldn't have to tell them.”

“School medical staff should have more training so they don't panic and should refer to care plans more”

“A couple of teachers were well trained and spotted my condition early even though I had no diagnosis. In later years they helped me become more independent”

“I got level 4 in SATs and I got on the student council in primary”

“School is often the place where young people with SEND can feel the unhappiest”

“School is very often not a pleasant experience, especially for those in mainstream settings like me.”

“Some teachers do not understand disability or how to help us; in fact, they can often make things worse.”

“It can sometimes feel like people work with you for a bit and if you don't make progress give up”.

“I can feel embarrassed in lessons and this makes me do things that I don't want to do”.

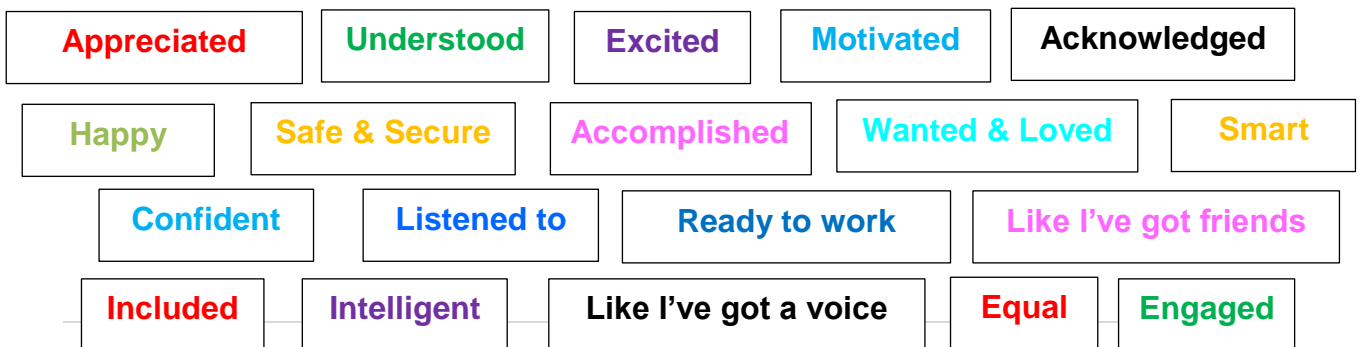
“At Greenacre we go out in the community”



Things young people like about school

- Sports
- Being with friends, being able to talk to friends
- Options- picking our own subjects
- Catering and Computers
- Having someone to talk to
- Staff - helpful and supportive
- Duke of Edinburgh
- Community Work (Greenacre)
- Residential and trips
- Lessons are fun
- School transport
- Dinners (sometimes)
- People having a joke with you
- Extra curriculum activities like after school clubs/ enrichment

At school young people want to feel: *(brick design in final plan)*



What makes young people feel sad or anxious at school:

- Changing routine and environment without any warning
- “When my favourite staff are not there or leave”
- Bullying and friendship issues
- “People seeing your disability rather than you as a person”
- “When it’s too crowded and people are shouting”
- “When you see someone else in crisis”
- “When I can’t do something – it gives me low self-esteem”
- “When I have an appointment but don’t know about it” (with a specialist service)
- “When we do group work”
- “I don’t always know who to trust, I don’t know who they will tell”
- “Support systems making you look different”
- “Not everyone seems to understand about invisible disabilities”
- “I sometimes feel like an outsider”

The things young people thought would or do make school feel better:

- More practical lessons
- “People work with me on my self-esteem and mental health”
- “Listen to my opinions and give me a voice”
- Have nurture provision in mainstream school
- Teachers need better information to prepare for SEND young people in their class before they teach them
- More range of uniforms- materials can be irritating
- Less crowded dinner lines and spaces
- More time to make good choices when calming down from a difficult situation (meltdown), a calming room
- “If people were more understanding of my needs”
- How to help in crisis
- If all staff carried communication cards
- Young people should be helped more to participation in annual reviews. Tools should be developed and used.
- More training for school medical staff to help with more complex needs

Young People thought training should be given in the following areas:

- How to de-escalate
- Communication training
- Identifying and responding to needs including sensory needs
- LGBTQ+
- Mental Health
- Training for school medical staff

What young people would like to see happen to help with these issues:

- More support for SEND in schools
- Better training for all school staff on disabilities and what they can do to help.
- More consistency in implementing strategies and support.
- Better communication between staff (including supply teachers) about what things have been put in place to help us.
- To be asked and listened to.

What the SEND Youth Form and Youth Council will do:

- Develop and deliver training with education leaders to promote better understanding about SEND.
- Produce a video that raises awareness about disability that can be shown to professionals and young people.

Health, Wellbeing and Diagnosis

Some young people described positive experiences of mental health services but also expressed the view that more support for mental health is needed.

Those who accessed sexual health services thought they were good, but some young people want more specialist sexual health services equipped to advise on their particular needs. They would like the health and wellbeing offer that is provided in mainstream settings or clubs to be put in place in SEND settings.

For some young people environment was seen as a barrier to accessing services, for example waiting rooms and spaces that are not autism friendly.

A frustration for some young people was having to tell their story repeatedly as they moved between services, and also when staff changed within services. They feel this makes it difficult to build/maintain trusting relationships. The scheduling of services or activities sometimes limited young people's opportunities to access what they wanted or needed.

Generally young people value the services and groups on offer but feel that there needs to be more. Young people feel that they wait too long for services and have to have a diagnosis before they can get support.

“The service I went to knew about depression and anxiety but always said it was just because of my autism. I still need help with it regardless of the cause.”

“I feel like I am being passed around from service to service, one service does one bit, then another service does another bit”.

“There are lots of long forms to fill in and send off”.

“Sexual Health Services are good. I access them through my doctors/spectrum.”

“Can we have sexual health services in our SEN clubs?”

“Have you tried going through puberty with an autistic brain? It’s a nightmare!”

“You are often passed between services as you don’t meet the correct criteria”

“It often takes a very long time to receive a correct diagnosis and then takes even longer to get support.”

“You often cannot access support until you have a full diagnosis and sometimes even an EHCP which takes a long time.”

What young people would like to happen to address these issues:

- Better mental health support for young people with SEND
- Clear pathways and information about diagnosis and support, and where to go for help.
- More training on disabilities for mental health and medical professionals
- Faster access to support for children and young people.
- Support and activities for children and young people who have not yet got a full diagnosis but will benefit from the support.

What the SEND Youth Form and Youth Council will do:

The SEND Youth Forum and Youth Council will campaign on mental health and wellbeing including what this means for children and young people with SEND and will work with Services to help make improvements. Please ask us.

Moving into adulthood

Children and young people told us they want more support in preparation for adulthood. They worry about what they will be able to do when they cannot access

youth provision anymore, as many of them plan their week around those activities. They also worry about when they will need to live independently, without their parents and want more and earlier support to prepare them for living alone, before that circumstance arises.

Young people worry about not having enough qualifications to get a job. They want more opportunities for work experience, seeing it as an opportunity to demonstrate what they can do. Not all young people are aware about how to get a job and want more support with this. They also want to see more awareness and support in the workplace for people with SEND needs.

When young people are getting support, they are positive about the difference it makes to their lives.

“Lots of young people worry about what will happen when they have to live independently”.

“It is really hard to get a job that isn’t a voluntary placement.”

“When you do get a job, employers often don’t understand or provide support that you might need to be able to keep the job and manage your SEND.”

“Now the people I live with will be able to help me learn to look after myself” (young person recently moved into supported living).

“Adult services help me when I need it”.

“Got work experience through Greenacre College and was hired by Barnsley Norse after my placement. It was good because it let me try the job and prove I could do it”.

“It would be good for someone to help me with what to do after college; I’m worried about my next step.”

“If I have to live on my own it would be scary because I don’t know anything about bills or taxes.”

“I have been coming to the youth club since I was 14, I know I can’t come when I am 25 but I don’t know what I will be able to do after that”.

“I try not to think about what will happen when I am too old to go to things anymore.”

What young people would like to happen to address these issues?

- Better education for all young people throughout their lives to make them more prepared to be independent (skills to prepare you for life).
- More information about what to do if someone needs help when they are living independently.
- Better training for leaders in the workplace (especially on understanding disability and how to support their workforce)
- For services to work with use so our parents do not worry and feel confident about us doing things on our own.

What the SEND Youth Form and Youth Council will do:

The SEND Youth Forum and Youth Council have started work with Barnsley MBC and NHS Barnsley to develop work experience, employment opportunities and employer knowledge.

What the Children and Young People's Trust will do about the key issues children and young people have raised

- Continue to work with an unrelenting focus towards our vision which is to ensure all children and young people; *attend a school or other education setting that is good or outstanding, achieve success in learning and work, live in a strong and resilient family.*
- Work hard to ensure all our services make children, young people and families feel included, supported and understood.
- Use the information provided within this document to shape and commission services and policy.
- Schools will develop strong Accessibility and Inclusion Strategies in line with the Borough Accessibility Strategy 2020 and the feedback provided by young people within this plan.
- Create a more inclusive Barnsley and support independence.
- Work with children and young people to develop our short break activities including residential services.
- Provide access to Early Help support as and when it is needed to stop needs from escalating by offering support to families.
- Improve the quality of provision for young people with SEND supporting them to access education locally and not have to travel long distances to school or college.
- Improve the Education, Health and Care Plan process.
- Consistently implement high quality tailored plans and support, improving the daily experience and outcomes of children and young people.
- Increase opportunities for working with children, young people and parents to make sure we get things right, together.

- Enable and encourage all professionals to work well together to support education, health and care needs at the same time.
- That specialist services can be assessed without waiting a long time.
- Ensure there is a strong emotional health and wellbeing pathway to support young people with SEND.
- To ensure all services help children, young people and families prepare for adulthood from birth onwards.
- To increase training and employment opportunities for young people with SEND and support employers to better support their SEND workforce.
- For the Children and Young People's Trust and Barnsley Safeguarding Children Partnership to work together with young people to address bullying and make children and young people feel safe and included.
- Continue to develop our approach to 'tell us once' to minimise young people having to continue to tell their story many times.

Next Steps

The key areas for development highlighted within this plan will be included in Barnsley's SEND Strategy and Barnsley's SEND Improvement Plan alongside all the other actions which we know we need to take to improve the daily experiences of children, young people and families with SEND. Our SEND Improvement Plan has been developed to make sure we improve services, and everyone makes the changes that are needed. The SEND Oversight Board and Children and Young Peoples Trust Executive Group (TEG) will monitor progress and make sure all agencies and services work in partnership to achieve better outcomes for all our children and young people. The SEND Oversight Board is chaired by the Executive Director for Children's Services, and its members include schools, Barnsley Clinical Commissioning Group and Public Health.

The Barnsley Children and Young People's Trust will continue to work together with the SEND Youth Forum and Barnsley Youth Council to implement their solutions to the issues raised. This will ensure young people are able to continue to talk about their experiences of SEND as part of a formal structure to make positive changes as well as providing a forum between service users, senior leaders, and service providers, to implement check and challenge activity and meaningful joint working practices.

The SEND Youth Forum will work in partnership with the Trust to develop an action plan to support development activity. They will report all key progress to TEG acting as a partner within the SEND Improvement Programme.

The SEND Youth Participation Lead will continue to work with children and young people from across the borough by delivering focused work and participation opportunities in schools (special and mainstream) and targeted/specialist services and groups. This will enable our children and young people to continue to shape the future for Barnsley children and young people with SEND by influence the ongoing design and delivery of service provision and future commissioning activity. It will also increase confidence amongst parents and carers that their child's voice is being listened to and that they are being supported to participate.

It is important that professionals use the information within this plan to develop their services and practice. We also ask that schools and services speak to children and young people with SEND who they are in contact with about this plan and the issues raised. Any feedback provided or good development practice highlighted within individual services and schools can be used in further editions of the plan. The Youth Council and SEND Youth Forum are keen to work with all partners across the Trust.

Acknowledgements

The Children and Young People's Trust would like to thank all the children and young people who participated in group consultations, and the SEND Youth Forum. Your hard work and engagement were essential to the development of this plan and will remain key to achieving its success. Thank you also to the parents and carers who have reviewed this plan and provided comments on its content.

This plan is currently being developed in an easy to read version by the SEND Youth Forum and will be made available on completion.

Barnsley Children and Young People's Trust Executive Group and Barnsley
Metropolitan Borough Council

**DRAFT Borough Accessibility Strategy for Children and Young People with
Special Educational Needs and Disabilities (2020-2022)**

Introduction

The Children and Young Peoples Trust's ambition for all children and young people in Barnsley is that they:

- Can attend a school or other education setting that is good or outstanding
- Achieve success in learning and work
- Live in a strong and resilient family

This is a fundamental part of our Children and Young People's Plan 2019-2022 and the Children and Young People's SEND Plan 2020 - 2022 which was developed with the valuable input of children and young people.

We want Barnsley to be a place where:

- All children and young people live in a safe environment, where they feel listened to, supported and respected.
- Children and young people make healthy lifestyle choices and are emotionally well and resilient.
- Children and young people enjoy life and its opportunities, achieve their potential and benefit from a good education.
- Young people have access to and secure good jobs.
- Children and young people become active citizens who contribute to creating a 'Better Barnsley'.

The key priority areas on which children and young people wanted to see progress were the following:

- Inclusion and engagement
- Improving outcomes for children and young people with special educational needs, including a disability or impairment so that they can make a successful transition to adulthood, enjoy independence, make a good living and feel part of their local community.

The values they feel should be promoted across the partnership and underpin this strategy are:

- Consideration
- Acceptance
- Consistency
- Fairness in all things
- Kindness
- Quality

These values provide a strong foundation for change and in the development and delivery of positive outcomes underpinned by high quality services. We encourage everyone who reads this strategy to consider how they adopt these values to support positive interactions with children, young people and families within their everyday practice.

The Voice of Children and Young People

In listening to children and young people with SEND and their experience of school we have heard the following:

Young people attending specialist provision were very positive about their experience of school. Other young people said they found college better than school, because they had more choice of subjects, and felt more accepted. Children with SEND in mainstream school felt that more understanding and better support was sometimes needed from staff and other pupils. Early identification was important to them, with some young people feeling that delays in identifying their needs led to them being labelled as difficult or their actions being misinterpreted.

For pupils at school, support from teaching assistants was really valued, as was support from key members of staff who they felt recognised and understood their additional needs. Many expressed the view that school staff needed more training in understanding special needs; how these needs can affect a young person's behaviour; and how to respond when a young person is struggling.

Young people expressed frustration about information about their conditions or how to meet their needs was not being shared with all their teachers, so support was inconsistent. Pupils who had good experiences and support were positive about what they had achieved, educationally and socially.

At school young people told us they want to feel:

Appreciated, understood, motivated to learn, acknowledged for who they are and their achievements, happy, safe and secure, wanted, confident, ready to work, listened to and equal.

Young people also made suggestions about what they would like to happen to address these issues:

- More support for SEND in schools
- Better training for all school staff on disabilities and what they can do to help.
- More consistency in implementing strategies and support.
- Better communication between staff (including supply teachers) about what things have been put in place to help us.
- To be asked and listened to.

Barnsley Alliance Education Improvement Strategy 2019

Building upon investment across the local SEND system, a strategic priority of our Barnsley Alliance Education Improvement Strategy 2019 will be to continue to develop the quality of practice in schools in order to better meet specific needs as part of promoting greater inclusion, through a process of consultation and engagement. One of the ways in which we can help achieve this is through a Borough Accessibility Strategy.

Legal Framework

The Equality Act (2010) consolidates a range of equality related duties and requirements within a single Act of Parliament. This Act introduced upon the Council and its partners, including mainstream schools and academies, a Public Sector Equality Duty (PSED) which came into effect in April 2011.

The PSED requires us to have due regard to the need to:

1. Eliminate unlawful discrimination.
2. Promote equality of opportunity between people who share a protected characteristic as defined by the Equality Act and PSED and their peers.
3. To foster good relations across all characteristics, between people who share one or more of the following protected characteristics and those who do not:
 - Race
 - Disability or impairment
 - Sex or gender (including gender identity)
 - Age
 - Religious belief
 - Sexual orientation
 - Pregnancy and maternity

Purpose of the Borough Accessibility Strategy

In addition, the Equality Act and PSED requires us, as the local authority, to implement an accessibility strategy for children and young people whose special educational need relates to a disability as specified in Schedule 10 of the Act:

“An accessibility strategy which over a prescribed period:

- (a) Increases the extent to which disabled pupils can participate in the school’s curriculum*
- (b) Improves the physical environment of the school for the purpose of increasing the extent to which pupils are able to take advantage of education and benefits, facilities or services provided or offered by the schools*
- (c) Improves the delivery to disabled pupils of information which otherwise is readily accessible to pupils who are not disabled.*

The delivery of this information must be:

- (a) *Within a reasonable time*
- (b) *Delivered in ways which are determined after taking account of the pupils' disabilities and any preferences expressed by them or their parents.*

The Accessibility Strategy will be the basis upon which all schools in the borough develop their own accessibility plan to ensure specific but consistent policy and activity. In developing the borough's Accessibility Strategy, we have taken into account the following factors:

Definition of Disability

A person is disabled if they have a physical or mental impairment which has a long-term adverse effect on their ability to carry out normal day to day activities. A physical or mental impairment may include learning difficulties, mental health conditions, other medical conditions as well as hidden impairments, such as dyslexia, autism or speech, language and communication impairments.

Definition of SEND

A child or young person has a special educational need if they have a learning difficulty or disability which requires specialist education provision to be made for them, as stated in the SEND Code of Practice (2014).

The Local Context

The school population in Barnsley has been increasing year on year since 2011. In January 2019, there were 34,451 pupils on roll in Barnsley schools compared to 33,980 in January 2018 (this includes State-funded Primary, Secondary and Special schools, (including academies, Independent Schools and Pupil Referral Units). Of these, 14.9% had a special educational need or disability compared with 14.9% nationally. 4.0% of pupils had a statement or Education Health Care Plan in comparison to 3.1% nationally, whilst 10.9% required SEN Support in comparison to 11.9% nationally.

Making Reasonable Adjustments

Local authorities, schools and academies should adhere to the duty to make reasonable adjustments to ensure pupils with SEND particularly a disability or impairment, can fully participate in the education provided by their setting and can, also, enjoy the range of associated benefits, facilities and services which the setting provides for its pupils. These reasonable adjustments should include the following:

1. Provisions
2. Criteria
3. School practices, policies and procedures

4. Auxiliary aids and services, including assistance and support from equipment, new technology or member of staff.
5. Support for health-related needs in partnership with health partners.

Increasing Access to the Curriculum

Schools and academies in Barnsley are responsible for providing a broad and balanced curriculum for all children and young people, including a wider curriculum (with provision for after-school clubs) for children and young people with SEND.

Improving the Physical Environment

As part of the Accessibility Strategy, schools should consider the needs of individual or groups of pupils when planning improvements to the school's environment. As indicated earlier, schools and academies have a duty under the Equality Act and PSED to consider reasonable adjustments for individual disabled pupils and groups of pupils.

As part of this, we will ensure that the maintenance of, as well as improvements to the Council's schools estate comply with current building regulations and are physically accessible to disabled pupils. We will also advise and influence all partner organisations, including single and multi-academy trusts on accessible school environments and reasonable adjustments.

Improving Access to Information

Schools and academies also have a duty to ensure all written information which is normally provided to its pupils, is available to children with special educational needs, including a disability, in a range of ways and within a reasonable timeframe. Schools' Web sites must be reviewed annually and should include the school's SEND report.

In addition, Barnsley Children and Young People's Trust will:

- Continue to support schools and academies in improving access to the curriculum for children and young people with SEND through the provision of high quality, targeted training and development which will embed the principles established in the Department for Education's SEND Code of Practice.
- Continue to develop our Local Offer to children and young people with SEND by improving the capacity of schools and academies to best meet the needs of pupils and to enable parents and families to access services, support and guidance available to them to help their children achieve their aspirations and potential.
- Alongside our partners, to continue to engage with children and young people with SEND in order to jointly plan and develop meaningful services which can make a difference to their lives.

- To support school leaders, including SENCOs, concerning the application of policies, plans and strategies and to enable SENCOs to meet regularly in order to keep up with developments and share best practice.
- To provide opportunities for governor training in relation to accessibility and the duty to make reasonable adjustments.
- To enable the Education Inclusion Team to work closely with schools in order to ensure the accessibility of pupils with a disability or impairment to the curriculum and the range of services provided to pupils.
- To ensure Education, Health and Care Plans specify any adaptations required to make the school environment more accessible to individual pupils with a disability or impairment.
- To monitor transition arrangements for children entering school for the first time and those moving across the school phases.
- To help in carrying out assessments for school trips to ensure they are accessible for pupils with mobility, sensory or medical difficulties.
- To support schools and academies in monitoring and reviewing the skills and expertise of staff in supporting pupils with a disability or impairment.
- To work with schools and other partners to prepare children and young people for adulthood and greater independence.

Obtaining Advice and Support

Parents and carers of children with SEND can obtain advice and support on the PSED and schools and academies duties concerning accessibility, from:

Barnsley Special Educational Needs and Disabilities Information, Advice and Support Service (Telephone: (01226) 787234 or e-mail SENDIASS@barnsley.gov.uk)

Further details concerning Barnsley's Local Offer to children and young people with SEND can be viewed through clicking the link below:

<https://fsd.barnsley.gov.uk/kb5/barnsley/fisd/localoffer.page?localofferchannels=1783>

Feedback and Complaints

We welcome any suggestions on ways to improve this Strategy, including examples of good practice. If you have any comments about your child's accessibility to the school curriculum, please e-mail SEND@barnsley.gov.uk.

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BARNSELEY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan.

Report of the Executive Director of Place

HIGHWAYS CAPITAL PROGRAMME 2020/21

1. Purpose of report

- 1.2 To obtain approval for the Highways Capital Programme for the financial year 2020/21, which underpins our economic growth aspirations through:
- Applying, where possible, the principle "prevention is better than cure" in determining the balance between structural, preventative and reactive maintenance activities, to improve the resilience of the highway;
 - The continued development of improvements to the existing highway network and measures to improve road safety, resolve delay issues for the public travelling on the network, including public transport, to improve air quality and to encourage active and sustainable travel;
- 1.3 To obtain delegated authority to vary the programme, in accordance the Council's governance and approval limits.

2. Recommendations

- 2.1 That the detailed Highways Capital Programme for 2020/21 as set out in Appendices 1 and 2 be approved, and that the Service Director, Environment and Transport be authorised to implement these schemes;
- 2.2 That the Highways Capital Programme be varied in line with the Council's governance and approval limits (paragraphs 3.8 – 3.13 refers);
- 2.3 The Service Director, Environment and Transport be authorised to:
- obtain tenders for any works, goods and services as necessary, and appoint the successful tenderer on the basis of the most economically advantageous tender;
 - adopt the Highways Maintenance Efficiency Programme (HMEP) principle of collaboration and utilise collaborative procurement to engage external consultants to undertake work which cannot be undertaken in-house or secure the services of contractors or consultants via Regional Alliances where available;
 - appoint other external consultants and contractors as appropriate, within the current procurement rules.
- 2.4 That, in the event that the Maintenance, Integrated Transport and Capitalised Highways Maintenance budgets for 2020/21 are not fully expended, the value of any other works be re-phased between financial years, which allows the flexibility to ensure that the available resources are deployed in the most

efficient manner possible, whilst maintaining the continuity of the Highways and Engineering Service.

3. Introduction

3.1 This report seeks the approval:

- of the Integrated Transport Programme 2020/21 - see Appendix 1;
- of the Maintenance Programme 2020/21 – see Appendix 2;
- for the Highways Capital Programme to be varied in line with the Council's governance and approval limits – see paragraphs 3.8 – 3.13;
- to implement an approach of engaging external resource suppliers, where necessary, to support the in-house provision to achieve economic and practical benefits, e.g. through the use of the Midlands Highway Alliance for transport modelling, or via collaboration established with adjacent authorities to deliver services, e.g. road markings; and

to highlight the risks associated with delivering the highways function, in the future, because of the reduced certainty of funding available, and undertake the potential mitigation measures available.

Background

3.2 The highway asset is the single highest value asset the Council owns. The last reported gross replacement cost for the entire asset was £2.1bn. This asset includes: carriageways, bridges and other highway structures, drainage, traffic signals, road restraint systems (safety fencing), supporting earthworks, footways, cycle ways, street lighting, road signs, road markings, road studs.

3.3 The Asset Management Policy and Implementation Strategy, as approved by Cabinet (Cab.7.1.2015/7) sets out how the Authority will maintain it's the highway. The challenge from an asset management perspective is to prioritise the most cost effective treatments and apply them at the correct intervals, whilst meeting the Service's financial obligation. Lifecycle plans will be developed to identify optimal treatment times for different asset types.

Capital Resources

3.4 The Highways Capital Programme is made up of number of funding streams, including:

- Maintenance funding and Integrated Transport funding, as capital grants from the Department for Transport (DfT), forwarded to the Council via the Sheffield City Region Mayoral Combined Authority;
- Annual Capitalised Highway Maintenance funding provided internally by the Council;
- Additional capital allocations either provided directly by the Council or in the form of specific Government grants.

3.5 In December 2014, the Department for Transport provided local authorities with details of capital funding allocations, covering a six year period between 2015/16 and 2020/21. These allocations included 3 years confirmed allocations and 3 years indicative allocations. These 6 year allocations covered 2 grants, the Maintenance

Block grant and the Integrated Transport Block grant from the Department for Transport's Local Transport Capital Block Funding.

- 3.6 Currently, beyond 2020/21, the Council has no indication of the level of Local Transport Capital Block Funding that will be provided by the Department for Transport. The Local Transport Capital Block funding includes Maintenance Block Grant and Integrated Transport Block grant. The Government is to carry out a Comprehensive Spending Review (CSR) during 2020, which will inform and determine their future spending plans. No announcement concerning Local Transport Capital Block funding is expected until the conclusion of the CSR, which is not expected until late 2020. Therefore, the Maintenance Block and Integrated Transport Block figures included in this report for 2021/22 and beyond are purely speculative but are based on current allocations.
- 3.7 The Council provides an annual allocation of £3.300M Capitalised Highways Maintenance, to supplement the funding received from the Department for Transport, to address highway maintenance priorities.

Governance

- 3.8 In respect of the governance arrangements for varying the approved highways capital programme, it is proposed to align this process to the Council's governance and approvals process, which is explained in the context of the highway programme in the paragraphs below.
- 3.9 Where an overall variation on the highways capital programme of between £0.100M and £0.250M is sought, the Service Director, Environment and Transport be authorised to vary the programme, providing it can be contained within the overall funding envelope, with an overview given to the capital oversight board.
- 3.10 Where an overall variation on the highways capital programme of between £0.250M and £0.500M is sought, in addition to the governance arrangements at 3.9, the Cabinet Spokesperson for Place be authorised to approve the variation on the programme, providing it can be contained within the overall funding envelope.
- 3.11 Where an overall variation of greater than £0.500M on the highways capital programme is sought, in addition to the governance arrangements at 3.9 and 3.10, a Cabinet report will be presented to approve that variation.
- 3.12 Where a variation cannot be contained within the overall funding envelope, a Cabinet report is required for due consideration, regardless of value.
- 3.13 This approach aligns to the Council's Capital Investment Strategy, as approved by Cabinet / Council as part of the 2019/20 budget papers (Cab.6.2.2019/6 refers).

Climate Change

- 3.14 On Wednesday 18 September 2019 Barnsley Cabinet declared a climate emergency in Barnsley to improve the climate by reducing carbon emissions. To help the Council to reduce its carbon emissions, two programmes, the Zero 40 and Zero 45, were proposed. The Zero 40 programme aims to facilitate the Council to become carbon zero by 2040. The Zero 45 programme focuses on the whole of

Barnsley including its residents, communities, partners and businesses to support Barnsley's changeover to be zero carbon by 2045.

3.15 This Capital Programme actively supports the Council on its journey to become carbon neutral by, for:

- Zero 40 - implementing schemes that reduce the carbon footprint and utilise recycling of materials, such as road planings and earthworks materials, and more sustainable surfacing treatments, such as Retread and Surface Dressing. Additionally, the Council will be implementing the final phase of converting all its Street Lighting stock to energy efficient, carbon reducing LED lanterns;
- Zero 45 - implementing schemes funded through the DfT Integrated Transport Block grant, which addresses issues of accessibility, pollution, road safety and congestion. It is prioritised in line with Authority's Transport Strategy, which in turn aligns with the Sheffield City Region Transport Strategy to deliver active travel schemes that have a positive effect on carbon reduction, e.g. walking and cycling schemes.

Drainage

3.16 In November 2019, following a succession of wet months during the Summer and Autumn, these wet conditions meant that the ground was already saturated at the start of November preventing rainfall from infiltrating into the ground. This meant that throughout the winter months there has been a significant amount of run-off from adjacent land, onto the highway. This was the case in February, when Storms Ciara and Denis hit the region and remains the situation to date.

3.17 The Council recognises the vital importance of the highway drainage asset, especially the additional strain in times of flooding. In order to ensure that the highway drainage asset is operating as efficiently as possible, the Council is investing an additional £1M to proactively repair and improve the drainage asset, such as gully investigation, combined drainage and kerb block investigation, pipework and the securing of data about the drainage asset. Undertaking these proactive improvements will reduce the amount of reactive work, allowing more forward-thinking programming of focused work.

Innovation

3.18 The strategic context of BU6's 2020/21 Business Plan is defined as "making our environment a cleaner, greener, safer place to live, work and visit". Entrenched in the Business Plan priorities is the fundamental desire to continuously improvement of service delivery. This Capital Programme offers the opportunity to meet this challenge by utilising:

- More lean practices, such as 'Walk, Talk and Build';
- Shared Services with adjacent authorities, for example joint procurement of Retread and Surface Dressing;
- A more focused approach to the annual programming, enabling quarterly programmes to be published;

- A more focused drainage programme targeting gully cleansing and combined drainage and kerb block cleansing delivering a more efficient approach to maintaining the drainage asset.
- 3.19 5G is the emerging new, fifth generation wireless technology for mobile phone usage in the UK, with a much faster connection speed than the current 4G standard. This new wireless standard is not necessarily restricted to just to providing faster data to smartphones. The technology is being developed to deliver home internet service via 5G, which meets the government's aspiration to connect 15 million premises to 5G by 2025.
- 3.20 For this emerging technology to operate, 5G requires a dense network of transmitters that need to be high up to be most effective. Street Lighting columns are ideally placed to accommodate 5G transmitters in order to create 5G networks, which has already been identified by Mobile Network Operators in other parts of the Country. As 5G expands across the Country, utilisation of the Council's Street Lighting columns could potentially become a source of income for the Council by charging the Mobile Network Operators for using a Council asset to deliver their 5G network. The legal precedent of this is currently being tested through initial legal challenge in other parts of the Country. An additional benefit of the Council being instrumental in 5G deployment is that our street lighting columns extend into rural areas, which should assist in overcoming the current problem that the more rural areas may be missed out by the Mobile Network Operators who are focussing on the larger opportunities.
- 3.21 The Council needs to position its communities to take maximum opportunities of any advancements in technology. To this end, whilst undertaking the roll-out of the current LED replacement programme of lanterns, the lanterns that are being installed are 5G compliant, in that a Mobile Network Operator can attach their equipment to the lantern. The cost of making the lanterns '5G ready' is minor in comparison to the overall lantern cost.

Reflection on Delivery in 2019/20

- 3.22 2019/20 was a was a challenging year for the Service, with the implementation of service restructure and challenging weather events such as the flooding in November 2019 and the recent Storms Ciara and Dennis. Some programmed projects have not been delivered as a consequence of this and more detailed approaches of the 'Walk, Talk and Build' process. In addition, bidding opportunities arose throughout the year which saw bids and expressions of interest submitted for Maintenance Challenge Fund. Re-programming of some works aligned with these opportunities made the delaying of these projects necessary.
- 3.23 In terms of achievements against the original 2019/20 Highways Capital Programme outputs, these include the completion of the Footway Surfacing Programme. In addition, although work is still underway to complete the Carriageway Surfacing Programmes, the initial target of 175000m² has already been exceeded prior to the year end. Notable surfacing schemes completed include the resurfacing of the A633 Rotherham Road, through Monk Bretton, the

resurfacing of the A633 Wombwell Lane between Wombwell to Stairfoot and Stairfoot Roundabout.

Statutory Undertakers (Utilities)

- 3.24 The statutory right of Statutory Undertakers (utilities), such as Yorkshire Water plc, to carry out works within the public highway is reinforced in England by the New Roads and Street Works Act 1991, as amended by the Transport Act 2000 and the Traffic Management Act 2004. These statutes set down the legislative requirements to enable the installation, repair and maintenance of apparatus in the adopted highway that is managed by the Council as Highway Authority in accordance with the Highways Act 1980.
- 3.25 Under the New Roads and Street Works Act 1991, the Council has a duty to manage its highway network to secure the expeditious movement of traffic on the authority's road network.
- 3.26 In terms of Statutory Undertakers' works and in order to achieve this expeditious movement of traffic, the Council makes every effort to minimise the effects of planned works of both the Statutory Undertakers and the works identified in the annual Highways Capital Programme. Early consultation, coordinated by the Council, is undertaken on a quarterly basis to ensure that conflicts of works programmes do not occur, enabling a discussion and priority of works to be undertaken on any part of the network. There are occurrences where the pre-agreed priority of works may not be followed, which include reactive safety works or provision of new supplies.

4. Proposal and justification

Funding Available

- 4.1 The following table sets out the funding that is currently available for the Highways capital programme in 2020/21 and the assumed funding for 2021-23. The funding allocations for 2021-23 are purely speculative but mirror current allocations. Funding from 2021/22 onwards is expected to be announced following the Government's 2020 Comprehensive Spending Review. However, this is not expected to be announced until late in 2020, creating uncertainty around future funding.

Funding	Paragraph	2020/21 Allocation £	2021/22 Allocation £	2022/23 Allocation £
DfT Maintenance Block Grant (Needs Element)	4.2	3,054,000	3,054,000	3,054,000
DfT Maintenance Block Grant (Incentive Element)	4.2	636,000	636,000	636,000
BMBC Capitalised Highway Maintenance (includes £300k core drainage programme)	4.2	3,300,000	3,300,000	3,300,000
Unallocated resources brought forward	4.3	-	1,910,000	-
Little Don Bridleway Match Funding	4.4	90,000	-	-
DfT Integrated Transport Block Grant	4.5	1,422,289	1,037,000	1,037,000
DfT Safer Roads Fund Grant (Specific to A628)	4.6	1,000,000	-	-

Group A LED Replacement-Structural Works	4.7	1,598,430	-	-
Additional Drainage and Gulley Investment Programme (Subject to Business Case)	4.8	1,000,000	-	-
Local Priorities (Subject to Business Case)	4.8	500,000	-	-
SCRIF funded Chestnut Tree Roundabout, for BU4	4.9	654,000	-	-
Total		13,254,719	9,937,000	8,027,000

- 4.2 The DfT Maintenance Block Grant and BMBC Capitalised Highway Maintenance are to support maintenance activity across all asset types. These 2 elements total £6,990,000 and are prioritised in line with Asset Management Policy and Implementation Strategy.
- 4.3 The Council, as part of its ongoing review of resources, set aside an additional £4,000,000 for enhancing the roads maintenance programme (Cab.13.6.2018/13 refers). £2,000,000 of this amount has been spent/planned to be spent up to the 31st March 2020, leaving the remaining £2,000,000 as resources pending and will be drawn down and utilised through the 2021/22 highways capital programme. An amount totalling £90,000 has been earmarked from this sum for a separate scheme relating to the Little Don Bridleway – see paragraph 4.4.
- 4.4 As per above, £90,000 of the £2,000,000 is proposed to be used on providing match funding on a specific scheme relating to the Little Don Bridleway. This scheme relates to the completion of the infrastructure works which totals approximately £715,000, leveraging in specific contributions and grant funding of £625,000, with the remaining £90,000 funded from the Council's reserves set aside, as per the approved reserves strategy.
- 4.5 The DfT Integrated Transport Block grant is awarded to address issues of accessibility, pollution, road safety and congestion. It is prioritised in line with Authority's Transport Strategy, which in turn aligns with the Sheffield City Region Transport Strategy. Included in the £1,422,289 is a planned carry over of £359,203 for an active travel scheme, which ties in with proposals within the Authority's and City Region's Transforming Cities Fund bid.
- 4.6 DfT Safer Roads Fund grant is a specific grant allocated to address road safety concerns that have been identified by the DfT and the Road Safety Foundation on the A628 between the junction with the A629 (roundabout) at Ingbirchworth and the A616 (Flouch roundabout). This will include a junction improvement, cycleway, lining, signing and lighting improvements. £1,400,000 of funding was awarded in 2019/20, but the project has been delayed by land acquisition and resourcing issues.
- 4.7 In 2019/20, the Council allocated £4,200,000 to Highways for the replacement of outdated street lighting lanterns, with modern energy efficient LED lanterns, along the borough's primary routes, referred to a Group A lanterns. During 2019/20, the priority has been to switch the lanterns to LED, to delivery energy efficiency savings. As part of the lantern replacement process structural integrity checks have been carried out on the street lighting columns. These structural integrity checks provide data that is being used to formulate a structural repair programme, which will result in appropriate columns being replaced or for less minor defects, fitted with a metal sleeve. £1,598,430 of the £4,200,000 has been re-phased to 2020/21 for these structural repairs.

- 4.8 In the recent 'Budget Proposals 2020/21' Cabinet report (Cab.5.2.2020/6) a series of emerging investment priorities were identified. This included, under the capital proposals, C10 Enhanced Highway Maintenance Programme / Gully Works, to provide investment in local highway maintenance (Member priorities) and acceleration of the gully maintenance programme. £1,500,000 has been set aside for this project, subject to a business case being submitted to Capital Oversight Board, for approval.
- 4.7 Business Unit 4 has funding via Sheffield City Region for roundabout improvements at the Chestnut Tree roundabout and it is intended that this work will be undertaken by Highways and Engineering Delivery Team. The value of this work is £654,000.

Proposed Works Programme

Integrated Transport

- 4.7 Appendix 1 contains the Integrated Transport Programme 2020/21, which been developed in line with Council's and the City Region's Transport Strategies.

Maintenance

- 4.8 Appendix 2 contains the Maintenance Programme 2020/21. Further detail of the Maintenance programme is provided in Appendices 3 to 9.
- 4.8.1 Carriageways: Throughout the year members of the public report defects on carriageway. These defects are visited by a highway inspector who determines if the defect is, what is known as, a category 1 defect, which means that it requires a response within 24 hours. Other, less urgent, defects are included on a schedule of potential sites for future remedial treatments. These less urgent defects, together with the results of scanner surveys, form the list of potential sites that require remedial treatment through the capital programme works. Each site is visited to determine the most appropriate treatment, in line with the Asset Management Policy. This could be plane-off and resurface, patching, surface dressing or retread. The process of determining the most appropriate treatment is not yet complete for the potential sites for 2020/21. Attached at Appendix 3 is the list of potential sites for 2020/21, with the most appropriate treatment still to be determined. These potential sites will be prioritised within the resources available.
- 4.8.2 Footways: Attached at Appendix 4 is the list of local roads footway schemes for 2020/21. Within the footway programme is an allowance of £85,000 for emerging priorities that will arise through 2020/21.
- 4.8.3 Bridges and Structures: Appendix 5 sets out the programme of works to the Council's bridges and structures, both planned and reactive.
- 4.8.4 Drainage: Following the floods of November 2019 and storms in February 2020, the Council has identified £1,000,000 of additional funding to address borough wide drainage issues, to alleviate potential future flooding. An additional resource is being brought in to develop this planned drainage programme, over and above the annual reactive drainage works, subject to a business case being submitted to Capital Oversight Board, for approval.

- 4.8.5 Street Lighting: £400,000 is allocated for reactive street lighting maintenance and £1,598,430 for the street lighting column structural repair programme.
- 4.8.6 Traffic Signs: This budget funds new street name plates and both planned and reactive traffic sign works.
- 4.8.7 PRN: Appendix 6 sets out the priority locations for carriageway and footway resurfacing works to the principal roads network (A roads).
- 4.8.8 Adopted Backings: There are a significant number of backings that are adopted and that are now showing signs of need intervention in order to preserve the function highway network. Appendix 7 sets out initial locations to be treated.
- 4.8.9 Safer Roads: The balance of the Safer Roads Fund grant will be used to fund the pre-determined list of interventions, specified by the Road Safety Foundation.
- 4.8.10 Local Priority schemes: Members were invited to put forward schemes that were raising concern locally. These have been assessed and the prioritised schemes are shown at Appendix 8. £500,000 has been identified within the emerging capital investment priorities in the 2020/21 budget proposals and will be subject to business case approval by Capital Oversight Board.
- 4.8.11 Contingency: £250,000 has been set aside as a contingency to fund price variations and emerging priorities through 2020/21.

5. Consideration of alternative approaches

5.1 Approach 1 (Recommended) – Prepare programmes of improvements based on LTP3 – Implementation Plan:

- 5.1.1 The county-wide LTP3 ceased on 31st March 2015. The Department for Transport has not issued guidance as to a replacement, so the approach taken by the South Yorkshire partners is to utilise the DfT's Integrated Transport Funding is to continue setting a programme applying the LTP3 principals, based on the 6 strategic investment themes of LTP3 - Implementation Plan. The programmes contained in Appendix 1 have therefore been drawn up to deliver a broad range of measures in-line with the 6 strategic investment themes.
- 5.1.2 The programmes contained in Appendix 1 will contribute to a high quality, efficient network which will be delivering to the 4 key strategic priorities of our Transport Strategy by:
- addresses areas of congestion to reduce time lost by businesses and the travelling public, encourage new development and improve air quality;
 - promotes safer roads to reduce accidents and costs in the wider health and benefits sectors;
 - promotes active and sustainable modes of travel which provide safe and economic access to places of employment and help reduce levels of obesity e.g. walking and cycling.
- 5.1.3 The maintenance programmes contained in Appendix 2 has been drawn up in accordance with the Council's Highway Asset Management Strategy.

5.2 **Approach 2 – Prepare other programmes of improvements not based on LTP3 – Implementation Plan:**

- 5.2.1 The outcome would be a programme that is ‘out of kilter’ with the historical policies and objectives of LTP3 – Implementation Plan, and therefore does not coincide with a recognised framework principle on which the programme of work has been based. There was no guidance from the DfT about any post-LTP process, but by following the structure of the LTP3 principles, it can be demonstrated that some framework of direction has been utilised in support of bids, grants, and other external funding submissions. .

6. **Implications for local people and service users**

- 6.1 The proposed programme of works and investment in the highway network will have an impact on a significant number of highway users within the Borough.
- 6.2 Investment in the highway network will make the network more sustainable in the longer term and provide a better experience for highway users.
- 6.3 Appropriate consultations will be undertaken as required and those views taken into account when detailed scheme plans are drawn up.
- 6.4 Prior to work starting on site, local residents and the travelling public will be informed as appropriate.
- 6.5 This would further lead to reduced investment in transport infrastructure, creating a poor quality network, reducing the attractiveness of the town to investors and creating network delays.

7. **Financial implications**

- 7.1 Consultation on the financial implications of this report has taken place with representatives of the Service Director for Finance and S151 Officer.

2020/21 Financial Year

7.2 **Integrated Transport Programme**

The estimated cost of the Integrated Transport Programme for 2020/21 (Appendix 1 refers) is £1,063,086, with a further £358,203 of planned carry forward from 2019/20’s programme, giving a total of £1,422,289.

Integrated Transport Programme:	Paragraph	Appendix	Total Allocation £	Planned £	Pending / Reactive £
Integrated Transport Programme	7.2	1	1,422,289	1,422,289	-
TOTAL			1,422,289	1,422,289	-

This will be funded as follows:

Funding Source:	£
------------------------	----------

DfT Integrated Transport Block Grant	1,422,289
Total	1,422,289

7.3 Maintenance Programme: Carriageways

An amount totalling £2.698M has been allocated to the Council's carriageway maintenance programme. Appendix 3 shows the areas and streets that are programmed for works during 2020/21.

7.4 Maintenance Programme: Footways

An amount totalling £0.800M has been allocated to the Council's footway maintenance programme. Appendix 4 shows the proposed areas and locations of the footways that are programmed for works during 2020/21. The cost of these works is currently estimated to total £0.715M. The remaining £0.085M is to be held reserve to either mitigate any unexpected variations on the programme of schemes or to fund any reactive footway works as they emerge during the financial year. Approval of any such decisions will be in line with the governance arrangements outlined in paragraphs 3.8 through 3.13.

7.5 Maintenance Programme: Bridges and Structures

An amount totalling £0.970M has been allocated to the Council's bridges and structures maintenance programme. Appendix 5 shows the specific areas of works on the Council's bridges and structures that are programmed for works during 2020/21.

7.6 Maintenance Programme: Drainage

An amount totalling £1.300M has been allocated to the Council's drainage maintenance programme. £1.000M of additional resources will be used to develop and deliver a programme to address potential flooding sites and £0.300M for core reactive drainage repairs.

7.7 Maintenance Programme: Street Lighting

An amount of £0.400M has been allocated for reactive street lighting maintenance. In addition, £1.598M, of the £4.200M allocated to deliver the Group A LED replacement programme will be used for structural repairs and replacements to street lighting columns.

7.8 Maintenance Programme: Traffic Signs

An amount of £0.285M has been allocated to traffic signs and street name plates.

7.9 Maintenance Programme: Principal Roads

An amount totalling £1.137M has been allocated to the Council's principal roads and footways maintenance programme. Appendix 6 shows the areas and streets that are programmed for works during 2020/21.

7.10 Adopted Backings

An amount totalling £0.1M has been allocated to the adopted backings programme. Appendix 7 shows the backings that are programmed for works during 2020/21.

7.11 Maintenance Programme: DfT Safer Roads Fund A628 Interventions

£1.400M was allocated to the Council's Safer Roads Fund A628 Interventions programme in 2019/20, to address the road safety requirements of the Department for Transport (DfT), on this stretch of road. It is envisaged that £1.000M of this funding will roll forward into 2020/21, due to delays arising from land acquisition and resources. This programme is specific to the investment in road safety measures along the A628 between the A629 and A616, in particular relating to improvement of pedestrian crossing facilities, introduction of road safety barriers, traffic calming measures and improved street lighting.

7.12 Maintenance Programme: Local Priority schemes

£0.500M has been set aside to address local priority schemes. These schemes will be subject to a business case being submitted to Capital Oversight Board, for approval.

7.13 The table below summarises the estimated cost of each programme that makes up the overall maintenance programme, with £0.250M retained as a contingency amount:

Maintenance Programme:	Paragraph	Appendix	Total Allocation £	Planned £	Pending / Reactive £
Carriageway (Local Roads) Maintenance Programme	7.3	3	2,698,134	2,518,134	180,000
Footway (Local Roads) Maintenance Programme	7.4	4	800,000	715,000	85,000
Bridges and Structures Maintenance Programme	7.5	5	970,000	750,000	220,000
Drainage Maintenance Programme	7.6	n/a	1,350,000	1,000,000	350,000
Street Lighting Maintenance Programme	7.7	n/a	1,998,430	1,598,430	400,000
Traffic Signs Maintenance Programme	7.8	n/a	285,000	100,000	185,000
Principal Roads Programme	7.9	6	1,136,866	1,136,866	-
Adopted Backings Programme	7.10	7	100,000	100,000	-
DfT Safer Roads Fund A628 Interventions Programme	7.11	n/a	1,000,000	1,000,000	-
Local priority schemes	7.12	7	500,000	500,000	-
Contingency	7.13	n/a	250,000		250,000
TOTAL MAINTENANCE PROGRAMME			11,088,430	9,418,430	1,670,000

7.13 The approval of any variation from this current planned programme of expenditure will be in line with the governance arrangements outlined in paragraphs 3.8 through 3.13, and reported to Members accordingly.

7.14 The estimated cost of the Maintenance Programme for 2020/21 (Appendix 2 refers) including the contingency elements as outlined throughout these financial implications, totals £11,088,430. The overall funding of this programme is shown in the table below.

Funding Source:	£
DfT Maintenance Block Grant (Needs Element)	3,054,000
DfT Maintenance Block Grant (Incentive Element)	636,000
BMBC Capitalised Highway Maintenance	3,300,000
DfT Safer Roads Fund Grant (Specific to A628)	1,000,000
Group A LED Replacement-Structural Works	1,598,430
Drainage gully programme, subject to business case	1,000,000
Local priorities, subject to business case	500,000
Total	11,088,430

7.15 Other Schemes

The Council also has two schemes planned for 2020/21 that are shown in the table below:

	2020/21 Planned £
Chestnut Tree Roundabout	654,000
Little Don Bridleway Match Funding	90,000
TOTAL MAINTENANCE PROGRAMME	744,000

7.16 These other schemes will be funded as follows:

Funding Source:	£
SCRIF Funding	654,000
Resources Set Aside for 2020 Capital Priorities	90,000
Total	744,000

7.17 A summary of the above financial implications is attached at Appendix A.

Future Years

7.18 The indicative allocations for the Medium Term Integrated Transport Programme 2020/21 – 2021/22 is shown below. Members should note that the DfT allocations have yet to be confirmed:

Funding Source:	2021/22 £	2022/23 £
DfT Integrated Transport Block Grant	1,037,000	1,037,000
Total	1,037,000	1,037,000

7.19 The indicative allocations for the Medium Term Maintenance Programme 2020/21 - 2021/22 are shown below. Members should note that the DfT allocations have yet to be confirmed:

Funding Source:	2021/22 £	2022/23 £
DfT Maintenance Block Grant (Needs Element)	3,054,000	3,054,000
DfT Maintenance Block Grant (Incentive Element)	636,000	636,000
BMBC Capitalised Highway Maintenance (Prudential Borrowing)	3,300,000	3,300,000

Total	6,990,000	6,990,000
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- 7.20 Furthermore, there remains £2.000M of the Council's own resources set aside as per the approved Reserves Strategy that remain unspent as at 31st March 2020. £0.090M has been committed in 2020/21 which leaves £1.910M pending the budget process for 2021/22.
- 7.21 From a revenue perspective, the service has an annual income target to achieve totalling £12.599M, in order to deliver a balanced budget position.

The overall indicative position for HET is summarised in the table below:

Funding Source:	2020/21 £	2021/22 £	2022/23 £
DfT Integrated Transport Block Grant	1,422,289	1,037,000	1,037,000
DfT Maintenance Block Grant (Needs Element)	3,054,000	3,054,000	3,054,000
DfT Maintenance Block Grant (Incentive Element)	636,000	636,000	636,000
DfT Safer Roads Fund Grant (Specific to A628)	1,000,000	-	-
Group A LED Structural repairs	1,598,430	-	-
MTFS Emerging Investment Priorities	1,500,000	-	-
BU4 Chestnut Tree Roundabout improvements	654,000	-	-
Capitalised Highway Maintenance (Prudential Borrowing)	3,300,000	3,300,000	3,300,000
Unallocated resources brought forward	90,000	1,910,000	-
Total Funding Available	13,254,719	9,937,000	8,027,000
Service Income Target	(12,599,623)	(12,599,623)	(12,599,623)
Potential In Year Surplus / (Deficit)	655,096	(2,662,623)	(4,572,623)

- 7.22 Based on the expected funding position in relation to Highways Capital Programme, there is an anticipated revenue budget 'surplus' in 2020/21 totalling £0.655M. The service will manage its workload as not to deliver this excessive 'surplus', but rather defer sufficient works to the following year in order to contribute to continuity of service into 2021/22.
- 7.23 The indicative position for 2021/22 shows a deficit position totalling £2.663M at this stage. It is expected that this indicative position will be mitigated through development of the Council's other major capital schemes that have highways works required within them, for example, the economic growth works at Junction 37, the Glassworks Development and the emerging Transforming Cities Fund projects.
- 7.24 In addition to this, other funding regimes will be actively pursued including the Transforming Cities Fund and SCR Infrastructure Fund along with other internal, non-core Highways work streams such as Section 278 works, winter maintenance and dropped crossings for example. Should these alternative funding streams not materialise, then a report will be presented to Members in due course.
- 7.25 The level of funding for the Council's highways programme for 2021/22 and beyond remains particularly uncertain at the time of writing, within both the regional and national contexts, which presents a key risk for the service in terms of service delivery and continuity. Once the Council's funding allocations are finalised, a further report will be presented to Members.

7.26 A summary of the above financial implications is attached at Appendix A.

8. Employee implications

- 8.1 The continued development of proposals for implementation through the Highways Capital Programme will principally involve staff in Place and Core Directorates, although the cross-cutting nature of the work undertaken on the highway means interaction with all Council Services is potentially likely at some point.
- 8.2 The balancing of workload to available staff resources will still be a challenge for 2020/21. Although the focus is on business and financial priorities, pressures on delivery will inevitably mean that the use of external sub-contractors, consultants and overtime will be necessary to deliver the programmes.
- 8.3 Collaborative procurement will be used to engage external resource suppliers to support the in-house provision to achieve economic and practical benefits, e.g. through the use of the Midlands Highway Alliance for traffic management and bridges functions, or via collaboration established with adjacent authorities to deliver services, e.g. road markings.

9. Communications implications

- 9.1 Communications about these proposals will be channelled through the Area Councils, where appropriate. Notification of specific measures included in the proposed programme will be delivered to each dwelling in areas affected by such proposals, either directly, by posting notices or placing notices in the local press. Use of social media and the Council's website will also be made.

10. Consultations

- 10.1 Consultations have taken place with representatives of the Executive Director, Core Services.
- 10.2 Consultations about this programme will be undertaken as necessary via Area Councils, Parish Council meetings or directly with local members and residents on individual schemes, as appropriate.
- 10.3 In 2016, officers engaged with members through the Area Councils and Ward Alliances to explain the new approach to delivering strategic highway maintenance. The new approach was to deliver the works programme through intelligence-based identification and prioritisation of investment. This approach resulted in the need to identify schemes in a transparent and defensible way, using condition data, to deliver works in an impartial way, to achieve best value for the asset with the resources available.
- 10.4 Whilst the identification of the programme will be data driven, engagement with our customers is an important aspect of delivery, and to this end, the intention will be to publish work programmes on the Council's web site.

11. The Corporate Plan and the Council's Performance Management Framework

- 11.1 The proposals support key themes of the Corporate Plan of growing the economy by:

- Providing a quality highway asset by repairing and maintaining the network in order to support and attract new business by providing high quality connectivity to jobs and business growth sites;
- Reducing accident costs by improving road safety through addressing accident hotspots and maintaining a high standard of road maintenance and street lighting provision;
- Providing improved walking and cycling opportunities as access to employment, amenities, schools and leisure for all members of the community;
- Reducing traffic delays by creating new infrastructure and improving and maintaining existing infrastructure;
- Working with SYPTE and bus operators to improve bus punctuality, safety, cleanliness and air quality.

12. Promoting equality, diversity and social inclusion

- 12.1 The preparation of schemes considers measures necessary to overcome social inclusion and promote health benefits as an integral part of the process.

13. Tackling health inequalities

- 13.1 Where possible the proposals contained in this report are aimed at improving Air Quality by minimising carbon emissions and reducing reliance on private cars by promoting walking, cycling and public transport as modes of travel.
- 13.2 The highway network has an important role to play in ensuring people enjoy an active role in society. Within the borough, improvements to the network provide part of the solution to link people to jobs, services and leisure.
- 13.3 Providing alternative travel choices through improved footways and cycle ways benefits health and addresses health inequalities. The need to reduce obesity in Barnsley means people must be given the option to make more healthy travel choices, such as walking and cycling, in a safe environment. This Highway Capital Programme aims to address these challenges.
- 13.4 The Barnsley Bus Partnership was established in January 2017, with the key aims of improving access to jobs and services, tackling social exclusion and improving the emission standards of buses in Barnsley. As the Local Highway Authority, Barnsley MBC has committed itself to building several infrastructure schemes over the 5 year partnership, subject to funding. These schemes will ease congestion, improve bus journey times and unlock investment from bus operators in their bus fleet, which will lead to a larger proportion of the bus network reaching EURO 6 emission standards. Enhancements on the highway network will promote the use of public transport to encourage people to rely less on the car.
- 13.5 The borough must meet its transport needs, whilst also taking responsibility for its carbon footprint and improving air quality. This can be done by promoting the use of more active and sustainable travel choices to rival car use, whilst not hindering economic growth.

14. Reduction of crime and disorder

- 14.1 By taking account of the implications of crime and disorder in the preparation of schemes, the Council's duties under s17 of the Crime and Disorder Act 2014 have been considered.

15. Risk management issues

Key Risk Affecting Funding for Local and Strategic Schemes:

- 15.1 The details of the scale of risk are developed and refined during scheme preparation and are tested as part of the public response to any consultation about more detailed schemes. In overall programme terms, the risk focuses on the ability of the LTP partners to work equitably, as historically demonstrated over the 4 year life of the LTP3 Implementation Plan. The driver for this is the strong, robust, positive relationships fostered local transport partners, with BMBC represented on appropriate decision making boards. This representation ensures that the likelihood of BMBC not receiving its equitable share, within the confines of the proxy for allocation, is low, thus the Impact, at present, with this level and strength of officer support is viewed equally low.
- 15.2 Historically, the Service has been focussed on a delivery model that provides maximising deliverable schemes. The current operating model for the service is focused on financial and business drivers. This will inevitably lead to tensions in balancing tangible delivery against income generation and furthermore, spend.
- 15.3 The mechanism to recharge budgets for the delivery of schemes been updated and has seen the price of carrying out works, increase. This updated mechanism was the first of an incremental number of changes that will continue change and improvement to meet business and financial targets and challenges. The implications of this are that not all schemes will be delivered throughout the year if available funding is depleted quicker than anticipated.

Risks associated with Future Funding

- 15.4 There is a concern for funding in future years, specifically beyond 2021, with the absence of funding clarity and there will likely be insufficient funding to cover our income liabilities.
- 15.5 From 2020/21, the level of ITB is expected to remain constant to 2021, with no announcement about funding from 2021/22 onwards. However, it must be noted that the allocation to 2021 is currently indicative only as no confirmation from the DfT has been received. If confirmation is not forthcoming, there will be no capital, Integrated Transport funding in 2020/21.
- 15.6 There is a current degree of uncertainty surrounding Sheffield City Region and the Devolution Deal, in 2020/21. The Sheffield City Region Mayor, as the Chair of the Combined Authority, has an overall co-ordinating role, and therefore some influence, in the determination of what funding is spent on a list of prioritised roads within South Yorkshire, known as the Key Route Network. This network crosses, geographically, Barnsley, Doncaster, Rotherham and Sheffield metropolitan areas. Should the SCR Devolution Deal be enacted, the Mayor will have powers to direct how funding, potentially including Maintenance and Integrated Transport grant from the Department for Transport, allocated to Sheffield City Region is spent on the Key Routes Network and wider transport infrastructure. However, this report

assumes that the funding will continue to be passported through SCR directly to the Council, in light of no other notification.

- 15.7 It is, however, unlikely that the allocation of funding will be affected in 2020/21 as no announcement has been made. However, the uncertainty of how and funding received from the DfT into the SCR will be distributed, remains a risk to the Council as there is the possibility of a significant reduction of external funding coming into the Council from 2020/21. Furthermore, the potential to vary the allocations received from the SCR year-on-year will make consistent programming and delivery difficult to predict with any certainty. This needs to be highlighted as a risk in the Medium Term Financial Plan.
- 15.8 Furthermore, the SCR's current assurance process remains a concern, which may to be reviewed to align with the fluidity and speed of change that schemes delivered through DfT funding.
- 15.9 The current assurance process is founded on the principle of the funding allocated, delivering Gross Value Added (GVA), which measures the contribution to the economy of the SCR by the investment the funding provided.
- 15.10 Consequently, with the current process, maintenance-orientated schemes do not increase GVA as they do not add to the fabric of SCR. This means that maintenance schemes cannot realistically compete in funding opportunities with schemes that deliver a positive, increased GVA, i.e. a highway improvement scheme that enhances the fabric of the SCR.

16. Health, safety and emergency resilience Issues

- 16.1 Health and Safety issues and implications are identified during scheme preparation, and are addressed by compliance with Construction, Design and Management Regulations 2015.

17. Compatibility with the European Convention on Human Rights

- 17.1 There are no issues arising from this report but there may be matters that are raised by the implementation of individual schemes. These will be the subject of reports to Cabinet as part of any detailed approvals. Alternatively, for certain scheme types, a sequential process of assessment of the potential effects of all schemes on human rights is undertaken during the design stage. This procedure has previously been agreed with the Executive Director, Core Services and has operated for some time.

18. Conservation of biodiversity

- 18.1 There are no direct implications for conservation of biodiversity arising directly from this report; however, conservation of biodiversity will be fully considered, where appropriate, as part of the scheme development.

19. Glossary

DfT	Department for Transport
IT	Integrated Transport
HE	Highways and Engineering Service

HMEP	Highways Maintenance Efficiency Programme
LTP	Local Transport Plan
LTP3	Local Transport Plan for 2011-2015
SCR	Sheffield City Region
SCRIF	Sheffield City Region Infrastructure Fund

20. **List of appendices**

- Appendix A – Financial Implications
- Appendix 1 – Integrated Transport Programme 2020/21
- Appendix 2 – Maintenance Programme 2020/21
- Appendix 3 – Local Roads Carriageway Programme 2020/21
- Appendix 4 – Local Roads Footway Programme 2020/21
- Appendix 5 – Bridges and Structures Programme 2020/21
- Appendix 6 – Principal Roads Programme 2020/21
- Appendix 7 - Adopted Backings Programme 2020/21
- Appendix 8 - Local priority schemes 2020/21

21. **Background papers**

The South Yorkshire LTP3 Strategy and Implementation Plan are available from the South Yorkshire Local Transport Plan Monitoring Team and Sheffield City Region.

Working files are available in Place Directorate, for inspection.

Officer Contact: Ian Wilson	Telephone No: 772158	Date: 12/02/2020
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HIGHWAYS CAPITAL PROGRAMME 2020/21

i) Capital Expenditure	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	Later Years
	£	£	£	£
Highways Capital Programme 2020/21	13,254,719			
	13,254,719	0	0	0
To be financed from:				
DfT Maintenance Block Grant (Needs Element)	3,054,000			
DfT Maintenance Block Grant (Incentive Element)	636,000			
DfT Integrated Transport Block Grant	1,422,289			
DfT Safer Roads Fund Grant (Specific to A628)	1,000,000			
BMBC Capitalised Highway Maintenance	3,300,000			
Group A LED Replacement-Structural Works*	1,598,430			
Enhanced Highways Maintenance Programme/Gully Works**	1,500,000			
SCRIF Funded Chestnut Tree Roundabout	654,000			
Resources Set Aside - Capital 2020 Priorities	90,000			
	13,254,719	0	0	0
	0	0	0	0

* Funding set aside as part of the 2017-2020 Capital Programme

** Approved in principal (CAB 5.2.2020/6) subject to business case submission to Capital Oversight Board

Impact on Medium Term Financial Strategy	<u>2020/21</u>	<u>2021/22</u>
	£	£
MTFS	0.000	0.000
Effect of this report	0.000	0.000
Revised Medium Term Financial Strategy	0.000	0.000

Agreed by:



On behalf of the Service Director and Section 151 Officer - Finance

Appendix 1

2020/21 Integrated Transport Programme

	Theme	Scheme	Details	2019/20	2020/21
B041	Local collision & danger reduction schemes	Collision analysis			10,000
		School Safety Zones	ongoing changes/additions		10,000
		Identified schemes	Lining, signing, lighting		30,000
				0	50,000
B042	Road Safety	New Footways	Cannon Hall		25,000
		Social Inclusion	Dropped crossings		25,000
		Speed Indicator Devices	Deployment works		5,000
		Vehicle Activated Signs	Replacement/upgrades		20,000
				0	75,000
B043	Traffic Management	Traffic signal upgrades	Laithes Lane/A61 Wakefield Road Junction		388,086
			Doncaster Road / Neville Avenue Junction		
			Doncaster Road / Cemetery Road Junction		
				0	388,086
B045	Cycling	Bar Lane to Royston route		359,203	500,000
		A61 River Dearne (short route)			
		A61 River Dearne (long route)			
				359,203	500,000
B046	Preliminary Scheme Design	Advance design on schemes to be delivered in future years			50,000
				0	50,000
Total Integrated Transport Block programme				359,203	1,063,086

Appendix 2

2020/21 Highways Maintenance Programme

Asset/Maintenance Programme	2019/20	Appendix
Carriageway (Local Roads) Maintenance Programme	2,798,134	3
Footway (Local Roads) Maintenance Programme	800,000	4
Bridges and Structures Maintenance Programme	970,000	5
Drainage Maintenance Programme	1,350,000	To be determined
Street Lighting Maintenance Programme	1,998,430	Structural works and Reactive repairs
Traffic Signs Maintenance Programme	285,000	Reactive programme
Principal Road Network (A road) Programme	1,136,866	6
DfT Safer Roads Fund A628 Interventions Programme	1,000,000	N/A
Local Priority schemes	500,000	7
Contingency	250,000	Emerging priorities
Total Maintenance Programme	11,088,430	

Appendix 3

2020/21 Local Roads Carriageway Programme

Street Name	Area	Ward	From	To
Rochester Road	Monk Bretton	Central	Burton Bank	Clarence RD
Billingley Green Lane	Billingley	Darfield	A635	High Street
Barnsley Road	Darfield	Darfield	Inkerman RD	no 133
Edderthorpe Lane	Darfield	Darfield	Rose Ave	Saltersbrook Rd
Morrison Road	Darfield	Darfield	Full Length	
East Street	Darfield	Darfield	Full Length	
Schofield Road	Darfield	Darfield	Full Length	
Longlands Drive	Mapplewell	Darton East	Full Length	
Broadway	Staincross	Darton East	Full Length	
Butterton Close	Staincross	Darton East	Full Length	
Windhill Avenue	Staincross	Darton East	Full Length	
Bence Lane	Darton	Darton West	Full Length	
Haigh Lane	Haigh	Darton West	M1 R,bout	Boundary
Ballfield Lane	Kexborough	Darton West	Churchfield Lane	Roundabout
Uplands Avenue	Kexborough	Darton West	Ballfield Lane	Churchfield Ave
Westbury Close	Redbrook	Darton West	Full Length	
Princess Close	BOD	Dearne South	Canberra rise	Melbourne Ave
Gaitskill Close	Bolton Upon Dearne	Dearne South	Full Length	
Kennedy Drive	Bolton Upon Dearne	Dearne South	Full Length	
Woodland Drive	Barnsley	Dodworth	Broadway	no 46/48
Padley Close	Dodworth	Dodworth	Full Length	
Cobcar Lane	Elsecar	Hoyland Milton	To be assessed	
Longcar Lane	Barnsley	Kingstone	Full Length	
Summer Street	Barnsley	Kingstone	Summer Lane	car park area

Appendix 3 con't

2020/21 Local Roads Carriageway Programme

Street Name	Area	Ward	From	To
Moor Lane	Brierley	North East	Full Length	
South Moor Road	Brierley	North East	Moor Lane	500m North
Spa Well Grove	Brierley	North East	Full Length	
Ashwood Grove	G.Houghton	North East	Full Length	
Crabtree Drive	G.Houghton	North East	Full Length	
Charles Street	Grimethorpe	North East	Taylor Cresecen	Oldroyd Ave
Taylor Crescent	Grimethorpe	North East	Full Length	
Chapel Street	Shafton	North East	High St	New section
Malham Close	Shafton	North East	Full Length	
Oakham Place	Pogmoor	Old Town	no 25	no 30
Rutland Way	Pogmoor	Old Town	Full Length	
Wade Street	Pogmoor	Old Town	Full Length	
Horncroft	Cawthorne	Penistone East	Darton rd	End
Gudgeon Hole Lane	Crane Moor	Penistone East	River Bridge	Stainbrough Lane
Hand Lane	Crane Moor	Penistone East	Crane Moor Rd	Lamp no 17
Pilley Lane end	Pilley	Penistone East	Chapel Lane	Farm gate
Dyson Cote Lane	Snowden Hill	Penistone East	Tenter lane	Salter Hill lane
Salter Hill Lane	Snowden Hill	Penistone East	Tofts Lane	520m West
Linshaws RD	Flight hill	Penistone West	Barebones Rd	Boundary
Birks Lane	Millhouse	Penistone west	Manchester Road	Bridge
Hollin Lane	Millhouse	Penistone West	Full Length	
The Green	Penistone	Penistone West	Green rd	Mortimer Rd
Midland Road	Royston	Royston	No 2	no 221
Sitka Close	Royston	Royston	Full Length	

Appendix 3 con't

2020/21 Local Roads Carriageway Programme

Street Name	Area	Ward	From	To
Calder Crescent	Kendray	Stairfoot	Full Length	
Neville Crescent	kendray	Stairfoot	Full Length	
Redhill Avenue	Kendray	Stairfoot	Full Length	
Sheaf Court	Kendray	Stairfoot	To be assessed	
Darton Street	Stairfoot	Stairfoot	Hunningley Close	No 25
Gordon Street	Stairfoot	Stairfoot	School Street	end
Victoria Street	Stairfoot	Stairfoot	Hoyle Mill Rd	End
Wombwell Lane Service Rd.	Wombwell	Stairfoot	Full Length	
Park Street	Wombwell	Wombwell	To be assessed	
Brow Close	Ward Green	Worsbrough	Full Length	
Ridgewalk Way	Ward Green	Worsbrough	Full Length	
Bowland Crescent	Worsbrough	Worsbrough	Bourne Road	Royd Close
Waterdale Road	Worsbrough	Worsbrough	Wigfield Drive	End
Thomas Street	Worsbrough	Worsbrough	To be assessed	

Appendix 4

2020/21 Local Roads Footway Programme

Location	Ward	From	To	Length	Area
Albert Street	Central	New Street	Queen Street South	95	125
Boundary Street	Central	Portland Street	End	127	245
Brinkman Street	Central	Sheffield Road	Roseberry Terrace	120	535
Grasmere Road	Central	Thirlmere Road	Old school Gate	40	72
Langdale Road	Central	Clyde Street	Pontfract Road	200	700
Lulworth Close	Central	Boundary Street	End	40	270
Racecommon Road	Central	Leopold Street	Plummer Street	300	650
Sunderland Terrace	Central	Doncaster Road	End	330	490
Thirlmere Road	Central	Coniston Road	10 Thirlmere Rd	65	280
Almond Avenue Link Fpths	Cudworth	Alomd Avenue	Sycamore Avenue	150	310
Limetree Close	Cudworth	Rose Tree Avenue	16 Lime Tree Close	150	330
Rose Tree Avenue Link Fpths	Cudworth	67 Rose Tree Avenue	21 Rose Tree Avenue	300	660
Willow Close Link Fpths	Cudworth	Willow Close	31 Willow Close	240	490
Tempest Avenue	Darfield	Saltersbrook Road	Edderthorpe Lane	280	1175
Bourne Court	Darton East	The Balk	End	300	570
Limes Avenue	Darton East	29 Limes Avenue	End	250	920
Snalesden Way	Darton East	Cloverlands Drive	End	150	275
Redcliffe Close	Darton West	Ripley Grove	End	370	640
King Street	Hoyland Milton	Market Street	os 18 King Street	35	156
Keresforth Hill Road	Kingstone	150 Keresforth Hill	Public Footpath	78	180
Keresforth Hill Road	Kingstone	Public Footpath	120 Keresforth Hill	130	290

Appendix 4 con't

2020/21 Local Roads Footway Programme

Location	Ward	From	To	Length	Area
Canons Way	Monk Bretton	Bishops Way	End	95	455
Chancel Way	Monk Bretton	Bishops Way	End	95	445
Deans Way	Monk Bretton	Long Causeway	End	75	300
Kirks Way	Monk Bretton	Long Causeway	End	75	350
Pontefract Road	Monk Bretton	Harold Avenue	Dillington Place	225	370
Malham Close	North East	Poplar Ave	End	40	210
Millside Walk	North East	Dog Hill Drive	End	180	360
Sandybridge Lane	North East	LC12	Borough Boundary	500	930
Stretton Road	Old Town	Topcliffe Road	Ends	170	725
Green Moor Road	Penistone East	2 Inglemount	Playground entrance	240	452
Roughbircworth Lane	Penistone East	Sheffield Road	Vale View	175	540
Roughbircworth Lane	Penistone east	Vale View	Long Lane	610	1000
Silkstone Lane	Penistone East	S/o 2 Guest Lane	s/o 38 Guest Lane	170	270
Chapel Lane	Penistone West	Mortimer Road	The Stables	270	800
Church Street	Penistone West	Market Place	Shrewsbury Road	250	550
Park Avenue	Penistone West	Park Lane	17 Park Avenue	120	185
Park Lane	Penistone West	Park Avenue	Car Park	18	48
West Street	Rockingham	Broad Street	234 West Street	245	720
Newstead Road	St Helens	Shortfield Court	Lindhurst Road Rbt	411	871
Cypress Road	Stairfoot	82 Cypress Road	84 Cypress Road	25	50
Hunn Lane to Reginald Rd	Stairfoot	s/o 89 Reginald Road	s/o 60 Hunningley La	110	335

Appendix 4 con't

2020/21 Local Roads Footway Programme

Location	Ward	From	To	Length	Area
Janets Walk	Stairfoot	Neville Close	6 Janets Walk	65	140
Mont Walk	Stairfoot	Neville Close	14 Mont Walk	80	140
Pearson Crescent Access	Stairfoot	Pearson Crescent	End	100	400
Richardson Walk	Stairfoot	Neville Close	Pearson Crescent	165	330
Spring Walk	Stairfoot	Neville Close	9 spring Walk	110	240
Yews Lane	Stairfoot	154 Yews Lane	172 Yews Lane	95	190
Princess Street	Wombwell	Main Street	End	120	195
School Street	Wombwell	Barnsley Road	Blythe Street	160	285

Appendix 5

2020/21 Bridges Programme

Scheme Name	Ward
Statutory Bridge Inspection	Boroughwide
Statutory Structural Review and Assessment	Boroughwide
Darfield River Bridge, Concrete Deck Repairs, Re-waterproofing and Expansion Joints Replacement	Darfield
Cote Green Culvert, Replacement	Wortley
West Moor Dyke, Replacement	Goldthorpe
Bridge Parapet Repair / Minor Works	Penistone West
Emergency Works / Site Inspection	Boroughwide
Scour Protection Works	Boroughwide

2020/21 Structures Programme

Scheme Name	Ward
Retaining Wall Repairs	Boroughwide
Safety Barrier Replacement / Repair	Boroughwide
Emergency Works	Boroughwide

Appendix 6

2020/21 Principal Road Network (A Road) Programme

Location	Ward	From	To	Treatment
A6133 Old Mill Lane	Central / Old Town	Junction with Eldon Street	Junction with Church Street/Huddersfield Road	Patching
A6133 Park Road	Central	Wood Street	Sheffield Road	Full width plane and resurface
A628 Westway	Cudworth & Monk Bretton	Tumbling Lane	Littleworth Lane	Full width plane and resurface
A633 Grange Lane	Stairfoot & Monk Bretton	Cundy cross	Stairfoot Roundabout	Patching
A635 Doncaster Road	Stairfoot & Darfield	Cathill Roundabout	Goldthorpe	Plane and resurface
A629 Huddersfield Road	Penistone West	New Row Lane	Borough boundary	Full width plane and resurface
A635 Huddersfield Road	Old Town	Queens Drive	Tesco	Footway resurfacing
A635 Barugh Green Road	Darton West	Redbrook Road	Barugh Lane	Footway resurfacing
A628 Dodworth Road	Dodworth	Shaw Lane	Grosvenor Walk	Footway resurfacing

Appendix 7

2020/21 Adopted Backings Programme

Location	Area	Ward
Tower Street	Barnsley	Kingstone
Lidgett Lane (rear of 85-105)	Thurnscoe	Dearne North
Crown Close	Worsbrough	Kingstone

Appendix 8

2020/21 Local Priority Schemes

Locations	Ward	From	To	Length	Area
Derwent Road	St Helens	Carlton Road	Chatsworth Road	495	3112
Ashley Croft	Royston	Buckingham Way	End	90	605
Cranford Gardens	Royston	Buckingham Way	End	110	770
Canberra Rise	Dearne South	Ingsfield Lane	Carr Head Lane	350	2400
The Crescent	Dearne South	Prospect Road	52 The Crescent	100	570
Houghton Road	Dearne North	Lorne Road	Shepherd Lane	890	6150
Windmill Ave (Cul-de-sac)	North East	Windmill Avenue	End	50	280

Barnsley Metropolitan Borough Council

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

Report of the Executive Director, Place

BRIERFIELD CLOSE AREA, BARNSLEY **NO LOADING/UNLOADING AND WAITING RESTRICTIONS** **OBJECTION REPORT**

Objection Report

1. Purpose of Report

- 1.1 The purpose of this report is to consider three objections which have been received in respect of published proposals to prohibit vehicles loading/unloading and waiting at any time on parts of Wellbeck Street, Brierfield Close, Bingley Street and Clumber Street, Barnsley.
- 1.2 To seek approval to overrule the objections and implement the restrictions as originally advertised.

2. Recommendation

It is recommended that:

- 2.1 **The objections received are overruled for the reasons set out in this report and the objectors are informed accordingly.**
- 2.2 **The Head of Highways and Engineering and The Executive Director of Core Services and Solicitor to the Council be authorised to make and implement the Traffic Regulation Order (TRO) as originally published.**

3. Introduction/Background

- 3.1 On 31st July 2019 approval was given to publish a range of traffic restrictions on Bingley Street, Brierfield Close, Clumber Street and Wellbeck Street. This followed a request by the Old Town Ward Alliance Members to look at measures to prevent obstructive parking in the Brierfield Close Area, and a site visit was undertaken to assess the situation. It was apparent that inconsiderate parking was creating obstructions around the junctions and impeding the free flow of traffic. The officer delegated report is attached at Appendix 1.
- 3.2 The proposals were published in September 2019 and three objections were received.

4. Consideration of Objections

The grounds of objection are summarised below and the Head of Highways & Engineering's comments in response are in **bold**.

(Location of objector: Summer Lane)

- The restrictions will stop people from parking outside their houses/garages and displace the parking elsewhere, in front of other people's houses causing problems elsewhere
- More parking is needed, not less
- The majority who park during the day are hospital staff/visitors
- Don't want lorries to start using Welbeck Street for access

(Location of objector: Summer Lane)

- The restrictions will prevent the objector from parking outside their own property, which has a CCTV coverage system.
- The objector will have to travel further to a place to safely get his children into the car(s).
- Accident statistics in 20 years show less than 10 accidents and minor accidents therefore road safety is demonstrably misplaced.
- Parking is worst during weekday times – in particular in the mornings – it's a combination of school run, hospital staff and hospital visitors.
- The proposed restrictions at Welbeck Street will be used for access and egress of HGVs unloading and loading at Howarth Timber on Bingley Street – currently they access Howarth Timber via Bingley Street.
- The proposed restrictions will displace parking elsewhere.
- A proposal to stop HGVs using Welbeck Street plus "residents only" parking scheme will be the best option for this Brierfield Close Area.

(Location of objector: Summer Lane)

- The proposals will escalate the serious problems that already exist with residents and the delivery of goods to and from Howarth Timber.
- The lack of residents' consultation leads to more road safety problems for pedestrians. This is a school route used daily by children and consideration should have gone into the proposed restrictions. When children use this Bingley Street/Welbeck Street school route, the children have to avoid Howarth Timber class one HGVs running on pavements, blocking pavements, unloading in the middle of the road, forklifts trucks travelling across the pavements with forks extended. The proposals will open up Welbeck Street and class 2 HGVs will enter and leave by the same route.
- The most feasible option is to use bollards on four corners to keep pedestrians safe and also restrict HGVs using the Welbeck Street entry.
- Need a more long term solution to the problem for Brierfield Close Area.

Response:

No individual has a legal right to park on the public highway outside their property. Essentially, the purpose of the public highway is to facilitate the passage of traffic and should not be relied on as a parking area.

Unless restricted, all classes of vehicles are entitled to use the highway. Should issues arise with HGV's and other delivery vehicles accessing the timber merchant then further measures can be considered at that time.

When bollards are installed a minimum clearance must be left from the kerb edge/carriageway, however after leaving this clearance it often leaves a bollard positioned in the middle of a footway, often causing an obstruction to some footway users. They can also cause dangers to partially sighted users not expecting bollards to be there. In this area the footways are not sufficiently wide enough to accommodate their installation without impacting the users of wheelchairs and pushchairs etc.

Collision Statistics has not been the leading factor for the proposal to install restrictions in the Brierfield Close area. A request by Local Ward Members to seek to prevent obstructive parking from occurring has been the leading determination.

Gaps have been incorporated in the proposed restrictions where possible to accommodate some parking.

The proposed restrictions are designed to prevent obstructive parking in the Brierfield Close Area to facilitate safe traffic movements for both vehicles and pedestrians.

The budget for residents parking was removed by a Council Cabinet decision in 2007/08 and as such, no new schemes have been progressed since that time.

5. Proposal and Justification

- 5.1** It is proposed to implement the TRO as originally advertised as shown on the Plan at Appendix 1.

6. Consideration of Alternative Proposals

- 6.1** Option 1 – Overrule the objections and proceed with the proposals as shown in Appendix 1. **This is the preferred option.**
- 6.2** Option 2 – Decline to introduce the proposals. This option is not recommended for the following reasons:
- It will not address the road safety issues that exist, It will not improve the carriageway and footway obstruction issues currently occurring and inter-visibility will continue be compromised.
 - It will not ensure free flow of traffic in the Brierfield Close Area.

7. Impact on Local People

- 7.1** The proposals may affect some residents and visitors who currently park where the restrictions are proposed. However, the proposed restrictions will prevent obstructive parking, improve the free flow of vehicles and improve visibility for both motorists and pedestrians. The restrictions will also benefit footway users as they will prevent half on/half off vehicular parking adjacent to the new restrictions.

8. Financial Implications

- 8.1** The financial implications remain the same as previously reported.

9. Legal Implications

- 9.1** The Road Traffic Regulation Act 1984 provides the appropriate powers for the Council to make the proposed TRO.
- 9.2** In determining the extents of the proposed restrictions, the Council has had due regard to the duty imposed on it to exercise the functions conferred on it by the Road Traffic Regulation Act 1984 so as to secure the expeditious convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of

suitable and adequate parking facilities on and off the highway (section 122 Road Traffic Regulation Act 1984) and is satisfied the traffic restrictions proposed will achieve those objectives.

10. Consultations

- 10.1** No additional consultations are required, these having already been carried out at the publication stage.

11. Risk Management Issues

Risk	Mitigation/Outcome	Assessment
1. Challenge to the proposals because they infringe the Human Rights Act	It is not considered the proposals have any interference with convention rights. Any potential interference has to be balanced with the duty of the Council to provide a safe highway for people to use. The Executive Director of Core Services has developed a sequential test to consider the effects of the Human Rights Act which are followed.	Low
2. Legal challenge to the decision to make the TRO.	The procedure to be followed in the making of TROs is prescribed by legislation which provides an opportunity to object to proposals which must be reported for consideration by Cabinet and there is an opportunity to challenge an order once it is made by way of application to the High Court on the grounds that the order is not within the statutory powers or that the prescribed procedures have not been correctly followed. Given that the procedures are set down and the Council follows the prescribed procedures the risk is minimal.	Low

12. Compatibility with European Convention on Human Rights

- 12.** It is not considered the proposals have any potential interference with convention rights.

13. List of Appendices

- Appendix 1 – Officer Delegated report dated 31 July 2019

14. Background Papers

- 14.1** Traffic Project file 3919

Officer Contact: Thomas Kagezi

Date: 14/01/2019

Record of Decision of the Head of Highways and Engineering for;

**Brierfield Close Area, Barnsley
Proposed 'No loading/unloading and waiting at any time' restrictions**

Subject

Following a request by the Old Town Ward Alliance Members to prevent obstructive parking in the Brierfield Close Area, a site visit was undertaken to assess the situation. It was apparent that inconsiderate parking was creating obstructions around the junctions and impeding the free flow of traffic. In order to address the concerns of the residents and ward members, it is proposed to introduce waiting and loading restrictions at the junctions to prevent obstructions and ensure the free flow of traffic at the locations listed below:

- I. Brierfield Close junction with Clumber Street – 'No waiting at any time'
- II. Brierfield Close junction with Bingley Street – 'No loading/unloading and no waiting at any time'
- III. Brierfield Close junction with Wellbeck Street – 'No loading/unloading and no waiting at any time'

Authority

Part 3 Paragraph 21(b) Delegations to Officers: After consultation with Local Members and the relevant Parish Council, to arrange for the publication of Traffic Regulation Orders requiring the enforcement of traffic control measures and, subject to no objections being received, to make the Orders and implement the restrictions.

Decision Taken

The proposals to be advertised and any objections to be the subject of a report to Cabinet. If there are no objections, the Head of Highways and Engineering and the Executive Director of Core Services and Solicitor to the Council be authorised to make and implement the Order.

**Financial Consultation
/ Consideration:**

PP Signature - on behalf of the Service
Director (S151) Officer:

D Green

Date: 31/7/19

Date of Decision:

PP Signature (Network Manager):

[Signature]

Date: 18/7/19

Date Approved:

Signature (Head of Highways &
Engineering):

[Signature]

Date: 18/7/19

Barnsley Metropolitan Borough Council

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

Report of the Executive Director, Place

Brierfield Close Area, Barnsley Proposed 'No loading/unloading and waiting at any time' restrictions

1. Purpose of Report

- 1.1 The purpose of this report is to seek approval to advertise and implement a Traffic Regulation Order (TRO) to introduce 'No loading/unloading' and 'No waiting at any time' restrictions in the Brierfield Close Area, as described in this report and shown on the plan at Appendix 1.

2. Recommendation

It is recommended that:

- 2.1 The Executive Director, Core Services and Solicitor to the Council be authorised to publish the proposed waiting and loading restrictions on sections of Bingley Street, Brierfield Close, Clumber Street and Wellbeck Street as described in this report and shown on the plan at Appendix 1;
- 2.2 Any objections be subject of a further report to Cabinet;
- 2.3 If there are no objections, the Head of Highways and Engineering and the Executive Director of Core Services and Solicitor to the Council be authorised to make and implement the Traffic Regulation Order.

3. Introduction

- 3.1 Following a request by the Old Town Ward Members to prevent obstructive parking in the Brierfield Close Area, a site visit was undertaken to assess the situation. It was apparent that inconsiderate obstructive parking was creating obstruction and visibility issues on Bingley Street, Brierfield Close, Clumber Street and Wellbeck Street, impeding the free flow of traffic.

4. Proposal and Justification

- 4.1 In order to address the concerns of the residents and ward members, it is proposed to introduce waiting and loading restrictions at the junctions listed below to prevent obstruction and visibility issues and to ensure the free flow of traffic at the locations listed below:
- I. Brierfield Close junction with Clumber Street – 'No waiting at any time'.
 - II. Brierfield Close junction with Bingley Street – 'No loading/unloading' and 'No waiting at any time'.
 - III. Brierfield Close junction with Wellbeck Street – 'No loading/unloading' and 'No waiting at any time'

5. Consideration of Alternative Proposals

- 5.1** The only alternative proposal to prevent footway parking would be bollards. However, the existing footways are too narrow to make this option feasible.

6. Impact on Local People

- 6.1** The proposed restrictions will prevent obstructive parking and improve the free flow of vehicles. The restrictions will also benefit footway users as they will prevent half on/half off vehicular parking adjacent to the new restriction.

7. Financial Implications

- 7.1** The costs of advertising and implementing the proposed restrictions is estimated to cost up to £6,000.00 and is being funded by Old Town Ward Alliance.

8. Legal Implications

- 8.1** The Road Traffic Regulation Act 1984 provides the appropriate powers for the Council to make the proposed TRO.
- 8.2** In determining the extents of the proposed restrictions, the Council has had due regard to the duty imposed on it to exercise the functions conferred on it by the Road Traffic Regulation Act 1984 so as to secure the expeditious convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway (section 122 Road Traffic Regulation Act 1984) and is satisfied the traffic restrictions proposed will achieve those objectives

9. Consultations

The Central Ward Members and emergency services have been consulted and no adverse comments have been received.

10. Risk Management Issues

Risk	Mitigation/Outcome	Assessment
1. Challenge to the proposals because they infringe the Human Rights Act	It is not considered the proposals have any interference with convention rights. Any potential interference has to be balanced with the duty of the Council to provide a safe highway for people to use. The Executive Director of Core Services and Solicitor to the Council has developed a sequential test to consider the effects of the Human Rights Act which are followed.	Low

2. Legal challenge to the decision to make the TRO.	The procedure to be followed in the making of TRO's is prescribed by legislation which provides an opportunity to object to proposals which must be reported for consideration by Cabinet and there is an opportunity to challenge an order once it is made by way of application to the High Court on the grounds that the order is not within the statutory powers or that the prescribed procedures have not been correctly followed. Given that the procedures are set down and the Council follows the prescribed procedures the risk is minimal.	Low
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11. Compatibility with European Convention on Human Rights

- 11.1 It is not considered the proposals have any potential interference with convention rights.

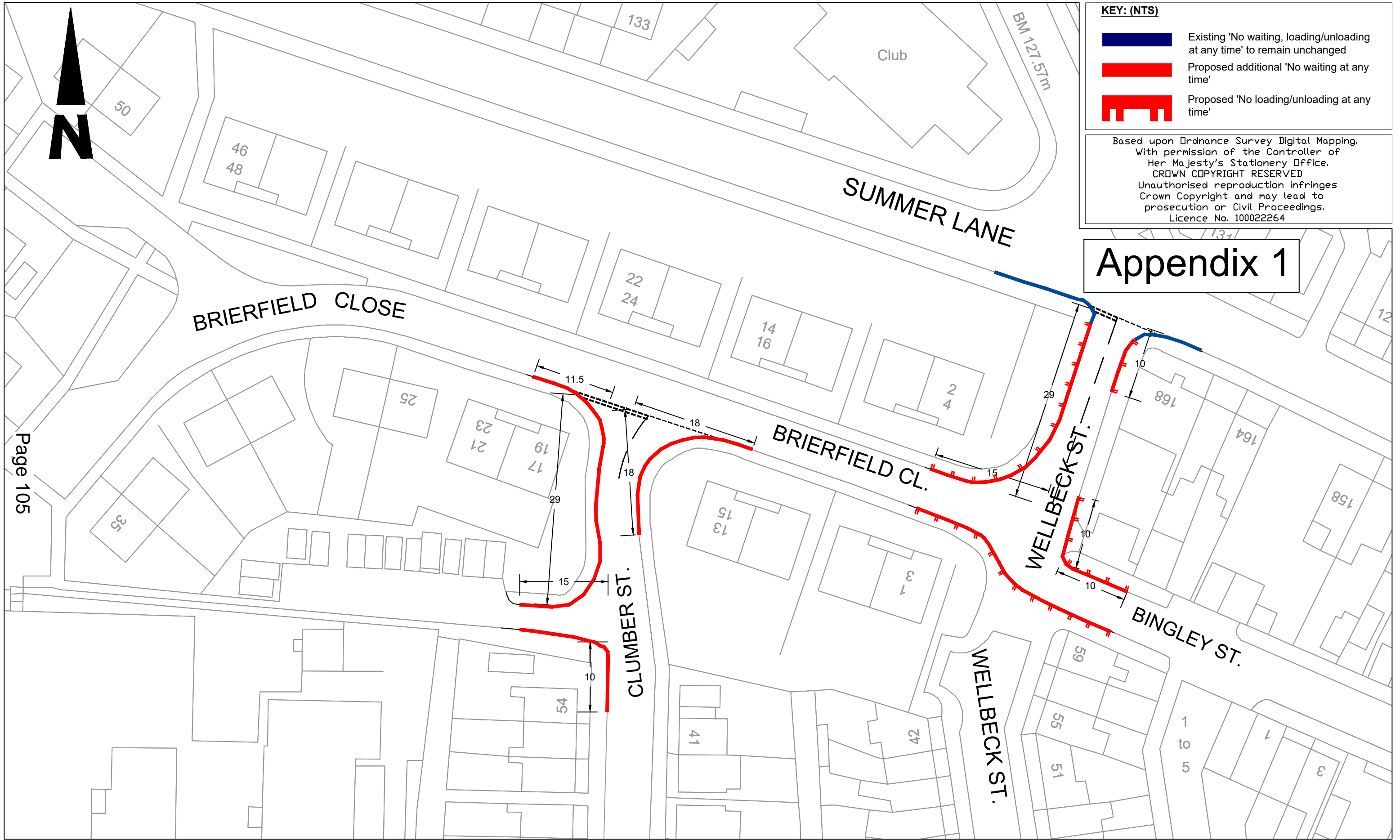
12. List of Appendices

- Appendix 1 – Plan showing the proposals.

13. Background Papers

- 13.1 Project file - 3919

Officer Contact: Thomas Kagezi **Telephone No:** 774043 **Date:** 28/05/2019



COMPUTER FILE NAME

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BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan.

**REPORT OF THE
EXECUTIVE DIRECTOR PLACE**

European Regional Development Fund (ERDF) Programmes Report

1. Purpose of the report

- 1.1 The Council seeks to ensure better access to business support for Barnsley's Small and Medium Sized Enterprises (SMEs) at all stages of development through a range of integrated projects that will help deliver the Council's Digital Campus and wider Jobs and Business plan aspirations.
- 1.2 Approval is sought to enter into funding agreements with the Ministry of Housing, Communities and Local Government (MHCLG), Sheffield Hallam University (SHU) and Capital Enterprise to implement a programme of initiatives that will facilitate access to finance for SMEs in a bid to boost innovation, competitiveness and employment opportunities for all.

2. Recommendations

- 2.1 Cabinet agrees that approval is given for the Executive Director Place to authorise the following contracts on behalf of the Council.
 - a) Business Productivity – MHCLG (see appendix a)
 - b) Digital Innovation Grants – MHCLG (see appendix b)
 - c) Digital Innovation for Growth – SHU (see appendix c)
 - d) Tech Ecosystem Accelerator & Market-Maker South Yorkshire (TEAM SY) – Capital Enterprise (see appendix d)
- 2.2 Cabinet agrees that approval is given for The Council to act as Accountable body for the Business Productivity Project and Digital Innovation Grants Project.
- 2.3 Cabinet agrees that approval is given for the Executive Director Place in consultation with the Executive Director of Core Services to contract with the Business Productivity programme partners Doncaster Metropolitan Borough Council, Rotherham Metropolitan Borough Council and Sheffield City Council.

- 2.4 Cabinet agrees that approval is given for the Service Director of Finance, to amend revenue budgets in accordance with the financial implications embedded within the report.
- 2.5 Cabinet agrees that approval is given for the Executive Director Place in consultation with the Executive Director of Core Services to restructure and recruit additional resources to the Enterprising Barnsley team to provide a fit-for-purpose delivery structure.

3. Introduction

- 3.1 Over the last decade, the Sheffield City Region (SCR) economy has grown much faster than expected. However, SCR and specifically Barnsley still lags behind the England average for productivity and is ranked 33rd out of 38 Local Economic Partnership (LEP) areas.
- 3.2 The benefits of productivity gains have not been felt by the majority of residents. Growth since 2015 has predominantly been in low-wage and lower productivity sectors (such as public administration, health/care, education, and logistics) and occupations (such as administration, trades and service occupations).
- 3.3 Productivity is a strong determinant of quality of life and wellbeing. The lack of progress on this indicator confirms that a stronger role for innovation and creativity in economic growth is needed. It also promotes a focus on the quality of growth to transform our economic trajectory, achieve an inclusive economy with opportunities for all and improve the wellbeing of our people.
- 3.4 Through the Barnsley Jobs and Business plan the main focus was on creating jobs and generating GVA (Gross Value Added – a measure of the value of the goods and services produced in an area) which was the right diagnosis for the time. However, the world has moved on and Barnsley economic growth must also address social inequalities and realise the area's potential; it is not purely about the quantity of jobs but the quality of jobs. Job growth on its own will not deliver an inclusive economy and improve the health and wellbeing of the local population.
- 3.5 This suite of European Regional Development Fund (ERDF) projects aims to provide a step change and give everyone an opportunity to benefit from prosperity. This will be achieved through,
 - (a) Supporting local Small and Medium-sized Enterprises (SMEs) to become more productive – The *Business Productivity* and *Digital Innovation* Grant projects will support SMEs by providing access to grant support that will directly help them to increase productivity.

- (b) Supporting businesses to innovate – The Council will work with SHU and Capital Enterprise through the *Digital Innovation for Growth* and *TEAM SY* projects to support SMEs in the borough to take advantage of opportunities for developing new, wealth-creating products and services. By connecting centres of knowledge (SHU) and technology start-ups with Barnsley's SMEs, new models and interventions will help raise productivity levels not just in traditional 'high technology' sectors, but also in areas of the foundational economy such as social care and retail which are key for Barnsley.
- (c) Supporting an 'inclusive economy' approach –The Council's inclusive economy agenda will be closely woven into these projects to ensure opportunities become available to all. The Enterprising Barnsley and Adult Skills and Employment Teams will work closely together with participating SMEs and will encourage take up of the Council's 'Employer Promise'. The Employer Promise encourages all types and size of organisations to offer what they can to actively help young people and adults getting ready for work; getting into work; getting on and staying in work.

4. **Proposal and Justification**

- 4.1 A summary of the proposal and justification for each project is highlighted below, full details of each project can be found in Appendices A-to-D. Overall the projects all contribute considerably to increasing productivity in Barnsley, supporting growth in higher value jobs and connecting closely with the Council's Inclusive Economy agenda. The projects address recognised challenges and build on a foundation of successful and innovative business support through Enterprising Barnsley and the Digital Media Centre (DMC), and link closely with the Digital Campus plans. The projects offer the opportunity to deliver innovative and impactful support with minimal investment from the Council, leveraging existing resources and ERDF investments to significantly improve the business support landscape locally and regionally. The projects support SMEs to progress through different stages of innovation and technology adoption and remove the barriers to increasing productivity.
- 4.2 *Business Productivity* – The Council will use ERDF investment to lead on the Business Productivity Project in collaboration with the other South Yorkshire Local Authorities. A Productivity Investment Grant will be provided of up to £12.5k (£25k Project Total) per business which will provide capital/revenue support to help businesses **deliver and implement productivity plans**. SMEs will benefit from

support of Key Account Managers to help develop productivity plans, access funding and monitor progress

- 4.3 *Digital Innovation Grants* – The Council will use ERDF to deliver the investment across South Yorkshire. The project is a demand led grant scheme designed to help SMEs to **develop their use of digital technology**. By exploiting digital technologies, businesses can access new markets, promote their products and services more effectively and develop new and cost-effective ways of working.
- 4.4 *Digital Innovation for Growth* – The Council will partner with SHU to use ERDF to fund part of the ‘kit out’ of the previously named Core Building which will provide a fit for purpose digital technologies demonstrator and ‘makerspace’ within the newly created DMC 02 which will be open Summer 2020. **The dedicated space combined with the digital expertise from SHU will provide local SMEs with resources, information, connections and support.** It will enable them to identify opportunities to digitalise their businesses and processes in order to gain efficiencies and increase productivity. This will work alongside the Library and facilities in the College as well at regional level to encourage the wider community to access these technologies and engage with the ‘art of the possible’.
- 4.5 *TEAM SY* – The Council will partner with Capital Enterprise to use ERDF to deliver the TEAM SY project in Barnsley. TEAM will **connect new technology start-ups with fit for purpose business support and investment.** It will encourage collaboration between technology start-ups and the wider business landscape as well as the public sector to drive innovation and in doing so create the conditions for high value businesses to scale up and create more jobs and prosperity. The project will encourage new and innovative technology companies into Barnsley as well as support faster growth of existing technology companies. Connecting these companies with support and investment will help to stimulate more jobs at a range of levels for Barnsley citizens.

5. Consideration of alternative approaches

- 5.1 The ‘Do Nothing’ approach would mean local businesses would have to apply for support via national schemes such as Innovate UK and Digital Catapult programmes, for example the Industrial Strategy Challenge Fund and Knowledge Transfer Partnership. These programmes are notoriously difficult to acquire funding from and are aimed at the more digitally enabled businesses. There is a need to bridge the innovation gap and provide development support for the companies in the borough with the capability to develop their businesses through these business support opportunities.

- 5.2 An alternative model with reduced investment was considered but the project costs have been carefully constructed to ensure that the private sector investment and ERDF contributions are maximised to cover the majority of staff delivery costs.
- 5.3 Reducing the geographical scope of the projects was considered but this approach was rejected by the SCR European Structural Investment Funds (ESIF) steering group as they requested that ERDF business support products have to be delivered across the whole of the SCR and not in one particular borough.

6. Implications for local people / service users

- 6.1 The activities will benefit local businesses through providing support to innovate; increase business competitiveness; increase business productivity; develop new products and services and enter new markets through the adoption of digital technologies.
- 6.2 The projects aim to inspire local growth and community prosperity by creating 'more and better jobs' in the local economy to connect local people with these opportunities
- 6.3 The projects will aim to facilitate a new social contract with businesses to balance increased productivity with benefits to local communities, which in turn support the growth of local employers.
- 6.4 Such strategic relationships between places and local employers should deliver higher standards for residents in the shape of "good jobs", higher wages and stronger local skills supply chain.
- 6.5 Through exploring models for new interventions this will raise productivity levels not just in traditional 'high technology' sectors, but also in areas of the foundational economy such as health and social care.

7. Financial implications

- 7.1 Consultation on the financial implications have taken place with representatives of the Service Director – Finance (S151 Officer.)
- 7.2 The total South Yorkshire-wide, programme cost for all four projects (as referred to paragraph 2.1) is £16.9m. The funding required to support those projects is being provided from the following key sources.
 - (a) ERDF Contribution
 - (b) Private Sector Contribution
 - (c) BMBC ("In Kind" Contributions
 - d) Other Public Sector Contributions
- 7.3 Of the £16.9m, the Barnsley specific strands of the projects will cost £7.954m.

- 7.4 By providing £0.603m in revenue match funding and £0.051m in capital match Barnsley will benefit from the receipt of £4.762m in ERDF grant, £2.418m in private sector investment and from £0.120m in contributions from the other participating South Yorkshire Local Authorities.
- 7.5 The table below provides a summary of the funding mix being sought for the 'Barnsley specific' strands of each project.
- 7.6 The detailed financial implications relating to each of the projects is provided separately in Annexes A-D of this report.

	BMBC					
	ERDF	Private	Partner Match	BMBC Match - Capital	BMBC Match - Revenue	Total
	£m	£m	£m	£m	£m	£m
Business Productivity	2.460	1.350	0.120	-	0.169	4.100
Digital Innovation Grants	1.601	1.068	-	-	-	2.669
Digital Innovation for Growth	0.299	-	-	0.051	0.166	0.515
TEAMSY	0.402	-	-	-	0.268	0.671
	4.762	2.418	0.120	0.051	0.603	7.954

- 7.7 It is envisaged that the £0.603m in revenue 'match funding' required from the Council to support project delivery will be provided via a combination of existing staffing budgets from within the Place Directorate and from grant allocations received specifically for the purposes of covering off Management/Administration and Project Delivery costs - BMBC taking lead responsibility for the Management/Administration of the 'Business Productivity' and 'Digital Innovation Grant' projects.
- 7.8 The £0.051m Capital contribution has already been provided for from within the Council's existing capital programme as part of the wider development of DMC2.
- 7.9 *It is important to note that no additional monies, neither revenue nor capital, are being requested from BMBC to support the delivery of the projects referred to above.*
- 7.10 It is also important to note that where BMBC act as Lead Authority protections are being sought via legally binding contract arrangements to ensure project partners are held to delivery of their responsibilities of the delivery of outputs targets

and any consequent liabilities (e.g. funding clawback) arising from their non-delivery of those targets. The Council already have similar contracts in place for an existing pan-SCR business support programme (Launchpad) therefore the Council will look to use this arrangement as a methodology to enter into contractual relationships with the partner authorities.

- 7.11 If the bids outlined above are successful the Government have confirmed that in the event of a 'No Deal Brexit' the ERDF will be protected.

8. Legal implications

- 8.1 Contracts have been submitted to BMBC legal for comment, no issues have been raised.
- 8.2 The Council have 'tried a tested' contract arrangements in place for delivering ERDF projects with partners.

9. Employee implications

- 9.1 To be able to deliver such a complex portfolio of projects it is important that a fit for purpose structure is in place to ensure that the Council has the right resources and experience to deliver a suite of compliant ERDF projects. The proposed restructure not only maximises existing staff time, resources and expertise but is cost effective and will mean the teams can 'hit the ground running'.
- 9.2 The current (116150) Programme Manager post will have oversight of the ERDF projects and will be responsible for compliance, delivery, budgeting and will have direct line management responsibility for 7 Project Officers. To reflect the increase in geographic scope, budget responsibility and complexity of projects the existing Programme Manager post will be amended and re-submitted for evaluation.
- 9.3 Overall the projects will maximise the existing Enterprising Barnsley and wider Council staff resources. This will include the Group Leader, Programme Manager, Business Centres and Incubation Manager, x5 Key Account Managers, x4 Project Officers, Marketing and Communication Manager and ICT Manager.
- 9.4 Individual employee implications for each project can be found in Appendices A-to-D.

10. Communication implications

- 10.1 All ERDF projects have to promote and publicise the activities and impact of the Programme according to the European Commission published branding and publicity requirements. Joint promotion between the Council and its project partners will ensure that timely and accurate information will be provided through appropriate

press releases via local press, social media/website updates, local member briefings and engagement with key stakeholders.

11. Consultations

- 11.1 Consultation has taken place representatives from the Service Director of Finance.
- 11.2 Human resources have been notified on the staffing implications associated with the project.
- 11.3 Consultations have taken place with the representatives from the Executive Director of Core Services regarding the legal implications of contracting with external partners.

12. The Corporate Plan and Council Performance Management Framework

- 12.1 The aims and aspirations of the project are aligned to those within the Council's Corporate Plan; the Jobs and Business Plan; Employment and Skills Strategy and directly contribute towards the aspiration of delivering a thriving and vibrant economy.

13. Tackling health inequalities

- 13.1 Beyond the contribution that the creation of new jobs can provide in terms of reducing overall worklessness there are no direct matters of relevance arising from this report.

14. Climate Change & Sustainable Energy Act 2006

- 14.1 The Council is facilitating and enabling the Borough's transition to zero carbon by 2045. The 'Zero45' strategy has 5 broad themes, one of which is Resource Efficiency. The Centre for Industrial Energy, Materials and Products recognise that the UK economy is suffering from low productivity compared to many of its European neighbours and more efficient resource use would make businesses more productive and lower their costs, delivering a significant boost to the UK's competitiveness.
- 14.2 The projects highlighted in this paper will promote and develop further opportunities for more resource efficiency production across construction, manufacturing, food and drink production.

15. Risk management issues

- 15.1 The risks below will be reviewed and discussed on a regular basis at the Project Steering Group.

Risks Description	Owner	Probability	Impact	Mitigation
Lack of clarity in the business base regarding the project offer.	Delivery team overseen by Project Steering Group	Low	Medium	All partners and delivery staff will be briefed on the focus of the projects, and the project teams of BMBC, SHU, SIP, CE, SY LA's and the Growth Hub will develop protocols for reviewing the respective portfolios of clients to ensure a cross referral model.
Delivering outputs: Regional businesses do not engage, leading to under achievement.	Delivery team overseen by Project Steering Group	Low	High	Successful engagement and project delivery are therefore dependent on identifying, primarily through 1:1 contact and networks, those companies with capacity and capability to engage with transformative digital innovations. This will be achieved through pro-active engagement by the delivery team, and ensuring, partners are briefed in order to identify new prospects.
Regional business support agencies do not engage, leading to lack of coordination and integration	Project Steering Group	Low	Low	The project steering groups will include members of the Local Authorities and the Growth Hub to ensure the co-ordination and integration of project delivery and cross referral.
The partners do not have the capacity or expertise to meet client need.	Project Steering Group	Low	Medium	The partners have extensive expertise in areas relevant to target sectors and academic time will be 'bought-out' through the project to address specific client needs. This resource will be supplemented by additional specialist resource from outside the core partnership.
Delays to project milestones.	Project Steering Group	Low	Med	The intended project management team are experienced in successfully delivering ERDF business support projects and are confident the milestones are realistic and deliverable.
Client satisfaction	Project Steering Group	Low	Low	Clients will be invited to complete a customer feedback questionnaire on completion of an engagement. Project review meetings will monitor engagement, progress and client feedback.

16. Health, safety and emergency resilience issues

16.1 None arising directly from the report.

17. Reduction of crime and disorder

17.1 None arising directly from the report.

18. Conservation of biodiversity

18.1 None arising directly from the report.

19. Glossary

Barnsley Metropolitan Borough Council (BMBC)
Capital Enterprise (CE)
Digital Media Centre (DMC)
European Regional Development Fund (ERDF)
European Structural Investment Fund (ESIF)
Local Economic Partnership (LEP)
Ministry for Communities and Local Government (MHCLG)
Sheffield Hallam University (SHU)
Sheffield Innovation Partnership (SIP)
Small Medium Sized Enterprises (SMEs)
Tech Ecosystem Acceleration Market-Maker South Yorkshire (TEAMSY)

20. List of appendices

Annex A – Business Productivity
Annex B – Digital Innovation Grants (DIG)
Annex C – Digital Innovation for Growth
Annex D – Tech Ecosystem Acceleration and Market-making – South Yorkshire
Appendix A – Financial Implications

21. Background papers

21.1 None arising directly from the report.

Annex A

Business Productivity

1. Purpose of the report

- 1.1 To seek approval to enter into a funding agreement with the Ministry of Housing, Communities and Local Government (MHCLG) to deliver a Business Productivity Grant project. The Council is leading a consortium with partners from Doncaster Metropolitan Borough Council (DMBC), Rotherham Metropolitan Borough Council (RMBC) and Sheffield City Council (SCC) to secure European Regional Development Funds (ERDF) from MHCLG.
- 1.2 As lead body for the South Yorkshire Local Authorities (SYLA), the Council is due to be offered a contract of up to £7.884m from MHCLG of which £4.730m will be provided from ERDF – details of total project funding requirements are provided in ‘Section 7 – Financial Implications’.
- 1.3 The programme will provide grant support of up to £12,500 to SME’s to help businesses implement and deliver productivity improvements. The project will commence April 2020 for a period of 3 years.
- 1.4 This report seeks approval for the Executive Director of Place to authorise the contract on behalf of the Council.

2. Recommendations

- 2.1 Cabinet agrees that approval is given for the Executive Director Place to authorise the contracts on behalf of the Council.
- 2.2 Cabinet agrees that approval is given for the Service Director of Finance, Assets to amend revenue budgets in accordance with the financial implications embedded within this report.
- 2.3 Cabinet agrees that approval is given for the Executive Director Place in consultation with the Executive Director of Core Services for the Council to act as accountable body for the project and to contract with the project partners DMBC, RMBC, and SCC.
- 2.4 Cabinet agrees that approval is given for the Executive Director Place in consultation with the Executive Director of Core Services to implement a revised staffing structure.

3. Introduction

- 3.1 Over the last decade, the SCR economy has grown much faster than expected.

However, SCR and specifically Barnsley still lags the England average for productivity and is ranked 33rd out of 38 LEP areas.

- 3.2 The benefits of productivity gains have not been felt by the majority of our population. Growth since 2015 has predominantly been in low-wage and lower productivity sectors (such as public administration, health/care, education, and logistics) and occupations (such as administration, trades and service occupations).
- 3.3 Productivity is a strong determinant of quality of life and wellbeing. The lack of progress on this indicator confirms that a stronger role for innovation and creativity in economic growth is needed. It also promotes a focus on the quality of growth to transform our economic trajectory and improve the wellbeing of our people.
- 3.4 Through the Barnsley Jobs and Business plan the main focus was on creating jobs and generating GVA, which was the right diagnosis for the time. However, the world has moved on. Barnsley economic growth must address social inequalities, it is not purely about the quantity of jobs but the quality of jobs. Productivity growth on its own will not deliver an inclusive economy and improve the health and wellbeing of the local population.
- 3.5 The Business Productivity Project aims to achieve a step change and give everyone an opportunity to benefit from prosperity, not just those working in high-wage and high-skill professions. This will be achieved through,

4. Proposal and Justification

- 4.1 The project will support SMEs to improve their productivity through grants (capital and revenue) and to improve how they capture and measure productivity gains.
- 4.2 A grant of up £12.5k (£25k Project Total) will be provided to accelerate investment to SMEs which currently don't have free access to information on the range of productivity improvements available.
- 4.3 The symptoms of low productivity are wide ranging therefore the types of activity / intervention will vary, finding a solution to productivity challenges will be at the heart of the project and the productivity grant.
- 4.4 These solutions will help businesses find new opportunities to improve productivity levels where they work. This could include but not exclusively support to find a technical solution; commercialisation plan for taking the solution into the market; investment in equipment to help increase productivity levels.
- 4.5 The applicants will work in conjunction with SYLA Key Account Managers or other intermediaries such as the SCR Growth Hub, to produce a productivity plan that clearly sets out how the business measures productivity, how the investment project

will improve productivity and how this will be evidenced for at least 12-months following the investment.

- 4.6 The plan will identify and diagnose how to resolve a productivity issue and then source a solution using the Productivity Grant and/or other sources of support which could be either revenue (consultancy) or capital (equipment), or a mixture of both.
- 4.7 Once the plan and application has been agreed, grants of up to £12,500 will be offered to those businesses that best demonstrate how the investments will have a positive impact on their productivity.
- 4.8 The minimum grant threshold will be £5000. Procurement for the delivery of the grant will be via direct award and the level of the grant will be determined in collaboration with a nominated Key Account Manager and ratified by the Programme Management Team.
- 4.9 The recipients of the grants will endeavour to create new jobs as a condition of the grant. This will be achieved through cost-reducing productivity gains and increasing the quality and value of outputs for any given input. It is feasible that productivity and job creation can go 'hand in hand' instead of being either/or.
- 4.10 Businesses will also be expected to clearly describe how they currently measure productivity and how it will improve following the investment project.
- 4.11 The project will work in collaboration with the Employment and Skills Team to ensure people from across the labour market have a fair opportunity to benefit from the investments made through this project.
- 4.12 The main driver for the delivering an 'inclusive economy' approach will be ensuring their close alignment between the Business Productivity project and Council's 'Employee Promise' scheme. If Barnsley SME's want to access the grant they have to engage with the 'Employee Promise' initiative.

5. Consideration of alternative approaches

- 5.1 The 'Do Nothing' approach would mean local businesses would have to apply for support via national schemes such as Innovate UK and Digital Catapult programmes, for example the Industrial Strategy Challenge Fund and Knowledge Transfer Partnership. These programmes are notoriously difficult to acquire funding from and are aimed at the more digitally enabled businesses. There is a need to bridge the innovation gap and provide development support for the companies in the borough with the capability to develop their businesses through these business support opportunities.

- 5.2 An alternative model with reduced investment was considered but the project costs have been carefully constructed to ensure that the private sector investment and ERDF contributions are maximised to cover the majority of staff delivery costs.
- 5.3 Reducing the geographical scope of the projects was considered but this approach was rejected by the SCR European Structural Investment Funds (ESIF) steering group as they require business support products to be delivered across the whole of SCR and not in one particular borough.

6. Implications for local people / service users

- 6.1 The activities will benefit local businesses through providing support to innovate; increase business competitiveness; increase business productivity; develop new products and services which will open up new markets and a wider customer base.
- 6.2 The projects aim to inspire local growth and community prosperity by creating 'more and better jobs' in the local economy to connect local people with these opportunities.
- 6.2 The projects will aim to facilitate a new social contract with business to balance increased productivity with benefits to local communities, which in turn support the growth of local employers.
- 6.3 Such strategic relationships between places and local employers should deliver higher standards for residents in the shape of "good jobs", higher wages and stronger local skills supply chain.
- 6.4 At the heart of this should be a longer-term dialogue between place and its largest employers about growth guided by a shared ambition for community wellbeing. Through exploring models for new interventions this will raise productivity levels not just in traditional 'high technology' sectors, but also in areas of the foundational economy such as health and social care.

7. Financial implications

- 7.1 Consultation on the financial implications to this report has taken place with colleagues in Financial Services on behalf of the Service Director – Finance (S151 Officer).
- 7.2 As Lead Body for the South Yorkshire Local Authorities on this project the Council is due to be offered a contract from MHCLG of £7.884m for the delivery of a Business Productivity Grant scheme across South Yorkshire. Of this amount £4.730m will be provided from ERDF with the remainder of the funding coming from Private Sector 'match funding' (£2.715m) and the balance from SY Local Authority Contributions £0.438m.

- 7.3 Specific to Barnsley are total project costs of £4.1m which over the 3-year duration of the project comprises:
- Grants to the Private Sector - £2.7m.
 - BMBC Staffing Costs - £1.015m
 - Other Project Direct Costs - £0.384m
- 7.4 Included within the £1.015m staffing costs figure will be an 'in kind' contribution of £0.169m from BMBC.
- 7.5 The contribution will be phased over the 3year project period from 2021/22 to 2022/23 as follows:
- 2020/21 £0.051m
 - 2021/22 £0.060m
 - 2022/23 £0.058m
- 7.6 As referred to in 'Section 9 – Employee Implications' the project will be supported via a combination of the utilisation existing staff budgets from within the Enterprising Barnsley Team along with the appointment of 2.4 fte fixed term contract posts, the latter being fully funded from the overall ERDF funding allocation.
- 7.7 *No additional funding will therefore be required to fulfil the Council's match funding obligations for the project.*
- 7.8 Whilst the Council will be responsible for the administration of funding for the Project clawback risk will be confined to the Barnsley element of the project – mitigations are in place to support project delivery and are outlined in 'Section 15 – Risk Management Issues' below.
- 7.9 South Yorkshire partners will be contractually bound to deliver their own spend and delivery of outputs and will be liable for any clawback linked to non-delivery. This will be reflected in the contractual arrangements with each partner.
- 7.10 If the bid is successful the Government have confirmed that in in the event of a 'No Deal Brexit' that any ERDF funding will be ring fenced.
- 7.11 Appendix A provides a summary of the financial implications referred to in this report – this includes the phasing of project spend and funding.

8. Legal implications

- 8.1 Contracts have been submitted to BMBC legal for comment, no issues have been raised.
- 8.2 The Council have 'tried a tested' contract arrangements in place for delivering ERDF projects with partners.

9. Employee implications

- 9.1 To be able to deliver such a complex portfolio of projects it is important that a fit for purpose structure is in place to ensure that the Council has the right resources and experience to deliver a suite of compliant ERDF projects. The proposed restructure not only maximises existing staff time, resources and expertise but is cost effective and will mean the teams can 'hit the ground running'.
- 9.2 The Programme Manager post (0.2 FTE) will be responsible for compliance and delivery and will have direct line management responsibility for the x3 (2.4 FTE) new fixed term project and Contract Compliance Officers.
- 9.3 The project will utilise existing Enterprising Barnsley team staff resources with the following staff members participating in the delivery of the project, Group Leader (0.5 FTE) and 4 FTE Key Account Manager positions.

10. Communication implications

- 10.1 All ERDF projects have to promote and publicise the activities and impact of the Programme according to the European Commission published branding and publicity requirements. Joint promotion between the Council and its project partners will ensure that timely and accurate information will be provided through appropriate press releases via local press, social media/website updates, local member briefings and engagement with key stakeholders.

11. Consultations

- 11.1 Consultation has taken place representatives from the Service Director of Finance.
- 11.2 Human resources have been notified on the staffing implications associated with the project.
- 11.3 Consultations have taken place with the representatives from the Executive Director of Core Services regarding the legal implications of contracting with external partners.

12. The Corporate Plan and Council Performance Management Framework

- 12.1 The aims and aspirations of the project are aligned to those within the Council's Corporate Plan; the Jobs and Business Plan; Employment and Skills Strategy and directly contribute towards the aspiration of delivering a thriving and vibrant economy.

13. Tackling health inequalities

- 13.1 Beyond the contribution that the creation of new jobs can provide in terms of reducing overall worklessness there are no direct matters of relevance arising from this report.

14. Climate Change & Sustainable Energy Act 2006

- 14.1 The Council is facilitating and enabling the Borough's transition to zero carbon by 2045. The 'Zero45' strategy has 5 broad themes, one of which is Resource Efficiency. The Centre for Industrial Energy, Materials and Products recognise that the UK economy is suffering from low productivity compared to many of its European neighbours and more efficient resource use would make businesses more productive and lower their costs, delivering a significant boost to the UK's competitiveness.
- 14.2 The projects highlighted in this paper will promote and develop further opportunities for more resource efficiency production across construction, manufacturing, food and drink production

15. Risk management issues

- 15.1 The risks below will be reviewed and discussed on a regular basis at the Project Steering Group.

Risks Description	Owner	Probability	Impact	Mitigation
Lack of clarity in the business base regarding the project offer.	Delivery team overseen by Project Steering Group	Low	Medium	All partners and delivery staff will be briefed on the focus of the projects, and the project teams of BMBC, SHU, SIP, CE, SY LA's and the Growth Hub will develop protocols for reviewing the respective portfolios of clients to ensure a cross referral model.
Delivering outputs: Regional businesses do not engage, leading to under achievement.	Delivery team overseen by Project Steering Group	Low	High	Successful engagement and project delivery are therefore dependent on identifying, primarily through 1:1 contact and networks, those companies with capacity and capability to engage with transformative innovations. This will be achieved through pro-active engagement by the delivery team, and ensuring, partners are briefed in order to identify new prospects.

Risks Description	Owner	Probability	Impact	Mitigation
Regional business support agencies do not engage, leading to lack of coordination and integration	Project Steering Group	Low	Low	The project steering groups will include members of the SYLA and the Growth Hub to ensure the co-ordination and integration of project delivery and cross referral.
The partners do not have the capacity or expertise to meet client need.	Project Steering Group	Low	Medium	The partners have extensive expertise in areas relevant to target sectors and academic time will be 'bought-out' through the project to address specific client needs. This resource will be supplemented by additional specialist resource from outside the core partnership.
Delays to project milestones.	Project Steering Group	Low	Med	The intended project management team are experienced in successfully delivering ERDF business support projects and are confident the milestones are realistic and deliverable.
Client satisfaction	Project Steering Group	Low	Low	Clients will be invited to complete a customer feedback questionnaire on completion of an engagement. Project review meetings will monitor engagement, progress and client feedback.

16. Health, safety and emergency resilience issues

16.1 None arising directly from the report.

17. Reduction of crime and disorder

17.1 None arising directly from the report.

18. Conservation of biodiversity

18.1 None arising directly from the report.

19. Glossary

Barnsley Metropolitan Borough Council (BMBC)
Capital Enterprise (CE)
Digital Media Centre (DMC)
European Regional Development
European Structural Investment Fund (ESIF)


Ministry for Communities and Local Government (MHCLG)
Sheffield Hallam University (SHU)
Sheffield Innovation Partnership (SIP)
Small Medium Sized Enterprises (SMEs)
South Yorkshire Local Authorities (SYLA)
Tech Ecosystem Acceleration Market-Maker South Yorkshire (TEAMSY)

20. List of appendices

Appendix A – Financial Implications

21. Background paper

21.1 None arising directly from the report.

APPENDIX A					
Report of the Executive Director Place					
FINANCIAL IMPLICATIONS - Business Productivity					
<u>Capital</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>TOTAL</u>
	£	£	£	£	£
BMBC Spend	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
To be financed from:					
BMBC Existing Resources	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
<u>Revenue</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>TOTAL</u>
	£	£	£	£	£
<u>Expenditure</u>					
Barnsley Specific Grants	900,000	900,000	900,000	0	2,700,000
BMBC Staffing and Direct Project Costs	444,358	485,212	470,105	0	1,399,675
	1,344,358	1,385,212	1,370,105	0	4,099,675
To be financed from:					
BMBC ERDF Allocation	-806,615	-831,127	-822,064	0	-2,459,806
BMBC Match Funding	-51,552	-60,126	-57,713	0	-169,391
Private Sector Grant Contribution	-450,000	-450,000	-450,000	0	-1,350,000
SY LA Partner contributions to Project Management Costs	-36,191	-43,959	-40,328	0	-120,478
	-1,344,358	-1,385,212	-1,370,105	0	-4,099,675
	0	0	0	0	0
There is no impact on the Medium Term Financial Strategy. Costs to be contained within the grant funding & existing matched resources available.					
Impact on Medium Term Financial Strategy					
This report has no impact on the Authority's Medium Term Financial Strategy.					
	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		
	£m	£m	£m		
Current forecast budget gap	0	0	0		
Requested approval	0	0	0		
Revised forecast budget gap	0	0	0		
Agreed by:  On behalf of the Service Director - Finance, Section 151 Officer					

Annex B

Digital Innovation Grants (DIG)

1. Purpose of the report

- 1.1 To seek approval to enter into a funding agreement with the Ministry of Housing, Communities and Local Government (MHCLG) to deliver the South Yorkshire Digital Innovation Grant project.
- 1.2 The Council is due to be offered a contract of up to £2.669m from MHCLG of which £1.601m of will be provided by the investment from the European Regional Development Fund (ERDF).
- 1.3 DIG is a demand led grant scheme (Grants up to £5000) designed to help small and medium sized businesses to develop their use of digital technology. By exploiting the digital technologies, businesses can access new markets, promote their products and services more effectively and develop new cost-effective ways of working. The project will commence April 2020 for a period of 3 years
- 1.4 This report seeks approval for the Executive Director of Place to authorise the contract on behalf of the Council.

2. Recommendations

- 2.1 Cabinet agrees that approval is given for the Executive Director Place to authorise the contracts on behalf of the Council.
- 2.2 Cabinet agrees that approval is given for the Service Director of Finance, Assets to amend revenue budgets in accordance with the financial implications highlighted in this report.
- 2.3 Cabinet agrees that approval is given for the Executive Director Place in consultation with the Executive Director of Core Services for the Council to act as accountable body for the project.
- 2.4 Cabinet agrees that approval is given for the Executive Director Place in consultation with the Executive Director of Core Services to implement a revised staffing structure as shown.

3. Introduction

- 3.1 A funding call was issued by MHCLG that sought projects to manage and administer a Broadband ICT Innovation Grant scheme for South Yorkshire. It was agreed with the Executive Director of Place that an outline business plan would be submitted. Historically this type of activity was delivered by the SFSY Vouchers team, but it was agreed that the delivery should be managed by the Enterprising

Barnsley Team who have the ERDF experience and expertise to deliver a compliant and successful grants project.

- 3.2 The Programme will deliver a demand led voucher scheme to at least 250 eligible SMEs in the South Yorkshire area from April 2020 to March 2023.
- 3.3 The aim of the scheme is for SMEs to introduce processes that can improve business performance through the faster digital connection/infrastructure which has been implemented through the Superfast South Yorkshire (SFSY) broadband Infrastructure investment.
- 3.4 By exploiting the digital technologies, businesses can access new markets, promote their products and services more effectively and develop more productive methods of working.
- 3.5 Productivity is a strong determinant of quality of life and wellbeing. The lack of progress on this indicator confirms that a stronger role for innovation and creativity in economic growth is needed. It also promotes a focus on the quality of growth to transform our economic trajectory and improve the wellbeing of our people.

4. Proposal and Justification

- 4.1 During the last five years, the Superfast South Yorkshire partnership has played a key role in ensuring that businesses and residents are able to access the best digital connectivity services available.
 - a) Coverage of superfast broadband has increased from 80% to over 97% of the Region and will reach c98% by 2021
 - b) The take-up of superfast broadband has increased to 44%;
 - c) Business parks in South Yorkshire were amongst the first in the country to access wholesale gigabit full fibre broadband.
 - d) Business development programmes have helped local SMEs understand how to use digital to sustain and grow their business.
 - e) Businesses in South Yorkshire have been able to access vouchers to 50% fund connection charges and to 50% fund innovation projects.
- 4.2 Business benefits enabled by digital connectivity include
 - (a) Access to, and use of, products, services and resources that are increasingly digitally enabled.
 - (b) Increased efficiency and effectiveness, increasing productivity and reducing costs.
 - (c) Growth of existing markets and entry to new global markets.
 - (d) Innovation and the creation of new products and services.
 - (e) Workstyles that attract skilled employees.

- 4.3 The Sheffield City Region Independent Economic Review identifies strengthening innovation support in the City Region and taking forward key initiatives with the private sector in digital and information as developments that will contribute to stronger economic growth
- 4.4 The Resolution Foundation report “Forging ahead or falling behind” highlights low productivity is one of the main reasons why pay is lower in the Sheffield City Region. Productivity, as measured by output per hour worked, is 17 per cent lower in the region than the UK average, and it is the lowest of all city regions. Looking at productivity across sectors within the Sheffield City Region we find that many are less productive than the English average. In particular three sectors stand out for being relatively large employers and significantly contributing to the region’s productivity deficit: manufacturing, office administration, and retail and wholesale all stand out
- 4.5 It is therefore essential for South Yorkshire to deliver the transformation growth recorded in its growth plan, will therefore require South Yorkshire to have the necessary complementary packages of grant support packages available to help unlock economic growth through digital transformation and innovation
- 4.6 The grant funding will be available for up to 50% of the value of an investment, with a minimum award of £1,000 up to a maximum of £5,000 initially.
- 4.7 Digital Innovation Grants will be available to SMEs across South Yorkshire, which has a business demography of approximately 84,000 enterprises.
- 4.8 The programme is fully supported by a partnership of 4 Local Authorities in the LEP area and will be offering support to at least 250 eligible firms in the local authority areas.
- 4.9 DIG will be delivered through a competitive process, rather than first come first served. Following a call for applications, completed applications will be assessed for eligibility then ranked according to several economic and inclusive growth indicators.
- 4.10 The DIG team will aim to work with partners such as the Growth Hub to offer impartial and objective advice to all participants, particularly around the most suitable technology solutions appropriate for their needs.

5. Consideration of alternative approaches

- 5.1 The ‘Do Nothing’ approach would mean local businesses would not have access to the levels of investment provided by the project and we would not see the productivity gains that are required to achieve both regional and national averages. There are no comparable national products and no other provider came forward to

deliver the activity and outputs requested in the European Structural Investment Fund call.

- 5.2 An alternative model with reduced investment was considered but the project costs have been carefully constructed to ensure that the private sector investment and ERDF contributions are maximised to cover the staff delivery costs.
- 5.3 Reducing the geographical scope of the project was considered but this approach was previously rejected by the Sheffield City Region European Structural Investment Funds steering group as they requested business support products to be delivered across the whole of Sheffield City Region and not in one particular borough.

6. Implications for local people / service users

- 6.1 The activities will benefit local businesses through providing support to innovate; increase business competitiveness; increase business productivity; develop new products and services and enter new markets through the adoption of digital technologies.
- 6.2 The projects aim to inspire local growth and community prosperity by creating 'more and better jobs' in the local economy to connect local people with these opportunities.
- 6.3 Such strategic relationships between places and local employers should deliver higher standards for residents in the shape of "good jobs", higher wages and stronger local skills supply chain.
- 6.4 Through exploring models for new interventions this will raise productivity levels not just in traditional 'high technology' sectors, but also in areas of the foundational economy such as health and social care.

7. Financial implications

- 7.1 Consultation on the financial implications in this report has taken place with colleagues in Financial Services on behalf of the Service Director – Finance (S151 Officer)
- 7.2 It is proposed that the Council will act as the Accountable Body for the Grants Scheme.
- 7.3 The total cost of the scheme will be £2.669m and will be financed using ERDF Grant of £1.601m and Private Sector contributions of £1.068m.
- 7.4 In order to manage and administer the project BMBC will recruit two FTE fixed term Project Officers and a 0.2 FTE Senior Programme Manager. The intention is to fully fund these posts and any other scheme costs via a combination of ERDF grant and

a fixed administration charge to each of those private sector companies receiving a grant.

- 7.5 It is estimated that the staffing and direct costs required to operate the scheme will cost in the region of £0.534m over its three-year duration.
- 7.6 Grant take up will therefore be crucial to meeting the funding requirements of the team i.e. funding being reliant on draw-down of ERDF grant and the generation of administration costs from grant recipients.
- 7.7 In respect of grant take up, soundings have been taken from Business Advisors across Sheffield City Region and the indications are that demand for grants will exceed availability – overall it is estimated that project funding is sufficient to provide up to 250 grants across South Yorkshire.
- 7.8 Should grant take up be insufficient to cover project costs any shortfalls in funding will need to be met from existing budgets within the Place Directorate – an earmarking is being proposed to provide a contingency for the scheme.
- 7.9 It should be noted that as Accountable Body a risk exists around programme delivery - underperformance against agreed programme targets of greater than 15% of could potentially result in clawback of funding. However, mitigations exist in that if the Council can evidence that they have shown ‘best endeavours’ in attempting to deliver the programme then there will be no penalty. Officers will therefore closely monitor and report on progress against key performance measures throughout the life of project in order to mitigate any risk as soon as possible.
- 7.10 If the bid is successful the MHCLG have confirmed that in the event of a ‘No Deal Brexit’ that any ERDF funding will be ring fenced.
- 7.11 Appendix A provides a summary of the financial implications referred to in this report – this includes the phasing of project spend and funding.

8. Legal implications

- 8.1 Contracts have been submitted to BMBC legal for comment, no issues have been raised.
- 8.2 The Council have ‘tried a tested’ contract arrangements in place for delivering ERDF projects with partners.

9. Employee implications

- 9.1 To be able to deliver such a complex portfolio of projects it is important that a fit for purpose structure is in place to ensure that the Council has the right resources and experience to deliver a suite of compliant ERDF projects. The proposed restructure

not only maximises existing staff time, resources and expertise but is cost effective and will mean the teams can 'hit the ground running'.

- 9.2 A new Senior Programme Manager post will be responsible for compliance and delivery and will have direct line management responsibility for the x 2 new fixed term Contract Compliance Officers.

10. Communication implications

- 10.1 All ERDF projects have to promote and publicise the activities and impact of the Programme according to the European Commission published branding and publicity requirements. Joint promotion between the Council and its project partners will ensure that timely and accurate information will be provided through appropriate press releases via local press, social media/website updates, local member briefings and engagement with key stakeholders.

11. Consultations

- 11.1 Consultation has taken place representatives from the Service Director of Finance.
- 11.2 Human resources have been notified on the staffing implications associated with the project.
- 11.3 Consultations have taken place with the representatives from the Executive Director of Core Services regarding the legal implications of contracting with external partners.

12. The Corporate Plan and Council Performance Management Framework

- 12.1 The aims and aspirations of the project are aligned to those within the Council's Corporate Plan; the Jobs and Business Plan; Employment and Skills Strategy and directly contribute towards the aspiration of delivering a thriving and vibrant economy.

13. Tackling health inequalities

- 13.1 Beyond the contribution that the creation of new jobs can provide in terms of reducing overall worklessness there are no direct matters of relevance arising from this report.

14. Climate Change & Sustainable Energy Act 2006

- 14.1 The Council is facilitating and enabling the Borough's transition to zero carbon by 2045. The 'Zero45' strategy has 5 broad themes, one of which is Resource Efficiency. The Centre for Industrial Materials and Products recognise that the UK economy is suffering from low productivity compared to many of its

European neighbours and more efficient resource use would make businesses more productive and lower their costs, delivering a significant boost to the UK's competitiveness.

- 14.2 The projects highlighted in this paper will promote and develop further opportunities for more resource efficiency production across construction, manufacturing, food and drink production.

15. Risk management issues

- 15.1 The risks below will be reviewed and discussed on a regular basis at the Project Steering Group.

Risks Description	Owner	Probability	Impact	Mitigation
Lack of clarity in the business base regarding the project offer.	Delivery team overseen by Project Steering Group	Low	Medium	All partners and delivery staff will be briefed on the focus of the projects, and the project teams of BMBC, SHU, CE, SY LA's and the Growth Hub will develop protocols for reviewing the respective portfolios of clients to ensure a cross referral model.
Delivering outputs: Regional businesses do not engage, leading to under achievement.	Delivery team overseen by Project Steering Group	Low	High	Digital infrastructure and processes are integral to almost all businesses in Barnsley. Successful engagement and project delivery are therefore dependent on identifying, primarily through 1:1 contact and networks, those companies with capacity and capability to engage with transformative digital innovations. This will be achieved through pro-active engagement by the delivery team, and ensuring, partners are briefed in order to identify new prospects.
Regional business support agencies do not engage, leading to lack of coordination and integration	Project Steering Group	Low	Low	The project steering groups will include members of SIP and the Growth Hub to ensure the co-ordination and integration of project delivery and cross referral.

Risks Description	Owner	Probability	Impact	Mitigation
The partners do not have the capacity or expertise to meet client need.	Project Steering Group	Low	Medium	The partners have extensive expertise in areas relevant to target sectors and academic time will be 'bought-out' through the project to address specific client needs. This resource will be supplemented by additional specialist resource from outside the core partnership.
Delays to project milestones.	Project Steering Group	Low	Med	The intended project management team are experienced in successfully delivering ERDF business support projects and are confident the milestones are realistic and deliverable.
Client satisfaction	Project Steering Group	Low	Low	Clients will be invited to complete a customer feedback questionnaire on completion of an engagement. Project review meetings will monitor engagement, progress and client feedback.

16. Health, safety and emergency resilience issues

16.1 None arising directly from the report.

17. Reduction of crime and disorder

17.1 None arising directly from the report.

18. Conservation of biodiversity

18.1 None arising directly from the report.


19. Glossary

Barnsley Metropolitan Borough Council (BMBC)
Capital Enterprise (CE)
Digital Innovation for Growth (DIG)
Digital Media Centre (DMC)
Enterprising Barnsley (EB)
European Regional Development Fund (ERDF)
Growth Hub (GH)
Ministry for Communities and Local Government (MHCLG)
Sheffield Hallam University (SHU)
Sheffield Innovation Partnership (SIP)
Small Medium Sized Enterprises (SMEs)

20. List of appendices

21. Background papers

21.1 None arising directly from the report

APPENDIX A					
Report of the Executive Director Place					
FINANCIAL IMPLICATIONS - Digital Innovation Grants					
i) <u>Capital</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>TOTAL</u>
	£	£	£	£	£
BMBC Spend	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
To be financed from:					
BMBC Existing Resources	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
ii) <u>Revenue</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>TOTAL</u>
	£	£	£	£	£
<u>Expenditure</u>					
BMBC Grants	805,200	743,200	575,799	196,200	2,320,399
BMBC Staff & Direct Costs	115,187	116,339	88,128	28,512	348,166
	920,387	859,539	663,927	224,712	2,668,565
To be financed from:					
BMBC ERDF Allocation	-552,207	-515,699	-398,338	-134,821	-1,601,065
Private Sector Contribution	-368,180	-343,840	-265,589	-89,891	-1,067,500
	-920,387	-859,539	-663,927	-224,712	-2,668,565
	0	0	0	0	0
There is no impact on the Medium Term Financial Strategy. Costs to be contained within the grant funding & existing matched resources available.					
Impact on Medium Term Financial Strategy					
This report has no impact on the Authority's Medium Term Financial Strategy.					
	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>		
	£m	£m	£m		
Current forecast budget gap	0	0	0		
Requested approval	0	0	0		
Revised forecast budget gap	0	0	0		
Agreed by:  On behalf of the Service Director - Finance, Section 151 Officer					

Annex C

Digital Innovation for Growth

1. Purpose of the report

- 1.1 To seek approval to enter into a funding agreement with Sheffield Hallam University (SHU) to implement a programme of digital support interventions for the benefit of Barnsley Small and Medium sized Enterprises (SME's) on the proviso that SHU's bid is successful.

2. Recommendations

- 2.1 Cabinet agrees that approval is given for the Executive Director Place to authorise the contracts on behalf of the Council.
- 2.2 Cabinet agrees that approval is given for the Service Director of Finance, to amend revenue budgets in accordance with the financial implications and Appendix A of this report.

3. Introduction

- 3.1 BMBC recognises that development of the Barnsley economy requires a broad array of interventions that respond both to economic needs and economic opportunities.
- 3.2 The Fourth Industrial Revolution (Industry 4.0) requires UK companies to connect their operations with technology, in order to deliver more agile, responsive and customer-focused outcomes and remain competitive on a global scale.
- 3.3 For SME's this means digitising essential functions within internal operations as well as with partners along the value chain. In addition, they will need to enhance their product portfolio with digital functionalities and introduce innovative, data-driven operations.
- 3.4 It has been recognised by the Council's Enterprising Barnsley business support team that to be able to deliver a range of digital support interventions to local enterprises there is a requirement to partner with SHU who have the appropriate skills and expertise.
- 3.5 The support provided through this project will include:
- The development of a digital technologies R&D Demonstrator which will be hosted by BMBC at the soon to be refurbished Digital Media Centre 2 (DMC2).

- The delivery of a range of digital support interventions to promote increased business competitiveness through digital innovations and the increased adoption of digital technologies in the production, process and operations of enterprises.

3.6 A European Regional Development Fund (ERDF) bid has been submitted by SHU to the Ministry of Communities and Local Government (MHCLG) for £1.809m. The Council have been asked to contribute a total of £0.217m, made up of £0.051m (capital) and £0.167m (revenue), of match funding, in return the Council will receive £0.299m of ERDF funding.

4. Proposal and Justification

- 4.1 The capital element of the project will form part of the refurbishment of the previously named Core Building which will create a fit for purpose digital technologies R&D Demonstrator within the newly created DMC2 which will be open spring 2020. The dedicated space twinned with the digital expertise from SHU will provide local SMEs with the resources, information, connections and support help them identify opportunities to digitalise their businesses and processes in order to gain efficiencies and increase productivity.
- 4.2 As the project will be based at DMC2 this will provide a number of additional benefits. The facility will expand the workshop space and lab environment for supporting technology led digital start-ups and delivering future business 'accelerators' and collaboration events such as 'Connected Healthcare' and 'Connected Manufacturing'.
- 4.3 The R&D Demonstrator will be home to the 'maker' community in both the public and private sector which is an emerging strength locally and is currently located in DMC1. It will also be a connection point for wider industry to engage with digital technologies, bringing together SHU, corporates, start-ups and learners.
- 4.4 The Council's ICT Manager will play a pivotal part in running the facility as part of the Council's Skunkworks Research & Development group. The group will be able to work with local SMEs and SHU to investigate, design and prototype digital solutions for council and town priorities

5. Consideration of alternative approaches

- 5.1 The 'Do Nothing' approach would mean local businesses would have to apply for support via national schemes such as Innovate UK and Digital Catapult programmes, for example the Industrial Strategy Challenge Fund and Knowledge Transfer Partnership. These programmes are notoriously difficult to acquire funding from and are aimed at the more digitally enabled businesses. The increased

resource and intensity of focus provided by the Digital Innovation for Growth (DIG) project would not be available to address the needs of Barnsley companies. There is a need to bridge the innovation gap and provide development support for the low number of companies in the borough with the capability to access national innovation support opportunities.

- 5.2 An alternative model with reduced investment was considered but the reduced scope of delivery would not be able to provide the broad range of expertise and knowledge required to deliver transformative companywide digital innovation. The opportunities and benefits of parallel delivery of DIG alongside other potential pipeline projects including the Sheffield Innovation Partnership (SIP) and the Growth Hub programme would be reduced. This would impact particularly on the areas of new client engagement and the pipeline of potential clients, thereby increasing the need for more intensive marketing and company engagement activities, diverting resource from delivery into early engagement and impacting negatively on the delivery of the project.

6. Implications for local people / service users

- 6.1 It is anticipated that the scheme will have a beneficial impact on the local communities they serve through the generation of additional employment opportunities.
- 6.2 The activities will benefit local businesses with the potential to innovate, increase business competitiveness, develop new products and services and enter new markets through the adoption of digital technologies and digitally based work practises.
- 6.3 Access to support will be available to all eligible enterprises, delivery will however aim to target companies in innovative and growth potential sectors which are not effectively engaging with current provision, examples include the creative and cultural industries, publishing, media, design and gaming, enterprises in the construction supply chain, the developers of digitally based health care technologies.
- 6.4 One of the key priorities of the Council's Jobs and Business Plan is to create more local jobs, more businesses and to connect local people with these opportunities. The collaboration of the Council's Enterprising Barnsley Business support service, IT Team and SHU, will enable the Council to develop digital solutions which will improve the way service users interact with the Council.

7. Financial implications

- 7.1 Consultation on the financial implications have taken place with representatives of the Service Director – Finance (S151 Officer.)
- 7.2 The total cost of the programme is £1.809m (comprising £1.758m in revenue and £0.051m in capital). This will be financed as follows:
- ERDF (£1.049m);
 - Sheffield Hallam University (£0.543m); and
 - BMBC “In Kind” Contributions (£0.217m).
- 7.3 The Council’s “match” will be provided from the following sources:
- **Existing Revenue (staffing) budgets of £0.166m** – essentially reorganising existing staffing resources to support project delivery over the three years of the project.
 - **Existing Capital Commitments of £0.051m** – relating to the redevelopment of DMC2.
- 7.4 As the match is ‘in kind’ no additional funding will be required from BMBC to support project delivery.
- 7.5 Sheffield Hallam University are responsible for the administration of funding and project completion therefore the only risk to the authority is limited to spend eligibility and underperformance of more than 15% against programme targets.
- 7.6 Both are considered unlikely and ultimately if the Council can demonstrate that they have shown ‘best endeavours’ in attempting to deliver the programme then there will be no penalty.
- 7.7 Officers will closely monitor and report on progress against key performance measures throughout the project in order to mitigate any risk as soon as possible.
- 7.8 If the bid is successful the Government have confirmed that in the event of a ‘No Deal Brexit’ that any ERDF funding will be ring fenced.
- 7.9 The financial implications to this report are summarised in the attached Appendix A.

8. Legal implications

- 8.1 Contracts have been submitted to BMBC legal for comment, no issues have been raised.
- 8.2 The Council have ‘tried a tested’ contract arrangements in place for delivering ERDF projects with partners.

9. Employee implications

- 9.1 Three existing Council staff will deliver the project, Key Account Manager (Full Time) and a Project Officer (Part Time) have also been allocated to run

the digital technologies R&D Demonstrator, in the original application a Grade 6 Customer Services Officer post was created but after discussions between the Enterprising Barnsley team and the Council IT Team it has been agreed that more technical expertise is required therefore the post will be filled by the existing ICT Manager on a part time basis.

10. Communication implications

- 10.1 All ERDF projects have to promote and publicise the activities and impact of the Programme according to the European Commission published branding and publicity requirements. Joint promotion between the Council and SHU will ensure that timely and accurate information will be provided through appropriate press releases via local press, social media/website updates, local member briefings and engagement with key stakeholders.

11. Consultations

- 11.1 Consultation has taken place representatives from the Service Director of Finance.
- 11.2 Human resources have been notified on the staffing implications associated with the project.
- 11.3 Consultations have taken place with the representatives from the Executive Director of Core Services regarding the legal implications of contracting with Sheffield Hallam University.

12. The Corporate Plan and Council Performance Management Framework

- 12.1 The aims and aspirations of the project are aligned to those within the Council's Corporate Plan; the Jobs and Business Plan; Employment and Skills Strategy and directly contribute towards the aspiration of delivering a thriving and vibrant economy.

13. Tackling health inequalities

- 13.1 Beyond the contribution that the creation of new jobs can provide in terms of reducing overall worklessness there are no direct matters of relevance arising from this report.

14. Climate Change & Sustainable Energy Act 2006

- 14.1 The development of a digital technologies R&D Demonstrator which will be hosted at the Council's newly acquired DMC02. Action to improve the energy efficiency of the proposed building using BREEAM will help to reduce carbon emissions, converting an existing town centre

- 14.2 Support for businesses in the low carbon sector is part of the Council's Jobs and Business Plan and the interventions proposed in this project could benefit those businesses that operate in that sector.

15. Risk management issues

- 15.1 The risks below will be reviewed and discussed on a regular basis at the Project Steering Group.

Risks Description	Owner	Probability	Impact	Mitigation
Lack of clarity in the business base regarding the project offer.	Delivery team overseen by Project Steering Group	Low	Medium	All partners and delivery staff will be briefed on the digital focus of the project, and the project teams of BMBC, SHU and the Growth Hub will develop protocols for reviewing the respective portfolios of clients to ensure a cross referral model.
Delivering outputs: Regional businesses do not engage, leading to under achievement.	Delivery team overseen by Project Steering Group	Low	High	Digital infrastructure and processes are integral to almost all businesses in Barnsley. Successful engagement and project delivery are therefore dependent on identifying, primarily through 1:1 contact and networks, those companies with capacity and capability to engage with transformative digital innovations. This will be achieved through pro-active engagement by the delivery team, and ensuring, partners are briefed in order to identify new prospects.
Regional business support agencies do not engage, leading to lack of coordination and integration	Project Steering Group	Low	Low	The project steering group will include members of SIP and the Growth Hub to ensure the co-ordination and integration of project delivery and cross referral.

Risks Description	Owner	Probability	Impact	Mitigation
The partners do not have the capacity or expertise to meet client need.	Project Steering Group	Low	Medium	The partners have extensive expertise in areas relevant to target sectors and academic time will be 'bought-out' through the project to address specific client needs. This resource will be supplemented by additional specialist resource from outside the core partnership.
Delays to project milestones.	Project Steering Group	Low	Med	The intended project management team are experienced in successfully delivering ERDF business support projects and are confident the milestones are realistic and deliverable.
Client satisfaction	Project Steering Group	Low	Low	Clients will be invited to complete a customer feedback questionnaire on completion of an engagement. Project review meetings will monitor engagement, progress and client feedback.

16. Health, safety and emergency resilience issues

16.1 None arising directly from the report although there is the need to ensure all relevant staff are appropriately trained to use the equipment which will be housed in the digital technologies R&D Demonstrator.

17.Reduction of crime and disorder

17.1 The Council is collaborating with the Police to address anti-social behaviour across the town centre. Good, safe design principles of the wider DMC2 scheme will help and assist this work going forward.

18.Conservation of biodiversity

18.1 Any impact on biodiversity has been addressed via the previously submitted 'Digital Campus – DMC2 (The Core conversion)' Cabinet report.

19.Glossary

Barnsley Metropolitan Borough Council (BMBC)
Digital Innovation for Growth (DIG)
Digital Media Centre (DMC)
Enterprising Barnsley (EB)
European Regional Development Fund (ERDF)
Ministry for Communities and Local Government (MHCLG)
Sheffield Hallam University (SHU)


Sheffield Innovation Partnership (SIP)
Small Medium Sized Enterprises (SMEs)

20. List of appendices

Appendix A – Financial Implications

21. Background papers

21.1 Not applicable

APPENDIX A					
Report of the Executive Director Place					
FINANCIAL IMPLICATIONS - Digital Innovation for Growth					
i) Capital	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>TOTAL</u>
	£	£	£	£	£
<u>Expenditure</u>					
BMBC Spend	50,980	0	0	0	50,980
To be financed from:					
Capital Resources already set aside for 2020/21.	-50,980	0	0	0	-50,980
	0	0	0	0	0
ii) Revenue	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>TOTAL</u>
	£	£	£	£	£
<u>Expenditure</u>					
BMBC Staff & Other Costs	128,440	132,293	102,196	101,575	464,504
Partner Authority Staff & Other Costs	420,673	428,798	323,806	120,464	1,293,741
	549,112	561,091	426,003	222,039	1,758,245
To be financed from:					
BMBC ERDF Allocation	-74,495	-76,730	-59,274	-88,482	-298,981
Partner Authority ERDF Allocation	-243,990	-248,703	-187,808	-69,869	-750,370
BMBC Existing resources for Match Funding	-53,944	-55,563	-42,922	-13,093	-165,522
Partner Authorities Match Funding	-176,683	-180,095	-135,999	-50,595	-543,372
	-549,112	-561,091	-426,003	-222,039	-1,758,245
	0	0	0	0	0
There is no impact on the Medium Term Financial Strategy. Costs to be contained within the grant funding & existing					
Impact on Medium Term Financial Strategy					
This report has no impact on the Authority's Medium Term Financial Strategy.					
	2020/21	2021/22	2022/23		
	£m	£m	£m		
Current forecast budget gap	0	0	0		
Requested approval	0	0	0		
Revised forecast budget gap	0	0	0		
On behalf of the Service Director - Finance, Section 151 Officer					

Annex D

Tech Ecosystem Acceleration and Market-making – South Yorkshire

1. Purpose of the report

- 1.1 To seek approval to enter into a European Regional Development Fund (ERDF) funding agreement with Capital Enterprise to deliver the Tech Ecosystem Acceleration and Market-making South Yorkshire (TEAMSY) project.
- 1.2 The Council is due to be offered a contract of £0.671m via Capital Enterprise of which £0.402m will be provided by the investment from the European Regional Development Fund (ERDF).
- 1.3 TEAMSY will expand and improve business support and investment eco-system in South Yorkshire (SY) by delivering high-quality business accelerator support and investment readiness programmes to grow the digital and tech sector in Barnsley and South Yorkshire. The project will commence July 2020 to June 2023
- 1.4 This report seeks approval for the Executive Director of Place to authorise the contract on behalf of the Council.

2. Recommendations

- 2.1 Cabinet agrees that approval is given for the Executive Director Place to authorise the contracts on behalf of the Council.
- 2.2 Cabinet agrees that approval is given for the Service Director of Finance, Assets to amend revenue budgets in accordance with the financial implications of this report.

3. Introduction

- 3.1 TEAM fits the ERDF call's Priority Axis 3 in that it will support [high growth and tech] SMEs to innovate and grow, and in particular will seek to reduce SMEs' barriers to growth by helping them gain new private investment, bring new products to market and create a high number of jobs.
- 3.2 TEAM will also contribute to the achievement of the Industrial Strategy's objectives to make the UK the best place to start and grow business, and innovate by enabling significant private sector leverage, both in terms of increased acceleration activity and in terms of private sector investment and support towards SMEs with the potential to scale and create high value jobs.
- 3.3 Through its acceleration activity, T

the conditions for tech start-ups and high growth SMEs to scale-up thus contributing to the region's ambition to 'grow a nationally significant tech cluster, building on the rapidly growing concentration of digital tech businesses' (Digital Plan 2018) as well as SCR's priorities (Strategic Economic Plan 2015-25) to

- (a) Ensure businesses receive the support they need to flourish,
- (b) Facilitate and proactively support growth amongst existing firms,
- (c) Attract investment from other parts of the UK and overseas.

3.4 TEAM will complement and add to South Yorkshire's existing initiatives in key sectors such as Internet of Things (IoT) and Artificial Intelligence (AI) , specifically seeking to accelerate early stage tech companies with high growth potential in these areas, including some that will re-locate to the region to participate in new sector-focused acceleration programmes.

4.0 **Proposal and Justification**

- 4.1 TEAM will expand and improve business support and investment eco-system in South Yorkshire (SY) by delivering high-quality pre-accelerator, accelerator and investment readiness programmes to further grow the high value digital and tech cluster and thereby create high value jobs and prosperity.
- 4.2 The project will build relationships with local digital stakeholders across the region to build support and involvement in the local business support network. Three pre-accelerator programmes will be located in & delivered with stakeholders across the region, including Barnsley.
- 4.3 Two accelerator programmes will be co-created (one in Barnsley) with existing regional stakeholders and focused on priority themes such as IoT, AI, and immersive and creative industry.
- 4.4 The project will recruit, employ and deploy teams of start-up and scale-up support managers, investment support managers, community managers to the new accelerators.
- 4.5 Intensive support including direct brokerage into investment opportunities will be provided through a short, high-impact programme over 4 afternoons during a 5-week period and complemented by mentor meetings.
- 4.6 TEAM will be delivered by Capital Enterprise (UK) Limited and Barnsley Council:
 - a) Capital Enterprise will project manage TEAM and will be responsible for delivering the majority of the project activities and for managing the procurement of third-party providers.
 - b) Barnsley Council is the owner and operator of Barnsley Digital Media Centre (DMC). The DMC will deliver a sub-regional event programme to

stimulate pipeline into the pre-accelerator activities, as well as host at least one pre-accelerator and one post-accelerator cycle annually aligned with previous and new accelerator programmes.

- 4.7 The project will contribute to increasing the size of the tech/digital business stock as well as employment and tech sector GVA per job. TEAM will particularly support the growing IoT sector, which offers high potential for implementation across the wider industry in the region and the strategic Advanced Manufacturing industry in particular, and higher impact on productivity and job value.
- 4.8 The project will contribute to increasing the size of the tech/digital business stock as well as employment and tech sector GVA per job. TEAM will particularly support the growing IoT sector, which offers high potential for implementation across the wider industry in the region, and higher impact on productivity and job value.
- 4.9 The Resolution Foundation report “Forging ahead or falling behind” highlights low productivity is one of the main reasons why pay is lower in the Sheffield City Region. Productivity, as measured by output per hour worked, is 17 per cent lower in the region than the UK average, and it is the lowest of all city regions. Looking at productivity across sectors within the Sheffield City Region we find that many are less productive than the English average.
- 4.10 It is therefore essential for Barnsley and the wider region to have complementary packages of business support such as TEAM-SY available, to help unlock economic growth through digital transformation and innovation.

5. Consideration of alternative approaches

- 5.1 The ‘Do Nothing’ approach would mean local businesses would not have access to the levels of investment provided by the project and we would not see the productivity gains that are required to achieve both regional and national averages. There are no comparable national products and no other provider came forward to apply to deliver the activity and outputs requested in the ESIF call.
- 5.2 An alternative model with reduced investment was considered but the project costs have been carefully constructed to ensure that the private sector investment and ERDF contributions are maximised to cover the staff delivery costs.
- 5.3 Reducing the geographical scope of the projects was considered but this wouldn’t work as the aim of the project is to develop a tech ecosystem across Sheffield City Region with key assets such the Digital Media Centre and the Advanced Manufacturing Centre working in collaboration to grow the sector and provide a fertile environment to accelerate tech businesses.

6. Implications for local people / service users

- 6.1 The activities will benefit local people and businesses through providing support to innovate; increase business competitiveness; increase business productivity; develop new products and services and enter new markets through the adoption of digital technologies.
- 6.2 The projects aim to inspire local growth and community prosperity by creating 'more and better jobs' in the local economy to connect local people with these opportunities
- 6.3 Such strategic relationships between places and local employers should deliver higher standards for residents in the shape of "good jobs", higher wages and stronger local skills supply chain.
- 6.4 Through exploring models for new interventions this will raise productivity levels not just in traditional 'high technology' sectors, but also in areas of the foundational economy such as health and social care.
- 6.5 The project will have a positive impact on the local population and services users by delivering the following outputs
 - a) 360 businesses receiving support - Capital Enterprise and Barnsley, in conjunction with their stakeholders, will establish a Pre-accelerator, Accelerator and Post Accelerator support programme accessible by online application to all tech and tech-focused, and high growth SMEs in the region that are in an Accelerator Programme or show equivalent level of maturity, and have the potential to meet investment readiness criteria of business angels.
 - b) Recruiting from the existing digital businesses in the region and across all sectors, 360 Tech start-ups and established limited high growth companies will receive a minimum of 12 hours of advice and mentoring, and when appropriate help to raise funding via business angels and international investors.
 - c) 90 new enterprises supported - TEAM focus will be on supporting tech start-ups, which are likely to have been operating for less than 3 years, and not have entered any Pre-accelerator/ accelerator programme yet.
 - d) Support 36 enterprises to introduce new to the firm products.
By providing in-depth support to new enterprises we anticipate that we will support 36 enterprises to introduce a new to firm product.
 - f) £9 million of Private investment matching public support to enterprises (grants)

- h) 120 jobs created - Employment increase in supported enterprises.
By providing tech start-ups and high growth SMEs with expertise and direct help to both internationalise and raise investment finance the TEAM will be able to directly support the beneficiary businesses to create 120 new jobs.

7. Financial implications

- 7.1 Consultation on the financial implications contained in this report has taken place with colleagues in Financial Services on behalf of the Service Director – Finance (S151 Officer)
- 7.2 The total cost of the programme will be £5.906m and this will be funded from ERDF grant (£3.544m), Capital Enterprise contributions (£2.094m) plus an “in kind” contribution from BMBC of £0.268m. The Council’s match coming from existing budgets and staffing resources from within the Enterprising Barnsley Team and Digital Media Centre – as referred to in “Section 9 – Employee Implications”.
- 7.3 Barnsley will receive ERDF grant of £0.403m to support the delivery of the programme when combined with the £0.268m in “in kind” this represents a total delivery over the three years of the programme of £0.671m.
- 7.4 As the match is ‘in kind’ no additional funding will be required from BMBC to support project delivery.
- 7.5 The Council will only be responsible for their element of the project (finances and outputs). Any financial ‘clawback’ which is implemented by the EU or MHCLG to the wider programme shall not be the responsibility of the Council. As referred to in ‘Section 15 – Risk Management Issues’ mitigations exist to ensure the delivery of outcomes is monitored and managed on an ongoing basis.
- 7.6 If the bid is successful the MHCLG have confirmed that in the event of a ‘No Deal Brexit’ that any ERDF funding will be ring fenced.
- 7.7 The financial implications to this report are summarised in the attached Appendix A.

8. Legal implications

A service level agreement will be issued by Capital Enterprise once the project has had full approval from MHCLG. Once this is received this will be shared with the Council’s legal team for comment.

9. Employee implications

- 9.1 To be able to deliver such a complex portfolio of projects it is important that a fit for purpose structure is in place to ensure that the Council has the right resources and experience to deliver a suite of complex projects. The proposed restructure

not only maximises existing staff time, resources and expertise but is cost effective and will mean the teams can 'hit the ground running'.

- 9.2 The following existing BMBC staff will participate in the project x1 Business Centres and Incubation Manager, x1 Project Officer.

10. Communication implications

- 10.1 All ERDF projects have to promote and publicise the activities and impact of the Programme according to the European Commission published branding and publicity requirements. Joint promotion between the Council and its project partners will ensure that timely and accurate information will be provided through appropriate press releases via local press, social media/website updates, local member briefings and engagement with key stakeholders.

11. Consultations

- 11.1 Consultation has taken place representatives from the Service Director of Finance.
- 11.2 Human resources have been notified on the staffing implications associated with the project.
- 11.3 Consultations have taken place with the representatives from the Executive Director of Core Services regarding the legal implications of contracting with external partners.

12. The Corporate Plan and Council Performance Management Framework

- 12.1 The aims and aspirations of the project are aligned to those within the Council's Corporate Plan; the Jobs and Business Plan; Employment and Skills Strategy and directly contribute towards the aspiration of delivering a thriving and vibrant economy.

13. Tackling health inequalities

- 13.1 Beyond the contribution that the creation of new jobs can provide in terms of reducing overall worklessness there are no direct matters of relevance arising from this report.

14. Climate Change & Sustainable Energy Act 2006

- 14.1 The Council is facilitating and enabling the Borough's transition to zero carbon by 2045. The 'Zero45' strategy has 5 broad themes, one of which is Resource Efficiency. The Centre for Industrial Energy, Materials and Products recognise that the UK economy is suffering from low productivity compared to many of its European neighbours and more ef
- Page 150
- ce use would make businesses

more productive and lower their costs, delivering a significant boost to the UK's competitiveness.

- 14.2 The projects highlighted in this paper will promote and develop further opportunities for more resource efficiency production across construction, manufacturing, food and drink production

15. Risk management issues

- 15.1 The risks below will be reviewed and discussed on a regular basis at the Project Steering Group.

Risks Description	Owner	Probability	Impact	Mitigation
Lack of clarity in the business base regarding the project offer.	Delivery team overseen by Project Steering Group	Low	Medium	All partners and delivery staff will be briefed on the focus of the projects, and the project teams of BMBC, SHU, CE, SY LA's and the Growth Hub will develop protocols for reviewing the respective portfolios of clients to ensure a cross referral model.
Delivering outputs: Regional businesses do not engage, leading to under achievement.	Delivery team overseen by Project Steering Group	Low	High	Digital infrastructure and processes are integral to almost all businesses in Barnsley. Successful engagement and project delivery are therefore dependent on identifying, primarily through 1:1 contact and networks, those companies with capacity and capability to engage with transformative digital innovations. This will be achieved through pro-active engagement by the delivery team, and ensuring, partners are briefed in order to identify new prospects.
Regional business support agencies do not engage, leading to lack of coordination and integration	Project Steering Group	Low	Low	The project steering groups will include members of SIP and the Growth Hub to ensure the co-ordination and integration of project delivery and cross referral.

Risks Description	Owner	Probability	Impact	Mitigation
The partners do not have the capacity or expertise to meet client need.	Project Steering Group	Low	Medium	The partners have extensive expertise in areas relevant to target sectors and academic time will be 'bought-out' through the project to address specific client needs. This resource will be supplemented by additional specialist resource from outside the core partnership.
Delays to project milestones.	Project Steering Group	Low	Med	The intended project management team are experienced in successfully delivering ERDF business support projects and are confident the milestones are realistic and deliverable.
Client satisfaction	Project Steering Group	Low	Low	Clients will be invited to complete a customer feedback questionnaire on completion of an engagement. Project review meetings will monitor engagement, progress and client feedback.

16. Health, safety and emergency resilience issues

16.1 None arising directly from the report.

17. Reduction of crime and disorder

17.1 None arising directly from the report.

18. Conservation of biodiversity

18.1 None arising directly from the report.

19. Glossary

Artificial Intelligence (AI)

Barnsley Metropolitan Borough Council (BMBC)

Capital Enterprise

Digital Innovation for Growth (DIG)

Digital Media Centre (DMC)

Enterprising Barnsley (EB)

European Regional Development Fund (ERDF)

Growth Hub (GH)

Internet of Things (IoT)


Ministry for Communities and Local Government (MHCLG)

Sheffield Hallam University (SHU)

Sheffield Innovation Partnership (SIP)

Small Medium Sized Enterprises (SMEs)

Tech Ecosystem Acceleration and Market-making (TEAM)

APPENDIX A					
Report of the Executive Director Place					
FINANCIAL IMPLICATIONS - TEAMSY					
i) Capital	2020/21	2021/22	2022/23	2023/24	TOTAL
	£	£	£	£	£
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
To be financed from:					
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
ii) Revenue	2020/21	2021/22	2022/23	2023/24	TOTAL
	£	£	£	£	£
<u>Expenditure</u>					
BMBC Staff & Other Costs	168,000	224,000	223,528	55,882	671,410
Capital Enterprise Staff & Other Costs	1,101,459	1,840,521	1,828,612	465,103	5,235,695
	1,269,459	2,064,521	2,052,140	520,984	5,907,105
To be financed from:					
ERDF Grant Allocation to BMBC	- 100,587	- 134,589	- 134,117	- 33,529	- 402,822
Capital Enterprise ERDF Allocation	- 661,229	- 1,104,313	- 1,097,167	- 279,062	-3,141,771
BMBC Existing resources for Match Funding	- 67,058	- 89,411	- 89,411	- 22,353	- 268,233
Capital Enterprise Match Funding	- 440,584	- 736,209	- 731,445	- 186,041	-2,094,278
	- 1,269,459	- 2,064,521	- 2,052,140	- 520,984	-5,907,105
	0	0	0	0	0
There is no impact on the Medium Term Financial Strategy. Costs to be contained within the grant funding & existing matched resources available.					
Impact on Medium Term Financial Strategy					
This report has no impact on the Authoritys Medium Term Financial Strategy.					
	2020/21	2021/22	2022/23		
	£m	£m	£m		
Current forecast budget gap	0	0	0		
Requested approval	0	0	0		
Revised forecast budget gap	0	0	0		
<div>  </div> Agreed by:On behalf of the Service Director - Finance, Section 151 Officer					

BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan

**REPORT OF THE
EXECUTIVE DIRECTOR PLACE**

INCLUSIVE ECONOMY PEER REVIEW ACTION PLAN

1. PURPOSE OF REPORT

- 1.1 This report has been prepared in order to share key messages with cabinet from the recent external Inclusive Economy peer review.
- 1.2 The report will also outline key actions that will be taken forward in response to the recommendations arising from the review.

2. RECOMMENDATIONS

- 2.1 **Cabinet noted the key findings arising from the peer review and the supporting action plan.**
- 2.2 **Cabinet note the proposed establishment of an Inclusive Economic 'task and finish group' led by the Council incorporating partner and stakeholder representation. The core objectives of the group are defined as:**
 - **Oversee the delivery of the peer review action plan contained within this report.**
 - **Provide strategic direction leading to the establishment of a wider Inclusive Economic Strategy for Barnsley.**

3. INTRODUCTION

- 3.1 An external Inclusive Economy peer review was commissioned by the Chief Executive with a view to understanding current achievements to date, future plans and capacity to deliver change as focus shifts from a traditional economic growth approach towards the adoption of an holistic inclusive economic strategy.
- 3.2 The review took place in October 2019 and was led by the West Midlands Combined Authority supported by the Joseph Rowntree Foundation. The review focused on three key objectives:
 - Review the extent to which current policy, strategy and interventions in Barnsley are delivering towards an inclusive economy.
 - Identify what the Council and partners (including the city region) could do to deepen and strengthen approaches to inclusive economic growth.

- Provide a formal peer review report to help develop the local strategy and associated prioritised interventions.

3.3 This report summarises key messages arising from the review and provides an implementation plan facilitating the transition towards the delivery of a wider Inclusive Economic approach within Barnsley.

4. PROPOSAL AND JUSTIFICATION

4.1 Format of the review

4.1.1 The review took place over a two day period. The structure of the review was developed in order to provide the peer review team with as much exposure as possible within the available timescales. Specific sessions facilitated included:

- Strategic overview/context session led by the Leader of the Council and Chief Executive
- Policy/Performance/Financial Management/Governance and Decision Making
- Borough tour
- Inclusive Economy Stakeholder workshop, (partners from across the borough attended an interactive session).
- Economy workshop
- Sheffield City Region Growth Strategy
- People Achieving Their Potential
- Community and Public Health

4.1.2 The key output from the review was a formal peer review report shown in Appendix A of this report.

4.1.3 The peer review team also attended a follow up feedback session held in November. The feedback session enabled the peer review team to provide feedback on their findings and also incorporated a workshop which has helped to directly inform the action plan included with this report.

4.2 Key Messages Strengths

4.2.1 ***Strong ambition to succeed and be the best the authority can be*** – The peer review team felt that the Council had a clear ambition which is shared by the authority at political and managerial levels. The council aspires to play an effective role in addressing the challenges it faces by supporting the community to put them at the front of everything they do.

The team found an openness to external challenges and a willingness to learn and improve. The culture of the authority appears to be 'can do' with lots of examples of how funding challenges and the broader austerity position has driven innovation internally. The shift of the Public Health directorate into a devolved model puts the public health agenda at the heart of daily business, and can be a positive driver for inclusive growth.

4.2.2 ***Unique and best practice community and area working model*** - The devolved budget through place led area council and ward alliances puts the citizen and

councillors at the heart of decision making. There were good examples of stronger community service making a difference to local areas and using the thriving and vibrant economy or strong and resilient communities to support improved outcomes. Corporate performance reporting narrative report shone a light on a few key interventions with small pots of money generating a positive return and increase in public participation and volunteering. However, more could be done with the evidence and intelligence gathered in ward alliances to inform strategic decision making.

4.2.3 **Robust cultural and visitor economy** - The review team were exposed to several stakeholders with whom cultural regeneration was being used to broaden out the regional leisure and employment offer. A visit to the Elsecar Heritage Centre showed promise and innovation for connectivity to other local attractions and shared the Council's ambitions for development. Using this mixed approach to growth in this may start to see the Barnsley earned pound being spent locally which in turn will increase the spirit of pride in the region. There are further opportunities for using the history and heritage of Barnsley to develop belief and pride in citizens.

4.2.4 **Clear partnership working** - The review team attended a partnership event where it was clear that there is a strong ambition to work collaboratively. It was recognised that most partners had built their own plans but were seeking leadership from the authority to lead a change in approach. There was strong evidence of prolonged engagement with partners at political and officer level to positive effect.

A broader ambition to 'make Barnsley great' has given rise to strong partnership across thematic areas. There was evidence presented of good design principled being adapted to link housing, infrastructure and industrial growth, with the Dearne Valley redevelopment shown as a good example.

4.2.5 **School alliance and early years provision** - The school alliance shared good innovative practice of peer review between schools and this challenge had supported significant improvement. The link to the authority was evident in the push to improve early years and the broader best start in life approach and it should be recognised as good practice.

4.2.6 **More and better jobs** - The borough's efforts to develop an 'employer promise' to define what being 'work ready' looks like is to be commended. The progress made on this would be of interest to other authorities facing similar challenges.

4.3 **Key Messages Opportunities**

4.3.1 **Developing the Inclusive Economy Narrative** - It was evident through the peer review that the concept of Inclusive Growth is present in the authority and within its practice, but the narrative, strategic overview and relationship to delivery was not clear. It is recommended that a consistent narrative underpinned with a clearly defined outcomes framework work is key moving forward.

4.3.2 **Developing a collaborative approach** - Stakeholders articulated a desire for a broad strategy to develop an Inclusive Growth agenda that informs an overarching ambition for generating shared priorities. There is an opportunity to turn this into a single, shared vision for inclusive growth in Barnsley to maximise the potential of

partnerships. In order to achieve maximum impact from the an Inclusive Economy it is critical that a strategy is developed in collaboration with key partners.

- 4.3.3 **Influencing regional strategy** – The peer review recognised that it is critical that regional strategy is shaped from a district level ensuring that local inclusive economic aspirations are incorporated into the Sheffield City Region Strategic Economic Plan, (SEP). It is therefore critical that the Council works to shape the refreshed SEP.
- 4.3.4 **Fragile employment** – linked to the prevalence of distribution hubs located within the area. The type of employment within the Borough does not align with the sense of ambition for the town felt within the council. Significant work will need to be undertaken to address this. It is critical that a human capital strategy is developed that provides a skills pathway to proactively address emerging employment challenges such as automation enabling residents to upskill for new opportunities. Similarly, in respect of future inward investment, the Council may be required to take bold decision to avoid further saturation of the distribution sector whilst ensuring that a balanced business base is established providing a step change in the quality of employment available.
- 4.3.5 **Sector specific skills pathways** – There is a significant opportunity to develop skills and career pathways into sector where recruitment challenges exist. One example sector relates digital where local businesses are articulating a challenge in terms of recruiting individuals with the technical skills required. The proposal to develop a skills pathway through the Digital Campus in partnership with Barnsley College and Sheffield Hallam University. A second sector with different challenges relates to health and social care. Development of entry level employment pathway into this sector will help to address current skills shortages. Expanding this with a progression pathway has the potential to enable individuals to develop a lifelong career providing a positive societal contribution.
- 4.3.6 **Carbon Agenda** – Barnsley like many areas has declared a climate emergency and has clear outcomes defined in terms of zero 40 and zero 45. It is critical that this agenda is aligned to an Inclusive Economic approach. Environmental impacts must be considered in decision making processes and future strategy if the identified targets are to be achieved.
- 4.3.7 **Social value and expansion of community area model** - There was evidence of a social value framework being used across the authority, but it was felt that it was not quite in the place the authority wanted it to be. Whilst engagement with communities was developing social capital, it was felt that the social value construct with key stakeholders could be developed further. Similarly, it was also felt that greater integration of the community area working model with the emerging Inclusive Economic agenda is critical in terms of co-production and ownership at a local level. More can be done with the evidence and intelligence gathered in ward alliances to inform strategic decision making. This was felt to be a key vehicle to address disengagement within communities.

- 4.3.8 **Transportation** - The transport network was described as not being fit for purpose with evidence that it was preventing access to employment for residents within the borough with poor connectivity to employment sites. The infrastructure does not support cross borough connectivity which is supporting a sense of community isolation. The plan to improve rail links between the borough and Leeds and Sheffield may help to address some of these issues. However, opportunities should be explored at Sheffield City Region level to explore how citizens could be better connected by the regions through public transport, bus networks and active travel.
- 4.3.9 **Strengthen Citizen Engagement** – The peer review team recognised that citizen engagement is critical in respect of developing a truly representative Inclusive Economic strategy. It was recognised that the ongoing 2030 consultation will help to inform the evolving strategy but there is also a requirement to integrate this with other sources of intelligence such as community and stakeholder data.
- 4.3.10 **Hardwiring Into Decision Making** – There was a recognition that Inclusive Economic outcomes will need to be embedded within the Councils decision making and resource allocation process if a significant transformation is to be achieved. It was appreciated by the peer review team that this may be more of a longer term aspiration as a result of the need to have a clearly defined Inclusive Economic Outcome framework but this was felt to be a key recommendation arising from the report.
- 4.3.11 **Delivering Place Based Growth** - A key aspect of the successful delivery of an Inclusive Economic strategy is to deliver true holistic place based growth. The peer review recognised that this approach is already being progressed within Barnsley through key priorities such as Barnsley Town Centre and the wider Principal Towns Programme. It is further acknowledged that additional funding opportunities such as Stronger Towns at Goldthorpe provide a unique opportunity to truly deliver innovative place based transformation.

4.4 **Implementation of Recommendations**

- 4.4.1 Appendix B of this document contains a high level action plan consisting of key activities to be taken forward in response to the findings of the peer review.
- 4.4.2 It is envisaged that this action plan will be delivered in parallel to the development of a wider Inclusive Economic Strategy. This approach will help to ensure that momentum is maintained on key opportunities identified through the review whilst ensuring that a robust and evidence based wider Inclusive Economic strategy is developed in collaboration with partners and key stakeholders.
- 4.4.3 It is further proposed that a Inclusive Economic ‘task and finish group’ led by the Council incorporating partner and stakeholder representation. The core objectives of the group are defined as:
- Oversee the delivery of the peer review action plan contained within this report.

- Provide strategic direction leading to the establishment of a wider Inclusive Economic Strategy for Barnsley.

Longer term it is envisaged that the Inclusive Economic Strategy will be owned by a reinvigorated Barnsley Economic Partnership.

5. CONSIDERATION OF ALTERNATIVE APPROACHES

5.1. Do Nothing

- 5.1.1 Doing nothing is not a viable option as this would fail to capitalise on the recommendations identified through the peer review.

5.2. Integrate Peer Review Findings Into An Inclusive Economic Strategy

- 5.2.1 This approach would see the rapid development of an Inclusive Economic Strategy incorporating the recommendations from the peer review. Although this approach is feasible, it is felt that it would fail to address key recommendations from the review of developing the strategy in collaboration with partners, being informed through citizen engagement and local evidence base.
- 5.2.2 The longer term aspiration is to develop a full comprehensive Inclusive Economic Strategy for Barnsley but in the interim period, delivering the action plan contained within this report will ensure that momentum is maintained.

6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS

- 6.1. The recommendations contained within this report will have an impact on local residents. An Inclusive Economic approach puts residents at the heart of strategy development and delivery and consequently the action plan contained within this report is intended to deliver positive outcomes for the borough.

7. FINANCIAL IMPLICATIONS

- 7.1. There are no direct financial implications associated with this report.

8. EMPLOYEE IMPLICATIONS

- 8.1. There are no employee implications associated with this proposals contained within this report.

9. PROCUREMENT AND LEGAL IMPLICATIONS

- 9.1 There are no direct procurement or legal implications associated with this report. However, it is recognised that there will be dependencies in respect of wider procurement activity undertaken by the Council and the further alignment and embedding of social value supported by this action plan.

10. CUSTOMER AND DIGITAL IMPLICATIONS

- 10.1 There are no immediate customer or digital implications associated with this report.

11. COMMUNICATIONS IMPLICATIONS

- 11.1. The peer review process has been a positive exercise intended to help crystallise the transition to an Inclusive Economic approach within Barnsley. It is therefore important that the positives and future opportunities identified from the review are effectively communicated both internally and externally within the Council.

12. CONSULTATIONS

- 12.1. Internal consultations have been undertaken during the compilation of this report with Communities, Public Health, Economic Development, Procurement, Finance, Employment and Skills and Housing and Energy.

13. THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK

- 13.1. There is no immediate implications for the Corporate Plan or existing Council Performance framework. However, longer term, it is appreciated that an Inclusive Economic Outcomes framework will underpin the future 2030 plan and also help to inform a revised outcomes framework associated with that plan.

14. LIST OF APPENDICES

- Appendix A - Peer Review Report
Appendix B - Peer Review Action Plan

15. GLOSSARY

- SEP - Strategic Economic Plan
WMCA - West Midlands Combined Authority

Report author: Paul Clifford

Appendix A - Peer Review Report

Inclusive Growth Peer Review for Barnsley Metropolitan Borough Council 7th and 8th October 2019

Background

2. The visit to Barnsley Metropolitan Borough Council was a bespoke peer review arranged by the newly appointed Chief Executive and Leader of the Council. A peer review is designed to assist an authority assess its current achievements, its future plans, and its capacity to deliver or change within the context of the peer review objectives.
3. The review was focused on three key objectives:
 - Review the extent to which current policy, strategy and interventions in Barnsley are delivering towards an inclusive economy.
 - Identify what the Council and partners (including the city region) could do to deepen and strengthen approaches to inclusive economic growth.
 - Provide a formal peer review report to help develop the local strategy and associated prioritised interventions.
4. It was agreed that feedback would focus on the following key strands: leadership and governance; customer focus and engagement; and partnership. The peer review is a tool to challenge the approach the authority is undertaking in a reflective and constructive manner. It is not an inspection, and not an LGA-accredited peer challenge. It is a supportive approach undertaken by 'critical friends' to help the authority identify its current strengths and opportunities to develop. All observations and recommendations are offered in that spirit.
5. The members of the peer review team were:
 - Sean Russell – Implementation Director, West Midlands Combined Authority
 - Mike Hawking – Policy and Strategy Manager, Joseph Rowntree Foundation
 - Dr Henry Kippin, Executive Director Public Service Reform, West Midlands Combined Authority (who has acted as a consultant to the review team)
6. A two day programme was organised by BMBC and included several sessions which presented the current activity and interventions in the authority, as well as a number of site visits and a broader partnership engagement event. This gave the review team an opportunity to meet a variety of internal and external stakeholders.
7. The team were grateful of the welcome and hospitality provided by the authority, and would like to thank everyone for giving up their valuable time and contributions during the review. A special thanks you should go to Paul Clifford who oriented and support the whole visit giving the team the best opportunity to understand the authority.

8. On the last day of the review a few highlights were fed back to the authority. This report seeks to give a more detailed written account of the findings.

Context

9. Barnsley Metropolitan Borough Council was formed in 1974. It has 63 Councillors with a large majority consisting of labour councillors (49). The Leader of the council is Cllr Stephen Houghton CBE who has led the council since 1996. It has a population of 245,199 with many residents (97.9%) being white British. The borough is dissected by the M1 Motorway, with 90% of the population living in the urban East.
10. The Borough is included within the Sheffield City Region Combined Authority which covers South Yorkshire and includes Doncaster, Rotherham and Sheffield with Derbyshire and Nottinghamshire as non-constituent authorities. The CA has devolved powers over transport (public transport and major trunk roads only), economic development and regeneration. The Local Enterprise Partnership is responsible for economic policy (including business support) and is the author of the Strategic Economic Plan. These two bodies offer devolution opportunities for funding from Government in support of economic growth as well as developing the Local Industrial Strategy.
11. Barnsley is a former industrial town with a strong history of coal mining, textiles and glass making. Coal Mining remained the main industry for the work force in the region post war, with 70 Collieries operating within 15 miles of Barnsley Town Centre. Following nationalisation in the 1940s the industry saw a gradual decline. The impact of the closures in the 1980's and 1990's, with Goldthorpe colliery being the last one closed in 1994, has had a significant impact on the borough. Industry is now made up of distribution centres with brands such as ASOS making use of the connectivity of the M1 motorway along junction 35 to 37. There is a growing digital market, but most of the employment appears to be in either the service industry or blue collar low skilled work. The borough and growth company have worked hard to develop the SME market in support of the SEP.
12. Barnsley's main town centre has undergone a recent redevelopment with the creation of a new transport interchange. It is currently redeveloping the market areas and developing the existing 1960's shopping centre.

Leadership and governance

Ambition

- Strong ambition to succeed and be the best the authority can be
- Enthusiastic executive team that flows through the team into place
- Strong public service and community offer with Area Councils and Ward Alliances

However

- Relationship with Sheffield City Region appears challenging with a forward view yet to be established
- Vision for Inclusive Growth needs to be reinforced as the narrative appears unclear
- Focus has been on developing the internal framework

13. There is a clear ambition described by leader and the newly appointed Chief Executive which appears to be shared by the authority and political and managerial levels and a desire to succeed. The council wants to play an effective role in addressing the challenges it faces by supporting the community to put them at the front of everything they do. This is distinct and notable.
14. We found an openness to external challenges and a willingness to learn and improve. It was evident from the internal session that learning is a key component of the work in the authority and there has been a culture over time of trying to develop models that maximises leadership at all levels. A recent internal leadership programme appears to have been well received by staff.
15. The culture of the authority appears to be 'can do' with lots of examples of how funding challenges and the broader austerity position has driven innovation internally. The shift of the Public Health directorate into a devolved model puts the public health agenda at the heart of daily business, and can be a positive driver for inclusive growth.
16. The devolved budget through place led area council and ward alliances puts the citizen and councillors at the heart of decision making. There were good examples of stronger community service making a difference to local areas and using the thriving and vibrant economy or strong and resilient communities to support improved outcomes. The Quarter 1, 2019/20 narrative report shone a light on a few key interventions with small pots of money generating a positive return and increase in public participation and volunteering. More could be done with the evidence and intelligence gathered in ward alliances to inform strategic decision making.
17. Decision making was only briefly tested in the peer review. There appears to be clear lines of accountability and clarity of roles and responsibilities at place level. The devolvment of decision making at area and ward level with aligned budget was innovative and was generating good results. However, at a board level for major investment there was no evidence of an inclusive growth review which may seek to support the narrative and consistency of application.
18. Throughout the peer review we experienced a perception that Barnsley felt like a poor relation in respect of funding from Sheffield City Region. It was not established during the review the extent to which this was factually correct, but it is important that this is unpicked, and a clear narrative set for the town, authority for staff. This is picked up later in this review.
19. It was also recognised that the location of the Borough creates a tension between allegiance to Sheffield and Leeds. Whilst administratively the authority is now aligned to Sheffield City Region, it has also been part of the Leeds City Region LEP, and the population are as likely to look to Leeds for employment and spending their time outside of work. It was also recognised that Sheffield has undergone significant development over recent years with development of the Arena, Meadowhall and a tram network making it more attractive than Barnsley. Understanding and describing Barnsley's contribution to both Sheffield and Leeds's

functional economic geographies will be particularly important for the future of any Inclusive Growth Strategy with clarity needed for funding opportunities and broader economic or infrastructure development.

20. The overall view was that the authority had good grasp of what inclusive growth could be, but the language and narrative were not consistent. Some staff talked about inclusive economy, inclusive growth or tangential links to the Strategic Economic Plan. Some also discussed related concepts such as Community Wealth Building. It was evident that lots of work had been done within the authority to develop the thinking, but a defined narrative and strategy was not yet completed. There were lots of discussions about a 2030 strategy, but the inclusive growth agenda appeared to be thought of as a separate. It's important that the two things are brought together, and a single shared narrative is developed across the authority and partners.
21. There was evidence of the Inclusive Growth building blocks being present within the governance framework of the Council. This could be amplified to support and drive activity moving forward.
22. The review team met several officers from the internal directorates. It was clear that the development of this agenda within the council has been internal and service based focus. Everyone who was spoken too recognised the importance of shifting towards an outward facing approach and a desire to engage stakeholders at an early stage.

Customer focus and engagement

Ambition

- Real sense of pride of being from Barnsley
- The cultural sector is becoming a focus to improve citizen and economic engagement
- Strong social value programme seeking to engage more volunteers

However

- Lack of good employment led to a perception of a lack of aspiration within the current population
- Employment and schools are fragile
- Transport connectivity makes the borough difficult to navigate

23. Throughout the review there was an overarching sense of pride in being from Barnsley. Lots of work has been done to seek engagement with citizens and reinforce this sense of pride. The narrative is such that Barnsley is broader than one area and the local towns work hard to ensure that local people benefit from local interventions. This was evidenced in the area council and ward alliance work.
24. The communication team have a strong framework for delivery, and it was clear that the public health teams and broader council departments were committed to listening to the voice of citizens and communities and influencing service delivery on that basis. The new library complex and skills hub showed good evidence of engagement and tackling previous barriers to access.

25. The review team were exposed to several stakeholders with whom cultural regeneration was being used to broaden out the regional leisure and employment offer. A visit to the Elsecar Heritage Centre showed promise and innovation for connectivity to other local attractions and shared the Council's ambitions for development. Using this mixed approach to growth in this may start to see the Barnsley earned pound being spent locally which in turn will increase the spirit of pride in the region. There are further opportunities for using the history and heritage of Barnsley to develop belief and pride in citizens.
26. There was evidence of a social value framework being used across the authority, but it was felt that it was not quite in the place the authority wanted it to be. Whilst engagement with communities was developing social capital, it was felt that the social value construct with key stakeholders could be developed further.
27. Two significant challenges were raised consistently during the review; Transport connectivity and personal aspiration. Personal ambition is an area that needs greater understanding. We were often told that there was a lack of ambition in the population, but evidence from schools representatives challenged this – it is often a lack of belief that 'someone like me' can obtain a highly skilled job than a lack of desire or ambition to be successful. Whilst this might be linked to the availability of good jobs in the borough, just as important is how accessible citizens view good jobs as being within the wider city region. A young person who lives in a neighbourhood where there are several commuters to Leeds or Sheffield is likely to have a different view of this to a young person who's friends, family and neighbours tend to work within Barnsley. Responding to this challenge may require different interventions in different parts of the borough.
28. There has been significant development of the education sector over the last 10 years with the 14 senior schools being demolished and 10 academies being created. The levels of academic attainment are improving yet the ambition of students is still felt to be low. The leadership across the schools agenda showed strong evidence of collaboration and coherence. The willingness to collaborate between schools in different multi-academy trusts is particularly impressive – many other boroughs have ambitions to achieve this but have not been able to successfully deliver it.
29. Mobility of the population is also a challenge. A significant number of people leave Barnsley to seek different opportunities but do not return to the locality. The evidence presented showed a high level of low skilled, low value roles which would align to typical blue collar working. There is a lack of white-collar roles that offer people to meet their ambitions within the borough.
30. It was recognised that the digital sector was developing in the region and the college as described as outstanding which gives hope to the future working population. The inclusive growth agenda will need to focus on creating broader opportunities for employment and skills and it is essential that this is linked strongly to new opportunities being created in the borough and wider economic geographies.

31. Speaking with several employers it was felt that apprentices did not always have the skills required for the work environment and as such work could be undertaken in college to prepare the future work force. The borough's efforts to develop an 'employer promise' to define what being 'work ready' looks like is to be commended. The progress made on this would be of interest to other authorities facing similar challenges.
32. Employment in the borough was described as fragile, linked to the prevalence of distribution hubs moving into the area. The type of employment within the Borough does not align with the sense of ambition for the borough felt within the council. Significant work will need to be undertaken to address this. The review team identified that whilst the Sheffield City Region business growth work was developing in line with the SEP, there was a level of competition across boroughs which could lead to a lack of coherence felt by businesses. We were shown an example of a business moving from Sheffield to Barnsley, which had great benefits to the borough, but no true additionality to the city region. It should be noted that this is a challenge facing other regions too.
33. Transport for the Borough is a challenge. The network was described as not being fit for purpose with evidence that it was preventing access to employment for people wanting to work in the distribution field. The infrastructure does not support cross borough connectivity which is supporting a sense of community isolation.
34. The plan to improve rail links between the borough and Leeds and Sheffield may help to address some of these issues. However, opportunities should be explored at Sheffield City Region level to explore how citizens could be better connected by the regions bus networks.

Partnerships

Ambition

- Strong sense of place led to good historical working
- Strong evidence of ambition to make Barnsley great
- Enthusiasm and desire to use Inclusive Growth to create an overarching strategy

However

- Austerity has generated a silo approach within partners
- Stronger connection required to the STP future health plan to reduce the wider determinants leading to health inequalities
- A single, united vision for inclusive growth in Barnsley is needed to ensure all partners are working to the same ambition
- More to be done to ensure partnerships truly benefit from membership of Sheffield City Region and vice versa

35. The review team attended a partnership event where it was clear that there is a strong ambition to work collaboratively. It was recognised that most partners had

built their own plans but were seeking leadership from the authority to lead a change in approach.

36. There was strong evidence of prolonged engagement with partners at political and officer level to positive effect. The school alliance shared good innovative practice of peer review between schools and this challenge had supported significant improvement. The link to the authority was evident in the push to improve early years and the broader best start in life approach and it should be recognised as good practice.
37. A broader ambition to 'make Barnsley great' has given rise to strong partnership across thematic areas. There was evidence presented of good design principled being adapted to link housing, infrastructure and industrial growth, with the Dearne Valley redevelopment shown as a good example.
38. Some stakeholders articulated a desire for a broad strategy to develop an Inclusive Growth agenda that informs an overarching ambition for generating shared priorities. There is an opportunity to turn this into a single, shared vision for inclusive growth in Barnsley to maximise the potential of partnerships.
39. It was recognised that shrinking budgets had significantly impacted on the council and this was being felt across the broader partners where the perception was that they had collectively moved into silos. Good work was still ongoing, there was evidence that good practice wasn't being shared and the partnerships were not using austerity as enabler to refocus shared priorities. The community shop programme was a surprise to a lot of partners in the session; as was the improvement in the quality of social housing that had been undertaken recently. The authority recognised that the inclusive growth agenda does create a catalyst for engagement with partners. The opportunity for devolution through the Sheffield City Region and the wider Leeds LEP is recognised as an exciting opportunity for the Borough, but needs further definition and clarity.
40. The authority has developed many good partnerships with other organisations and agencies in the borough, however, ensuring partners are able to engage with and benefit from Barnsley's membership of Sheffield City Region should be a higher priority. Partners may not easily identify as being 'part of' the wider city region, therefore additional support and encouragement may be required.

Discussion

41. It was evident through the peer review that the concept of Inclusive Growth is present in the authority and within its practice, but the narrative, strategic overview and relationship to delivery was not clear. The approach appeared to focus on participation, equity, growth, stability and sustainability a model like the Rockefeller 5 pillar approach. Developing the current thinking could support a broader partnership approach. Using a similar framework such as: Affordable, safe and connected places; power influence and participation; equality; education and learning; health and wellbeing; and economy could create the catalyst for collaborative action.

42. It was recognised that significant work has been undertaken in the Borough to raise ambition, equality, growth in employment and additional funding to support this had been obtained. The plan for regeneration was well thought through but will need to align to the industrial strategy and wider SEP.
43. The devolved model of accountability through area councils and ward alliances showed good decision making and evidence of local delivery. This was also echoed with the devolvement of public health to support a new narrative that health promotion was everybody's business, and this was evidenced through a number of sessions.
44. However, the overarching challenge of building ambition, belief and hope will require significant work. This could be supported by the development of the 2030 plan and a broad inclusive growth plan that is created with partners and formally accepted. At this point, a number of quick wins should be identified.
45. The issue of transport and connectivity is such a significant challenge for the region and requires substantial investment. To maximise the benefit of this opportunity growth corridors could be considered to focus key spend in key localities. There is existing evidence of place led redevelopment which could form the basis of this approach. This should be a priority area for work with Sheffield City Region.
46. The reviews saw a clear pride in Barnsley from officers, partners and citizens. However, it was clear that even within Barnsley there are multiple identities and communities that have different experiences of services and the labour market. It's important this is reflected in and forward plans, recognising the need to flex provision to meet need.
47. Although there is a clear sense of 'place' within Barnsley, there is a need to provide greater clarity to how Barnsley relates to Sheffield City Region and Yorkshire more generally. Much of the historical economic activity of the borough happened because of its natural assets and a desire to exploit them. A significant amount of current economic activity is being driven by location, and in particular the proximity to the M1. There is a question about how far the authority can work with or against this to achieve its inclusive growth ambitions.

Conclusion

48. It was clear from the peer review that there is a real sense of ambition for Barnsley from both politicians and officers. It was recognised that significant work has been undertaken over the last 25 / 30 years across the Borough to stabilise the region post the decline of the major industries.
49. However, there needs to be formal inclusive economic growth programme to drive the ambition forward. The internal appetite and stakeholder engagement are in a strong place to formalise conversations that set the narrative towards a blossoming Barnsley.

Key recommendations

- 1. Develop an Inclusive Growth narrative (including a dashboard) to drive towards 2030.**
- 2. Create a stakeholder network to embrace the ambition and generate a simple consensus for action.**

3. **Create a clear Inclusive Growth strategy ensure priorities are aligned to the Strategic Economic Plan, Local Industrial Strategy and NHS Long Term Plan.**
4. **Develop opportunities for infrastructure and economic growth in line with the Sheffield City Region and broader Leeds LEP.**
5. **Strengthen citizen engagement and collaboration to create the social movement needed to raise belief and aspiration of the population.**
6. **Inclusive Growth should be included in all governance strands and decision-making approaches within the region to maximise its full potential.**

Strategic Issues that the strategy will need to address:

1. **GROWTH AND PUBLIC SERVICE REFORM AS TWO SIDES OF THE SAME COIN?** – Barnsley has made great strides on improving and democratising public services within a period of austerity for the public sector. It has also done much to improve the growth prospects of the place as part of a long transition from its industrial past. But a meaningful strategy for inclusive economic growth will need to bring these strands together as two sides of the same coin.
2. **A COHERENT HUMAN CAPITAL STRATEGY?** – Barnsley is making strides on improving the education and skills offer for its young people within the context of a changing labour market and education provider landscape. But any strategy that has long term impact will need to be underpinned by a 'human capital strategy' that spans early years to working age – and which uses the City region and potential of devolution (and its skills offer and convening potential) as a lever for change.
3. **IS THE OFFER, ASK, AND INVESTMENT PORTFOLIO CLEAR ENOUGH?** - The relationship with core cities to the south and north is key to the future of the borough. But as a key member of the SCR, Barnsley will need to more clearly set out its offer, ask, and investment pipeline – and, critically, make the case for the critical investments that would create the step change in ambition that leaders in the borough want to see. Realising the true benefits of devolution for Barnsley will depend on the quality and focus of this work. It is perceived outside the borough that the over-arching conversation about one-Yorkshire devolution has delayed this work.
4. **WHAT MAKES A FUTURE PLACE?** – related to the above, we heard about some great initiatives to regenerate parts of the town centre and places like the Dearne Valley. There is clearly great ambition and a sense of pride that can help sustain a place through difficult times. An inclusive growth strategy will need to look to the future, and ask: what kind of place do we want to be? What will our economic opportunities look like? And in the context of big shifts like Brexit and climate change, what are the areas in which we could leapfrog other places? (for example, in sustainable transport, electric charging, clean growth and leveraging of the public sector?).
5. **CONNECTIVITY AS THE OVER-ARCHING THEME** – Barnsley's future story is about connectivity: the connection between its people and place; between its agendas for change (in the social and economic sectors); and about its connectivity to the centres of growth of Leeds and Sheffield. Some of this is physical and literal

– the quality of transport connections creating barriers to jobs and training for young people. It is also digital – as the shift to a modern economy and system of public services is accelerated. Exploring this should be at the core of an inclusive growth approach.

Appendix B – Peer Review Action Plan

Introduction

The table below provides:

- A summary of key messages from the Inclusive Economy Peer Review
- Suggested high level responses

Key Message	Headline Activity	Key Actions	Senior Responsible Officer	Target Completion Date
Create a clear <u>Inclusive Economic strategy</u> ensuring priorities are aligned to identified to the boroughs 2030 aspirations and that a consistent understanding and shared narrative exists.	Creation of new <u>Inclusive Economic strategy</u> for Barnsley which aligns existing strategic priorities, (More and Better Jobs, Jobs and Business etc)	<ul style="list-style-type: none"> • Establish enabling governance structure • Establish underpinning task & finish group • Development of Inclusive Economic narrative, wider strategy and delivery plan • Formal adoption of Inclusive Economic Strategy 	SD Regeneration & Culture	31/03/21
<u>Developing a Collaborative approach</u> to the creation of a wider Barnsley Inclusive Economic strategy.	Integrate key partners into the Inclusive Economic Governance structure and seek to utilise 2030 consultation	<ul style="list-style-type: none"> • Integrate partners into the enable governance structure and supporting task & finish group. 	SD Regeneration & Culture	30/06/20
Proactively <u>shape regional strategy</u> to ensure fit with local Barnsley Inclusive Economic aspirations.	Ensure that the Sheffield City Region Strategic Economic Plan and Local Industrial Strategy reflect the Inclusive Economic aspirations of Barnsley. Current indications are that SEP will be adopted July 2020.	<ul style="list-style-type: none"> • Ensure that developing SEP reflects Barnsley position as it develops 	ED Place	31/07/20

Key Message	Headline Activity	Key Actions	Senior Responsible Officer	Target Completion Date
Developing the <u>Evidence Base and Outcomes Framework</u>	<p>Develop an Inclusive Economic baseline position.</p> <p>Create a clearly defined Inclusive Economy outcomes framework which can be incorporated within the wider 2030 plan</p>	<ul style="list-style-type: none"> Establish outcomes baseline position to define the current position within Barnsley Develop a Barnsley Inclusive Economic Outcomes framework giving consideration to innovative assessment models. 	HOS Economic Development	30/09/20
Strengthening the linkages with <u>health inequalities and growth activity</u>	The Inclusive Economic Strategy must contain a clear statement of intent in respect of reducing health inequalities and deprivation across the brough.	<ul style="list-style-type: none"> Health inequalities to be incorporated as a key priority area of focus with the Inclusive Economic strategy. Seek out and maximise external opportunities to reduce inequalities, (i.e. Health Foundation Shaping Places) 	HOS Public Health	30/09/20
Elements of the existing business base could be considered to be <u>fragile</u> and subject to disruption moving forward.	Assessment of the business base within Barnsley identifying those sectors/areas that area considered to be fragile.	<ul style="list-style-type: none"> Assessment of business base to understand potential challenges Identify a package of measures aimed at safeguarding identified sectors where feasible. 	HOS Economic Development	30/09/20
Alignment of the <u>Principal Towns Programme</u>	The Principal Towns programme seeks to deliver economic and community interventions aligned to the local priorities and need.	<ul style="list-style-type: none"> Utilisation of learning from the development and establishment of the programme to inform the emerging Inclusive Economic Strategy. Identificaton and implementation of opportunities presented by the programme to deliver Inclusive Outcomes, (i.e. maximise local supply chains, creation of community capacity etc). 	HOS Economic Development	30/09/20

Key Message	Headline Activity	Key Actions	Senior Responsible Officer	Target Completion Date
		<ul style="list-style-type: none"> Shaping future programme activity to directly deliver inclusive economic outcomes locally 		
Integration of the <u>Carbon Agenda</u> within the Inclusive Economic Strategy	Ensure that zero 40 and zero 45 is embedded into the Inclusive Economic Strategy both within the Council and with partners.	<ul style="list-style-type: none"> Development low carbon section of the Inclusive Economic Strategy 	HOS Housing and Energy	30/09/20
Development of <u>Social Value</u> in conjunction with key stakeholders.	Embedding social value further within the Council and also adopting a shared approach with partners.	<ul style="list-style-type: none"> Utilisation of Inclusive Economic governance framework to ensure that social value is embedded consistently within the Council and within partner organisations. 	HOS Procurement	30/09/20
Utilisation of <u>community evidence and intelligence</u> to aid co-production of the Inclusive Economic Strategy.	Mapping out existing community data and intelligence that exists which can help to inform an Inclusive Economy strategy. Developing a framework to ensure intelligence is utilised consistently moving forward.	<ul style="list-style-type: none"> Map out existing community priorities, data and key intelligence. Develop a framework to ensure that intelligence is 'live' in the future delivery of the strategy. 	Head of Business Improvement & Intelligence	30/09/20
Ensure that <u>communities are connected</u> to inclusive growth by developing an area-based focus to the strategy.	Working through the area governance arrangements, develop an area-level plan for community-led inclusive growth	<ul style="list-style-type: none"> Working with colleagues in Place, identify existing inclusive growth initiatives as well as gaps and opportunities. Develop a practical plan for each locality building upon community assets and ensuring members are sighted and involved. 	Head of Stronger Communities	30/09/20
<u>Strengthen Citizen Engagement</u>	Ensure that ongoing citizen engagement activity is factored into the development of the Inclusive Economic strategy.	<ul style="list-style-type: none"> Seek to utilise 2030 engagement messages and evidence to inform the development of the Inclusive Economic Strategy 	2030 Project Manager	30/09/20

Key Message	Headline Activity	Key Actions	Senior Responsible Officer	Target Completion Date
Development of <u>sector specific pathways</u> with an initial emphasis on Digital and Health & Social Care.	Work with lead partners to develop and implement skills pathways	<ul style="list-style-type: none"> Development and implementation of skills pathways. 	HOS Employment and Skills	31/03/21
A Ensure the communities and residents are adequately <u>connected</u> to existing and future employment sites inclusive of road, public transport and active travel.	Key focus is to ensure that communities are able to access employment opportunities that currently exist and will be delivered in the future.	<ul style="list-style-type: none"> Completion of the Barnsley Transport Strategy refresh. Map employment opportunities and transportation provision to communities identifying gaps in current and future provision. Embedding mapping of transport linkages into future site development. 	HOS Transportation	31/03/21
Inclusive Economy should be <u>hard wired</u> in all governance strands and decision-making.	Embedded Inclusive Economy into the organisational decision process aligned to the implementation of the 2030 plan.	<ul style="list-style-type: none"> IE outcomes to be incorporated in 2030 performance reporting framework. Establishment of Inclusive Economic board to oversee the delivery of the strategy. Alignment of Inclusive Economic objectives to the Councils financial, resource and business planning processes Integration of Inclusive Economic outcomes within internal economic business cases and cabinet decision process. 	SMT	31/03/21

Key Message	Headline Activity	Key Actions	Senior Responsible Officer	Target Completion Date
<u>Excellence in Care Programme</u>	Ensure alignment and support for the development and delivery of the programme and associated realisation of inclusive economy outcomes	<ul style="list-style-type: none"> Alignment of programme to the emerging Inclusive Economic Strategy providing a vehicle to support the delivery of the programme. 	HOS Commissioning	Ongoing
Adopt an <u>holistic Place Based</u> growth approach	Seek to adopt place based regeneration approach based around local need.	<ul style="list-style-type: none"> Town Centre place based urban centre regeneration. Stronger Towns Investment Programme in Goldthorpe and responding to future Towns Funding calls. 	SD Regeneration & Culture	Ongoing

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