

Public Document Pack



MEETING:	Cabinet
DATE:	Wednesday, 13 July 2022
TIME:	10.00 am
VENUE:	Council Chamber, Barnsley Town Hall
PUBLIC WEB LINK:	https://barnsley.public-i.tv/core/portal/webcasts

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 27 June 2022 (Cab.13.7.2022/3)
(Pages 3 - 4)

Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.13.7.2022/4) (Pages 5 - 6)

Petitions

5. Petitions received under Standing Order 44 (Cab.13.7.2022/5)

Items for Decision/Recommendation to Council

Children's Spokesperson

6. Barnsley Education Improvement Strategy (2022-25) (Cab.13.7.2022/6)
(Pages 7 - 84)

Regeneration and Culture Spokesperson

7. Urbed Town Centre Urban Design and Sustainability Strategy Adoption
(Cab.13.7.2022/7) (Pages 85 - 328)
RECOMMENDATION TO FULL COUNCIL ON 28 JULY 2022

Place Health and Adult Social Care Spokesperson

8. Response to the Overview and Scrutiny Committee Task and Finish Group
Report on Dementia (Cab.13.7.2022/8) (Pages 329 - 338)

To: Chair and Members of Cabinet:-

Councillors Houghton CBE (Chair), T. Cave, Frost, Gardiner, Higginbottom, Howard, Lamb, Makinson and Platts

Cabinet Support Members:

Councillors Cain, Cherryholme, Eastwood, Franklin, Newing, Osborne and Risebury

Chair of Overview and Scrutiny Committee

Chair of Audit Committee

Sarah Norman, Chief Executive

Sophie Wales, Interim Executive Director Children's Services

Wendy Lowder, Executive Director Place Health and Adult Social Care for Barnsley

Shokat Lal, Executive Director Core Services (Monitoring Officer)

Matt O'Neill, Executive Director Growth and Sustainability

Julia Burrows, Executive Director Public Health and Communities

Neil Copley, Service Director Financial Services (Section 151 Officer)

Michael Potter, Service Director Business Improvement, HR and Communications

Katie Rogers, Head of Communications and Marketing

Anna Marshall, Scrutiny Officer

Jason Field, Head of Legal Services

Corporate Communications and Marketing

Please contact on email governance@barnsley.gov.uk

Tuesday, 5 July 2022



MEETING:	Cabinet
DATE:	Monday, 27 June 2022
TIME:	10.00 am
VENUE:	Council Chamber, Barnsley Town Hall

MINUTES

Present Councillors Houghton CBE (Chair), T. Cave, Frost, Gardiner, Higginbottom, Lamb, Makinson and Platts

Members in Attendance: Councillors Cain, Cherryholme, Eastwood, Franklin, Osborne and Risebury

30. Declaration of pecuniary and non-pecuniary interests

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

31. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 16th June, 2022 had been called in.

32. Minutes of the previous meeting held on 16 June 2022 (Cab.27.6.2022/3)

The minutes of the meeting held on 16th June, 2022 were taken as read and signed by the Chair as a correct record.

33. Decisions of Cabinet Spokespersons (Cab.27.6.2022/4)

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

34. Petitions received under Standing Order 44 (Cab.27.6.2022/5)

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

35. Area Council and Ward Alliance Annual Report 2021/22 (Cab.27.6.2022/6)

RESOLVED That Cabinet receive and note the Area Council & Ward Alliances Annual Report for 2021/2022 and the exceptional impact that continues to be achieved against our strategic objectives by taking a member-led, asset and community-based approach.

36. Domestic Abuse Strategic Review – Business Case, Recommendations for Service Recommission and Domestic Abuse Strategy (Cab.27.6.2022/7)

RESOLVED That Cabinet:-

1. Approve the Domestic Abuse Strategy which will be available online and offers regular updates for communications and training and be a source of information about local services;
2. Approve the re-commissioning of domestic abuse services as detailed in the business case;
3. Approve the procurement of a registered housing provider to meet the statutory responsibilities of providing Safe Accommodation to people fleeing domestic abuse.

**37. Adoption of updated Affordable Housing and Sustainable Travel SPD's
(Cab.27.6.2022/8)**

RESOLVED That Cabinet Recommends to Council the approval and adoption of the updated Affordable Housing and Sustainable Travel SPDs.

**38. Extension to Property Repairs Improvement Program (PRIP) Contract
(Cab.27.6.2022/9)**

RESOLVED That Cabinet:-

1. Note the contents of this report, the rationale provided and the benefits of the recommended course of action;
2. Approve the extension of the PRIP contract with Berneslai Homes and Wates Property Services;
3. Gives approval for the Executive Director Place, in consultation with the Service Director Finance/S151 Officer, to be given authority to proceed with the extension.

.....
Chair

BARNSELY METROPOLITAN BOROUGH COUNCIL

CABINET SPOKESPERSONS' DECISIONS

Schedule of Decisions taken for week ending 1 July 2022

<u>Cabinet Spokesperson</u>	<u>Item</u>	<u>Decisions</u>
1. Leader	Transfer of 'Clean and Green and Parks and Allotments' to Cabinet Portfolio for Environment and Highways	That the responsibility for 'Clean and Green and Parks and Allotments transfers from Cabinet Spokesperson for Public Health and Communities to the Cabinet Spokesperson Environment and Highways.

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BARNSELY METROPOLITAN BOROUGH COUNCIL

REPORT OF: EXECUTIVE DIRECTOR (CHILDREN'S SERVICES)

**TITLE: BARNSELY EDUCATION IMPROVEMENT STRATEGY
(2022-25)**

REPORT TO:	CABINET
Date of Meeting	13 JULY 2022
Cabinet Member Portfolio	CHILDREN'S SERVICES
Key Decision	Yes
Public or Private	Public

Purpose of report

To seek Cabinet's approval for the adoption of the Borough's refreshed Education Improvement Strategy for the period 2022 to 2025.

Council Plan priority

This report relates primarily to the **Learning Barnsley** theme of the Council Plan and the outcome of ensuring children and young people achieve the best outcomes through educational achievement. The report also relates, firstly, to the **Growing Barnsley** theme of ensuring there is an educated and skilled local workforce that can support local businesses to grow, attract further investment and provide opportunities for all. Secondly, the report also supports the theme of a **Healthy Barnsley** and our ambition for people to be safe as well as reducing disparities in health, personal wellbeing and income across the Borough.

Recommendations

That Cabinet approves the Barnsley Education Improvement Strategy (2022-25) for adoption in the Borough

1.0 INTRODUCTION

1.1 The Barnsley Alliance for Schools was formally established in April 2015 as the local strategic education partnership responsible for improving teaching and learning standards as part of ensuring sustained improvement in the education outcomes of every pupil throughout the Borough at all stages of the

National Curriculum.

- 1.2 Barnsley is a place which fosters and grows ambition, enabling everyone to be the best they can be as set out in our vision for Barnsley 2030. Our Education Improvement Strategy (2022-24) is central to achieving our ambitions for children and young people across the borough.

2.0 PROPOSAL

- 2.1 The refreshed draft Strategy (*please see Main Appendix*) including the '*Plan on a Page*' (*Annex to the Main Appendix*) builds upon our foundations which has led to improvements in educational outcomes for Barnsley's children and young people in recent years. Our Strategy is ambitious and aspirational for all children and the strategy has a strengthened emphasis on inclusive schools, where all children can achieve their potential. There is a clear focus on improving the life chances of vulnerable and disadvantaged children, particularly through closing the gap in attainment with peers at all stages of the National Curriculum, at both local and national level.
- 2.2 We have developed the Strategy further through considered reflection and learning by the Barnsley Alliance and our partners in the broader education community as we recover and renew following the ending of Covid-19 restrictions. It will build upon our ongoing commitments to provide timely, effective, early help and targeted support, keeping children safe and well in education settings and enabling them to thrive in a progressive, supportive and inclusive environment.
- 2.3 The refreshed draft Strategy will also ensure regional disparities in the range of outcomes for children and young people are closed within a local education system that promotes inclusion through evidence-based good practice, together with coherent and consistent school policies that accord with oncoming local and national policy developments.
- 2.4 These are outlined in the recent Schools White Paper and Schools Bill, together with the SEND and Alternative Education Provision Green Paper and local SEND Written Statement of Action. These factors, together with the need to monitor and evaluate the medium-term impact of these reforms account for the three-year duration of the Strategy, which will be reviewed annually to ensure that we continue to be effective and impactful.
- 2.5 At the same time, the latest version of the Strategy will enable young children to achieve a good level of development at the early years foundation stage and strengthen transition arrangements so that children making the switch from early years to primary school are school ready and that the same applies to their transition from the primary to secondary phase and onto further education pathways and the transition to adulthood.
- 2.6 Equally, the new Strategy will ensure the offer of a broader curriculum aimed at a more enriching overall experience, which can nurture and enhance a range of talents so that no young person misses out on an all-round education, thereby helping to achieve their potential and enhance their gifts

The draft Strategy is fully aligned to Barnsley's recent cultural capital investment, through ensuring that all Barnsley students achieve their aspirations, including in the wider areas of their lives through rich and sustained opportunities developing cultural capital through the Curriculum, extra-curricular activities, trips and visits and careers activities.

2.7 Strategic Priorities of the Barnsley Education Improvement Strategy

2.8 Therefore, the strategic priorities of the Strategy are as follows:

1. **To enable all services to be collaborative and effective in supporting children and young people to feel safe and secure in our Borough whilst promoting physically and mentally healthy lifestyles to all**
2. **To ensure that all educational settings deliver a quality of education that enhances the life chances of all children and young people across the Borough**
3. **To build leadership capacity which empowers leaders at all levels to develop a sustainable model of continuous improvement across all Barnsley schools**
4. **To ensure that all settings offer a curriculum that is dynamic, engaging and aspirational so that it caters for the breadth of interests and talents across the locality**
5. **To deliver the highest quality of teaching and learning to drive curriculum delivery and embed the necessary skills and knowledge in all subjects**
6. **To achieve the highest possible aims for attainment outcomes; achieved via rapid rates of progress from all starting points**
7. **To improve outcomes for vulnerable groups including a focus on those pupils who have a special education need or disability and those who are eligible for pupil premium funding**
8. **To promote a culture of excellence through aspirational social expectations, including good attendance, punctuality, personal behaviour and learning standards**
9. **To provide teachers with regular, relevant and high-quality access to Continuous Professional Development opportunities at all levels**
10. **To promote equality and inclusion to equip our young people to become productive citizens ready to make a positive contribution locally and in the wider world**

2.9 These strategic priorities will be underpinned by the critical success factors for a *Healthy Barnsley* and a *Learning Barnsley*. The success of the Strategy will be integral to ensuring all schools and settings in the Borough are judged by

Ofsted to be 'Good' or better within a local school system which helps in fulfilling the aspirations of children and young people, supports lifelong learning, together with the local economy and build social capital. This is driven by sector based and peer-led evaluation of risks and targeted improvement of primary and secondary settings, detailed in Appendices 1, 2 and 3 of this report.

- 2.10 The evaluation of risks and the establishment of targets will also be subject to annual review to take into consideration developments in national education policy together with any changes in Ofsted's inspection framework for schools

3.0 IMPLICATIONS OF THE DECISION

3.1 Financial Implications

- 3.2 There are no direct financial implications for the council arising from adopting the Barnsley Education Improvement Strategy for the borough.

- 3.3 The role of Barnsley Alliance is facilitated and supported within the Council by the School Improvement/Education and Partnership Service (in Children's Directorate). The Service is funded by the following: Dedicated Schools Grant (£564k); other government grant (£237k); and core council resources (£370k).

3.4 Legal

- 3.5 The refreshed Education and Improvement Strategy will support the Council's statutory responsibility for ensuring school improvement within the Borough. There are no further legal implications emerging through consideration of this report.

3.6 Equality

- 3.7 An Equality Impact Assessment has been formulated as part of the Strategy and is attached as Appendix 6.

3.8 Sustainability

- 3.9 There are no implications for the local environment, tackling climate change or the conservation of biodiversity emerging through the report.

3.10 Employee

- 3.11 Whilst there are no direct implications for the Council's wider workforce, the Strategy will enable both Local Authority maintained schools and academy trusts to address any gaps in teaching provision and to continuously develop the quality of teaching practice as we recover and renew following the Pandemic.

3.12 Communications

- 3.13 Subject to Cabinet's approval and adoption, the Education Improvement Strategy will be published and promoted including via the Children, Families and Education domain of the Council's Web site and through schools' communication networks.

4.0 CONSULTATION

- 4.1 This Strategy has been developed by the Barnsley Alliance Board in consultation with school leaders, representatives from multi-academy trusts and school governing bodies, together with the Barnsley Children and Young People's Trust Executive Group and the Council's Senior Management Team.

5.0 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 Whilst other forms of fostering improvement in the quality of teaching and learning practice and provision exist in other parts of the country, including regional and sub-regional partnerships and consortia of schools and academies, none have been tried and tested in the Borough.
- 5.2 Barnsley has a proud history of collaborative working between the Council and its partners within the Borough in delivering high quality local public services, together with the Barnsley Alliance's track record in helping bring a transformational improvement in outcomes at every Key Stage of the National Curriculum, in recent years.
- 5.3 To consider an alternative approach at this stage would risk losing the rich local knowledge of our schools and academies and professional expertise which the Barnsley Alliance has accumulated and used to beneficial effect in recent years, for the overall good of all schools and settings

6.0 REASONS FOR RECOMMENDATIONS

- 6.1 Cabinet's approval for the adoption of the Education Improvement Strategy will formally enable the Council, as a key member of the Barnsley Alliance, to maintain the development of a local schools' system which serves the aspirations of all young people through a progressive, supportive and inclusive culture, based upon evidence-based good practice and which particularly champions the needs and life chances of disadvantaged and vulnerable children.
- 6.2 The draft Strategy will operate in conjunction with inter-related initiatives, including the Barnsley Strategy for Children and Young People with Special Educational Needs, All-Age Health and Mental Health and Wellbeing Strategy, together with our forthcoming Children in Care and Care Leavers Strategy and Early Help Strategy for Children and Young People (*including the Supporting Families Programme, Family Hubs and "Start for Life" Programme*)

6.3 Together, they will help in establishing and supporting key elements of our narrative for Barnsley as being *A Place of Possibilities* by 2030 onwards

7.0 GLOSSARY

7.1 None, applicable.

8.0 LIST OF APPENDICES

8.1 Main Appendix: Draft Barnsley Education Improvement Strategy (2022-25)

Annex to Main Appendix: Draft Barnsley Education Improvement Strategy: Plan on a Page

Appendix 1: Risk Assessment and Evaluation Framework for Primary Schools (2022-25)

Appendix 2: Risk Assessment and Evaluation Framework for Secondary Schools (2022-25)

Appendix 3: Escalation Process for Schools Causing Concern (2022-25)

Appendix 4: Terms of Reference of the Barnsley Alliance for Learning

Appendix 5: Barnsley Education Improvement Strategy: Equality Impact Assessment

9.0 BACKGROUND PAPERS

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

10.0 REPORT SIGN OFF

Financial consultation & sign off	Senior Financial Services officer consulted and date <i>Joshua Amahwe (26/04/2022)</i>
Legal consultation & sign off	Legal Services officer consulted and date <i>Jason Field 13/06/22</i>

Report Author: Nina Sleight

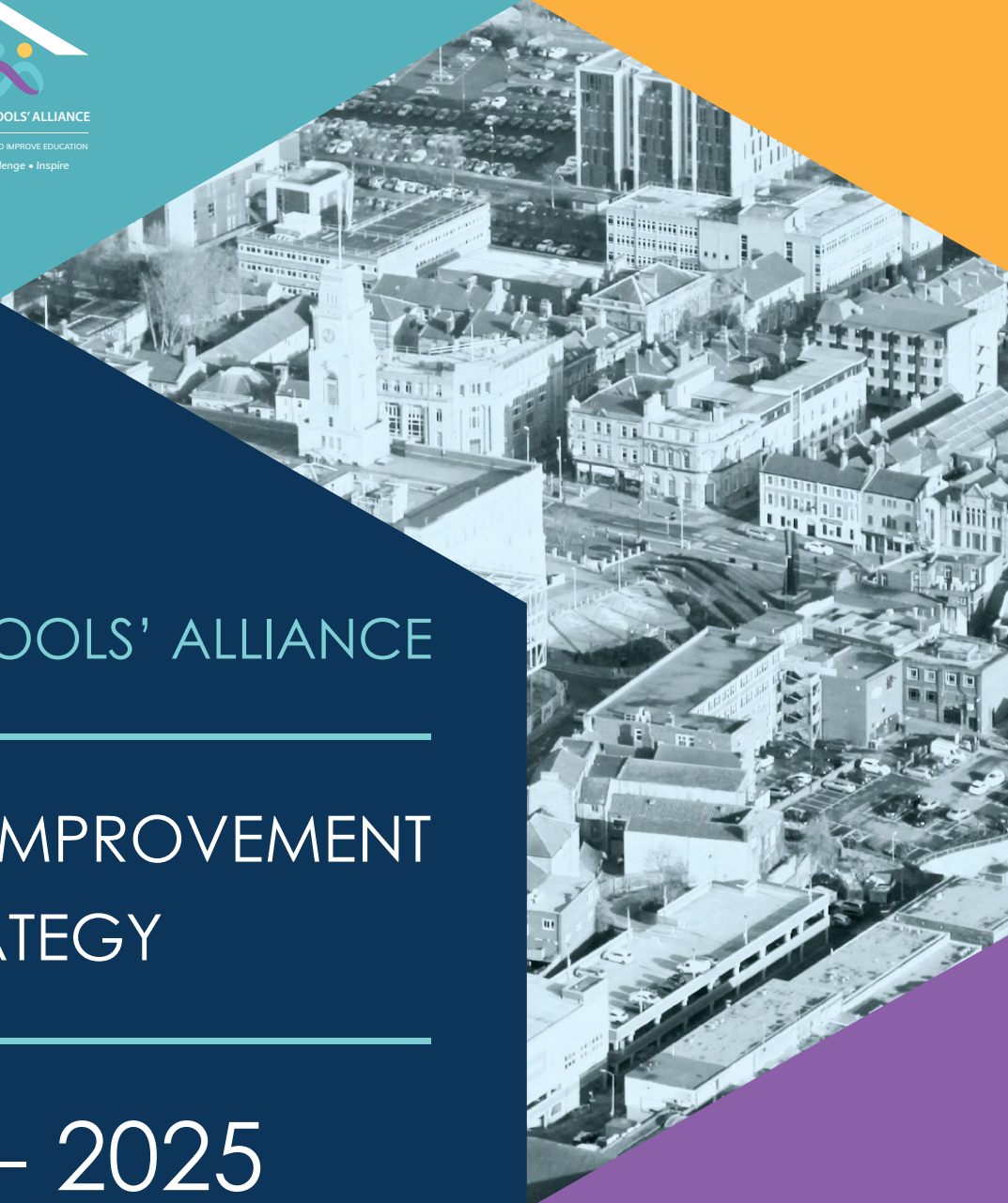
Designation: Service Director (Education, Early Start and Prevention)



BARNSELY SCHOOLS' ALLIANCE

STRONGER TOGETHER TO IMPROVE EDUCATION

Support • Challenge • Inspire



BARNSELY SCHOOLS' ALLIANCE

EDUCATION IMPROVEMENT STRATEGY

2022 - 2025

SUPPORT

To collaborate and network to drive excellence

CHALLENGE

To provoke educational enquiry to deliver excellence

INSPIRE

Raising standards and expectations through excellence

FOREWORD

The mission of Barnsley Schools' Alliance is to promote a cohesive approach to improving education. Our goal is to ensure the very best educational outcomes for children and young people in Barnsley. We will achieve this by working together via collaborative and partnership arrangements, and we are indeed very fortunate in Barnsley in that all members of the Alliance really are truly committed and meet regularly which in turn demonstrates the power in our partnership working approach.

We are acutely aware that the education landscape is changing nationally and locally, with an increasingly diverse range of providers in Barnsley offering opportunities to children and young people from early years through to adulthood. This strategy will clearly set out how we will work together with our key partners to champion the interests of all children and young people and will enable us to focus on ensuring that Barnsley's children and young people achieve to the very best of their ability and potential, in an unremittingly professional, outcomes-focused and highly inclusive environment.

This strategy is integral in helping us achieve our ambitions in line with Barnsley's 2030 strategy and will support Children and young people to aim high and achieve their full potential with improved educational achievement and attainment in line with the vision and ambitions for Learning Barnsley.

The strategy will be fundamentally informed by the Schools White Paper (March 2022) 'Opportunity for all: Strong schools with great teachers for your child' sets out the proposed reforms to the education system which are focused on providing an excellent teacher for every child, delivering high standards of curriculum, behaviour and attendance, targeted support for every child and a stronger and fairer school system. Barnsley's Education Improvement Strategy is underpinned by the government's overarching white paper framework. The Alliance will respond accordingly to address the further consultations that will inform the associated future legislation and guidance which will be progressed over the coming months.

The impact of the Pandemic upon education has of course been well documented with higher than ever persistent absence, exclusions, disengagement with learning and behavioural issues amongst children and young people. We are highly focussed on

and committed towards closing attainment gaps between non-disadvantaged and our most disadvantaged children and young people. This is an issue which Barnsley schools are committed to addressing and will do so through our collaborative efforts. Barnsley Schools' Alliance have developed a comprehensive CPD package for all schools and academies as a mechanism to support and aid our workforce to help aid our recovery following the pandemic. The work and success of the Barnsley Schools' Alliance is something we are immensely proud of. We will continue to strengthen and develop the Alliance to meet and deliver upon the needs of our children and young people. Through the work of the Alliance we will ensure that the staff in our schools and academies are highly skilled, well trained and offered access to the CPD opportunities they require to deliver a world class curriculum and education.

"We want all children and young people to aim high and excel in their education, so that more students can go on to higher-level studies and learn at the best institutions. Having access to high quality inclusive educational establishments is our ultimate objective ensuring that all settings offer a broad and balanced curriculum which provide a more enriching experience to all Barnsley learners. More recently we've been fortunate in achieving cultural capital investment. In turn we want to ensure that all Barnsley students have access to aspire to be the best they can be both academically and in the wider areas of their lives, through rich extracurricular activities, trips and visits. This is something we are deeply passionate about. We know that through the power of partnership working that collectively we can achieve so much more when there is a willingness to pull together in the same direction. The Barnsley Schools' Alliance is the driver to ensure we make this happen."

Councillor Trevor Cave - Cabinet Spokesperson (Children's Services)



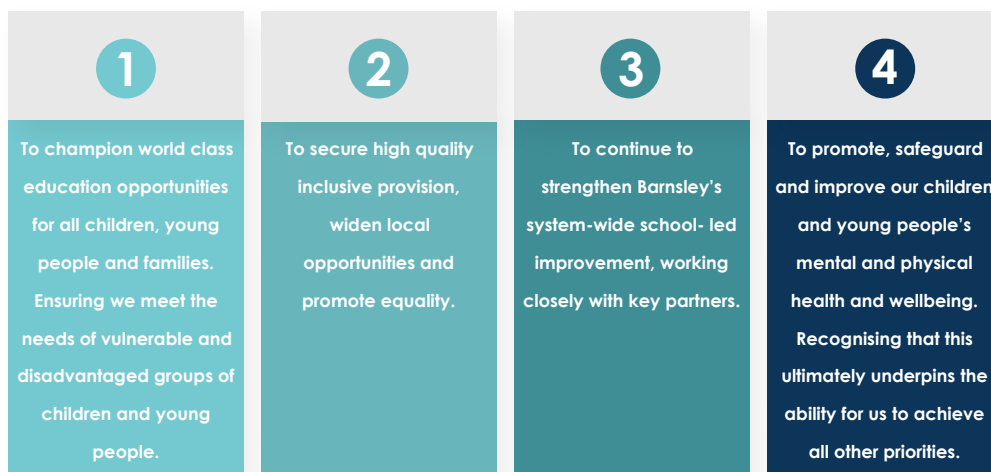
INTRODUCTION

Our strategy is founded on high aspirations for all our children and young people, regardless of their starting points or the challenges they may experience in life. We recognise that delivering a high-quality education in contexts where children and young people don't always enjoy the same access to opportunities isn't straight forward. Barnsley has a steady trajectory of improving educational outcomes, but we recognise the need to do more, faster, to ensure life chances improve for all our children and young people.



Whatever their background or circumstances, our children and young people deserve the most positive educational experience possible and to achieve their full potential.

OUR STRATEGY IS THEREFORE UNDERPINNED BY FOUR CORE PRINCIPLES:



Barnsley has made great strides in bringing educational outcomes into line with, or in some cases exceeding, national expectations. While excellent teaching and school leadership is central to improving educational outcomes, this alone will not succeed in accelerating improvement to bring attainment and progress above national standards and to achieve the excellence we aspire to. Our response needs to ensure that we support and strengthen families and communities where children may experience barriers to well-being and achievement, so that we break the cycle of poor outcomes and quality of life that endure in some of our communities. The circumstances of some young people's lives should not hinder achievement. Therefore, this strategy is supported by, and operates in conjunction with others, such as: the Barnsley SEND Strategy, the Neglect Strategy, our Children and Young People's Early Help Strategy, the Barnsley Supporting Families Programme and forthcoming Start for Life Programme, together with the Holidays and Food Programme and is firmly bridged to the Education Employment and Skills Strategy. We want every child and young person to feel supported at each key transitional stage of their educational journey so that they will be inspired to continue to further their education into adulthood.

• Chief Executive BMBC

• Cabinet Spokesperson (Children's Services) BMBC

• Co-Chair Barnsley Alliance (Secondary)

• Co-Chair Barnsley Alliance (Primary)

INTRODUCTION

HOW BARNSELY SCHOOLS' ALLIANCE WORKS

What is Barnsley Schools' Alliance?

- Barnsley Schools' Alliance is a strategic partnership between early years settings, schools, academies, colleges, and the local authority. Its purpose is to raise the quality of education and improve outcomes for children and young people across Barnsley
- The Alliance is the custodian of effective education within Barnsley
- The Alliance recognises the needs of children and young people as a whole and so works with education providers, families, and the community to identify and meet need holistically (see SEND, Early Help and Neglect strategies)
- The Alliance represents a sector-led model that works in partnership with the Local Authority
- Sector-led improvement means that all schools take a collective responsibility for the outcomes of Barnsley children and all partners have a mandate to mutually support and challenge each other



KEY PRIORITIES 2022-2025

WHAT ARE BARNSELY SCHOOLS' ALLIANCE STRATEGIC PRIORITIES FOR 2022 - 2025

The Alliance has identified key areas of priority in order, to realise our ambitions for children and young people across Barnsley outlined as follows:

1 TO CHAMPION WORLD CLASS EDUCATION OPPORTUNITIES FOR ALL CHILDREN, YOUNG PEOPLE AND FAMILIES. ENSURING WE MEET THE NEEDS OF VULNERABLE AND DISADVANTAGED GROUPS OF CHILDREN AND YOUNG PEOPLE.

i) To ensure that all educational settings deliver a quality of education that enhances the life chances of all Barnsley children and young people by:

- Monitoring the quality of education and school performance
- Brokering support for schools and academies to help them develop and improve
- Ensuring effective leadership and governance works in a comprehensive, system-wide way to develop current and future leaders
- Promoting a cohesive education system that will minimise the risk of fragmentation in a multi-provider context
- Holding schools and academies to account for their outcomes and challenging school/academy leaders and governors where outcomes are not meeting expectations
- Initiating specific projects and case studies to support school improvement leading to positive outcomes for children and young people

ii) To improve outcomes for vulnerable and disadvantaged groups of children and young people, including a focus on those pupils who have special educational needs, looked after children and young people and pupils in receipt of free school meals as well as those for whom their school receives pupil premium funding by:

- Contributing to and supporting the delivery of the Barnsley SEND Improvement Programme, the Barnsley SEND strategy and written statement of action
- Including children, young people's and parents/carers voice in the work that we do so that they have confidence and trust in our partnership to support them
- Ensuring early identification through the use of the SEND toolkit and Early Help assessments
- Promoting CPD for SEND as an integral part of the annual training calendar, and identifying any specific training needs for individual staffing groups
- Working in partnership with other agencies across education, health and care
- Reducing exclusions and improving attendance for all vulnerable groups

2 TO SECURE HIGH QUALITY PROVISION, WIDEN LOCAL OPPORTUNITIES AND PROMOTE EQUALITIES.

iii) To promote a culture of excellence through aspirational social expectations, including good attendance, punctuality, personal behaviour and learning standards by:

- Working to develop and deploy school improvement capacity from local schools and academies to improve other Barnsley schools and academies
- Supporting and strengthening the development of collaborations and partnership arrangements that effectively enable individual schools and academies to secure good outcomes for all children and young people
- Cohesion across the Barnsley education system through recognising and challenging the potential for fragmentation in a multi-provider environment while acknowledging and celebrating the successes of different providers in driving and supporting improvement for Barnsley children and young people

KEY PRIORITIES 2022-2025

2 TO SECURE HIGH QUALITY PROVISION, WIDEN LOCAL OPPORTUNITIES AND PROMOTE EQUALITIES.

(CONTINUED)

iv) To promote equality and inclusion to equip our young people to become productive citizens ready to make a positive contribution locally and in the wider world by:

- High quality and effective curriculum work and programmes that support access to these, such as thrive
- Building upon, and enhancing, resources and development for all our EAL children and young people
- Strengthening behaviour and attendance policies ensuring they are unpinned through inclusive practice for all children and young people
- Creating and embedding a cohesive approach to working this in turn will ensure all our children and young people become productive citizens
- Providing children and young people with access to extra curricula locality-based social and personal development opportunities through sports partnerships

3 TO CONTINUE TO STRENGTHEN BARNSELEY'S SYSTEM-WIDE SCHOOL-LED IMPROVEMENT, WORKING CLOSELY WITH KEY PARTNERS.

v) To build leadership capacity which empowers leaders at all levels to develop a sustainable model of continuous improvement across all Barnsley schools by:

- Ensuring all schools and academies are receiving appropriate support and challenge in proportion to their success and effectiveness
- Working to ensure effective leadership and governance and works system-wide to develop current and future leaders
- Researching, promoting, supporting and sourcing best practice to inspire and motivate innovation and excellence
- Providing high quality continual professional development where required

vi) To ensure that all settings offer a curriculum that is dynamic, engaging and aspirational so that it caters for the breadth of interests and talents across the locality by:

- Determining the priorities for education and improvement across the Barnsley education sector
- Supporting and challenging schools and academies to promote high aspiration for all our pupils and to provide access to opportunities to enhance ambition and help pupils realise their full potential
- Working to promote a cohesive education system that will minimise the risk of fragmentation in a multi-provider context
- Early identification of needs and implementation of support and intervention at the earliest opportunity to enable sustained access to quality learning opportunities

vii) To deliver the highest quality of teaching and learning to drive curriculum delivery and embed the necessary skills and knowledge in all subjects by:

- Holding schools and academies to account for their outcomes and challenge school leaders and governors where these are not meeting expectations
- Supporting schools and academies to help them develop and improve
- Working with subject leaders to ensure the correct curriculum is driven and that subject leads have the necessary skills and knowledge in all subjects
- Providing high quality continual professional development

KEY PRIORITIES 2022-2025

3 TO CONTINUE TO STRENGTHEN BARNSELY'S SYSTEM-WIDE SCHOOL-LED IMPROVEMENT, WORKING CLOSELY WITH KEY PARTNERS. (CONTINUED)

viii) **To achieve the highest possible attainment outcomes; through rapid rates of progress from all starting points by:**

- Determining the priorities for education and improvement across the Barnsley education sector
- Working continuously with senior leadership teams to ensure accurate delivery of education
- Where school improvement is deemed to not be achieving, then the Alliance will initiate the local authority escalation process (detailed in Appendix 3)
- Knowing and understanding ourselves, what the issues are and what needs to be done about them

ix) **To provide teachers with regular, relevant and high-quality access to Continuous Professional Development opportunities at all levels by:**

- Identifying where CPD is needed through the risk assessment process or through reviews completed in schools and academies
- Providing high quality continual professional development where required
- To be outward looking, innovative and forward thinking in our practice

4 TO PROMOTE, PROTECT AND IMPROVE OUR CHILDREN AND YOUNG PEOPLE'S MENTAL AND PHYSICAL HEALTH AND WELLBEING. RECOGNISING THAT THIS UNDERPINS THE ABILITY FOR US TO ACHIEVE ALL OTHER PRIORITIES.

x) **To enable all services to be collaborative and effective in supporting children and young people to feel safe and secure in our Borough whilst promoting physically and mentally healthy lifestyles to all by:**

- Working closely with key partners to ensure effective transition at all phases (Childminders, Nurseries, Foundation, Primary, Secondary and Post 16)
- Engaging with other key partnerships to improve children's outcomes; notably the Children and Young People's Trust and the Barnsley Safeguarding Children Partnership
- Ensuring cohesion across the Barnsley education system through recognising and challenging the potential for fragmentation in a multi-provider environment; also acknowledging and celebrating the successes of different providers in driving and supporting improvement for Barnsley children and young people
- Contributing to, supporting and delivery of Early Help arrangements so that all children and young people can access support at the earliest stage, leading to the best opportunities to achieve their potential
- Ensuring access to the right emotional health and wellbeing support at the right time; notably COMPASS Mental Health Support Teams and CAMHS. Recognising the importance of a multi-agency approach to emotional health and wellbeing which will be supported by a robust, quality workforce training offer and enhanced communication between the emotional health and wellbeing system and all education providers



BARNSELY SCHOOLS' ALLIANCE

STRONGER TOGETHER TO IMPROVE EDUCATION

Support • Challenge • Inspire

IMPACT AND OUTCOMES

Barnsley Schools' Alliance will closely monitor the impact of the strategy through educational outcomes

Take up of 2 year old childcare/education offer

Primary School Attendance

Secondary School Attendance

Proportion of educational settings judged good or outstanding by Ofsted

Early Years and Childcare settings rated good or outstanding by Ofsted

Percentage of children on SEN Support in schools

The Number of Fixed Term Suspensions in all schools

Young people aged 10 - 17 years entering the Youth Justice System for the first time

% of 3/4 year olds benefitting from funded early education

The number of Fixed Term Suspensions in Primary Schools _ local data

The number of Fixed Term Suspensions in Secondary Schools _ local data

Re-offending by young offenders as a proportion of total young offenders cohort

Primary School Attendance (LAC)

Secondary School Attendance (LAC)

Primary Fixed Term Suspensions (LAC) 1 or more FTE

Secondary Fixed Term Suspensions (LAC) 1 or more FTE

Take up of Elective Home Education

The number of Permanent Suspensions in all schools

Good Level of Development (GLD) - Early Years and Foundation Stage

Secondary Education (KS3 and KS4) - Average 'Attainment 8' score per pupil

Primary Education (KS1 and KS2) - Achievement and Attainment

Secondary Education (KS3 and KS4) - % Grade 9-5 passes in GCSE English and Maths

Post 16 (Tertiary) (KS5) - Achievement and Attainment

Qualifications (Level 2 or above)

Qualifications (Level 4 or above)

SUB GROUPS

How our priorities will be driven and aligned through each relevant sub-group:

PRIMARY HEADTEACHER'S EXECUTIVE GROUP & SECONDARY HEADTEACHER MEETING

- To provide all children and young people with an environment where they can feel safe, secure and able to seek help and advice when required (Revisit- partnership/connected)
- To ensure that all educational settings deliver a quality of education that enhances the life chances of all children and young people across the Borough
- To promote a culture of excellence through aspirational social expectations i.e. attendance, punctuality, personal behaviours and standards
- To promote equality and inclusion to equip our young people to become productive citizens ready to make a positive contribution locally and in the wider world

LEADERSHIP CAPACITY SUB-GROUP

- To build leadership capacity which empowers leaders at all levels to develop a sustainable model of continuous improvement across all Barnsley schools
- To improve outcomes for vulnerable groups with a particular focus on those pupils who have a special education need or disability and those who are eligible for pupil premium funding
- To secure effective well-being provision for school leaders so they know how to access the support they need during challenging times to continue to lead their schools effectively
- To work with teaching school hubs to develop, monitor and evaluate a range of leadership development programmes and networking opportunities to ensure that leadership remains effective and at the forefront of new educational thinking.
- To actively promote, monitor and challenge the engagement of school leaders in the professional development opportunities available so that the Barnsley Schools' Alliance offer has maximum impact

QUALITY OF EDUCATION GROUP

- To ensure that all settings offer a curriculum that is dynamic, engaging and aspirational so that it caters for the breadth of interests and talents across the locality
- To deliver the highest quality of teaching and learning to drive curriculum delivery and embed the necessary skills and knowledge in all subjects
- To achieve the highest possible aims for attainment outcomes; achieved via rapid rates of progress from all starting points
- To monitor and challenge school performance and overall effectiveness to ensure that all pupils attend a good school and achieve positive outcomes that prepare them well for the next stage of their education or training
- To determine and oversee the annual risk assessment process to ensure that schools are appropriately categorised to access to the support they need to improve
- To broker/commission the support schools require to ensure leaders have the capacity to improve at the required pace
- To monitor the impact of any external support and determine when the escalation process needs to be implemented to prevent further decline
- To determine, and monitoring the engagement and impact of, the core offer for continuing professional development and networking opportunities schools need to ensure that borough-wide priorities are addressed at a strategic level

SUB GROUPS

CPD WORKING GROUP

- To provide regular, relevant and high-quality access to CPD opportunities at all levels
- Support the identification of school development priorities across the borough
- Co-construct key areas of content for continual professional development
- Generate buy in at cluster/secondary meetings, promoting the opportunities on the Alliance Boards behalf
- Support the monitoring of engagement, using attendance and evaluation data along with feedback from cluster/Secondary Heads to reflect and adapt plans
- Review independent evaluation and impact monitoring

NETWORKING GROUP

- Support the identification of school development priorities across the borough
- Co-construct key areas of content for continual professional development opportunities to meet local needs
- Generate buy in at cluster/secondary meetings, promoting the opportunities on the Alliance Boards behalf
- Support the monitoring of engagement, using attendance and evaluation data along with feedback from cluster/Secondary Heads to reflect and adapt plans
- Review independent evaluation and impact monitoring



BARNSELY SCHOOLS' ALLIANCE

STRONGER TOGETHER TO IMPROVE EDUCATION

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EDUCATION PROVISION

The learning provision in Barnsley includes:

Setting:	Maintained Schools:	Academy:	Free School:	Total:
Primary	34	44	0	78
Secondary	1	9	1	11
Special		2		2
Student Referral Unit		1		1
Total	35	56	1	92

There are 92 state-funded schools in Barnsley. Holy Trinity is an all-through 3-16 academy but is counted here as two settings, one Primary and one Secondary. The new free school opened in September 2021. There are 15 Multi-Academy Trusts working in Barnsley. In addition to Primary and Secondary schools, there are two main providers of Post 16 / Key Stage 5 provision, Barnsley College and Penistone Grammar School. There are also 8 Independent Training Providers: Northern Regeneration CIC, ITS (owned Barnsley College), Leslie Francis Hair, T3 Training (working directly with Barnsley College), Total Training, White Rose Beauty, Really NEET and Barnsley Community Build.

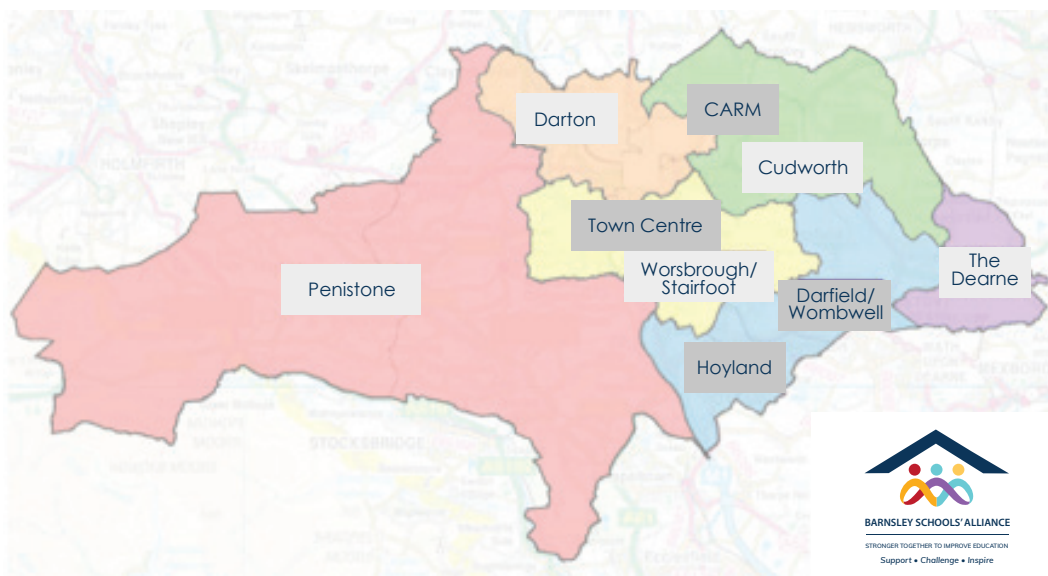
Early Years Provider Type:	Total:
Private and Voluntary Pre-School Day Nurseries	47
Private and Voluntary Sessional Pre-school Provision	3
Maintained Family Centres with Sessional Pre-school Provision	6
Childminders	135
Nursery Units attached to a Primary School	55
Total	246

Please note evidently there is a degree of fluctuation in the number of early year settings, as childminder providers often close and open more frequently across this sector.

EDUCATION PROVISION

BARNSLEY CLUSTER SCHOOLS

CLUSTER:	Penistone	Town Centre	Cudworth	Hoyland	Darton	Darfield/Wombwell	The Dearne	CARM	Worsbrough/Stairfoot
NUMBER OF SCHOOLS:	10 Primary 1 Secondary	13 Primary 2 Secondary 1 Special	7 Primary 1 Secondary	10 Primary 1 Secondary	4 Primary 1 Secondary	8 Primary 1 Secondary	9 Primary 1 Secondary	10 Primary 2 Secondary 1 Special	8 Primary 1 Secondary



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EDUCATIONAL OUTCOMES

Of 317 local authority areas, Barnsley ranks as the 60th most deprived, as measured by the Education and Skills Deprivation measure.

Whilst children perform relatively well, up until the end of Key Stage 1, the story is somewhat different by the time they reach the end of Key Stage 4. Barnsley's average GCSE attainment score is lower than similar authorities and the national average, with outcomes in English and Maths being particular areas in need of improvement.

LOCAL DRIVERS FOR CHANGE

Through our partnership working, the Education Improvement Strategy will help the local authority deliver their vision and ambition for 2030:

'In Barnsley we want everyone to have a good life. This means everything from a quality place to call home, to good physical and mental wellbeing and a sense of self-worth through diverse and secure employment opportunities. It's also about having access to the best possible local facilities in a community that values our people and our place'.

'In Barnsley we want to ensure that everyone has the opportunity to learn, develop new skills and, most importantly, to achieve their personal potential'.

The Education Improvement Strategy will also help Barnsley 2030 – Learning Barnsley meet their ambition by working towards helping children and young people to achieve their full potential with improved educational outcomes, achievement and attainment, which in turn will enable completing higher-level skills studies than ever before.

Barnsley 2030 sets out challenging targets which will continue to improve social, economic and community life in Barnsley by 2030.

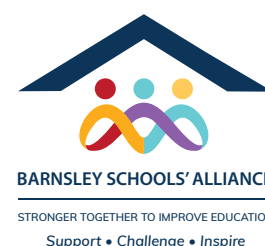
Barnsley Schools' Alliance through its collaborative approach will help deliver the following targets:

- 1** Every young person attends a 'good or outstanding' early years setting or school in Barnsley
- 2** The percentage of pupils reaching the expected standard in reading, writing and maths at the end of KS2, exceeds the National Average
- 3** The percentage of pupils achieving passes at grades 9-5 in GCSE English and Maths exceeds the National Average
- 4** The number of fixed term exclusions will reduce year-on-year, and be significantly lower than our baseline by 2030

APPENDICES

The following appendices show in depth the support and challenge procedures of schools:

- **Appendix 1 – 2021 Primary Process**
- **Appendix 2 – 2022 Secondary Process**
- **Appendix 3 – Schools Escalation Process**
- **Appendix 4 – Appendices and Background Papers A-F**
- **Appendix 5 – Structure and Memberships**
- **Appendix 6 - Education Improvement Strategy Plan**





BARNSELY SCHOOLS' ALLIANCE

STRONGER TOGETHER TO IMPROVE EDUCATION

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EDUCATION IMPROVEMENT STRATEGY PLAN

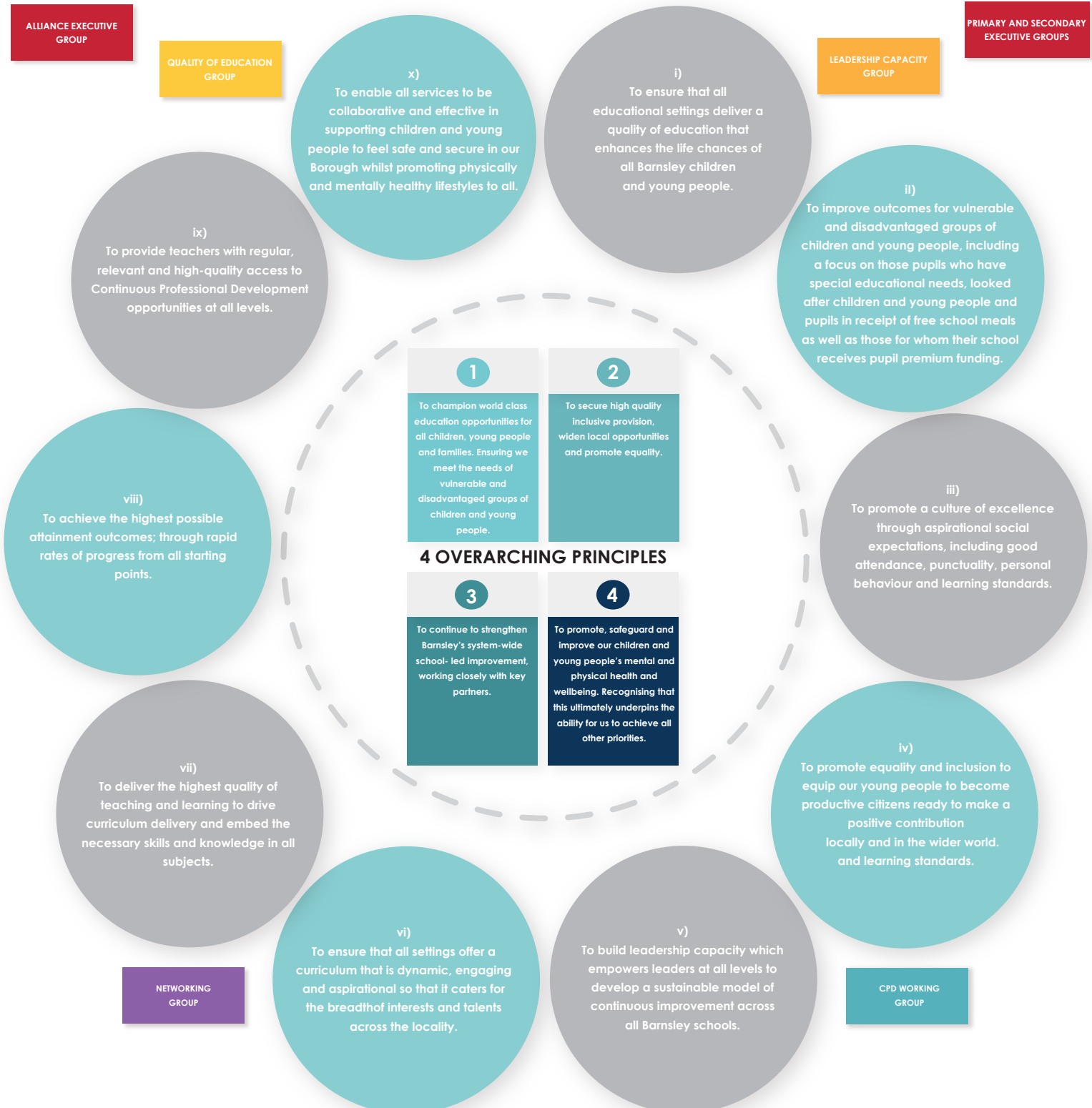


BARNSELY SCHOOLS' ALLIANCE

STRONGER TOGETHER TO IMPROVE EDUCATION

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BARNSELY SCHOOLS' ALLIANCE EDUCATION IMPROVEMENT STRATEGY PLAN



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BARNSELY SCHOOLS' ALLIANCE

EDUCATION IMPROVEMENT STRATEGY

2022 - 2025

APPENDIX ONE:
SUPPORT AND CHALLENGE
(RISK ASSESSMENT AND EVALUATION)
FOR PRIMARY SCHOOLS
AND ACADEMIES

SEPTEMBER 2021

SUPPORT

To collaborate and network to drive excellence

CHALLENGE

To provoke educational enquiry to deliver excellence

INSPIRE

Raising standards and expectations through excellence

INTRODUCTION

In Barnsley, all schools (including academies) are expected to provide an education that is good or better as set out in the Education Improvement Strategy. Schools are responsible for their own improvement and we expect them to make effective use of the support and challenge available through the Barnsley Schools' Alliance (BSA).

Barnsley Local Authority (LA) has a statutory duty to promote high standards of education in all schools and settings. Within the Directorate for People (Education, Early Start & Prevention), colleagues champion the rights of children and parents by challenging every school to deliver a good education for all. We strive to ensure fair access to all schools for every child and provide effective support for vulnerable pupils (including children looked after, those with special educational needs and/or disabilities (SEND) and those outside mainstream education). Through the BSA, high quality school-to-school support is brokered, and often commissioned, to support schools' continued self-improvement.

Within a culture of transparency and rigour, our schools welcome support and challenge as an integral part of their school improvement journey. Those causing concern are identified early to ensure that timely intervention can be applied to prevent further decline and secure the rapid improvements required. Schools are expected to fund their own school improvement programme, but the BSA uses its allocated budget to ensure that schools are not further impeded by a lack of financial support.

RISK ASSESSMENT OVERVIEW (PRIMARY)

As the work of the BSA continues to evolve, so does the ongoing and responsive process of risk assessment which remains firmly rooted in the school self-evaluation process. Members of the BSA recognise that accurate self-evaluation is not only a sign of strong leadership but undoubtedly leads to self-improving schools. Getting the right support to the right school in a timely manner is key and the BSA's collaborative approach is proven to be most effective when leaders know their schools well and welcome external support and challenge. Ongoing professional dialogue between school leaders, local authority officers and system leaders provides the BSA with the information required to support school improvement, albeit in very challenging circumstances.

Historically, the LA has collated performance and attendance information about all schools, although this process has been notably affected by the coronavirus pandemic since 2019. Typically, detailed analysis is undertaken by LA school evaluation officers (SEOs) prior to the annual risk assessment conversation with the HT and chair of governors (or academy equivalent). Once statutory assessment resumes, school leaders and governors will, once again, receive a comprehensive summary of their school's performance that will build over time and contribute to their risk assessment outcome.

LA MAINTAINED SCHOOLS

A SEO is allocated to each LA maintained school to work in partnership with the HT and GB to monitor and evaluate the quality of education; behaviour and attitudes; personal development; leadership and management; early years provision throughout the year.

In the absence of any statutory assessment information, school leaders are asked to capture the attainment of each cohort and the extent of their catch-up journey using the criteria and tables outlined in Appendix 1. School evaluation officers will take this into consideration as part of the ongoing risk assessment process to evidence the effectiveness of a school's catch-up arrangements and to identify where additional support is required to ensure pupils are ready for the next stage of their education. Leaders should revisit Appendix 1 on a termly basis so that progress from red to amber and amber to green can be monitored as cohorts catch-up.

In the autumn term, SEOs engage leaders and governors in a wider discussion about their self-evaluation. Where a school has a SISG or IEB in place, this dialogue should take place at a single agenda-item extended meeting. Headteachers are expected to use Appendix 2 to highlight the statement that best applies to their school from each category to record their self-evaluation and submit this document to their allocated SEO prior to the autumn term risk assessment meeting where leaders should be prepared to present and discuss the range of evidence available to support their self-evaluation judgments. At the end of the meeting, schools will be placed into one of four categories and will receive the following graduated support offer:

1) **Systemic Leadership**

- Termly SEO visits, as required.

2) **Self-Improving Schools**

- SEO will be allocated to make any necessary brokerage arrangements
- Termly SEO visits.

3) **Getting to Good**

- NLE or LLE allocated to make the necessary brokerage arrangements and complete documentation with the SEO. NLE or LLE will oversee the deployment of SLEs and maintain regular communication with the SEO
- SEO will continue to undertake half termly monitoring and evaluation visits and report back to the Quality of Education Group
- SISG established to meet half-termly, if required. If not, SEO will attend GB meetings for BAP agenda item, if required
- External review of governance recommended.

4) **Targeted Support**

- SEO attends full governing body meeting in the autumn term to discuss the risk assessment outcome and outline the BSA offer of support and its expectations for improvement
- NLE or LLE allocated to make the necessary brokerage arrangements and complete documentation with the SEO. NLE or LLE will oversee the deployment of SLEs and maintain regular communication with the SEO
- SEO will continue to undertake half termly monitoring and evaluation visits and report back to the Quality of Education Group
- If an IEB is not in place, a School Improvement Strategy Group will be established to meet half-termly
- An External review of governance will be commissioned if one has not been completed recently • School Resource Management Adviser to undertake a finance audit, where appropriate.

Together, the focus, frequency and nature of future external evaluation is agreed to secure the accuracy of self-evaluation and the school's improvement journey. As restrictions ease, school leaders are expected to welcome the opportunity to test out their self-evaluation judgments with external colleagues throughout the academic year in a Covid-secure way. To this end, a structured peer review model and the training of system leaders to undertake the 'deep dive' curriculum enquiry approach is a priority. School leaders are expected to engage in the peer review model with schools within and beyond their cluster.

The BSA also undertakes formal school reviews where there are concerns about a school's performance or to support the baseline process for a new headteacher. These are always conducted in partnership with school leaders as a developmental process and the outcomes used to inform the school's risk assessment outcome.

Where appropriate, the SEO recommends any changes in risk assessment status, following school evaluation visits, to the Quality of Education Group and reports on progress and any vulnerabilities that may emerge requiring additional monitoring or support. SEOs complete the 'Building A Picture' (BAP) report (Appendix 3) following each school contact and this report provides leaders with a record of the evaluation and recommended next steps. This is discussed with governors via SISG/IEB meetings, where appropriate. Where such arrangements are not in place, the headteacher should share the BAP report with the full governing body on a termly basis.

When a school would benefit from additional support to address its priorities at the pace required, the SEO works with leaders and Alliance partners to ensure that high quality help is secured in a timely manner. Schools are strongly encouraged to access the professional development offer for 2021-22 offer which has been fully funded by the BSA: [Events & CPD – Tykes Teaching Alliance \(tykesta.education\)](https://tykesta.education)

Although schools are expected to fund their own support and development, this should not be a barrier to a school receiving the support it needs in order to improve. The SEO and HT discuss the school's priorities, including any budget concerns that may necessitate additional funding. The SEO shares funding / support requests with the Quality of Education group for consideration.

The SEO evaluates the impact of any external support and reports back to the Quality of Education Group. Where there are concerns about the progress a school is making, the escalation process outlined in appendix 4 will be followed.

Where governing bodies need to recruit a new headteacher, the SEO will support this process by providing the necessary educational advice and guidance.

ACADEMIES

A School Evaluation Officer (SEO) is allocated to each Trust or stand-alone academy as a point of contact.

Academy trusts are likely to have their own risk assessment criteria and process. Colleagues are welcome to use and adapt the LA criteria (Appendix 2) if they wish to do so. The BSA welcomes the opportunity to discuss the academy's risk assessment process and its outcome in the autumn term, identifying the strengths and priorities for further improvement for each academy. Leaders are encouraged to consider the broad categories within the LA risk assessment framework outlined in Appendix 2 to structure the discussion with their link SEO.

All academies are expected to fund their own support and development. However, this should not be a barrier to an academy receiving the support it needs in order to improve. Where this is the case, HT / Principal will discuss funding support required with the SEO. All funding decisions are approved by the Quality of Education group.

Where the Alliance can offer additional help funded directly by the academy, requests for support should be submitted directly to the teaching school hub in order to establish the availability of SLEs/LLEs/NLEs as required.

Where support has been directly funded by the BSA, an impact report will be shared with the Quality of Education Group. Where there is insufficient impact, the Chair will explore reasons for this with HT/Principal and agree next steps.

All academies are strongly encouraged to access the professional development offer for 2021-22 offer which has been fully funded by the BSA: [Events & CPD – Tykes Teaching Alliance \(tykestda.education\)](https://tykestda.education)

Academies are also encouraged to participate in the developing peer review model with schools within and beyond their trust.

APPENDIX 1

COHORT ASSESSMENT CRITERIA

GREEN: Internal assessment information provides leaders with the confidence that pupils in this cohort are on track to achieve outcomes that are at least in line with attainment at the end of the last key stage.

In summary, leaders are not at all worried about this cohort/subject.

AMBER: Internal assessment information suggest that the proportion of pupils on track to achieve the expected standard is not yet in line attainment at the end of the last key stage. However, the proportion of pupils working at the standard expected for their age is rising quickly. Leaders are confident that pupils are making good progress towards this goal and the provision in place to help them catch up is working effectively.

In summary, leaders recognise there is still catch-up to do but are confident things are moving in the right direction at a good pace.

RED: Internal assessment information suggest that attainment is significantly below that achieved at the end of the last key stage.

The proportion of pupils working at the standard expected for their age is

below that typically seen at this time of the year and worryingly low. It is rising slowly and leaders are concerned that the catch-up journey for this cohort is a significant challenge. Leaders have identified that the arrangements currently in place may not be helping children to catch-up quickly enough to ensure they will achieve their full potential by the end of the key stage. More work is required to accelerate progress here.

In summary: This is a priority and leaders know this is a 'hotspot'.

EYFS and Phonics criteria as above with the omission of references to attainment at the end of the last key stage.

Assessment Summary Summer 2021					
Name of School:					
	Phonics	Reading	Writing	Maths	Notes (including impact of bubble closures, staff absence and disruption to learning etc.)
Year 1					
Year 2					
Year 3					
Year 4					
Year 5					
Year 6					

	Communication & Language			Literacy		Maths	GLD
Reception	Speaking	Listening	Understanding	Reading (Including Phonics)	Writing	Number	
Notes:							

APPENDIX 2

BARNSELY RISK ASSESSMENT FRAMEWORK 2021-2022

Systemic Leadership	Self-Improving Schools	Getting to Good	Targeted Support
Non-Negotiable: Safeguarding is effective and this has been externally checked.	Non-Negotiable: Safeguarding is effective but this has not yet been externally checked although plans are in place to do so.	Non-Negotiable: Safeguarding is effective but this has not been externally checked.	Non-Negotiable: Safeguarding may not be effective. A safeguarding review is required.
<p>Non-Negotiable: The school has embedded an effective systematic synthetic phonics programme.</p> <p>The vast majority of pupils learn to read quickly. Almost all pupils reach the standard expected for their age.</p> <p>Pupils with particular difficulties (which makes breaking the reading code tricky) are making strong progress in the acquisition of their phonic knowledge.</p>	<p>Non-Negotiable: The school has developed an effective systematic synthetic phonics programme but some embedding may still be required.</p> <p>The vast majority of pupils learn to read quickly. The proportion reaching the standard expected for their age is likely to be better than national figures¹.</p> <p>Pupils with particular difficulties (which makes breaking the reading code tricky) are making strong progress in the acquisition of their phonic knowledge.</p>	<p>Non-Negotiable: The school is developing an effective systematic synthetic phonics programme.</p> <p>Some pupils without additional needs do not learn to read quickly enough. The proportion reaching the standard expected for their age is likely to be no better than national figures, and may be just below.</p> <p>The progress of pupils with particular difficulties (which makes breaking the reading code tricky) may not be strong enough to help them acquire the phonic knowledge they need to read independently.</p>	<p>Non-Negotiable: The school does not have an effective systematic synthetic phonics programme.</p> <p>Too many pupils do not learn to read quickly enough. The proportion reaching the standard expected for their age is below national figures and shows little sign of improvement.</p> <p>The progress of pupils with particular difficulties (which makes breaking the reading code tricky) is too slow. They are not acquiring the phonic knowledge they need to read independently quickly enough.</p>
Non-Negotiable: Leaders have secured external validation that the core and wider curriculum is well-developed ² and meets the needs of all learners, especially disadvantaged pupils and those with SEND (Peer Review, SEO, Ofsted, Other External Evaluation).	<p>Non-Negotiable: Leaders are confident that that the curriculum is well developed in reading, writing and mathematics but there may be a small number of subjects which still require attention and the transition statements may need to be applied within the Quality of Education judgment.</p> <p>Leaders have not yet secured external validation of their judgments (Peer Review, SEO, Ofsted, Other External Evaluation).</p>	<p>Non-Negotiable: Leaders are confident that that the curriculum is well developed in reading, writing and mathematics but there is still work to do to ensure that foundation subjects are as well-developed as core subjects.</p> <p>Leaders have not yet secured external validation of their judgments (Peer Review, SEO, Ofsted, Other External Evaluation).</p>	Non-Negotiable: External evaluation / leaders' own self-evaluation suggests that one or more core curriculum subjects are insufficiently developed.
Non-Negotiable: Evidence suggests the school is likely to be judged as good or better if inspected by Ofsted at this time.	Non-Negotiable: Evidence suggests the school is likely to be judged as good or better if inspected by Ofsted at this time.	Non-Negotiable: Evidence suggests the school is on its way to securing a good judgment at its next Ofsted inspection.	Non-Negotiable: Evidence suggests that Ofsted would not judge this to be a good school and there is much work to do to ensure it moves in the right direction at the pace required.

¹ NCER National figures for the phonics screening check autumn 2020 – 78.3%

² The scope of the school's curriculum is at least as ambitious as the national curriculum and meets the needs and abilities of pupils at this school. Leaders have broken down the national curriculum goals into smaller steps and leaders have ensured that these are well-sequenced. The knowledge, vocabulary and skills pupils should acquire each year are clearly outlined in curriculum plans and demonstrate appropriate progression.

Systemic Leadership	Self-Improving Schools	Getting to Good	Targeted Support
The school's catch-up curriculum is proving to be effective. As a result, attainment is similar to, or better than, the last key stage for the vast majority of pupils. Pupils have generally caught up with their pre-pandemic position and are back on track to achieve well by the end of the next key stage.	The school's catch-up curriculum is proving to be effective. Although pupils are catching up with their pre-pandemic position at a good pace, attainment is not yet similar to, or better than, the last key stage for the vast majority of pupils. They are not yet fully back on track to achieve well by the end of the next key stage.	The effectiveness of the school's catch-up curriculum is variable. In some subjects and in some year groups pupils are not catching up as quickly as they could. Attainment remains lower than it was at the end of the last key stage and may not be rising quickly enough to ensure that pupils will achieve well by the end of the next key stage.	The school's catch-up curriculum is not effective, and pupils are not catching up as quickly as they could. Attainment remains lower than it was at the end of the last key stage and may not be rising quickly enough to ensure that pupils will achieve well by the end of the next key stage.
Leaders have precisely identified learning gaps across the curriculum and have made the necessary adjustments to ensure curriculum progression remains secure.	Leaders have precisely identified learning gaps and have made the necessary curriculum adjustments in core subjects to sustain secure curriculum progression. However, there may be some more work to do in the foundation subjects.	Leaders have identified learning gaps in some subjects but have not yet made the necessary curriculum adjustments to ensure that new learning builds on secure prior learning.	Leaders have not identified learning gaps precisely enough to inform the necessary curriculum adjustments to the curriculum. As a result, curriculum progression and sequencing is underdeveloped.
Leaders have made a strong response to the Ofsted report on Sexual Harassment and Abuse, including online. The LA evaluation tool ³ has been used effectively by leaders to seek external validation of their judgments. There are no concerns arising from this.	The school has made a strong response to the Ofsted report on Sexual Harassment and Abuse, including online. The evaluation tool has been used effectively by leaders but they have not yet sought external validation of their judgments. Leaders are not anticipating any concerns arising from this.	The school's response to Ofsted's report on Sexual Harassment and Abuse, including online is in development. The evaluation tool is being used by leaders but they have not yet sought external validation of their judgments. Leaders recognise there may be some areas of work arising from this.	The school has an underdeveloped response to Ofsted's report on Sexual Harassment and Abuse, including online. Leaders have yet to use the LA evaluation tool.
There are no concerns about the way the school works with the LA in relation to vulnerable pupils or those with SEND.	There are no significant concerns about the way the school works with the LA in relation to vulnerable pupils or those with SEND .	There may be aspects of the school's practice to support vulnerable pupils or those with SEND which need further development.	There are concerns about the way the school works with the LA in relation to vulnerable pupils or those with SEND.
There are no concerns about the school's demand for wider emotional health and well-being provision for staff and pupils.	There are no significant concerns about the school's demand for wider emotional health and well-being provision for staff and pupils.	The school may need additional support to meet the demand for wider emotional health and well-being provision for staff and pupils.	The school requires additional support to meet the demand for wider emotional health and well-being provision for staff and pupils
Governance is robust. Governors can confidently demonstrate how they influence and challenge school improvement. There has been an external review or self-evaluation within the last three years.	Governance is developing well. Governors can increasingly demonstrate how they influence and challenge school improvement. There has been an external review or self-evaluation within the last three years.	Governance is developing. Governors are starting to demonstrate how they influence and challenge school improvement but there is more to do. There has not been an external review or self-evaluation within the last three years.	Governance is underdeveloped. Governors are unable to demonstrate how they influence and challenge school improvement. An external review of governance is required.

³ See Appendix C of BAP

Systemic Leadership	Self-Improving Schools	Getting to Good	Targeted Support
The school does not require external support as it is well-placed to offer help to others in the areas identified above.	The school does not require external support but does not yet have the capacity to support others.	The school would benefit from some external support to address its priorities.	The school needs a significant amount of external support to address its priorities.
There are no concerns in relation to staffing or leadership capacity.	There are no concerns in relation to staffing or leadership capacity.	There may be some turbulence in relation to staffing and/ or leadership capacity.	Staffing and/or leadership capacity is of concern.
Attendance, PA and Exclusion rates are at least in line with national figures.	Attendance, PA and Exclusion rates may not be in line with national figures but are improving quickly.	Attendance, PA and Exclusion rates are not in line with national figures, but improving.	Attendance, PA and Exclusions rates are not be in line with national figures and are not showing sustained improvements.

APPENDIX 3

Barnsley Education, Early Start and Prevention People Directorate

Building A Picture 2021-2022



School:		Links to other documents:	
Head Teacher:			
Chair of Governors:			
SEO:		Dates:	
EYFS Consultant:			
LLE:			

Previous Ofsted Outcomes		
Last inspection Date:	Section 5 or Section 8	Outcome:
AFI identified at last inspection (if still relevant)	Progress	
Self-Evaluation Grades (should the school be inspected at this time)		
Quality of Education:	Leadership and Management:	
Behaviour and Attitudes:	Early Years:	
Personal Development:	Overall Effectiveness:	

Risk Assessment (See Appendix A)
School leaders' self-evaluation suggests that the school is best-placed in the following category: Systemic Leadership / Self-Improving School / Getting to Good / Targeted Support
<i>Note whether evidence presented supports this view</i>
<i>Note the focus of further SEO evaluation required</i>
<i>Note who is present at the risk assessment discussion</i>
<i>Note agreement where SISG is required</i>

Support
Would this school benefit from additional support from the Barnsley School's Alliance to overcome any barriers that may prevent children from catching up as quickly as they need to?

Agreed follow-up actions	Who by	When

Safeguarding			
<i>Has the school adapted its policy and practice in accordance with the changes to KCSiE Sept 2021?</i>			
<i>Is safeguarding effective and what external checks have been made in relation to this?</i>			
<i>When was the SCR last checked and by whom? SEO may check this out.</i>			
Additional notes:			
Date	Recommendations	Date	Progress against recommendations

Reading			
Note the school's last reading deep dive and progress made against any recommendations.			
<i>To what extent are leaders' efforts to prioritise reading helping all pupils, especially the weakest readers, to learn to read as soon as possible?</i>			
<i>To what extent does the school's approach to reading help pupils to develop vocabulary, language comprehension and a love of reading?</i>			
<i>To what extent has the school embedded an effective systematic synthetic phonics programme? What is the school's chosen phonics programme? Do leaders' expectations of what pupils will learn term-by-term ensure that pupils' will meet or exceed the NC and early learning goals?</i>			
<i>To what extent do children read well-matched books that help them to practise the sounds they have learned?</i>			
<i>To what extent do children get off to a swift start when learning to read in Reception?</i>			
<i>How effective is assessment used to identify those not keeping up with the pace of the phonics programme and how effective are the school's action to help them catch-up quickly?</i>			
<i>To what extent do leaders continue to secure the expertise of staff in the teaching of phonics and reading?</i>			
<i>Have leaders developed a comprehensive curriculum plan that outlines what children will learn and by when in their journey from decoding to fluency to comprehension?</i>			
Date	Recommendations	Date	Progress against recommendations

Quality of Education – Curriculum Deep Dives

Note the curriculum subjects explored through the deep dive methodology

*Is the **scope** of the school’s curriculum at least as ambitious as the national curriculum and does it meet the needs and abilities of pupils at this school, especially disadvantaged pupils and those with SEND?*

*Have leaders broken down the national curriculum goals into smaller steps and have leaders ensured that these are **well-sequenced**? Have leaders made the necessary adaptations for those with SEND?*

*Is the knowledge, vocabulary and skills pupils should acquire each year clearly outlined in curriculum plans and do these demonstrate appropriate **progression**?*

*Is there sufficient **rigour** behind the acquisition of subject disciplinary knowledge?*

*Do pupils remember their key content required to be successful with future learning? (**memory**)*

*Are teachers making the right **pedagogical** choices to help pupils achieve the curriculum intent?*

*Is **assessment** fit for purpose and used effectively?*

*Is there a **culture** of high expectations and enjoyment in this subject and how is this achieved?*

*How do processes and **systems** support all staff to teach this subject well?*

*How do whole-school **policies** help or hinder teaching and learning in this subject*

Empty box for notes or observations.

Date	Recommendations	Date	Progress against recommendations

Remote Education

To what extent has the school secured effective remote education provision and what impact has it had on pupils’ progress? How does the school intend to build on this in the future?

Date	Recommendations	Date	Progress against recommendations

Catch-Up Provision and Learning Gaps (See Appendix B)

Note the impact of the schools catch-up provision.

How well have leaders identified learning gaps and adapted the curriculum accordingly?

Date	Recommendations	Date	Progress against recommendations

Sexual Harassment and Abuse, including online (See Appendix C)*How robust is the school's response and culture?*

Date	Recommendations	Date	Progress against recommendations

Vulnerable Pupils and those with SEND*How well are vulnerable pupils and those with SEND doing at this school? Discuss any queries in relation to numbers, training etc.*

Date	Recommendations	Date	Progress against recommendations

Emotional Health and Well-Being of Staff and Pupils*How well does the school support staff and pupils?*

Date	Recommendations	Date	Progress against recommendations

Governance*How robust is governance? To what extent do they effectively support and challenge school improvement? Impact of any external reviews of governance?*

Date	Recommendations	Date	Progress against recommendations

Staffing and Leadership Capacity*Is the school experiencing any turbulence / staffing changes / other issues which may impact on performance?**What capacity does the school have to help others? Potential SLEs, LLEs etc?*

Date	Recommendations	Date	Progress against recommendations

Attendance, PA and Exclusions*Capture current data point and note any challenges the school is currently facing or approaches that are working particularly well.*

Date	Recommendations	Date	Progress against recommendations



BARNSLEY SCHOOLS' ALLIANCE

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BARNSELY SCHOOLS' ALLIANCE

EDUCATION IMPROVEMENT STRATEGY

2022 - 2025

APPENDIX 2: SUPPORT AND CHALLENGE (RISK ASSESSMENT AND EVALUATION) FOR SECONDARY SCHOOLS AND ACADEMIES

SEPTEMBER 2021

SUPPORT

To collaborate and network to drive excellence

CHALLENGE

To provoke educational enquiry to deliver excellence

INSPIRE

Raising standards and expectations through excellence

INTRODUCTION

In Barnsley, all schools (including academies) are expected to provide an education that is good or better as set out in the Education Improvement Strategy. Schools are responsible for their own improvement, and we expect them to make effective use of the support and challenge available through the Barnsley Schools' Alliance (BSA).

Barnsley Local Authority (LA) has a statutory duty to promote high standards of education in all schools and settings. Within the Directorate for People (Education, Early Start & Prevention), colleagues champion the rights of children and parents by challenging every school to deliver a good education for all. We strive to ensure fair access to all schools for every child and provide effective support for vulnerable pupils (including children looked after, those with special educational needs and/or disabilities (SEND) and those outside mainstream education). Through the BSA, high quality school-to-school support is brokered, and often commissioned, to support schools' continued self-improvement.

Within a culture of transparency and rigour, our schools welcome support and challenge as an integral part of their school improvement journey. Those causing concern are identified early to ensure that timely intervention can be applied to prevent further decline and secure the rapid improvements required. Schools are expected to fund their own school improvement programme, but the BSA uses its allocated budget to ensure that schools are not further impeded by a lack of financial support.

RISK ASSESSMENT OVERVIEW

As the work of the BSA continues to evolve, so does the ongoing and responsive process of risk assessment which remains firmly rooted in the school self-evaluation process. Members of the BSA recognise that accurate self-evaluation is not only a sign of strong leadership but undoubtedly leads to self-improving schools. Getting the right support to the right school in a timely manner is key and the BSA's collaborative approach is proven to be most effective when leaders know their schools well and welcome external support and challenge. Ongoing professional dialogue between school leaders, local authority officers and system leaders provides the BSA with the information required to support school improvement, albeit in very challenging circumstances.

Historically, the LA has collated performance and attendance information about all schools, although this process has been notably affected by the coronavirus pandemic since 2019. Typically, detailed analysis is undertaken prior to the annual risk assessment conversation with the Headteacher or CEO of Academy Trusts. Once statutory assessment resumes, school leaders and governors will, once again, receive a comprehensive summary of their school's performance that will build over time and contribute to their risk assessment outcome.

The Secondary Chair of the Alliance Board works in partnership with Headteachers to monitor and evaluate the quality of education; behaviour and attitudes; leadership and management, attendance and exclusion throughout the year.

School improvement is built around the HASIP programme and an annual conference to support the professional development of principals and headteachers. (Circulated to Principals/Headteachers 11.3.2019).

The HASIP programme was adopted in January 2019 and is detailed as appendix 2F.

The risk assessment process takes place as follows:

- 1) A September review (Pro Forma in Appendix 2A). This focusses on:
 - The last Ofsted inspection outcome and predicted date of the next inspection
 - Performance trends, highlights and areas for improvement - including a review of results from the previous summer, particularly progress in each of the three buckets (Maths and English, EBACC and open), 3-year trends and performance of specific groups of students
 - Attendance and exclusion data
 - Priorities for development in the next academic year
- 2) A risk assessment using published criteria (Appendix 2B) where academies and schools are identified as green, yellow, orange or red with green being least at risk and red being most at risk. (Risk assessment may change within year following a change in circumstances, e.g. change in headteacher / principal or following an Ofsted inspection).
- 3) Red and Orange academies and schools receive a governing body visit to explain why they have been categorised as red or orange and an evaluation visit in the spring term (Pro Forma in Appendix 2C) to consider some or all of the following:
 - Internal data for year 11 and other year groups including:
 - a review of P8 in Basket 1 (Maths and English), 2 (EBACC) and 3 (open)
 - progress of specific student groups (including disadvantaged and SEND (school support))
 - differences in girls and boys attainment
 - The effectiveness of leadership and management at strategic, operational, department and subject level including a review of the academy / school improvement plan and SEF
 - The quality of teaching, learning and assessment
 - Personal development, behaviour and welfare
 - Attendance and exclusion data (with reference to EHE, PA and truancy approaches)
 - Safeguarding (where relevant)
 - Key indicators drawn from the IDSR (if available)
 - Progress on key areas for development identified in the previous inspection
 - Involvement of the Academy Board/Governors in the self-evaluation/school improvement process
 - How support and challenge is being given and received
 - Role of the academy trust in offering support and challenge (where relevant)

A risk assessment summary (appendix 2D) detailing the position of each red and orange academy/school is produced at the end of this process.

Additional support for red and orange academies and schools will be brokered by the Barnsley Alliance achievement group and may lead to NLE or SLE involvement. The progress and potential risk of Red and Orange Academies/Schools will be discussed at the regular progress meetings within the Barnsley Schools' Alliance Quality of Education Group and with regional HMI, DfE and the Regional Schools commissioner.

Impact: The impact of this strategy will be evaluated in an annual report using the criteria detailed in Appendix 2E.

If an Academy/School is perceived to be presenting a long-term risk and is not making demonstrable progress the LA will contact the Headteacher/Principal, Chair of the Academy Board, Ofsted and DfE as appropriate to discuss appropriate action.

Schools are strongly encouraged to access the professional development offer for 2021-22 which has been fully funded by the BSA: [Events & CPD – Tykes Teaching Alliance \(tykesta.education\)](https://tykesta.education). Although schools are expected to fund their own support and development, this should not be a barrier to a school receiving the support it needs in order to improve.

School Briefing

School Name: XXXXXXXX
Headteacher: XXXXXXXXXX
Maintained / Academy Trust: XXXX

Phase: Secondary
Chair of Governors:
Date: XX.XX.XX

Ofsted Inspection Outcome	Barnsley RAG rating																																			
XXXX has not been inspected as an Academy. Self-evaluation indicates that it expects to be a 'good' school	Yellow (Schools and Academies are categorised Green, Yellow, Orange or Red by the Alliance)																																			
Performance – trend, highlights, areas for improvement																																				
<ul style="list-style-type: none"> Year 11 students that attended XXXX in 2018 made <i>above average</i> progress. In 2018 they ranked 2nd out of 10 in Barnsley using the progress 8 measure Students sitting GCSE exams in 2018 were ranked xxxx able on intake (out of 10 Barnsley schools). The school has a deprivation ranking of xxx out of 12. 																																				
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th colspan="3">Progress 8</th> <th colspan="3">Attainment 8</th> </tr> <tr> <th></th> <th>School</th> <th>Barnsley</th> <th>National</th> <th>School</th> <th>Barnsley</th> <th>National</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>X</td> <td>-0.22</td> <td></td> <td>X</td> <td>47.4</td> <td>48.5</td> </tr> <tr> <td>2017</td> <td>X</td> <td>-0.15</td> <td></td> <td>X</td> <td>44.0</td> <td>44.6</td> </tr> <tr> <td>2018</td> <td>X</td> <td>-0.14</td> <td>0.0</td> <td>X</td> <td>42.4</td> <td>44.3</td> </tr> </tbody> </table>		Progress 8			Attainment 8				School	Barnsley	National	School	Barnsley	National	2016	X	-0.22		X	47.4	48.5	2017	X	-0.15		X	44.0	44.6	2018	X	-0.14	0.0	X	42.4	44.3
	Progress 8			Attainment 8																																
	School	Barnsley	National	School	Barnsley	National																														
2016	X	-0.22		X	47.4	48.5																														
2017	X	-0.15		X	44.0	44.6																														
2018	X	-0.14	0.0	X	42.4	44.3																														
<ul style="list-style-type: none"> English and Maths results are xxx Rates of progress for both boys and girls are xxx in relation to the Barnsley average EBACC entries were x in 201X. They are due to increase in future years following curriculum modifications in bucket 2 																																				
Attendance & exclusions																																				
School attendance rates are x (x% compared to a Barnsley average of 93.9%). The fixed term exclusion rate was xx in 2017/18																																				
Additional comments																																				
<ol style="list-style-type: none"> XX is an Academy with the XX Multi Academy Trust and therefore the Local Authority has no direct input into its operation. The leadership of the school is supported by the XXX Academy Trust. The principal is keen to engage with both the LA and the Barnsley Alliance The main priority at XXX in 2018/19 will be to XXXXX. 																																				

Secondary School - 2022 Barnsley Alliance Risk Assessment Criteria

SECONDARY RISK ASSESSMENT PROCESS CRITERIA

Information:	Possible sources of evidence:
Attainment and progress data	Centre Assessed Grades for 2020; 2021 External exams 2019; 2022
Outcomes in relation to vulnerable groups (extent to which gaps are closing)	Centre Assessed Grades for 2020; Teacher Assessments; Mocks; External exams pre 2020
Previous risk assessments outcomes	School Evaluation Review, CEO report, SIP
Impact of previous external support	Director of Teaching and Learning Report, External Review, Any Ofsted inspections
School Self evaluation	SEF, SIP, Profile of Teaching, School Evaluation Review, CEO report, Post Lockdown Recovery Plan
Attendance and exclusions	Attendance and exclusion data and contextual information
Safeguarding	Policy, procedure, Single Central Record and training log
Budget position	Budget monitoring, COO Report, Carry forward/Deficit

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Risk Assessment Focus		RED	AMBER (To be agreed following the risk assessment conversation)		GREEN
Outcomes	Attainment 8 and Average A8 grade	Attainment 8 / grade is significantly below national figures	Attainment 8 / grade is below national figure	Attainment 8 / grade is broadly in line with national figures	Attainment 8 / grade is significantly above national figure
	Progress 8	Progress 8 is significantly below national figures	Progress 8 measure is below national	Progress 8 measure is broadly in line with national figures	Progress 8 measure is significantly above national
	English and Maths 4+ / 5+ %	English and Maths 4+/5+ % is significantly below national figures	English and Maths4+ / 5+ % is below national figure	English and Maths 4+/5+ % is broadly in line with national figures	English and Maths 4+/5+ % is significantly above national figure
	EBacc APS	EBacc APS is significantly below national figures	EBacc APS is below national figure	EBacc APS is broadly in line with national figures	EBacc APS is significantly above national figure
	Completing EBacc %	Completing EBacc % is significantly below national figures	Completing EBacc % is below national figure	Completing EBacc % is broadly in line with national figures	Completing EBacc % is significantly above national figure
	Vulnerable groups (PP, LAC, SEND K / EHCP)	There are significant concerns about the performance of vulnerable groups	There is a gap between vulnerable groups and comparator groups	Vulnerable groups compare broadly in line with comparator groups nationally	Vulnerable groups attain positively when compared to national comparator groups

Risk Assessment Focus		RED	AMBER (To be agreed following the risk assessment conversation)		GREEN
Leadership	Post Lockdown Recovery Planning	There is no real plan for students to recover the learning lost during Lockdown	The school has a plan in place for recovery in lessons but with no effective on-line learning for back up and to support and accelerate recovery	Leadership has put in place a thorough plan for the recovery of student learning both face to face and on-line. This plan is not being followed consistently across all subject areas and school teams	Leadership has put in place a thorough plan for the recovery of student learning both face to face and on-line, which is consistently followed by all staff resulting in accelerated improvements to student outcomes
	Leadership Experience	There are concerns about the performance of leadership. There is limited evidence of impact over time. There may be a change in leadership	School leadership has struggled to demonstrate improvement over time There may be a change in leadership	School leadership is good and the school is showing positive trends of improvement	School leadership is strong and demonstrates significant impact over time
	Governance	The governing body lacks experience and does not provide appropriate challenge and support.	The governing body has limited experience and support is often verges into operational aspects. Their evaluation of the school is over reliant on the head teacher	The local governing body provides some support and challenge to the school. Some support may be superficial	Governance is strong and provides appropriate support and challenge. The LGB strategically support school improvement and are acutely aware of the position of the school
	Ofsted Grade	The school is in a Ofsted Category or MAT evaluation suggest the school would be vulnerable of going in to a category at next inspection	The School is RI or MAT evaluation suggests the school would be judged at RI at next inspection	The school is graded at good. MAT evaluation suggests the school would be judged good at its next inspection.	The school is graded at good or better. MAT evaluation suggests the school could be judged outstanding at its next inspection.
Quality of Education	Quality of teaching	Teaching is inconsistent and there is evidence of teaching that is inadequate	There are inconsistencies in the quality of teaching	The quality of teaching across school is in the main good	There is robust evidence in place to demonstrate that teaching is strong across the board and shows impact over time
	Curriculum	The curriculum is not fit for purpose.	The curriculum is narrowed in the favour of core curriculum subjects	The curriculum in the main is positive.	The school offers a rich curriculum that meets the needs of learners.
		The impact of subject leads is minimal on improving their subjects	Subject leaders are not effective in driving subject improvement	Subject leadership needs to be more consistently strategic	Subject leaders strategically lead their subject

Risk Assessment Focus		RED	AMBER (To be agreed following the risk assessment conversation)		GREEN
Behaviour and Attitudes/Personal Development	Attendance	Attendance is significantly below national figures as a school and for groups are a concern	Attendance is below national figures as a school and for groups are a concern	Attendance is broadly in line with national figures as a school and for groups	Attendance is above national figures as a school and for vulnerable groups
	Persistent Absence	PA is significantly above national figures as a school and for groups are a concern	PA is above national figures as a school and for groups are a concern	PA is broadly in line with national figures as a school and for groups	PA is below national figures as a school and for vulnerable groups
	Exclusions	Exclusions are high, the school does not manage behaviour well. There is not a positive culture on inclusivity in the school	Exclusion rates are high in comparison to national figure. The schools does not have a positive culture of inclusion	Exclusion data is in line with national figures for both Temp and PEX	Exclusion data is significantly below national figures for both Temp and PEX. The school has an inclusive culture
	Student Wellbeing	There is little or no consideration for the wellbeing of students	The wellbeing of vulnerable students is considered	There are effective measures in place that ensure the wellbeing of all students is met	The wellbeing of students is carefully considered and the wellbeing of young people is a clear thread through the school
	Cultural Capital	The school offer does not add to the cultural capital of students	The school is generic and meets the cultural capital needs of most students	The school adds to the cultural capital of all students	Cultural capital is carefully considered and bespoke opportunities are delivered that meet the needs of all students

Secondary School Risk Evaluation Form

Date Updated: _____

School / Academy:		Dates of Visits:	
Head Teacher:			
Academy Trust:			
LA Link:			
Current RAG rating:			

Previous Ofsted Judgments	
Date of last inspection	
Overall Effectiveness	
Effectiveness of Leadership and Management	
Quality of Teaching, Learning and Assessment	
Personal Development, Behaviour and Welfare	
Outcomes	

Strengths?	Areas for improvement?
	The main priority at XXX will be to

IDSR - Areas to Investigate

Agreed actions to support school improvement	Who by	When

Risk Assessment
The school/academy has been placed in the Red / Orange category and school leaders are in agreement with this decision. A member of the Academy trust was / was not in the meeting.

Effectiveness of leadership and management		Self-Evaluation Grade:	
Date	Recommendations	Date	Progress against recommendations

The quality of teaching, learning and assessment	Self-Evaluation Grade:

Date	Recommendations	Date	Progress against recommendations

Personal development, behaviour and welfare		Self-Evaluation Grade:	
Attendance			
Date	Recommendations	Date	Progress against recommendations

Outcomes		Self-Evaluation Grade:	
Data Evaluation for 2018 Year 11 cohort Attainment on Entry: Progress 8: Attainment 8: Bucket 1: Bucket 2: (EBACC) Bucket 3: Performance of specific groups of students: Predicted performance of each year group:			

APPENDIX 2D

Barnsley Secondary Academy and School Risk Assessment Summary - Updated xx.xx.xx

Academy / School	Areas of concern	Support	Anticipated Ofsted judgement
XXXX (Red)	Progress is below average (P8 is xxxx). Girls P8 is xx. Boys P8 is xx Attainment - A8 is (x) x compared to the national average Attendance – xx% HT1. Persistent absence – xx% HT1 Curriculum changes are needed, particularly in bucket 2 and 3 The Academy has a positive / negative budget deficit	Capacity for support from within the Academy Trust is xxxx Review visit completed xxx An Alliance funded SLE is working within the xxxx department	X
XXXX (Orange)			



APPENDIX 2E



Impact of Barnsley Secondary Academy and School Risk Assessment and Improvement Strategy

Report Date:

Author/Contact:

Year:		Trend ↑↓⇔
% of children in good/outstanding schools		
Number of Ofsted good/outstanding schools		
Number of Green Academies/Schools		
Number of Yellow Academies/Schools		
Number of Amber Academies/Schools		
Number of Red Academies/Schools		
Details of Inspections within the last academic year and outcomes in relation to last inspection		
Details of academies/schools anticipating inspection in current year		
Details of academies/schools at risk of a declining grade		
Authorised absence		
Unauthorised absence		
Persistent absence		
Permanent exclusions		
Fixed term exclusions		
Referrals to FAP		
In PRU provision		
Disadvantaged gap	Progress 8 Attainment 8 English Maths	
SEN gap		
Gender gap		
EAL gap		
Number of NEETS		

APPENDIX 2F

Headteachers as School Improvement Partners (HASIP) Programme

PHILOSOPHY

School improvement is a complex process involving large numbers of people, many of whom have different expectations of the education system. This process is predicated on a belief that sustainable and lasting school improvement involves embedding change over many years, and that this change should be focussed on improving outcomes for young people. This programme is underpinned by a belief that the people who understand the school improvement process best are those who work within it as practising headteachers. The philosophy of this approach supports a view that the people who understand the school improvement process best are most likely to be effective in supporting and challenging their colleagues in securing sustainable improvement.

PRINCIPLES

- Practising Headteachers are best placed to support and challenge the school improvement process
- Practising Headteachers are more likely to accept high levels of challenge from people they respect, have good personal relationships with who understand the school improvement process and who understand the headteacher role
- The best professional development for practising headteachers is founded in visiting other schools, understanding their contexts and discussing specific leadership and management challenges with headteacher colleagues
- High quality school improvement addresses specific areas for improvement (termed 'areas of interest' in the HASIP programme) in detail and leads to long term sustainable positive change
- Three people working closely together and getting to know each other's schools intimately are most likely to be able to offer relevant support and challenge
- Senior leaders and governors in the receiving school should be involved in helping to identify the area(s) of interest
- Area(s) of interest will normally refer to 'areas for improvement' identified in the schools most recent Ofsted report
- The HASIP programme, if successful, should allow schools to become increasingly self-supporting and reduce the need for LA involvement in the school improvement process.

PRACTICE

- 1) Three Headteachers will agree to operate the HASIP programme on an annually renewable basis
- 2) Each school will be visited once per year by two Headteacher colleagues, one school in each of the three terms
- 3) Two headteachers will spend a full day in the school of the third focussing on an area of interest determined by the head/senior leaders/governors of the school being visited
- 4) The headteacher of the school being visited will co-ordinate interviews, sharing of data, cups of tea, lunch, IT facilities, etc. and book two slots late in the day for verbal feedback. The first with the head and the second with the head and school leadership team
- 5) The two visiting heads will collate their findings and produce a short evaluative report in draft form
- 6) In the late afternoon / early evening, following feedback to the leadership team, all three heads will convene and, through discussion, an action plan for improving the area of interest will be developed
- 7) Within two weeks the final report with draft action plan will be sent to the receiving head for approval
- 8) The report and action plan then become the property of the receiving head and they will involve other parties (governors, academy board, staff) as they wish
- 9) The area of interest will be reviewed approximately twelve months later if the HASIP programme is continued into a second year.



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BARNLSLEY SCHOOLS' ALLIANCE

EDUCATION IMPROVEMENT STRATEGY

2022 - 2025

APPENDIX 3:
SCHOOLS ESCALATION
PROCESS
SEPTEMBER 2021

SUPPORT

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CHALLENGE

To provoke educational enquiry to deliver excellence

INSPIRE

Raising standards and expectations through excellence

Revised Local Authority Escalation Process (September 2021)

REASONS FOR ESCALATION

Concerns about leadership and/or governance that is affecting one or more of the following:

- The quality of education offered to pupils
- Pupils' behaviour and attitudes, including their attendance at school
- Pupils' personal development
- The safety, well-being and/or personal development of pupils
- The safety, well-being and/or professional development of staff.

Evidence of these concerns must be clearly documented by the SEO and/or allocated system leader and shared with the Head of the Barnsley Schools' Alliance, in the first instance.

STAGE 1: SCHOOL IMPROVEMENT STRATEGY GROUP (SISG)

In primary schools, a SISG will be established in schools categorised as:

- Requiring 'targeted support' where there is not an IEB in place
- Schools categorised as 'getting to good'.

These meetings will take place monthly in the first instance, and half termly thereafter, as determined by the SEO in consultation with the HT and CoG. Members of the SISG should evaluate the impact of school improvement activity on improving the quality of education, behaviour and attitudes, personal development, leadership and management and early years (in line with school improvement priorities). Colleagues should pay particular attention to:

- The school's response to the issues requiring improvement
- The pace of progress against the agreed improvement plan
- How effectively leaders are deploying the school's resources to meet identified needs
- The impact of improvement strategies on pupils' outcomes
- The effectiveness of leadership at all levels
- The quality of learning and teaching across the school
- The exit strategy, reducing support as the school increases its capacity to sustain improvement.

The SEO will update the Head of Education and Partnerships and the Quality of Education group as to whether the school is making reasonable progress given the evidence provided. If not, why not and what needs to be done about it?

The SISG will be made up of the HT; chair of governors; two or more other governors (carefully considered by SEO, HT and CoG); SEO; system leader and diocesan representative in aided schools.

SISG minutes will be confidential, but the chair of governors will share summary information with the full governing body.

Based on the evidence provided, the SEO and Head of Education and Partnerships will agree when it is appropriate to escalate to stage 2 and inform the Service Director Education Early Start and Prevention and Quality of Education Group.

STAGE 2: SCHOOLS CAUSING CONCERN ACCOUNTABILITY MEETING

These meetings will be held at the school. It will be called and chaired by the Head of Education and Partnerships on a monthly or half termly basis, as appropriate. Schools will receive a 'notice to improve' outlining the local authority's key concerns and expectations.

Required to attend:

- Headteacher
- Chair of Governors
- Representative from the appropriate diocesan authority, where appropriate
- Head of Education and Partnerships
- Primary or secondary chair of the BSA
- School Evaluation Officer
- Allocated system leader
- Clerk

The purpose of this meeting is to:

- Hold the HT and governing body to account for securing the required improvements;
- To monitor and evaluate the extent to which funding from the BSA (and school budget) is being used to good effect
- To evaluate the effectiveness of leadership and establish the capacity to sustain improvement.

Agenda

- Present
- Matters arising from previous meeting
- External reports – SEO/System leader to provide evaluative overview of available documented evidence; evidence of impact of funded support etc.
- Internal reports – Headteacher to provide evidence of progress against school improvement priorities.
- Further support needs.
- Agreed actions and summary statement from Head of Education and Partnerships
- Date/time of next meeting.

Depending on the outcome of the summary statement, the Head of BSA and the Service Director Education, Early Start and Prevention will make a decision as to whether the escalation of concern will move to stage 3 of the process. Schools can expect to remain at stage 2 for approximately 2 terms. If the school is improving at the required pace, the process would revert back to stage 1. If the school is not improving at the required pace, the process may escalate to stage 3.

Consideration will be given to supportive measures that will strengthen governance. This may include the revision of governance arrangements, such as employing a paid professional chair for the governing board or review of committee structure and voting rights.

At stage 2, consideration will also be given to alternative long term systemic solutions, where appropriate.

STAGE 3: SCHOOLS CAUSING CONCERN – FORMAL WARNING NOTICE

When a school fails to improve at the required pace, we use our powers of intervention to secure improvement in maintained schools as outlined in the [Schools Causing Concern](#) guidance. Warning notices are issued to hold schools to account and the Head of Education Early Start and Partnerships following communicate with the RSC.

Warning notices may be issued when:

- 1) The standards of performance of pupils at the school are unacceptably low and are likely to remain so;
- 2) There has been a serious breakdown in the way the school is managed or governed which is prejudicing, or likely to prejudice, such standards of performance; or
- 3) The safety of pupils or staff at the school is threatened (whether by a breakdown of discipline or otherwise)
- 4) The governing body have failed to comply with a provision of an order under section 122 of the Education Act 2002 (teachers' pay and conditions) that applies to a teacher at the school; or have failed to secure that the head teacher of the school complies with such a provision.

The LA provides effective challenge and support, encouraging schools to secure a strong academy sponsorship solution, when appropriate.

Although we have no direct intervention powers in academies, where concerns are raised, discussion takes place with school leaders to ensure that appropriate improvement plans are in place. If an academy did not appear to be addressing its poor performance adequately, this would be discussed with the RSC.

Regular discussions are held with our link HMI to ensure that schools causing concern are clearly identified and subsequently improve at the required pace.



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EDUCATION IMPROVEMENT STRATEGY

2022 - 2025

APPENDIX 4:
APPENDICES AND BACKGROUND
DOCUMENTS
A-F
SEPTEMBER 2021

SUPPORT

To collaborate and network to
drive excellence

CHALLENGE

To provoke educational enquiry to
deliver excellence

INSPIRE

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APPENDICES AND BACKGROUND PAPERS

Appendix 4 - Objectives and Membership of the Constituent Bodies of the Barnsley Alliance (A – E)

APPENDIX A

BARNSELY SCHOOLS' ALLIANCE EXECUTIVE GROUP

MEMBERSHIP

Ken Merry (Chair)	Secondary Alliance Board Co-Chair
Lee McClure (Chair)	Primary Alliance Board Co-Chair
Anna Turner	Head of Education and Partnerships
Nina Sleight	Service Director, Education Early Start and Prevention
Theresa Smith	Leadership Capacity Group Chair
Matt Harris	Quality of Education Group Chair

PURPOSE

- 1) To maintain financial oversight of the Barnsley School's Alliance Budget to ensure available funds are spent appropriately to secure sustained educational improvement
- 2) To approve major funding projects, as proposed by the leadership and quality of education groups, in a timely manner so that the pace of improvement is not impeded
- 3) To maintain strategic oversight of the work undertaken by the quality of education and leadership groups so that its impact can be measured against key objectives within the education improvement strategy
- 4) To oversee the progress of schools moving through the escalation process
- 5) To determine key agenda items and the structure for Alliance Board meetings to ensure that cluster leads and working group chairs provide information to help members monitor progress towards the relevant key priorities within the corporate plan.

EXPECTATIONS

Members will:

- Provide appropriate challenge and support, without fear or favour, in a professional manner
- Ensure that sensitive matters discussed remain confidential to the membership of the group
- Commit to attending meetings as a priority, only sending apologies when absolutely unavoidable
- Manage diary commitments so that occasions where members need to leave early are rare
- Fulfil action points and feedback back to the chair in a timely manner
- Read all documentation before the meeting and make a positive contribution.

PROTOCOLS

- Meetings will take place half termly and last no longer than 2 hours
- Set agenda will be circulated 1 week in advance with accompanying documentation
- Agenda will specify the time colleagues are expected to attend / leave and also note who will lead each item
- Apologies for absence will be received and recorded
- Minutes will be accepted, and additions or amendments will be recorded
- Conflicts of interest will be checked where appropriate
- The Chair will keep to the agenda and ensure items are covered within the time allocated
- Minutes will be taken and agreed actions recorded.

APPENDIX B

BARNSELY SCHOOLS' ALLIANCE - QUALITY OF EDUCATION GROUP

MEMBERSHIP

Matt Harris (Chair)	NLE (Maintained, LA)
Lee McClure	Primary representative (Maintained)
Ken Merry	Secondary representative (Maintained)
Joanne Bentley	School Evaluation Officer, BMBC
Brian Beal	Interim School Evaluation Officer
Gerry Wilson	NLE (Academy, ECM)
Tom Banham	NLE (Academy, HCAT)
Dean Buckley	Secondary representative (Academy, NET)
Anna Turner	Head of Education and Partnerships
Dee Marsh	Director, Tykes Teaching Alliance
Sam Tingle	Senior EYFS Consultant, BMBC
Bev Bradley	SEND Improvement Officer, BMBC
Amber Burton	Head of SEND
Nina Sleight	Service Director
Jane Allen	Service Manager, Education Welfare

PURPOSE

- 1) To determine and oversee the annual risk assessment process to ensure that schools are appropriately categorised to access to the support they need to improve
- 2) To monitor and challenge school performance and overall effectiveness to ensure that all pupils attend a good school and achieve positive outcomes that prepare them well for the next stage of their education or training
- 3) To broker/commission the support schools require to ensure leaders have the capacity to improve at the required pace
- 4) To consider (and further explore school budget/financial management where required), approve/reject school applications for additional school improvement to ensure that finance does not become a barrier to schools accessing the help they need to improve

- 5) To monitor the impact of any external support and determine when the escalation process needs to be implemented to prevent further decline
- 6) To determine, and monitor the engagement and impact of, the core offer for continuing professional development and networking opportunities schools need to ensure that borough-wide priorities are addressed at a strategic level.

EXPECTATIONS

Members will:

- Provide appropriate challenge and support, without fear or favour, in a professional manner
- Ensure that sensitive matters discussed remain confidential to the membership of the group
- Commit to attending meetings as a priority, only sending apologies when absolutely unavoidable
- Manage diary commitments so that occasions where members need to leave early are rare
- Fulfil action points and feedback back to the chair in a timely manner
- Read all documentation before the meeting and make a positive contribution.

Note: LA School Evaluation Officer will be the conduit between QoE group and Leadership Group.

PROTOCOLS

- Meetings will take place half termly and last no longer than 3 hours
- Set agenda will be circulated 1 week in advance with accompanying documentation
- Agenda will specify the time colleagues are expected to attend / leave and also note who will lead each item
- Apologies for absence will be received and recorded
- Minutes will be accepted, and additions or amendments will be recorded
- Conflicts of interest will be checked where appropriate
- The Chair will keep to the agenda and ensure items are covered within the time allocated
- Minutes will be taken and agreed actions recorded.

APPENDIX C

BARNSELY SCHOOLS' ALLIANCE - LEADERSHIP CAPACITY GROUP

MEMBERSHIP

Theresa Smith (Chair)	Primary – High View PLC
Ken Merry	Secondary representative (Maintained)
Dee Marsh	Director of Tykes Teaching Alliance
Andy Barnett	Executive Headteacher, Delta Academy Trust (Secondary)
Molly Beever	School Governor
Lee McClure	Primary Representative (Maintained)
Anna Turner	Head of Education and Partnerships
Bev Bradley	SEND Improvement Officer, BMBC
Emma Sanderson	Athersley South Primary (Academy)
Margaret Gostelow	Barnsley Governors Association
Jane Allen	Education Welfare Service Manager
Liz Gibson	Virtual Headteacher for LAC
Joanne Bentley	LA School Evaluation Officer
Alison Wilks	Primary School Rep, LA Maintained (Chair of Networking Group)
Peter Bell	Service Manager, Governor Services
Jo Twiby	Barnsley & Doncaster Teaching Hub
Richard Lazenby	Early Years Consultant

PURPOSE

- 1) To secure effective well-being provision for school leaders so they know how to access the support they need during challenging times in order to continue to lead their schools effectively
- 2) To communicate with schools in order to identify changes in leadership and allocate mentors (where appropriate) so that new leaders feel welcome, understand the Barnsley Schools' Alliance system and know how to access the help they need
- 3) To work with teaching school hubs to develop, monitor and evaluate a range of leadership development programmes and networking opportunities to ensure that leadership remains effective and at the forefront of new educational thinking

- 4) To actively promote, monitor and challenge the engagement of school leaders in the professional development opportunities available so that the Barnsley Schools' Alliance offer has maximum impact
- 5) To ensure governing bodies have access to high quality HT performance management reviewers and support governing bodies so that external appraisal remains rigorous and effective as part of the school improvement process
- 6) To ensure that governors have access to the training and development opportunities they need in order to offer effective challenge and support to the schools for which they are responsible
- 7) To identify schools struggling to recruit effective governors and provide support to ensure that schools are not disadvantaged by such difficulties
- 8) To commission external reviews of governance where these are required (identified by the QoE group) and monitor and challenge the subsequent progress which is made to ensure that governance continues to improve across the borough, but especially in schools where performance is not good enough
- 9) To ensure that Barnsley Schools' Alliance funding is well-spent and has the desired impact on improving the effectiveness of leadership at all levels.

EXPECTATIONS

Members will:

- Provide appropriate challenge and support, without fear or favour, in a professional manner
- Ensure that sensitive matters discussed remain confidential to the membership of the group
- Commit to attending meetings as a priority, only sending apologies when absolutely unavoidable
- Manage diary commitments so that occasions where members need to leave early are rare
- Fulfil action points and feedback back to the chair in a timely manner
- Read all documentation before the meeting and make a positive contribution.

Note: LA School Evaluation Officer will be the conduit between QoE group and Leadership Group.

PROTOCOLS

- Meetings will take place half termly and last no longer than 2 hours
- Set agenda will be circulated 1 week in advance with accompanying documentation
- Agenda will specify the time colleagues are expected to attend / leave and also note who will lead each item
- Apologies for absence will be received and recorded
- Minutes will be accepted, and additions or amendments will be recorded
- Conflicts of interest will be checked where appropriate
- The Chair will keep to the agenda and ensure items are covered within the time allocated
- Minutes will be taken and agreed actions recorded.

APPENDIX D

BARNSELY SCHOOLS' ALLIANCE - PRIMARY HEADTEACHER'S EXECUTIVE GROUP

MEMBERSHIP

Lee McClure (Chair)	Primary – Springvale Primary
Nina Sleight	Service Director Education, Early Start and Prevention
Gillian Clark	Hoyland Cluster Lead
Jane MacKay	Darton Cluster Lead
Alison Wilks	Wombwell and Darfield Cluster Lead
Rachel Ward	CARM Cluster Lead
Karen Brown	Cudworth Cluster Lead
Simon Tabbner	Penistone Cluster Lead
Karen Dobson	Town Centre Cluster Lead
Jayne Winnard	Dearne Cluster Lead
Rebecca Paddock	Worsbrough and Stairfoot Cluster Lead
Anna Turner	Head of Education and Partnerships

PURPOSE

To support the Barnsley Alliance in enhancing the communication between primary sector leaders and the board. To ensure that school leaders are supported and challenged in equal measure through effective partnership work. To develop networks and tools to promote high quality CPD, sharing of good practice and commitment to protecting the workload and wellbeing of all school leaders. Ultimately, we want to support school leaders to access high quality learning, exciting learning opportunities across the curriculum with an end goal of helping as many pupils as possible to achieve rapid progress and, ultimately, to achieve their full potential.

ROLE AND RESPONSIBILITIES OF THE SUB-GROUP

- 1) To share information and intelligence (attendance, exclusion, behaviour, safeguarding, progress, attainment, etc) to ensure that school leaders are working collaboratively to raise standards across the primary sector in Barnsley.
- 2) With the Alliance Board's endorsement, to identify and disseminate evidence based or applied best practice within local schools to raise standards.
- 3) To plan, facilitate and promote high quality CPD and networking opportunities for all school leaders- often in conjunction with the Leadership Capacity Group and/or CPD network.

- 4) To share information across the clusters of the Barnsley schools network and provide opportunities to share strengths and concerns.
- 5) To seek and share views from school leaders to the wider Alliance Board.
- 6) To support the effective implementation of early identification and targeted support for individual and groups of pupils in need of help or those with SEND.

PRINCIPLES OF WORKING

- To accord with the principles of fairness, equality and inclusion. To discuss the business of the Sub-Group in an atmosphere of trust and respect and to comply with standards relating to information governance and data protection
 - Members of the Sub-Group will ensure that the objectives, priorities and values of both the Barnsley Alliance are adopted and promoted within their work
- To keep sensitive information that is shared or discussed private.

GOVERNANCE

The meetings will be chair by the co-Chair of the Barnsley Alliance (Primary). Meetings of the Sub-Group will convene on a half-termly basis and agendas and accompanying papers will be distributed at least 3 working days prior to each meeting. Members wishing to raise an agenda item for discussion should do so through the clerk at least 3 working days prior to the meeting. A formal record of each meeting, including actions arising, will be drafted.

APPENDIX E

BARNSELY SCHOOLS' ALLIANCE - SECONDARY HEADTEACHER'S GROUP

MEMBERSHIP

Paul Crook (Chair)	Penistone Grammar
Claire Huddart	Horizon
Elaine Briggs/Anna Rooney	Darton College
Paul Haynes	Carlton Outwood
Alison McQueen	Shaffon Outwood
Joanne Wilson	The Dearne
Jonny Mitchell	Netherwood
Naveed Khan	Barnsley Academy
Lissa Oldcorn	Holy Trinity
Dean Buckley	Kirk Balk
Anna Turner	Head of Education and Partnerships
Nina Sleight	Service Director, Education Early Start and Prevention

PRIORITIES 2022-24

- 1) Secondary representatives meet collectively and discuss pertinent matters across this key phase
- 2) Reporting/feeding matters directly to the Alliance Board Agenda.

APPENDIX F

BARNSELY SCHOOLS' ALLIANCE – CPD WORKING GROUP

Learning Barnsley Ambition: Children and young people achieve the best outcomes through improved educational achievement and attainment.

ASSOCIATED TARGETS:

- Every young person attends a 'good or outstanding' school or early years setting
- Barnsley has increased the number of schools and early years settings with a good or outstanding rating, in line with or better than the national average
- Educational achievement and attainment has improved, and all pre- to post-16 settings are performing above the national average
- More pupils are attending school on a regular basis, so we are equal to the national average by 2024 and better than the national average by 2030
- The number of fixed term exclusions will be significantly lower than the same reporting period last year.

CPD WORKING GROUP AIMS:

(How will we know if the group has been successful? What impact do we expect it to have?)

- The workforce can access high quality CPD that enables them to flourish and hone the skills they need to fulfil their roles effectively
- All children access good provision because staff have access to the right CPD at the right time to improve pupils' outcomes
- A range of quality providers secures strong engagement in the offer. The best possible regional and national experts complement the Barnsley offer to ensure we remain outward looking and focused on the bigger picture
- The CPD offer covers the full curriculum in a broad and balanced way
- School leaders trust that the offer is meeting the needs of their school
- A top quality CPD offer improves the recruitment and retention of staff
- The CPD offer enables staff to benefit from evidence-based research and provides opportunities to practice new approaches with other colleagues through associated network opportunities.

PURPOSE

- Support the identification of school development priorities across the borough
- Co-construct key areas of content for Continual Professional Development opportunities to meet local needs
- Generate buy in at cluster/Secondary Heads meeting, promoting the opportunities on the Alliance Boards behalf
- Support the monitoring of engagement, using attendance and evaluation data along with feedback from cluster/Secondary Heads to reflect and adapt plans
- Review independent evaluation and impact monitoring.

MEMBERSHIP

- One representative from each cluster meeting
- One representative from Secondary Heads
- Representative from Tykes Teaching Alliance
- Representative from Barnsley LA
- Representative from Barnsley and Doncaster Teaching Hub.

EXPECTATION

- Represent the needs of all schools within your cluster/Secondary Heads.
- Share information from and with your cluster/Secondary Heads.
- Work together in a relationship based on honesty, authenticity, feedback and trust.
- Commit to attending termly meetings.

PROTOCOLS

Meeting will take place on a termly basis. Chatham House rules will apply. All members will declare conflicts of interest. For the sake of continuity, members are asked where possible to commit to attend rather than send colleagues.

- The agenda will be sent 1 week in advance
- The agenda will include the order and timings for each agenda item and who will lead
- Members will receive an agenda and access to all documentation at least one week before
- Members are expected to read all documentation before the meeting
- Members should arrive in good time before the meeting and endeavor to participate throughout
- Apologies for absence will be received and recorded
- Minutes will be accepted, and additions or amendments will be recorded
- Conflicts of interest will be checked where appropriate
- The Chair will keep to the agenda and ensure items are covered within the time allocated
- Minutes will be taken and agreed actions recorded
- Agreed actions will be taken by the named person.

APPENDIX G

BARNSELY SCHOOLS' ALLIANCE – NETWORKING GROUP

Learning Barnsley Ambition: Children and young people achieve the best outcomes through improved educational achievement and attainment.

ASSOCIATED TARGETS

- Every young person attends a 'good or outstanding' school or early years setting.
- Barnsley has increased the number of schools and early years settings with an outstanding rating, in line with or better than the national average.
- Educational achievement and attainment has improved, and all pre- to post-16 settings are performing above the national average.
- More pupils are attending school on a regular basis, so we are equal to the national average by 2024 and better than the national average by 2030
- The number of fixed term exclusions will be significantly lower than the same reporting period last year.

AIMS

(How will we know if the group has been successful? What impact do we expect it to have?)

- A range of networking opportunities complements and supports the continuing professional development programme for all staff.
- Networks provide the mechanism for identifying and sharing effective practice, learning from each other and improving outcomes for pupils.
- The network system is well-established and operates effectively in a manageable way with a sharp focus on resolving problems and overcoming barriers.
- Increased opportunities to coach, mentor and model practice supports a solution-focused culture.
- Network activity is based on learning from established research-based evidence and also provides opportunities to be part of new active research projects.
- Members of networking groups report increased confidence and competence in their respective roles as a result of effective group supervision and moderation activity.
- Headteachers report increased expertise, confidence and knowledge in the staff workforce which has improved the curriculum, pupils' outcomes and wider provision.
- There is a culture of learning and professional dialogue that provides members with valuable 'take-away' moments to support school improvement through a collaborative and flexible approach.

PURPOSE

- Support the identification of school development priorities across the borough
- Co-construct key areas of content for Continual Professional Development opportunities to meet local needs
- Generate buy in at cluster/Secondary Heads meeting, promoting the opportunities on the Alliance Boards behalf
- Support the monitoring of engagement, using attendance and evaluation data along with feedback from cluster/Secondary Heads to reflect and adapt plans
- Review independent evaluation & impact monitoring.

MEMBERSHIP

- One representative from each cluster meeting
- One representative from Secondary Heads
- Representative from Tykes Teaching Alliance
- Representative from Barnsley LA.

EXPECTATIONS

- Represent the needs of all schools within your cluster/Secondary Heads
- Share information from and with your cluster/Secondary Heads
- Work together in a relationship based on honesty, authenticity, feedback and trust
- Commit to attending termly meetings.

PROTOCOLS

Meeting will take place on a termly basis. Chatham House rules will apply. All members will declare conflicts of interest. For the sake of continuity, members are asked whether possible to commit to attend rather than send colleagues.

- The agenda will be sent 1 week in advance
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- Conflicts of interest will be checked where appropriate
- The Chair will keep to the agenda and ensure items are covered within the time allocated
- Minutes will be taken and agreed actions recorded
- Agreed actions will be taken by the named person.



BARNSLEY SCHOOLS' ALLIANCE

STRONGER TOGETHER TO IMPROVE EDUCATION

Support • Challenge • Inspire



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Equality Impact Assessment

Stage 1 Details of the proposal

Name of service Directorate	Education, Early Start and Prevention (Barnsley Alliance for Schools) Children's Services
Name of officer responsible for EIA Name of senior sponsor	Head of Education and Partnerships
Description / purpose of proposal	Barnsley Education Improvement Strategy (2022-24)
Date EIA started	1 st April 2022
Assessment Review date	31 st March 2023

Stage 2 - About the proposal

What is being proposed?	The Borough's latest Education Improvement Strategy (2022-23) has been developed for approval and adoption by Cabinet
Why is the proposal required?	This Strategy has been formulated as part of the Council's statutory responsibility for ensuring school improvement in the Borough and to maintain the development of a coherent and inclusive local education system which meets the aspirations of young people and champions disadvantaged and vulnerable young people as we recover and renew following the ending of Covid-19 restrictions upon learning

What will this proposal mean for customers?

Please see above.

Stage 3 - Preliminary screening process

Use the Preliminary screening questions to decide whether a full EIA is required

Yes - EIA required (go to next section)

No – EIA not required (provide rationale below including name of E&I Officer consulted with)

Stage 4 - Scoping exercise - What do we know?

Data: Generic demographics

What generic data do you know?

Underlying data used to ensure equality of provision will include the Schools Census, pupil rolls, Department for Education statistical releases and the Borough Profile

Data: Service data / feedback

What equalities knowledge do you already know about the service/location/policy/contract?

Please see above

Data: Previous / similar EIA's

Has there already been an EIA on all or part of this before, or something related? If so, what were the main issues and actions it identified?

Previous versions of the Education Improvement Strategy have included an EIA. No issues were identified requiring remedial action particularly as the Public Sector Equality Duty continues to apply to academies

Data: Formal consultation

What information has been gathered from formal consultation?

Information and data gathered for the purpose of embedding the strategic priorities of the Strategy include the number and category of education settings in the Borough; categories of pupils (including special educational needs, pupil premium and other funding factors including deprivation and English as a second language) together with Ofsted judgements and inspections of schools and attainment

Stage 5 - Potential impact on different groups

Considering the evidence above, state the likely impact the proposal will have on people with different protected characteristics

(state if negative impact is substantial and highlight with **red text**)

Negative (and potentially positive) impacts identified will need to form part of your action plan.

Protected characteristic	Negative '-'	Positive '+'	No impact	Don't know	Details
Sex					None anticipated
Age					None anticipated
Disabled <i>Learning disability, Physical disability, Sensory Impairment, Deaf People, invisible illness, Mental Health etc</i>					This matter will be the focus of our developing local 'offer' to children and young people with special educational needs, including disabilities
Race					Targeted support and intervention will continue to be provided to children and young people in need of additional help
Religion & Belief					As above
Sexual orientation					As above
Gender Reassignment					As above
Marriage / civil partnership		N/A			
Pregnancy / maternity		N/A			

Other groups you may want to consider

	Negative	Positive	No impact	Don't know	Details
Ex services					Targeted support and intervention will continue to be provided to children and young people in need of additional help as part of the Armed Forces Covenant
Lower socio-economic					Targeted support and intervention will continue to be provided to children and young people in need of additional help
Other ...					-

Stage 6 - BMBC Minimum access standards

If the proposal relates to the delivery of a new service, please refer to the Customer minimum access standards self-assessment (found at)

If not, move to Stage 7.

Please use the action plan to ensure that reasonable adjustments for disabled people.

Not yet live

- The proposal will meet the minimum access standards.
- The proposal will not meet the minimum access standards. –provide rationale below.

Stage 7 – Action plan

To improve your knowledge about the equality impact . . .

Actions could include: community engagement with affected groups, analysis of performance data, service equality monitoring, stakeholder focus group etc.

Action we will take:	Lead Officer	Completion date
Analysis and follow up action from publication of education outcomes and inspection of schools and settings in the Borough	Head of Education and Partnerships	March 2023
Engaging with all groups of young people and their families particularly the Youth Council, Care4Us Council and SEND Youth Forum, together with other specific initiatives including the annual <i>Make Your Mark Survey</i> and National 'Takeover' Challenge	Head of Education and Partnerships	March 2023

To improve or mitigate the equality impact . . .

Actions could include: altering the policy to protect affected group, limiting scope of proposed change, reviewing actual impact in future, phasing-in changes over period of time, monitor service provider performance indicators, etc.

Action we will take:	Lead Officer	Completion date
Pulse surveys and further consultation	Head of Education and Partnerships	March 2023
Identifying, disseminating and introducing best practice	Head of Education and Partnerships	March 2023
To ensure all schools implement coherent and consistent policies relating to accessibility to the National Curriculum, attendance and exclusions	Head of Education and Partnerships	March 2023

To meet the minimum access standards . . .(if relevant)

Actions could include: running focus group with disability forum, amend tender specification, amend business plan to request extra 'accessibility' funding, produce separate MAS action plan, etc.

Action we will take:	Completion date
Not yet live	

Stage 8 – Assessment findings

Please summarise how different protected groups are likely to be affected

Summary of equality impact

All children already benefit from universal education. However, the promotion of inclusion and closing the gap in education outcomes between all disadvantaged and vulnerable groups of children compared to peers will be a centrepiece of the Strategy as we recover and renew from the ending of Covid restrictions

Summary of next steps

The Strategy will continue our commitment to ensuring the aspirations of children and young people are met. For those individual or groups of children who require additional help, targeted intervention will enable them to achieve their potential and enhance their life chances

Signature (officer responsible for EIA) Date

**** EIA now complete ****

Stage 9 – Assessment Review

(This is the post implementation review of the EIA based on date in Stage 1 if applicable)

What information did you obtain and what does that tell us about equality of outcomes for different groups?

BARNSELY METROPOLITAN BOROUGH COUNCIL

REPORT OF: Executive Director, Growth and Sustainability

TITLE: Urbed Town Centre Urban Design and Sustainability Strategy adoption

REPORT TO:	CABINET
Date of Meeting	13 July 2022
Cabinet Member Portfolio	Regeneration and Culture
Key Decision	Yes
Public or Private	Public

Purpose of report

This report seeks authority to adopt the Town Centre Urban Design and Sustainability Strategy produced by Urbed.

Council Plan priority

Sustainable Barnsley

Recommendations

That Cabinet:-

Refers this report to full Council for approval to adopt the Town Centre Urban Design and Sustainability Strategy produced by Urbed.

1. INTRODUCTION

- 1.1 In December 2019 we commissioned some urban design and sustainability work in Barnsley Town Centre. URBED were the successful bidder and have been working on this project since January 2020. This was originally to be a nine-month piece of work which has several strands including: looking at how we move the Town Centre towards being zero carbon; urban design issues, consideration of whether the town centre should contract; and a movement framework.

- 1.2 Whilst the URBED work was ongoing, the need for a refreshed Town Centre Plan to update the work that Arup did in 2016 has become apparent. This will provide us with an evidence based response to a changing town centre in a post COVID context, including considering contraction /repurposing with opportunities to integrate sustainability. It fed into the Sheffield City Region Economic Blueprint to seek to position Barnsley as an Urban Centre within the context of SCR Economic Priorities. It was considered preferable to have one comprehensive piece of work rather than two related/ overlapping pieces of work. The strategy will help inform priorities within the Council's adopted Place Based Investment Plan, which is a live document.
- 1.3 Consultation took place between 27th August and 30th September 2021. A total of 108 responses were received, although not all questions were answered by every respondent. Appendix 2 summarises the consultation responses. A presentation was given to the Youth Council on 6th September, 2021. Three online stakeholder workshops were held during the consultation period on 9th, 16th and 18th of September. A further workshop was held on 20th October to ensure that those that had expressed an interest in attending had the opportunity to attend. The notes from Youth Council presentation and from the Stakeholder Workshops are in

2. PROPOSAL

- 2.1 It is proposed that this report is referred to full Council for adoption of the Town Centre Design and Sustainability Strategy. It is proposed that as the document has been the subject of public consultation that it will carry some weight as a material consideration in determining planning applications. It is not however proposed to adopt as a formal Supplementary Planning Document.

Summary of content

Baseline

- 2.2 A detailed analysis of the town centre was undertaken in the first phase of the project. This was revisited and updated in light of Covid -19. The document gives a high level summary of the findings that have influenced the ideas later in the document.

Sustainability

A study was undertaken to quantify the carbon emissions from buildings within the town centre, based on best available data. It highlights the highest emitters and looks at four case studies to illustrate approaches they might be considered for different types of buildings.

Economy/ Post - Covid actions

The economic analysis on a post-covid future is interesting in terms of Barnsley's prospects. The following extract concludes that Barnsley is well placed to recover:

"Cities shows that city centres have in many cases been hit hardest by the sudden changes. With their greater reliance on department stores (now contracting or going bust entirely), office markets (at a time when most

companies are planning to downsize space in the next 2 years) and access from a wide catchment area by public transport (when safety fears are high and passenger numbers are curbed) city centres have suffered significant losses. Barnsley is now in a really interesting position. Like many medium sized towns in the UK Barnsley has been better equipped to weather the storm, partially by dint of not having city centre style assets to lose in the first place. It had no significant office market and no large department store anchoring its high street and it is in many ways a practical town centre, serving the needs of residents as much as visitors or commuters. Because of this Barnsley is in an excellent position to respond to the emerging trends following the pandemic. It may need, as ADE Regeneration highlighted, to rethink its relationship with retail, reducing its floorspace by up to a third, but it is well placed to plug the gaps left behind. People want to move out of city centres, away from cramped apartments, without completely giving up the amenities they enjoy. Barnsley can provide family houses in town centre neighbourhoods, with outdoor space and access to independent shops, café's, restaurants and culture. People want to work more flexibly, working from home sometimes and using office facilities when they need to. Barnsley can provide home office spaces, co-working facilities, spaces to start a business and rail links to larger centres when and if they are needed. People want a sense of community, to live more connected and healthy lives. Barnsley can provide great walkable and cyclable streets, access to green spaces and a network of local businesses and facilities. This new way of life is not just advantageous for Barnsley's recovery, its is also inherently sustainable and can support Barnsley's zero carbon ambitions."

The report suggests the following key actions for post-Covid recovery:

- Monitor the economic health of the town centre to ensure problems are identified early and responded to.
- Plan to remove surplus retail, either through the provision of diverse uses, or removing the quantum of built form all together.
- Diversify uses so the town is less dependent on retail, introducing creative workspaces, cultural assets, additional housing, civic services, events space and workspaces.
- Communicate about the safety of the town centre, and ensure the transport to and from allows people to feel safe.
- Support independent retail to lessen the reliance on big-chain retailers that are consolidating into larger urban centres and growing their on-line presence e.g. suitable flexible accommodation, financial support and business mentoring.
- Ensure the town's employment space is capable of meeting the changing requirements of a post-pandemic workforce.

2.3 People Focused Principles

The principles on which the strategy has been based are set out below:



2.4 Themes

The overarching theme of ‘Sustainability Interventions’ sits above six other themes: Retail; Culture; Work; Housing; Greenspace and Connections. These are then followed through into a proposed spatial strategy and a list of interventions. Some reflect work that is already planned such as The Seam, whilst others are ideas that could be worked up and delivered in future. Some

The spatial strategy for each theme is set out below. Further detail is provided on suggested individual interventions and actions to achieve this spatial strategy.

2.5 Retail

- Contraction of inner retail core focused around Glassworks, market and Alhambra Shopping Centre.
- Development of wider “indy town” outer core, in which to explore diversification to independent retail and alternative uses.

2.6 Culture;

- Development of a cultural “zone” around the existing cultural institutions: The Civic, Parkway Cinema, Lamproom Theatre, Cooper Gallery and Barnsley Museum.
- Public realm improvements/activation of connecting streets and spaces: Eldon Street, Church Street, Mandela Gardens etc based around the early evening economy.
- Improvement of eastern connectivity out to the Metrodome

2.7 Skills/ Employment

Introduction of flexible offices, co-working spaces and studios.

- At The Seam Digital Campus to the north, such uses could help to diversify the offer of the existing masterplan and build connections with surrounding educational institutions.
- To the north west these could be introduced through intensification and have a relationship with Barnsley Sixth Form College.

2.8 Housing

Drawing high quality housing from the surrounding suburbs into the town centre.

- Around Churchfields to the north west.
- Around Townend Roundabout including junction reconfiguration.
- Along Pitt Street and New Street with improved crossings over the West Way.
- Around the “Youth Zone” development site to the east.

2.9 Greenspace

- Improvement of existing green spaces and introducing additional larger green spaces around the periphery of the town centre.
- Introduction of smaller scale green interventions into a zone in the core of the town centre: pocket parks, green roofs etc.
- Development of a “wellbeing route” of green links around the core of the town centre.

2.10 Connections

- Improvement of walking and cycling connections around the periphery of the town centre. Including a strong link between the Active Travel Hub at The Seam and the existing Interchange.
- Development of “wellbeing route” around the town centre core with improved walkability.
- “Taming” of the West Way with landscape softening, reconfigured junctions and improved crossings

2.11 Opportunity Areas

Three “opportunity areas” (Peel St/ Townend; Eldon Street block and New Street Neighbourhood) have been selected by Urbed to develop mini-masterplans along with some more information on what the “multi-purpose route” might look like. These areas were chosen because they:

- Are areas of the town centre where land is not being used as efficiently as it could be/is not meeting its full potential.
- Are areas where a number of the interventions on the previous pages are located
- Cut across a number of different themes within the strategy - providing an opportunity to show how they work together to create better places.

The multipurpose route has been included as a key idea which could knit everything together.

2.12 Delivering the strategy

The document contains suggested advice on delivering the strategy and suggests changes, interventions and potential funding sources. It recognises that delivery is underway in many areas and suggests next steps including a series of more detailed feasibility studies. It considers the public realm, green space and connection improvements should be drawn together as one programme of interventions, with the potential to target external grant funding to deliver these. The idea of a 'Space Agency' for Barnsley town centre should be considered in more detail as the transitioning of space in the secondary retail and periphery of the town centre will be critical to the overall delivery of the vision. As stated above it will help inform priorities within the Council's adopted Place Based Investment Plan, which is a live document.

2.13 Sustainability Action Plan

The document contains a sustainability action plan to help achieve the Council's net zero targets. A key focus of this is retrofitting premises. The action plan suggests strategies that could be considered that would develop capabilities and supply chain. It also suggests strategies for finance and business support. The Sustainability Action Plan and baseline information will help to inform and support the delivery of the Council's Zero 40 and Zero 45 aspirations.

- 2.14 The main strategy document is appendix 1 to this report. In addition to the main document a baseline report, Barnsley Town Centre Zero Carbon Transition Strategy by LEDA and a Delivery Strategy by Ade Regeneration are appendices 3,4 and 5 respectively. Given the time that has elapsed since the start of this commission, some of the information in the early baseline report may not be current. The strategy document at appendix 1 is the main document that will be used in future planning decisions and projects.

3 IMPLICATIONS OF THE DECISION

3.1 Financial and Risk

Consultations have taken place with representatives of the Service Director – Finance (S151 Officer).

There are no direct financial implications arising from this report. The strategy suggests potential future interventions in the Town Centre that could be worked up as projects. Any future proposals to deliver the suggested interventions and projects will be the subject of future reports. No Appendix A is therefore required.

3.2 Legal

There are no legal implications arising directly from the adoption of this Town Centre Strategy.

3.3 Equality

Full Equality Impact Assessment completed.

An Equalities Impact Assessment was drafted when the work was originally commissioned. It is important that we create an inclusive Town Centre. The Equality Forums were contacted during the consultation process. A stakeholder workshop was held with the Youth Council. Members of an age friendly group attended the stakeholder workshops. The consultation information was circulated to the Equality Forums. Due to Covid 19 no face to face consultation was carried out.

3.4 Sustainability



Implementation of the strategy is expected to lead to positive impacts. The overarching theme of the strategy is sustainability.

3.5 Employee

There are no employee implications arising from this report.

3.6 Communications

Communications support will be required to publicise the adoption of the strategy through press releases and social media.

4. CONSULTATION

4.1 Public consultation took place between 27th July and 30th September 2021. A total of 108 responses were received, although not all questions were answered by every respondent.

4.2 A wide range of Town Centre stakeholders were informed of the consultation, including Town Centre businesses, Market Traders and Equality Forums. A press release was done to encourage anyone who was interested in commenting or attending a workshop to get in touch. All stakeholders and residents were able to review the documents and give their views via an online form. Hard copies of the document and comments forms were available with a display of the draft strategy at both the Market and Library @the lightbox. Attendance at workshops was open to all who requested to attend

4.3 The people focused principles were largely supported. One respondent asked for the Town Centre to be dementia friendly. We asked what people liked about the Town Centre and received some complimentary comments about the new Glass Works/ Market and Town Square. Some people felt there are a good variety of shops, including independent businesses, and welcomed new eating establishments. There were positive comments about our cultural facilities and built heritage with the Town Hall and Gardens, Victorian Arcade, Churchfields Park and Wellington House being mentioned amongst some of the particular buildings and spaces people enjoy. We asked what people don't like about the Town Centre. Some want to see more retail variety particularly in clothes shops and more independent shops. Some people didn't feel safe and mentioned anti-social behaviour. Cleanliness/chewing gum/ litter was mentioned and some areas outside the boundary of the strategy on the approach into town were mentioned as being run down and needing improvement, particularly entering from Doncaster Road through the underpass.

4.5 People want to see more green spaces and trees, places to meet and sit, and public facilities. Evening establishments where older people feel welcome, with reasonably priced rooms for hire by social groups were requested. A venue for live music and quality street entertainment would also be welcomed by some that commented.

4.6 A presentation was given to the Youth Council on 6th September 2021. We asked what they thought of the Town Centre and what they think the challenges are. Some members felt that the new development is modern and what is needed, that it is becoming exciting and will draw people in. Another member queried what is the need to come in from the surrounding principal towns and

what makes Barnsley unique and appealing to draw them in. They queried whether it would appeal to older people. The point was made that Barnsley has proud communities that enjoy socialising and the market was a focus for this. The challenges raised were impact of higher rents; addressing the needs of SEND people that wish to work and start their own business and that nationally high streets are in decline.

- 4.7 Three online stakeholder workshops were held during the consultation period on 9th, 16th and 18th of September. A further online workshop was held on 20th October.
- 4.8 A document summarising the issues raised in comments and workshops has been prepared and is available as appendix 2 to this report. Many comments summarised are outside the scope of this strategy.
- 4.9 The suggested interventions have been refined following comments, in particular the reference to new housing at Town End roundabout. Three opportunity areas have been suggested: Eldon Street block; New Street Neighbourhood and Peel St/ Townend; and a potential multipurpose route. A sustainability action plan and delivery strategy have also been developed and included in the final version of the strategy.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 One alternative approach would be to not adopt this strategy. Adoption of the strategy will inform any future plans for the Town Centre and may support future funding bids.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The strategy provides suggested measures to achieve net zero targets in the Town Centre. It provides suggested interventions to assist in making the Town Centre attractive, coherent and inclusive. Post-Covid actions are suggested to mitigate the effects of the pandemic and ensure Barnsley is well placed for recovery. There are several important strands that this strategy pulls together, which if implemented will enhance the Town Centre.

7. LIST OF APPENDICES

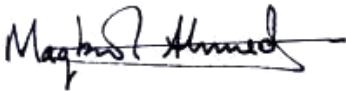
Appendix 1: Urbed Town Centre Strategy Document
Appendix 2: Summary of consultation responses
Appendix 3: Baseline report
Appendix 4: Barnsley Town Centre Zero Carbon Transition Strategy LEDA
Appendix 5: Delivery Strategy Ade Regeneration

8. BACKGROUND PAPERS

Consultation draft version of the Urbed Town Centre Strategy
<https://www.barnsley.gov.uk/media/19473/barnsley-urban-design-low-carbon-strategy.pdf>

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

9. REPORT SIGN OFF

Financial consultation & sign off	Senior Financial Services officer consulted and date  12/05/2022 <i>This box must be signed to confirm that there are no financial implications.</i>
Legal consultation & sign off	Legal Services officer consulted and date Jason Field 11/05/22

Report Author: Paula Tweed
Post: Planning Policy Group Leader
Date: 10th May, 2022

Barnsley Town Centre

URBAN DESIGN SUSTAINABILITY & POST-COVID STRATEGY

June 2022





OUR TEAM



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INTRODUCTION

URBED and the team were commissioned in November 2019 to produce an Urban Design and Sustainability Strategy for Barnsley Town Centre, taking into account Barnsley Zero 40 and Zero 45 targets. We have worked with ADE Regeneration and LEDA to produce a response to this commission. We roughly split the work into zero carbon interventions with measurable effects and harder to measure sustainable urban design interventions, combining to create a robust strategy.

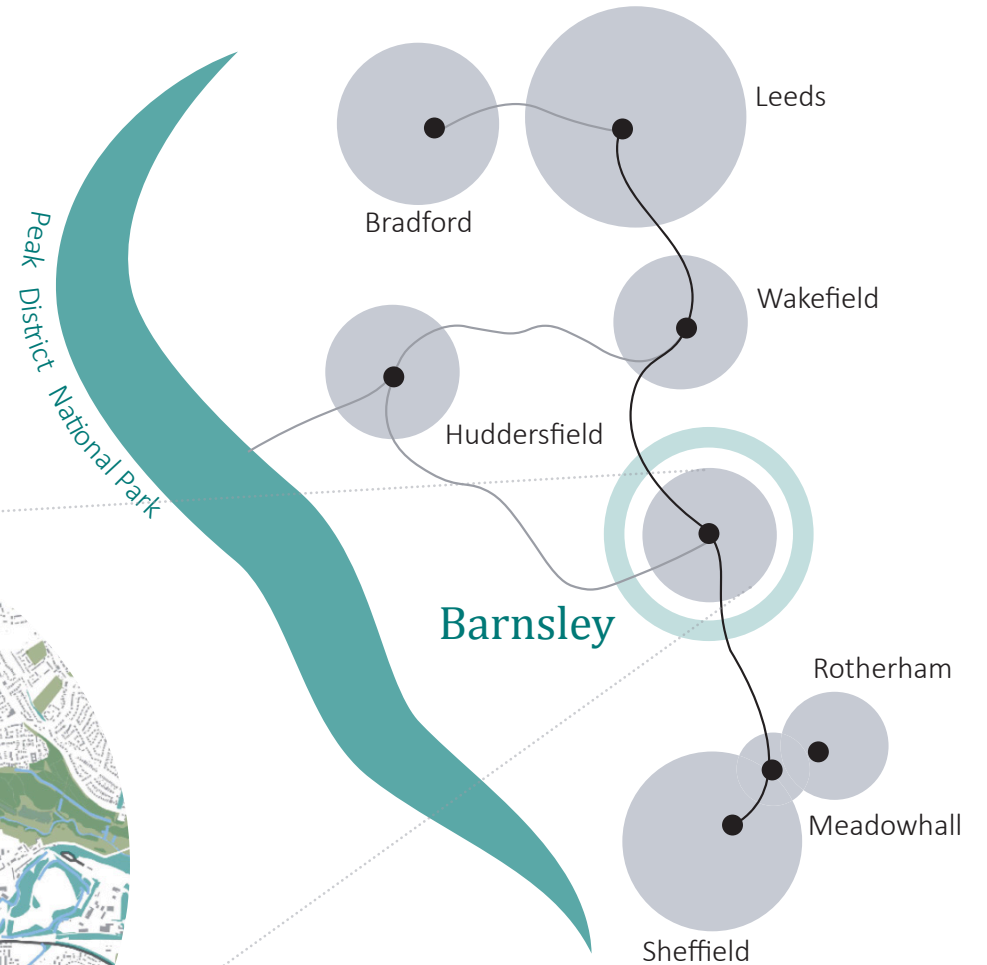
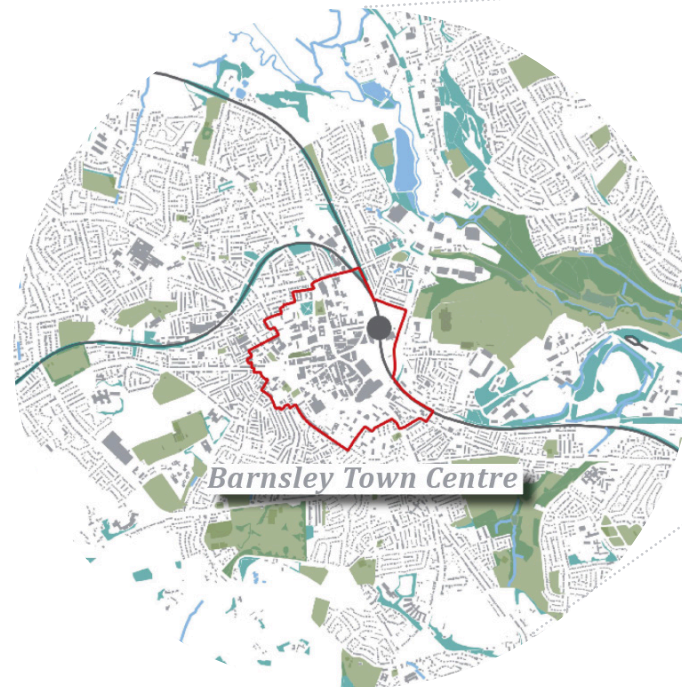
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During the course of the work the UK experienced the Covid-19 pandemic, and in January 2021 we were asked to adapt the focus of the commission to include interventions that would support the recovery of the town centre post-Covid 19.

The following document summarises the work we have completed so far and ends with a list of potential projects for

the town centre, mini masterplans showing how those interventions might come together in key areas, a delivery strategy and a sustainability action plan.

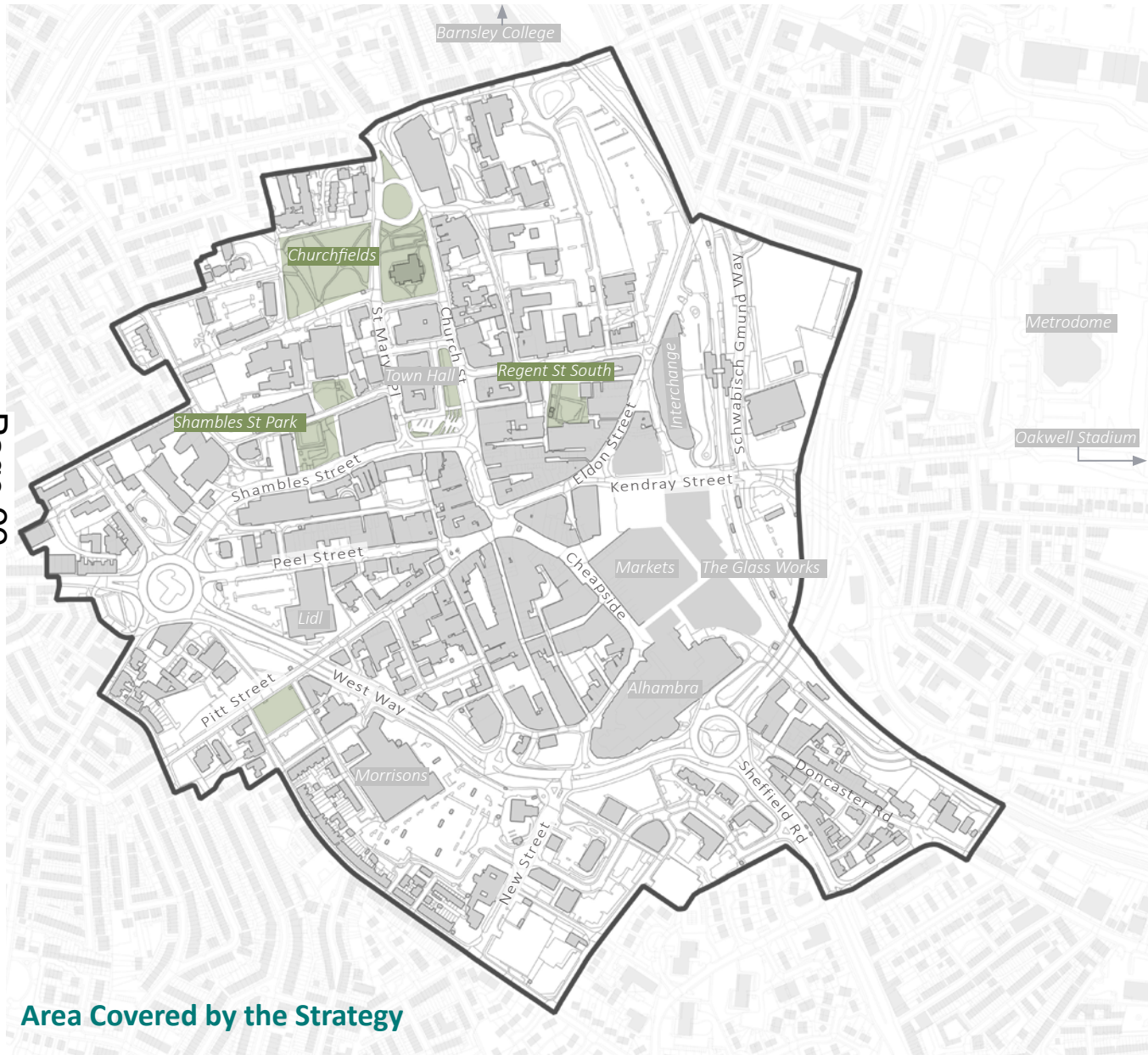
Over the course of our work we have conducted a public consultation, been in dialogue with the internal team producing the Town Centre Action Plan and provided inputs into the regional scale “Economic Blueprint” work.



Barnsley sits within a collection of towns and cities, many are connected by rail as shown in the diagram above. The boundary of the town centre is quite tightly drawn, so the commission has looked beyond this to explore the relationship with the surrounding residential suburbs.

INTRODUCTION

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Area Covered by the Strategy

Related Documents

This strategy is supported by the following detailed reports relating to sustainability and the economy, produced as part of this project and summarised within this report:

- Barnsley Zero Carbon Town Centre: Built Environment Zero Carbon Transition Strategy (2022) produced by LEDA
- Taking the Barnsley Town Centre Strategy Forward to deliver (2022) produced by ADE Regeneration

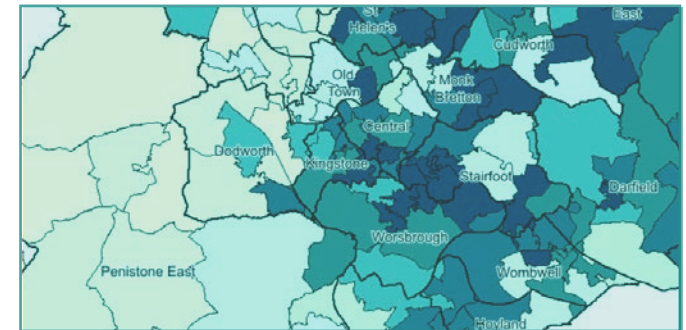
To understand the how this strategy builds on previous work it may also be useful to review:

- Barnsley Town Centre Regeneration Plan (2016) produced by ARUP.

BASELINE SUMMARY: GENERAL

A detailed analysis of the town centre was undertaken in the first phase of the project. This was revisited and updated in light of Covid-19. The following pages give a “high level” summary of our key findings. They are not intended to provide a complete overview of our analysis, but instead highlight the main insights that have influenced the ideas set out later in the document

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Progress Against ARUP Plan

- Many previously identified sites in progress.
- Some gaps + further opportunities identified by URBED and client team.
- Connections needed to bring it together.

Population

- Increasing population and higher than average percentage of working age people.
- Higher deprivation/preventable mortality.
- Lower home/private vehicle ownership.



Transport

- Good bus/rail services, though evening provision could be improved.
- Poorer walking and cycling links.
- Road infrastructure and car parking are acting as barriers.

Greenspace

- Strong green infrastructure networks and larger recreational spaces in the wider area.
- Some green spaces on the edge of centre but very little in the town centre itself.

Landuse

- Large amount of retail space for the size of the town.
- Sometimes confusing mix of uses/identity.
- Some “linking spaces” between key buildings/uses are of poor quality.

BASELINE SUMMARY: ECONOMY

A detailed analysis of the town centre property market was undertaken in 2020 and updated in May 2021 to provide insights into the current and expected impacts of Covid-19. Research was also undertaken to understand the measures being taken by other town centres to respond to the post pandemic conditions, and key reflections were made to guide the response in Barnsley.

Key findings on post-Covid property market:

- The retail market in Barnsley and Sheffield has been significantly affected by the coronavirus outbreak and lockdown restrictions, although Barnsley has fared better than some similar towns in the UK. KPMG expect high-street retail space to fall nationally by 20% - 40% as a result of an accelerated shift to online shopping (*The future of towns and cities post COVID-19* - KPMG, 2021)
- There's a general reduction in demand for office space due to remote working and an expectation that businesses will scale back their office space over the next two years. On a local level, demand for offices showed signs of recovery and the Barnsley market went in to the pandemic in relatively healthy shape.
- Barnsley's local retail and office space is expanding through the Glass Works and The Seam Digital Campus at a time when demand nationally is decreasing. These two combined factors will likely pose challenges for the town centre in the future.

Further detail can be found in the Pygott and Crone Report "May 2020 Property Market" and the 2021 "Barnsley Property Market Follow Up" note.



Key actions for post-Covid recovery:

- Monitor the economic health of the town centre to ensure problems are identified early and responded to.
- Plan to remove surplus retail, either through the provision of diverse uses, or removing the quantum of built form all together.
- Diversify uses so the town is less dependent on retail, introducing creative workspaces, cultural assets, additional housing, civic services, events space and workspaces.
- Communicate about the safety of the town centre, and ensure the transport to and from allows people to feel safe.
- Support independent retail to lessen the reliance on big-chain retailers that are consolidating into larger urban centres and growing their on-line presence e.g. suitable flexible accommodation, financial support and business mentoring.
- Ensure the town's employments space is capable of meeting the changing requirements of a post-pandemic workforce.

Further detail can be found in the ADE Regeneration Report "Urban Centres, Planned Response to Covid, A Summary of UK Efforts"

One component of this strategy involves looking at how the town centre can help protect Barnsley for future generations by reducing carbon emissions to help limit the effects of climate change.

In September 2019 Barnsley Cabinet declared a climate emergency to bring issues of climate to everyone's attention.

To help Barnsley to reduce its carbon emissions the council have the following two programmes:

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Zero 40

Barnsley will become net carbon zero by 2040, or earlier if possible. This will focus on improvements in the council's environmental performance.

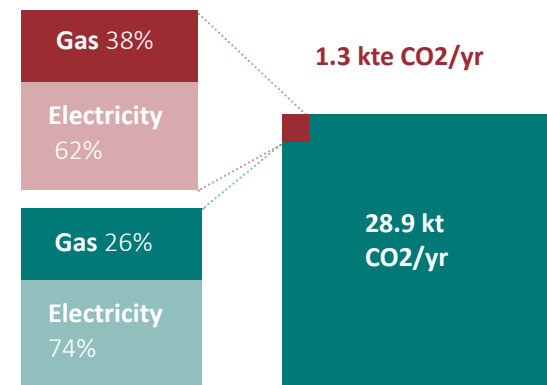
Zero 45

Where the borough will become net zero carbon by 2045 Zero 45. Barnsley will help the whole of Borough including its residents, communities, partners and businesses to support Barnsley's changeover to be net zero.

A study was undertaken by LEDA to quantify the carbon emissions from buildings within the town centre, based on best available data. The following section summarises the findings of the baseline study, with detail provided in a separate report.

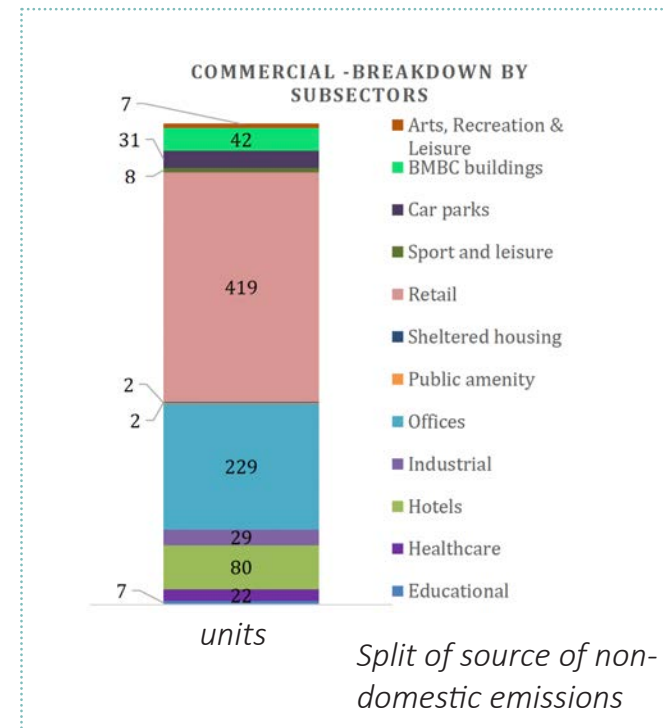
Key findings:

- Partly due to the composition of the town centre (few houses within the boundary) non-domestic buildings represent 95% of the total carbon emissions and is where the primary focus should be to meet the 2040 carbon targets.
- Domestic: the total baseline for carbon emissions is 1.3 kte CO₂/yr. 38 % of household's heating (space and hot water) demand is supplied by gas and 62% by electricity.
- Non-domestic: the total carbon emissions baseline is calculated to be 28.9 kte CO₂/yr. 26% of carbon emissions are due to gas and 74% due to electricity.

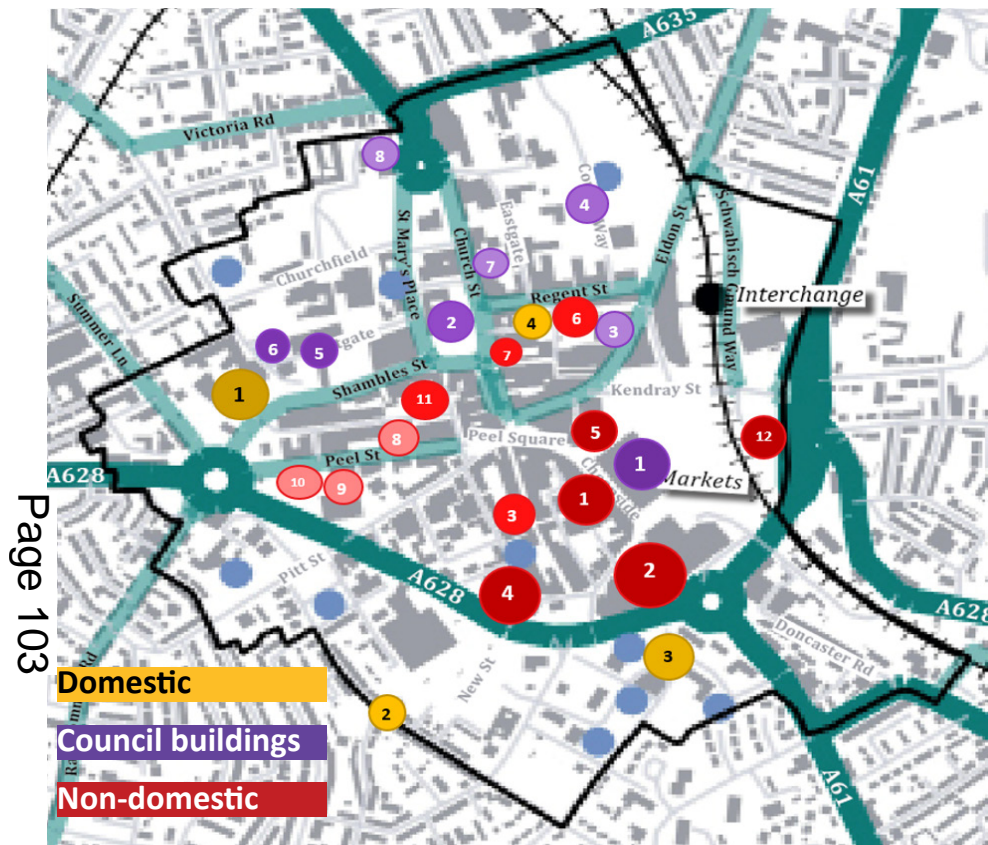


Town Centre Carbon Emissions

Domestic
Non-Domestic



BASELINE SUMMARY: SUSTAINABILITY



Map extract showing location of big emitters by sector

Highest emitters:

- Domestic: Plaza Quarter, Princess Street, Skyline Flats, Regent House
- The Council Buildings: Markets, Town Hall, Civic Hall, Digital Media Centre + more (see full report)
- Non-domestic: Cheapside retail units, Alhambra Shopping Centre, Market Street units + more (see full report)

Four case studies are detailed in the report to illustrate the approaches that might be followed for the different building typologies shown below:



BASELINE SUMMARY: SAFETY

Feeling Safe in the Town Centre

Barnsley Town Centre has purple flag status awarded by the Association for Town Centre Management in recognition that it offers an entertaining, diverse, safe and enjoyable daytime and night time visitor destination. To be awarded and retain purple flag status towns and cities must be welcoming to everyone, offer safe ways for visitors to travel home, provide a good mix of venues and attractions and be appealing not just at night but during the day too.

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Purple flag status was awarded in 2020 and retained in 2021.

Additionally recent assessments of Barnsley Town Centre and centres of Principal Towns have been carried out in 2021 to provide baseline evidence to inform covid recovery action.

The assessment of Barnsley Town Centre was based on collecting results from 10 'walks' for those streets making up the major part of the retail core of the town centre and the 'walks' were made over a number of days between

the 8th May and 3rd June, at different times of the day including early evenings from 5.30pm onwards.

The 'walks' collected consistent information for each 'walk' relating to - Maintenance of street furniture, benches and other fixtures - Instances of littering - Visibility and useability of litter bins - Instances of uncollected refuse and other detritus- Visibility and effectiveness of street signage - Instances of illegal or incorrect street parking - Perception of safety - Overall attractiveness of area - Covid safety.

The ten 'walks' and their average 'scores' were:

1. Church Street - Market Street - 83%
2. Eldon Street - Eldon Street – 84%
3. Regent Street South - George Yard -84%
4. The Victorian Arcade - The Victorian Arcade – 86%
5. May Day Green - Lower New Street – 90%
6. Queen Street - Peel Square – 86%
7. Market Street - Market Street – 76%
8. Wellington Street - Lower Pitt Street – 72%
9. Peel Street - Peel Street – 79%
10. Shambles Street - Shambles Street – 81%



BASELINE SUMMARY: SAFETY

The summary outcome of the Barnsley Town Centre assessment was:

- 81% of the town centre had an 'excellent' or 'good' rating for perception of area maintenance.
- 87% of the town centre had either a totally safe and secure or comfortable rating for perception of safety.
- 67% of the town centre had either a 'very attractive' or 'attractive' rating.
- 100% with regard to covid protection measures, with visitors saying they 'will return' or 'probably will return'.
- While much work has taken place to ensure the town centre feels safe for residents and visitors, there is always more to be done. Through a process of continuous improvement, we are constantly working to ensure a safe town centre through better quality design, events and animating the streets, the presence of town centre teams and working with businesses and other services to address anti-social behavior.



**Subsequently a more recent Audience Agency report found people felt unsafe around the Interchange, Eldon Street and Mandela Gardens.*

POST-COVID FUTURE

Town centres across the UK were struggling even before the pandemic hit. The continuing growth of online retail was reducing demand in brick and mortar stores. When customers did travel to shops in person they were often looking to have experiences in highly curated spaces linked with leisure activities - going for drinks and eating out. This meant that retail activity (and big name retailers) were consolidating their activities in city centres, which also benefited from their office market through commuter spending – at lunchtime and after work. A “winner takes all” pattern was emerging where town centres lost out to big cities.

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Barnsley wasn't suffering too badly from these circumstances pre-Covid; our market reporting from 2020 noted that “despite challenging conditions, Barnsley’s retail market appears to have held steady over the last 12 months, bucking the nationwide trend for the retail market”. However, it seems inevitable that those market forces would have begun to bite. Covid-19 has now flipped the script on the towns vs cities dynamic. Data from Centre for



POST-COVID FUTURE

Cities shows that city centres have in many cases been hit hardest by the sudden changes. With their greater reliance on department stores (now contracting or going bust entirely), office markets (at a time when most companies are planning to downsize space in the next 2 years) and access from a wide catchment area by public transport (when safety fears are high and passenger numbers are curbed) city centres have suffered significant losses.

Page 107
Barnsley is now in a really interesting position. Like many medium sized towns in the UK Barnsley has been better equipped to weather the storm, partially due to not having city centre style assets to lose in the first place. It had no significant office market and no large department store anchoring its high street. It is in many ways a practical town centre, serving the needs of residents as much as visitors or commuters.

Because of this Barnsley is in an excellent position to respond to the emerging trends following the pandemic. It may need, as ADE Regeneration highlighted, to rethink its relationship with retail, reducing its floorspace by up to a third, but it is well placed to plug the gaps left behind.



People want to move out of city centres, away from cramped apartments, without completely giving up the amenities they enjoy. Barnsley can provide family houses in town centre neighbourhoods, with outdoor space and access to independent shops, café's, restaurants and culture. People want to work more flexibly, working from home sometimes and using office facilities when they need to. Barnsley can provide home office spaces, co-working facilities, spaces to

start a business and rail links to larger centres when and if they are needed. People want a sense of community, to live more connected and healthy lives. Barnsley can provide great walkable and cyclable streets, access to green spaces and a network of local businesses and facilities.

This new way of life is not just advantageous for Barnsley's recovery, its is also inherently sustainable and can support Barnsley's zero carbon ambitions.

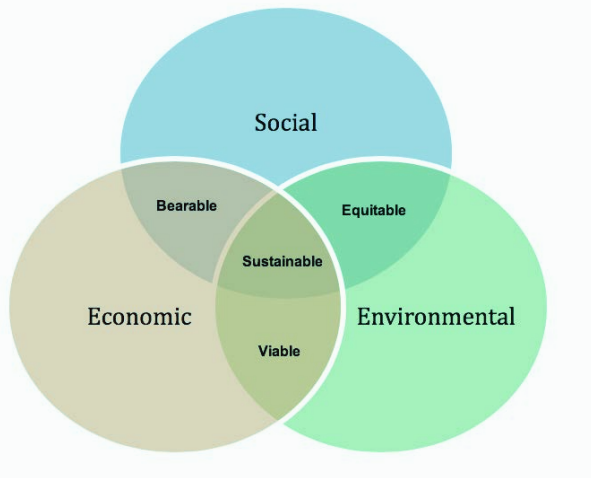
AN INCLUSIVE TOWN CENTRE

When we talk about a sustainability strategy it's important to think about this in its widest sense. Often sustainability is broken down into three parts: environmental (which many people are familiar with), economic and social.

Thinking about sustainability from a social point of view means seeing people as part of the planet and the environment

We were also inspired by Barnsley's network of equality forums to set some people-focused principles to guide our work and shape our ideas about what the town centre should be like in the future.

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The Three Pillars of Sustainability - University of Nottingham

PEOPLE FOCUSED PRINCIPLES



AN INCLUSIVE TOWN CENTRE

Be Age Friendly

Homes that meet people's needs as they get older, shops and services that are easy to access, friendly, vibrant public spaces that are easy to navigate, places to sit and slow down.

Be Child Friendly

Safe neighbourhoods that aren't dominated by cars, spaces to explore and play, a town centre that is fun and sparks creativity, places to learn and spend time with family.

Be Accessible to All

Affordable, reliable transport options that are easy to use, walking and cycling links that are easy to move through and navigate for everyone, whether they have disability or not.

Feel Inclusive

Spaces that feel safe and welcoming for everyone, a town centre that celebrates all the different people that live there and the value they bring to Barnsley.

Foster Community

Places where the people of Barnsley can come together, to celebrate events, relax, share food or work together for a common goal.

Support Healthy Living

Clean air, options for active travel (getting to where you're going on foot or by bike), green spaces, healthy food, warm, safe houses and businesses.

Although some of these ideas are focused on the possible needs of a specific group, most of them are things that everybody will benefit from: adults need to play and have fun sometimes, younger people can benefit from slowing down and sitting still occasionally, and you don't have to be a new resident to enjoy the feeling of a town that welcomes everybody.

SUSTAINABILITY

Sustainability Interventions

Retail

Culture

Skills/Employment

Housing

Green space

Connection

In-progress and existing projects

- Identify intervention points for the introduction of carbon reduction measures at key stages.
- Undertake retrofit of existing buildings, focusing first on high emitters, completing domestic buildings first and moving on to non-domestic (see full report for detailed case studies).
- Targeted demolition or change to lower emission use.

New buildings

- Fabric first approach.
- Set standards for new development.
- 2025 UK target for no gas boilers in new builds.

Carbon

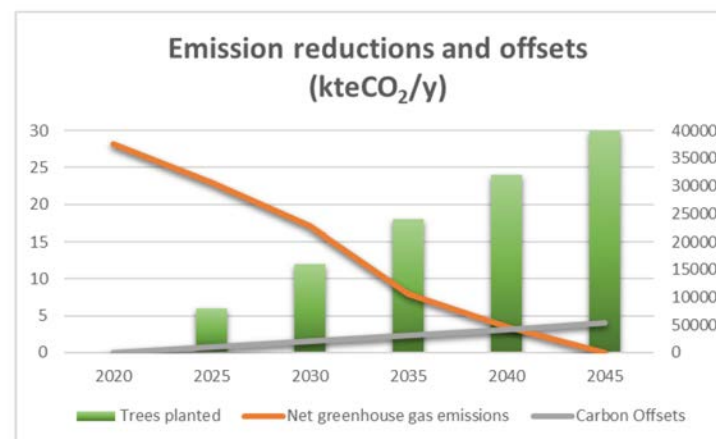
- Develop strategies to decarbonise energy supply.
- Offset residual emissions.
- Create and maintain green spaces.
- Monitor and transparently publish progress/carbon savings.

Further detail can be found in the LEDA Report “Zero Carbon Strategy for Barnsley Town Centre”

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From our baseline analysis, conversations with the client group and insights from the Town Centre Action Plan team we developed a set of themes with which to think about the next stages of work. Barnsley’s zero carbon agenda was the original focus of the commission and the client team have confirmed that

this should be the overarching principle that guides this project. The sustainability interventions therefore sit above the six themes (explained on page 15) and should be integrated into all of them. The following pages provide a summary of the approach that should be taken when doing so.



Extract showing emission reductions and offsets required along with approximate tree planting rate to provide the required offset for 2045.

There are a number of financial and structural approaches that could be taken to push forward and support the interventions listed on the previous page. This page provides an overview of some of the options and again more detail can be found in LEDA's "Zero Carbon Strategy for Barnsley Town Centre" report.

Levers and Strategies

- A "Green New Deal" for Barnsley Town Centre. A comprehensive public policy approach to address climate change and achieve other social aims like job creation and reducing income inequality.
- Grants for small businesses to make aesthetic and sustainability improvements. This could make use of Council borrowing ability to create a revolving fund.
- Power purchase agreements - funding and support to allow multiple small businesses to purchase sustainable energy collectively.
- Attractive leasing arrangements for new "green" businesses that meet certain standards, along with support for existing businesses to make changes.
- Organisation focused on supporting businesses and finding ways to incentivise them to make this transition. This could be a governance board with a number of organisations supporting it or could be a part of the Space Agency (see page 45) and would report back to the Positive Climate Partnership, which champions and co-ordinates local action on climate change.



CARBON NEUTRAL CITIES ALLIANCE

Framework for Long-Term Deep Carbon Reduction Planning

Developed for the Carbon Neutral Cities Alliance
by the Innovation Network for Communities

The Carbon Neutral Cities Alliance Report "Framework for Long-Term Deep Carbon Reduction Planning provides some useful examples of approaches that other urban areas have taken.

THEMES

Sustainability Interventions

Retail

Culture

Skills/Employment

Housing

Green space

Connection

The six themes sitting under the overall sustainability agenda have helped to guide our thinking about the future of Barnsley town centre. This section gives an overview of the themes, explaining the overall idea in each case and the reasons behind it.



Retail

What?

Reduce/diversify some retail floorspace while increasing independent, sustainable, local businesses.

Why?

- Improve town centre resilience following Covid 19.
- Build on the market and existing independent retail.
- Support local businesses.
- Lower reliance on vulnerable national retailers.
- Attract young people.



Culture

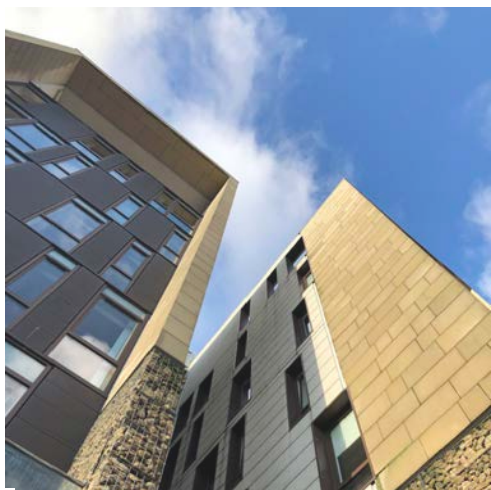
What?

Boosting Barnsley's existing cultural assets, linking them up and improving early evening options for food and drink.

Why?

- Build on good existing cultural offer.
- Boost early evening economy.
- Tie in with independent retail identity and town centre neighborhoods ideas.
- Attract visitors from a wider area and younger people.

THEMES



Skills/Employment

What?

Make Barnsley a great place to learn skills, start a business or work remotely.

Why?

- Support and retain young people.
- Boost local economy with “green” businesses.
- Facilitate working from home/flexible working trend.
- Build on existing educational assets and The Seam digital campus.



Housing

What?

Increase the resident population in and around the town centre with high quality housing.

Why?

- Local residents supported the town centre during Covid 19. Growing population will help recovery and reduce reliance on visitors
- Boost/support other measures.
- Address housing need.
- Encourage sustainable patterns of development and travel.



Green space

What?

Bringing more green and blue spaces into the town centre.

Why?

- Improve resident and visitor access to green space boosting mental and physical health.
- Enhance first impressions of the town centre.
- Create an attractive environment and soften hard landscaping.
- Improve biodiversity, climate resilience and air quality.



Connections

What?

Creating an inclusive, accessible town centre with good non-car travel options.

Why?

- Improve resident and visitor mental and physical health.
- Allow the town centre to function better and boost existing businesses.
- Improve air quality
- Encourage sustainable travel patterns.

SPATIAL STRATEGY

Page 114



The next step was to develop a high level spatial strategy for each of the themes. The sustainability components cut across all the themes and should be integrated at “intervention points” within

specific projects. The following diagram series illustrates our initial spatial strategy, which is then developed and refined into specific interventions in the next section.



Retail

- Contraction of inner retail core focused around The Glass Works, market and Alhambra Shopping Centre.
- Development of “retail reinvention zone” around the outer core, in which to explore diversification to independent retail and non retail uses including co-working spaces, makers workshops and housing where appropriate building stock exists.



Culture

- Development of a cultural “zone” around the existing cultural institutions: The Civic, Parkway Cinema, Lamproom Theatre, Cooper Gallery and Barnsley Museum.
- Public realm improvements/ activation of connecting streets and spaces: Eldon Street, Church Street, Mandela Gardens etc based around the early evening economy.
- Improvement of eastern connectivity out to the Metrodome.

SPATIAL STRATEGY



Skills/Employment

Page 115

Introduction of flexible offices, co-working spaces and studios.

- At The Seam Digital Campus to the north, such uses could help to diversify the offer of the existing masterplan and build connections with surrounding educational institutions.
- To the north west these could be introduced through intensification and have a relationship with Barnsley Sixth Form College

Housing

Drawing high quality housing from the surrounding suburbs into the town centre.

- Around Churchfields to the north west.
- Around gateways including junction reconfiguration where needed.
- Along Pitt Street and New Street with improved crossings over the West Way.
- Within The Seam masterplan.

Greenspace

- Improvement of existing green spaces and introducing additional larger green spaces around the periphery of the town centre, including through housing developments.
- Introduction of smaller scale green interventions into a zone in the core of the town centre: pocket parks, green roofs etc.
- Development of a “wellbeing route” of green links around the core of the town centre.

Connections

- Improvement of walking and cycling connections. Including a strong link between the Active Travel Hub at The Seam and the existing Interchange.
- Development of “wellbeing route” around the town centre core with improved walkability.
- “Taming” of the West Way with landscape softening, reconfigured junctions and crossings.
- Consolidated surface car parking into multi-storey.

CONSULTATION

The preceding sections, along with a first draft of the interventions list on the following pages was taken through a consultation process from 27th July to 30th September 2021.

Methodology

A summary of the draft town centre strategy was put on the Council website for view along with supporting documents assessing the property and development market in Barnsley, looking at how Barnsley has handled the Covid 19 pandemic and how it might respond to future challenges and detailed baseline information about the current carbon emissions of the town centre.

A wide range of Town Centre stakeholders were informed of the consultation, including Town Centre businesses, Market Traders and Equality Forums. A press release was issued to encourage anyone who was interested

in commenting or attending a workshop to get in touch. All stakeholders and residents were able to review the documents and give their views via an online form. Attendance at workshops was open to all who requested to attend.

We ran three stakeholder workshops at different times of day and on different days of the week to ensure that people could fit attendance around work commitments and caring responsibilities.

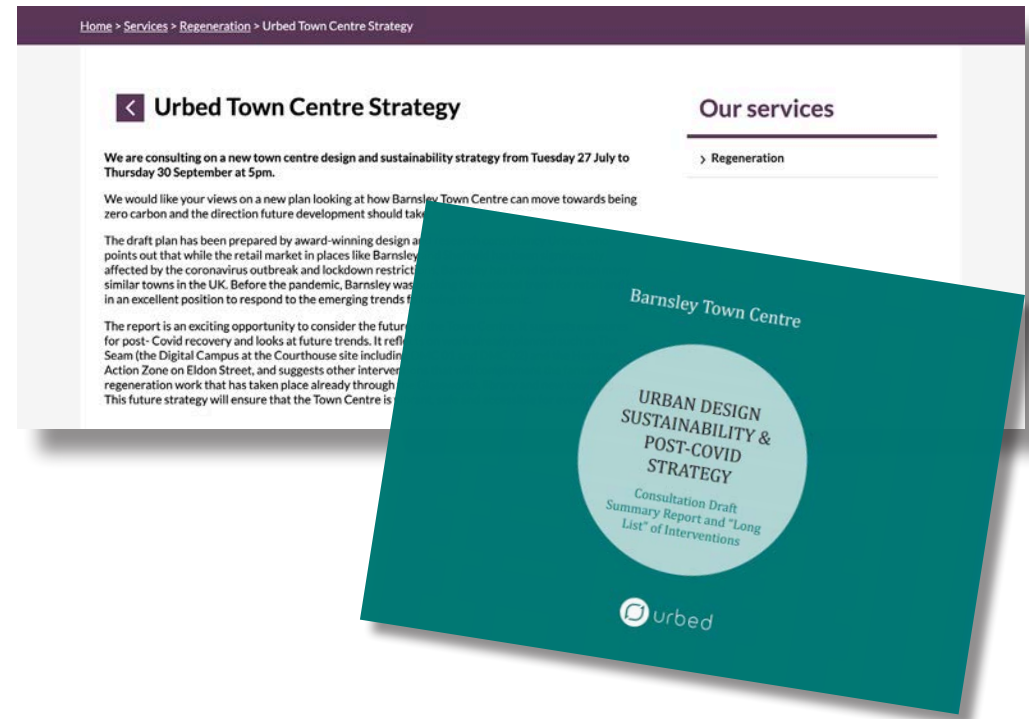
- Workshops were held on
- Thursday 9th September 2pm
 - Thursday 16th September 7pm
 - Saturday 18th September 10am

We also presented to Barnsley Youth Council who provided feedback on the draft work.

At each workshop URBED presented sections of the work completed to date, asking

attendees for their thoughts in between each section. Each session ended with a large sketch drawing of Barnsley Town Centre on screen and a free form discussion of attendees ideas about and for the future of the town.

We had hoped to conduct workshops in person but due to the pandemic all of the above were held online. Information about the project and draft was displayed in a prominent location in the town centre and residents could complete paper copies of the survey and submit them by post.



CONSULTATION

Outcomes

Over the course of the consultation process we learned a lot about how people who live and work in Barnsley see their town centre. There was general support for the approach we were taking with each theme and strong support for the aspiration of an inclusive town centre and the “people focused principles” guiding the strategy. Generally people were supportive of the sustainability aims, though there were reservations about things like car parking reduction and the practicality of cycling in a hilly town! We got a lot of feedback on our long list of possible interventions as well as some ideas for new interventions. These have helped to shape the final proposed list of interventions detailed on the following pages. They are organised by theme, and a later section shows how they can fit together within three “opportunity areas”.

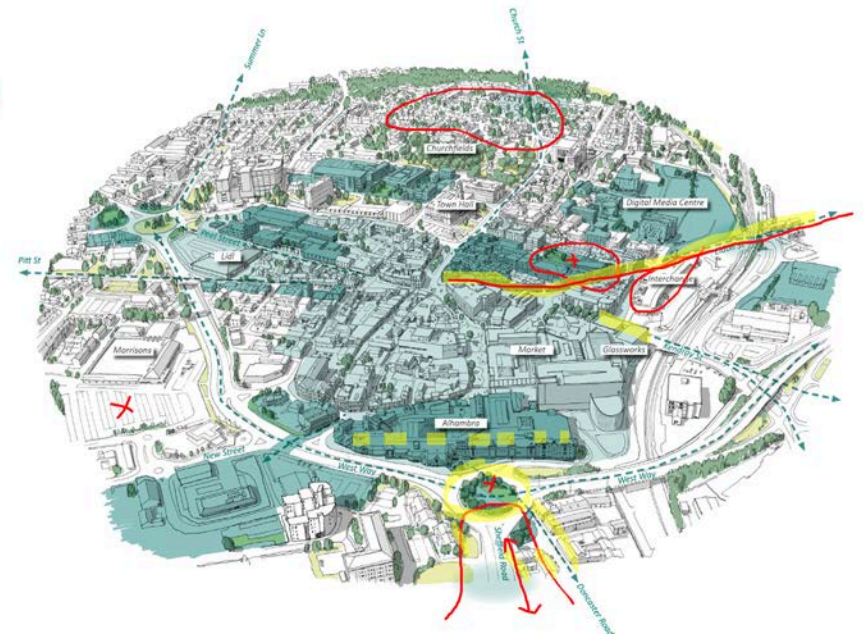


Extracts from the workshop presentation that was delivered to residents

Page 117

Your ideas!
Big moves or little projects

- Retail
- Culture
- Work
- Housing
- Greenspace
- Connections



FROM STRATEGY TO PROJECTS

The next section of the report takes us from our broad spatial strategy and long list of possible interventions, into a shorter list of projects for each theme. These have been guided by discussion with the client team, the consultation process, the sustainability aims and people focused principles we set at the start of the document.

In choosing these projects we've tried to bring together the various elements of this project: the

Page 118

design and appearance of the town centre, the need for it to reduce the amount of carbon it uses, and it's future economic success, all while making sure Barnsley is a great place for the people who live and work here. We've tried to select projects that bring all those different pieces together, to get the best possible outcomes from any investment.

For each theme there is a map showing the location of

the projects along with short description of each one. We've also shown whether the projects is likely to be short, medium or long term. Some projects fit under more than one theme. Where that happens we have shown the related projects underneath the text.

In some cases projects are also accompanied by "actions" - things that don't relate to a specific part of the town centre, but need to

Action C1: Designing Out Crime
The future design of all interventions will be required to incorporate Design to Avoid Crime principles, and take account of the Protect Duty around publicly accessible locations as necessary.

happen to deliver the strategy. Most of these relate to a particular theme, but Action C1: Designing Out Crime (*above*) applies to all the themes.



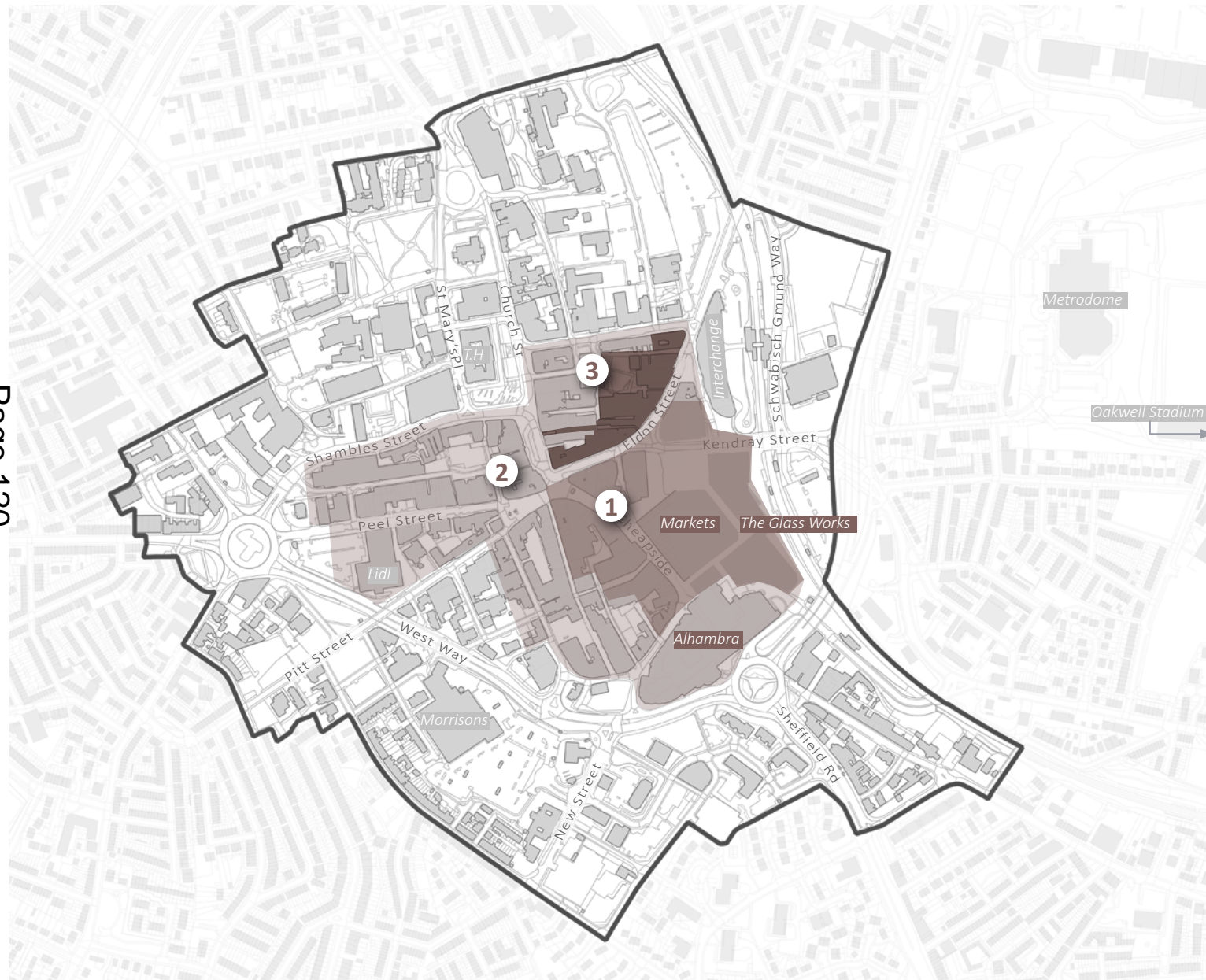
PEOPLE FOCUSED PRINCIPLES



After the themed projects there is:

- A 3D sketch of the town centre showing project locations.
- Mini- masterplans showing how key areas could look in the future.
- Advice on how to deliver the strategy including rough costs and next steps for each project.
- A sustainability action plan which sets out how this can be done in a way that supports Barnsley's carbon reduction targets.





1



Inner Retail Core

The inner retail core is defined around The Glass Works, Markets and a new public square.

Action R1: Inner Retail Core

The Inner Retail Core defined on the diagram opposite will be the focus for new and relocated retail floorspace. National brands and multiple retailers should be preferentially located here. Independent retail will also be supported.

Justification: to ensure that the anticipated 20-40% retail reduction (KPMG 2021) is managed in a way that preserves the core function of the very centre of town.

S
L

RETAIL PROJECTS

2



Retail Reinvention Area

The retail reinvention area covers the area around Church Street, Eldon Street, Shambles Street, Pitt Street, Wellington Street, Market Street, Regent Street, Peel Street and the Alhambra Shopping Centre.

Action R2: Retail Reinvention Area Continued

and enhance areas of historic value and significance.

A Council “Space Agency” will be established to buy up and lease vacant units to new businesses, and provide financial support for aesthetic and sustainability improvements. Peel Street and Peel Street Arcade should be prioritised.

This concept could be branded as “Indy Town”.

Justification: *to direct the anticipated 20-40% retail reduction (KPMG 2021) away from the inner retail core. To support independent, sustainable businesses and improve the appearance of the centre.*

3



Eldon St and Regent St South

As part of the Heritage Action Zone frontages along Eldon Street will be improved. This could include independent retail at the ground floor, especially within the Victorian Arcade.

The green space at Regent Street South could be activated by pop up shops to expand the offer in the area. This could serve as a test bed for independents who could then be supported to take more permanent units.

The strategy for this area incorporates several other themes (below). The relationship between projects that sit across more than one theme is explained more in the “Opportunity Area” section

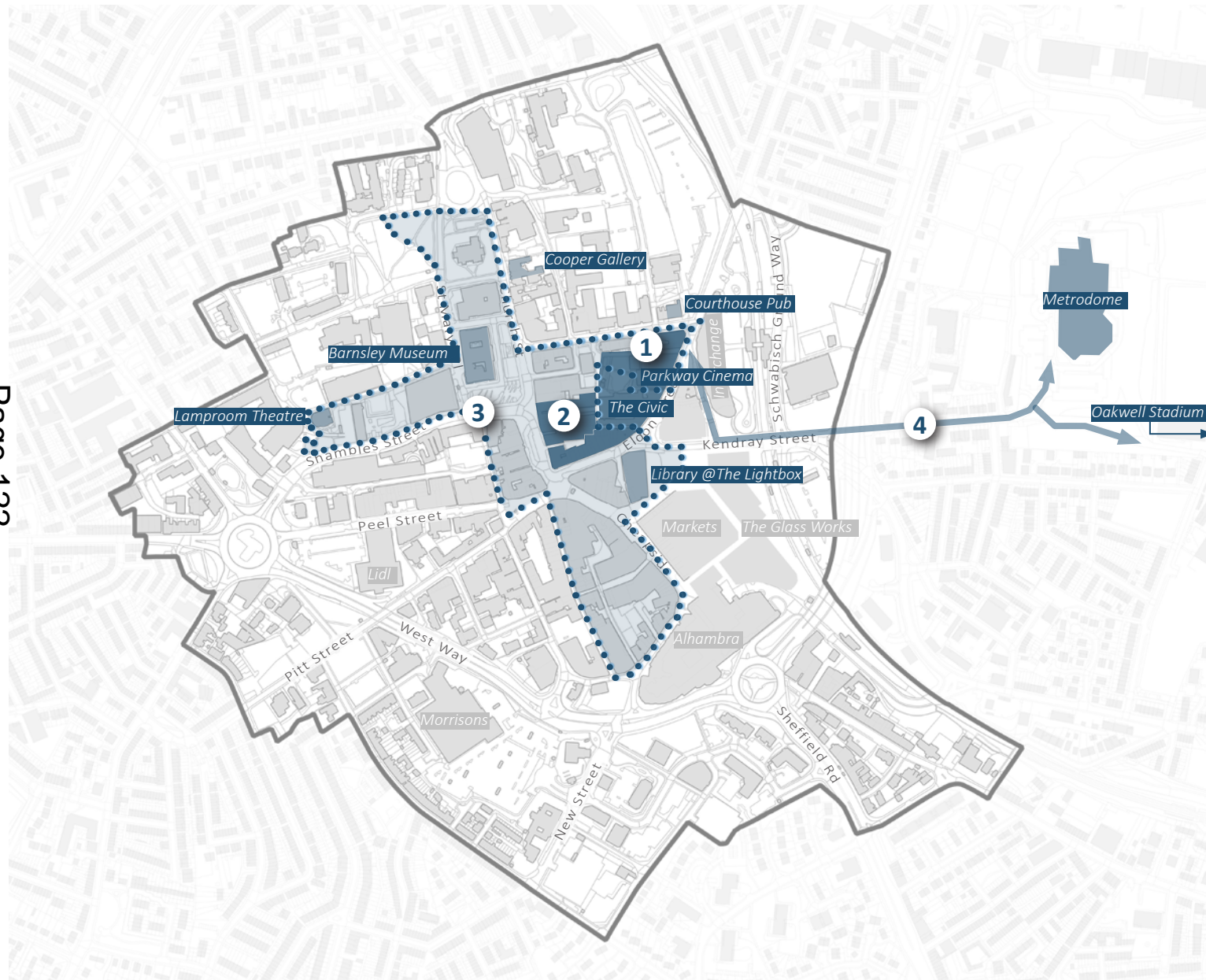
Culture - 1

Housing - 1

Connections - 7

Action R2: Retail Reinvention Area

In the Retail Reinvention Area defined on the diagram opposite diversification away from retail towards all other uses will be supported, provided ground floors remain active. New, independent businesses, including some retail, will also be supported. Development should preserve



Approach

We will celebrate and enhance Barnsley's existing cultural offer, improving the spaces and connections in a cultural "zone" around the existing institutions. A Wellbeing walking route will link up venues and provide a focus for changing art and cultural events. An improved link to the Metrodome and Oakwell Stadium will connect into the route, encouraging visitors into the town. New food and drink business will be encouraged to improve the early evening economy with family-friendly, pre-event options.

CULTURE PROJECTS

1



2



3



4



Eldon St and Regent Street South

Frontages along Eldon Street will be improved through the Heritage Action Zone, preserving and enhancing Barnsley's historic culture.

Eldon Street also includes two key cultural institutions; the Civic arts centre and the Parkway cinema. The physical relationship between these uses, Eldon Street and the green space at Regent Street South (which includes Mandela Gardens) should be improved. Work is already underway on the alleyway linking Eldon Street and the Civic with lighting and activation. The green space could also be activated with "screen on the green" film events, market stalls or outdoor cultural festivals.

George Yard and The Arcade

George Yard and the western end of the Victorian Arcade could be a hub for food and drink uses. This would provide family friendly, early evening venues for visitors to the Civic, Parkway cinema and other cultural venues.

George Yard already has a number of bars. Further food and drink uses should be encouraged in this area and at the western end of the Victorian Arcade including cafe's and independent food retailers to ensure day and evening activity. Improvements to paving at George Yard were made recently could be further enhanced by the addition of lighting, street furniture and planting, taking into account servicing requirements.

Wellbeing Route

A marked walking route that links Barnsley's many cultural institutions and public open spaces, starting and ending at the Interchange. It will be culture-led but have multiple functions. It could be the focus for events like "Routed" a temporary art project.

The route shown is illustrative and should be developed further in consultation with stakeholders. The final path should be accessible for people with different mobility needs. It should include places to sit and consider the location of public toilets as well as lighting and safety measures.

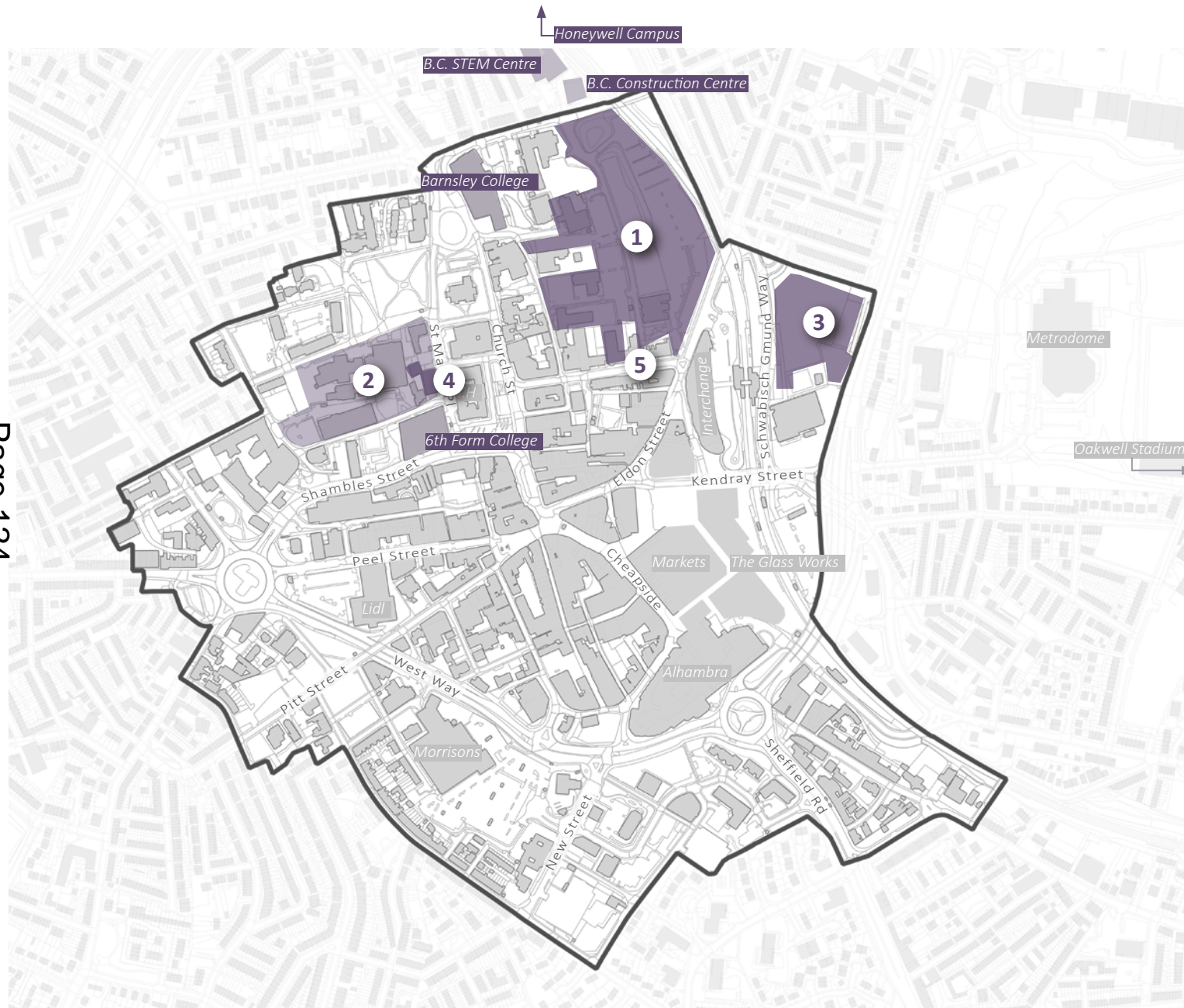
Connections - 6
Greenspace - 5

Metrodome and Oakwell Link

The Metrodome and Oakwell Stadium attract plenty of visitors. However most arrive by car and leave without visiting the town.

Improving the walking and cycling connection with the town and Interchange would encourage visits and support more event travel by public transport. Medium term measures could include signage, temporary planting, and publicity of town centre attractions. Long term measures could include surfacing improvements, lighting and permanent green infrastructure linked to a new Market Gate bridge.

Connections - 8
Greenspace - 4



The Seam

The Seam is Barnsley's emerging digital campus combining digital and creative businesses, housing, green spaces, new connections and an active travel hub. It is a key priority for the town.

The masterplan is already in development but opportunities for additional boosts to Barnsley's skills/employment offer should be explored including higher education links. The scheme should also seek to enhance pedestrian connectivity via an active travel route between the Interchange and Honeywell Sports Campus.

Housing - 3

Greenspace - 3

Connections - 9

SKILLS AND EMPLOYMENT PROJECTS

Young Town: a set of interventions to support young people

2



Westgate Area

The area includes older buildings that are not energy efficient or fit for purpose including 1 - 2 storey precinct and a modernist office tower. Much of the block is taken up with surface car parking and the built form is fractured.

Long term there is scope to intensify the area with mixed use development, making better use of land and creating activity at street level through a combination of retention, retrofit, demolition and infill.

The proximity of the Town Hall and the potential refurbishment of Experience Barnsley could provide a catalyst.

3



Youth Zone

The Youth Zone would offer a wide range of physical and recreational activities for young people as well as personal development and informal education to help raise aspirations and improve prospects.

Design work is currently underway to develop a complimentary use to the Youth Zone establishing a dedicated inclusive and welcoming young person zone in the heart of the town centre. The complimentary design will form part of a hybrid planning application for the site.

4



Northern Academy for Vocal Excellence

The Northern Academy for Vocal Excellence (NAVE) would be a permanent home to Barnsley Youth Choir in the town centre. It will engage with other organisations to provide a hub for singing regionally and nationally, hopefully building an international reputation.

It will be located at Barnsley Council's former Computer Centre building on the corner of St Mary's Place and Westgate.

5

Employment and Skills Hub

A key theme of the borough's employment and skills strategy is to improve visibility of /access to learning, skills and employability support. A work and skills hub in the Town Centre will maintain a visible presence for the employment and skills services that are provided to residents.

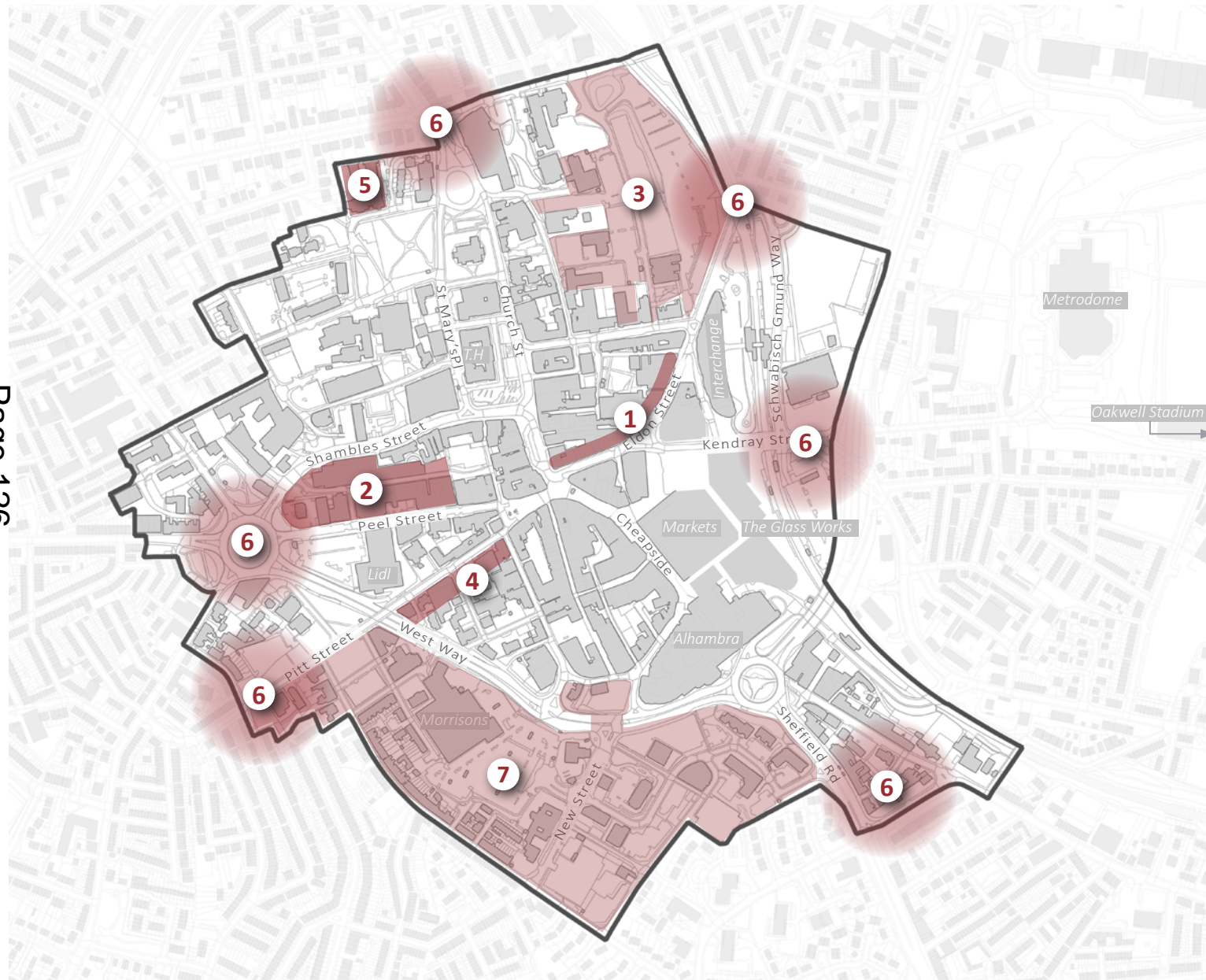
Action SE1: Home Working

The inclusion of home offices and work spaces is encouraged in housing developments.

Action SE2: Digital Connectivity

Providing fast and stable digital connections for homes and businesses is a priority in the town centre.

See also: **Action R2: Outer Retail Core** which encourages new independent businesses.



Approach

The overall aspiration is to increase the amount of high quality housing within the town centre. This should be sustainable and cater to a range of ages and needs. The following list represents a possible starting point and further opportunities for homes in the town centre may come forward in future.



Eldon Street

Housing is being incorporated into the upper floor of the Harral's building as part of the Heritage Action Zone. Similar proposals will be considered on their merits.

Culture - 1

Connections - 7

HOUSING PROJECTS



Peel St North

Partial demolition of existing buildings. New mid-density housing + active ground floor uses. Land assembly needed for delivery.



The Seam

Development will incorporate housing, creating a vibrant and sustainable neighbourhood where people live, work, learn, try new ideas and enjoy public spaces.



Pitt Street

The development of new and retrofitted mid-density housing along Pitt Street. A pilot project could test a few units with the potential to expand along the whole street.



Berneslai Close

McCarthy Stone retirement living development comprising 49 one and two bedroom apartments for the over 60s. This project is already in progress.



Gateways

Sustainable retrofit and refurbishment at gateway locations and on arterial routes heading in and out of the town, including around Town End Roundabout. Demolitions may be considered where retrofit and refurbishment is not sufficient to address amenity issues (e.g. noise, air quality) and where space is required for provision of active travel and public transport infrastructure.

Connections - 4



Southern Fringe Opportunity Area

New housing and a change of the overall use and character of the New Street area is a priority, including improvements to the West Way crossing into the town centre. In the wider Southern Fringe Opportunity Area no specific sites have been identified but the area has potential to deliver housing close to the town centre.

Green Space - 1

Connections - 1

Action H1

New and retrofitted homes in Barnsley Town Centre will be required to conform to strict standards around sustainability. Standards will be agreed during pre-application discussions while definitive guidance is developed. The Council will play an active role in delivering low carbon homes through development partnerships and land assembly



Southern Fringe Opportunity Area

New green space and greened streets/crossing points could be delivered as part of new housing in and around the Southern Fringe Opportunity Area, with New Street being the priority. In this area there is an opportunity to deliver new public green spaces for residents within new housing schemes, as well as include planting and green infrastructure at an improved West Way crossing leading into the town centre.

Housing - 7
Connections - 1

GREEN SPACE PROJECTS



2 West Way and Alhambra Roundabout

The West Way currently presents a significant barrier to getting into the town centre from the south and doesn't provide a positive experience for pedestrians and cyclists. Along with the connectivity improvements in the next section, greening the West Way would soften its appearance and could improve air quality. The pedestrian routes at the Alhambra Roundabout could be a particular area of focus for additional planting and public realm improvements.

Connections - 2



3 The Seam

New green spaces and green links will be delivered as part of the Seam digital campus masterplan.

Skills and Employment - 1

Housing - 3

Connections - 9



4 Green Connections

Street trees and greening along key routes in and out of town centre and at key gateways.

Connections - 3, 5 and 8

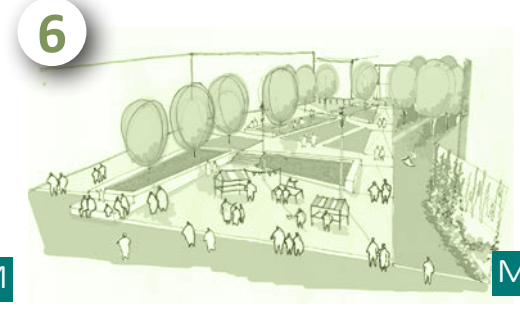


5 Wellbeing Route

The marked walking route referenced in the Culture section also provides an opportunity to green key streets within the town centre. A “anything and everything” approach could be taken, greening areas over time through a series of smaller projects, incorporating planting, street trees, green walls, pocket parks with places to pause and sit down or even food growing areas.

Culture - 3

Connections - 6



6 Urban Park

An urban park for the town centre at Cheapside/Albert Street - a green and blue (incorporating water) space for residents to socialise and spend leisure time. Embodied carbon associated with any demolition should be carefully considered, following a circular economy model to reuse materials. The park could provide a play area, “micro forest” and space for market stalls.



New Street Crossing
Improvements to crossing over West Way and New Street and improved gateway to the town centre to be delivered as part of Southern Opportunity Area.

Housing - 7
Green Space - 1



West Way
Integration of improved walking and cycling connections both across and along the West Way.

Green Space - 2

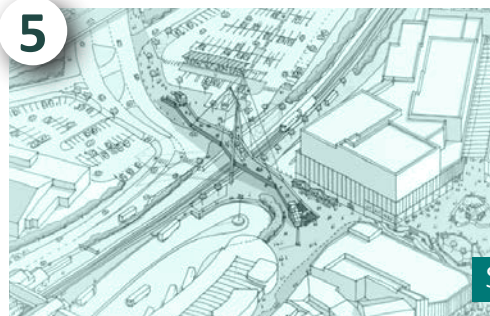
CONNECTIONS PROJECTS



3 Routes in and out of town

Improvements to walking and cycling connections in and out of the town to improve access for surrounding neighborhoods.

Green Space - 4



5 Market Gate Bridge

Walking, cycling and public realm improvements around Market Gate Bridge, joining up with Metrodome and Oakwell project.

Culture - 4



7 Eldon Street Access

Improved access to Regent Street South and the Civic

Culture - 1

Housing - 1



9 The Seam

New links and connectivity through the Seam digital campus masterplan.

Skills and Employment - 1

Housing - 3

Green Space - 3



4 Gateways

At key gateways in and out of the town centre, refurbishment and new development at higher densities will be encouraged, provided it is well designed and sensitive to the context.

Housing - 6



6 Wellbeing Route

The marked walking route described in previous sections is an opportunity to improve the connectivity and quality of access *within* the town centre.

Culture - 3

Green Space - 5



8 Green Sprints

Cycling and walking routes in and out of the town centre, including the route through a proposed 'green zone' around the Metrodome and Oakwell area and A61 link.

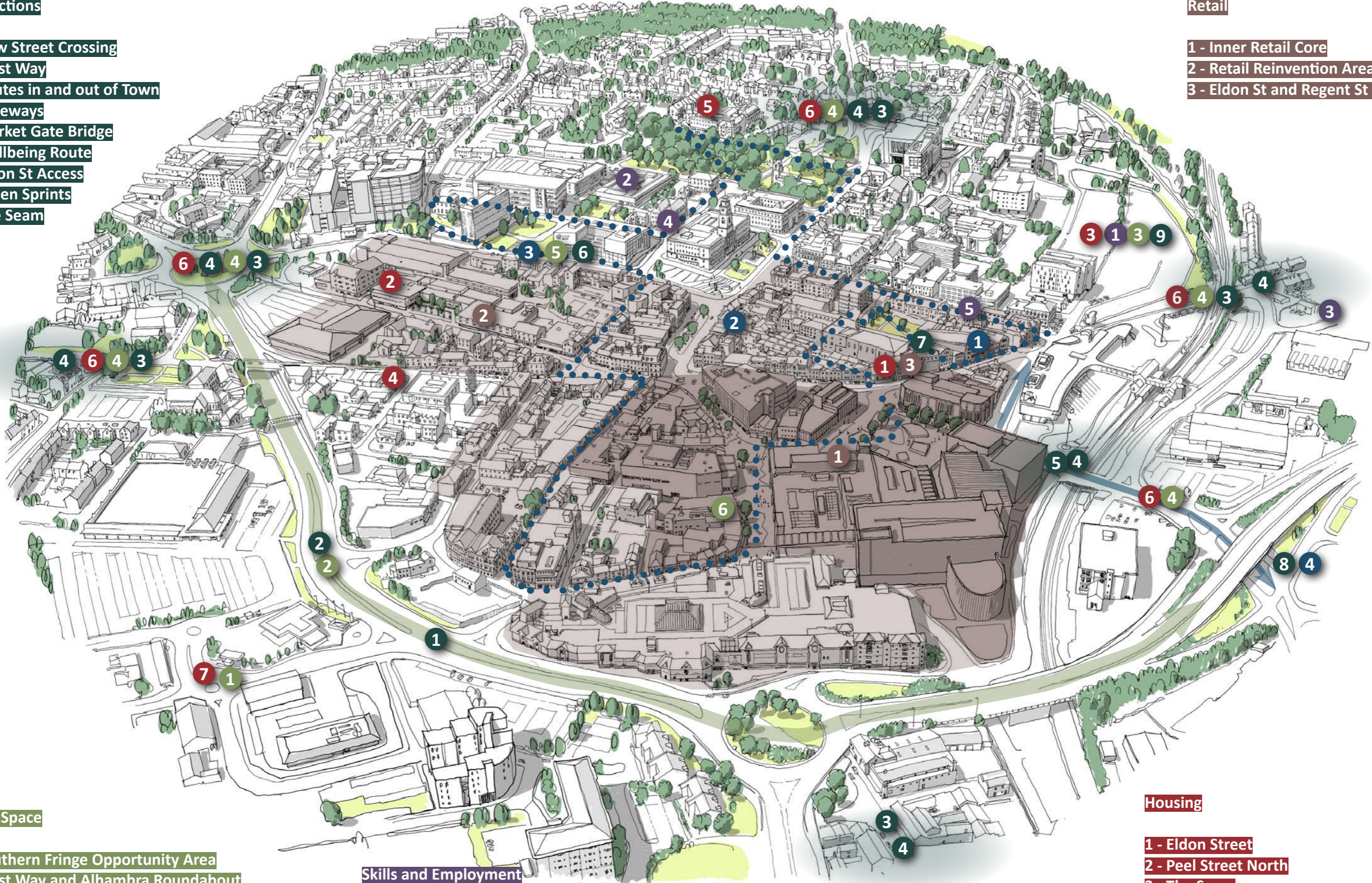
Culture - 4

Connections

- 1 - New Street Crossing
- 2 - West Way
- 3 - Routes in and out of Town
- 4 - Gateways
- 5 - Market Gate Bridge
- 6 - Wellbeing Route
- 7 - Eldon St Access
- 8 - Green Sprints
- 9 - The Seam

Retail

- 1 - Inner Retail Core
- 2 - Retail Reinvention Area
- 3 - Eldon St and Regent St South



Green Space

- 1 - Southern Fringe Opportunity Area
- 2 - West Way and Alhambra Roundabout
- 3 - The Seam
- 4 - Green Connections
- 5 - Wellbeing Route
- 6 - Urban Park

Skills and Employment

- 1 - The Seam
- 2 - Westgate Arena
- 3 - Youth Zone
- 4 - Northern Academy for Vocal Excellence
- 5 - Employment and Skills Hub

Culture

- 1 - Eldon St and Regent Street South
- 2 - George Yard and The Arcade
- 3 - Wellbeing Route
- 4 - Metrodome and Oakwell Link

Housing

- 1 - Eldon Street
- 2 - Peel Street North
- 3 - The Seam
- 4 - Pitt Street
- 5 - Berneslai Close
- 6 - Gateway Retrofit
- 7 - Southern Fringe Opportunity Area

OPPORTUNITY AREAS



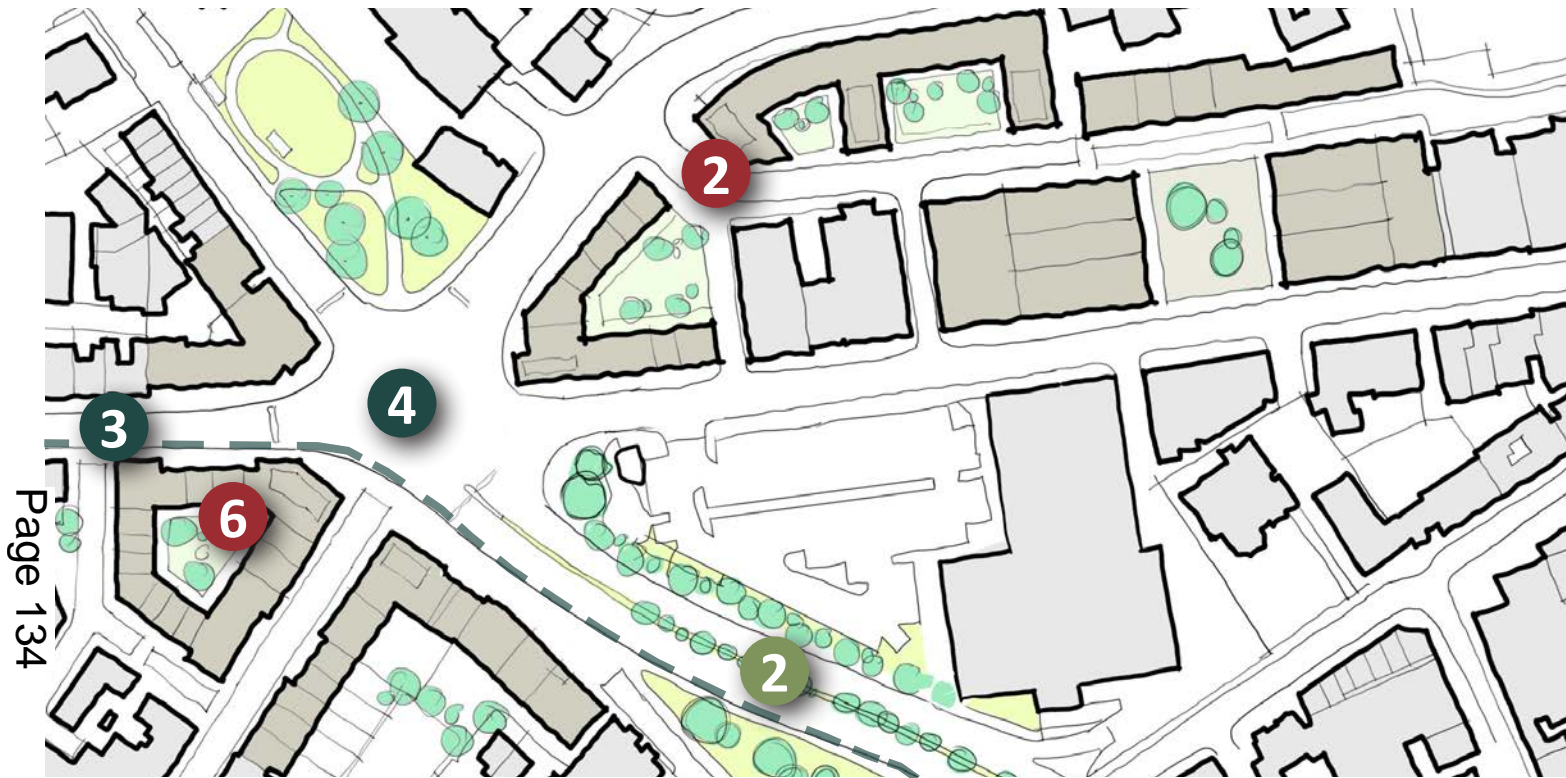
Selecting the Opportunity Areas

We've selected three "opportunity areas" for which we have developed mini-masterplans, along with some more information on what the "multi-purpose route" might look like.

These areas were chosen because they:

- Are areas of the town centre where land is not being used as efficiently as it could be/is not meeting its full potential.
- Are areas where a number of the interventions on the previous pages are located
- Cut across a number of different themes within the strategy - providing an opportunity to show how they work together to create better places.

The Wellbeing route has been included as a key idea which could knit everything together.



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Housing - 2

Peel St North

Partial demolition of existing buildings including Peel Street Arcade. New mid-density housing + active ground floor uses. Land assembly needed for delivery.

Green Space - 2

West Way and Alhambra Roundabout

Greening the West Way, softening it's appearance and improving air quality. Planting and public realm improvements.

Connections - 3

Routes in and out of town

Improvements to walking and cycling connections in and out of the town to improve access for surrounding neighborhoods.

Housing - 6

Gateway Retrofit

Sustainable retrofit and refurbishment at gateway locations and on arterial routes heading in and out of the town, including around Town End Roundabout. Demolitions may be considered where retrofit and refurbishment is not sufficient to address amenity issues (e.g. noise, air quality) and where space is required for provision of active travel and public transport infrastructure.

Connections - 4

Gateways

At key gateways in and out of the town centre, refurbishment and new development at higher densities will be encouraged, provided it is well designed and sensitive to the context.

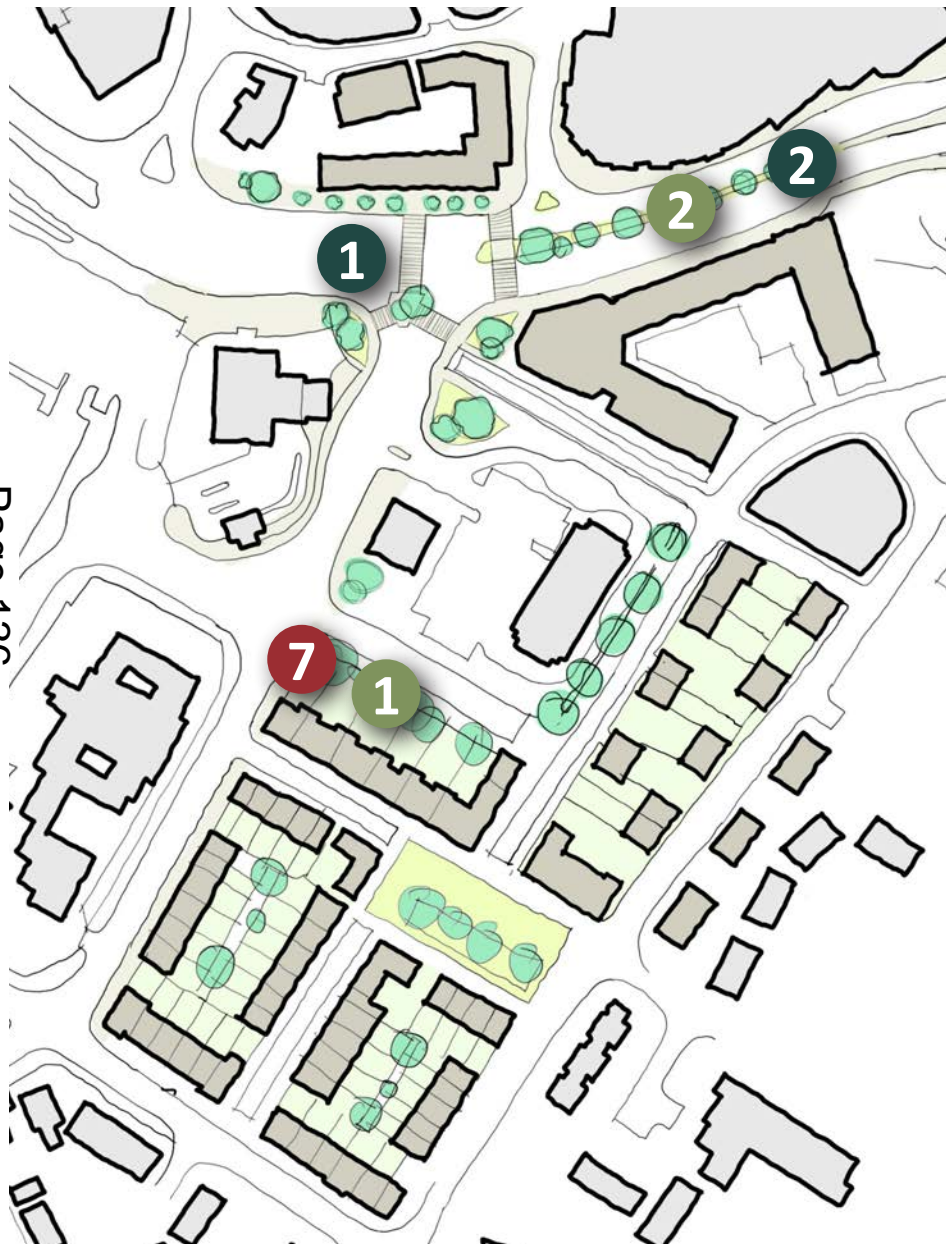
PEEL STREET AND TOWNEND: PRECEDENTS

See "References" for full details and image credits



2 Town centre greening - Grey to Green, Sheffield
 3 Improved pedestrian and cycle routes - Sauchiehall Street, Glasgow
 2 Mid density mixed use - Cornish Steel Works, Sheffield
 6 Terrace retrofit -Energiesprong, Nottingham
 4 Mid density infill - Great Eastern Buildings, Hackney and housing refurbishment - Woodnook, Hyndburn





Housing - 7

Southern Fringe Opportunity Area

New housing and change of overall use and character. A particular focus on the area around New Street as a priority to deliver housing close to the town centre.

Green Space - 1

Southern Fringe Opportunity Area

New green space to be delivered across the southern fringe opportunity area as part of housing developments, with a particular focus on the area around New Street.

Connections - 1

New Street Crossing

Improvements to crossing over West Way and New Street and improved gateway to the town centre to be delivered as part of New Street area housing development.

Green Space - 2

West Way and Alhambra Roundabout

Greening the West Way, softening it's appearance and improving air quality. Planting and public realm improvements.

Connections - 2

West Way

Integration of improved walking and cycling connections both across and along the West Way.

NEW STREET NEIGHBOURHOOD: PRECEDENTS

See "References" for full details and image credits



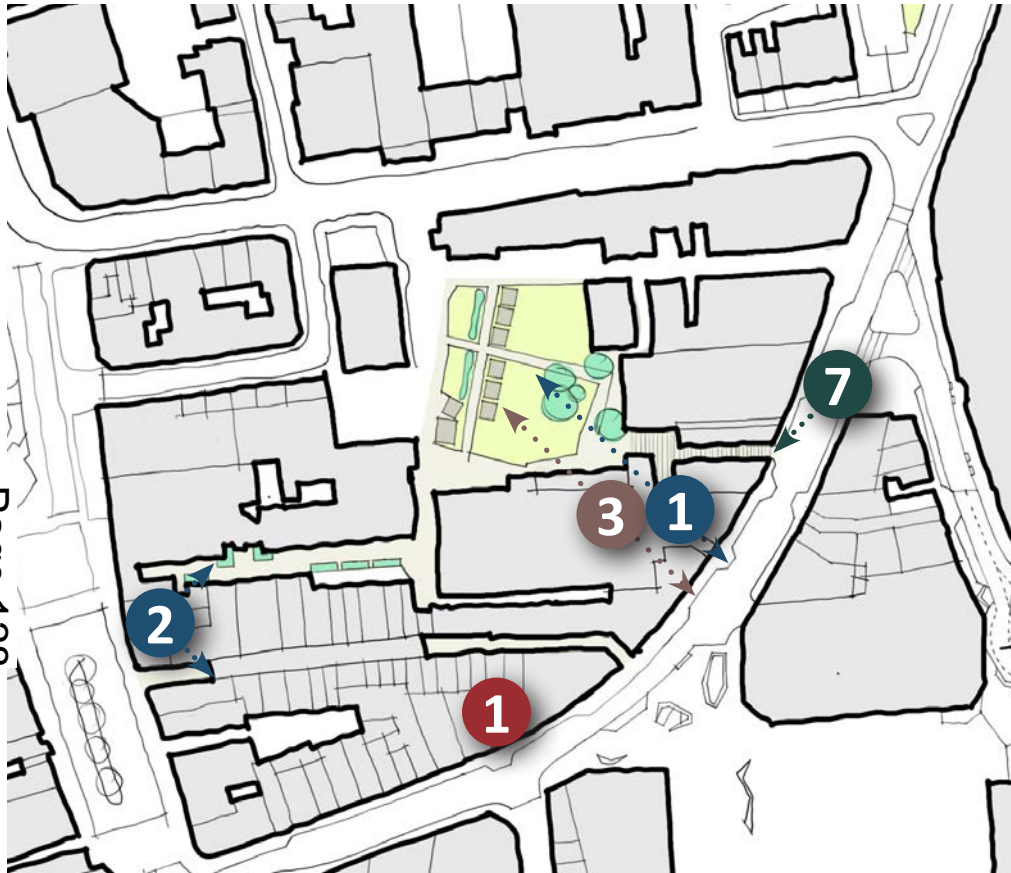
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7 - New low carbon neighborhoods:
Goldsmith Street - Norwich, Citu - Leeds,
Lenton Green - Nottingham.

1 - Neighbourhood green spaces: Lenton
Green- Nottingham, Goldsmith Street -
Norwich, Rochester Way - Greenwich

1 - Improved, green crossing: Westblaak,
Rotterdam



Connections - 7

Eldon Street Access

Improved access to Regent Street South and the Civic.

Housing - 1

Eldon Street

Housing incorporated into the upper floor of the Harral's building as part of the Heritage Action Zone. Similar proposals will be considered on their merits.

Retail - 3

Culture - 1

Eldon St and Regent St South

As part of the Heritage Action Zone, frontages along Eldon Street will be improved, preserving and enhancing Barnsley's historic culture. This could include independent retail at the ground floor, especially within the Victorian Arcade.

The street includes two key cultural institutions; the Civic arts centre and Parkway cinema. The relationship between these uses, Eldon Street and the green space at Regent Street South should be improved. Work is underway on the alleyway linking Eldon Street and the Civic with lighting and activation. Such interventions could also benefit the middle section of the Civic.

The Regent Street South green space could be activated with "screen on the green" film events, outdoor cultural festivals and pop up shops. These could serve as a test bed for independents who could then be supported to take more permanent units.

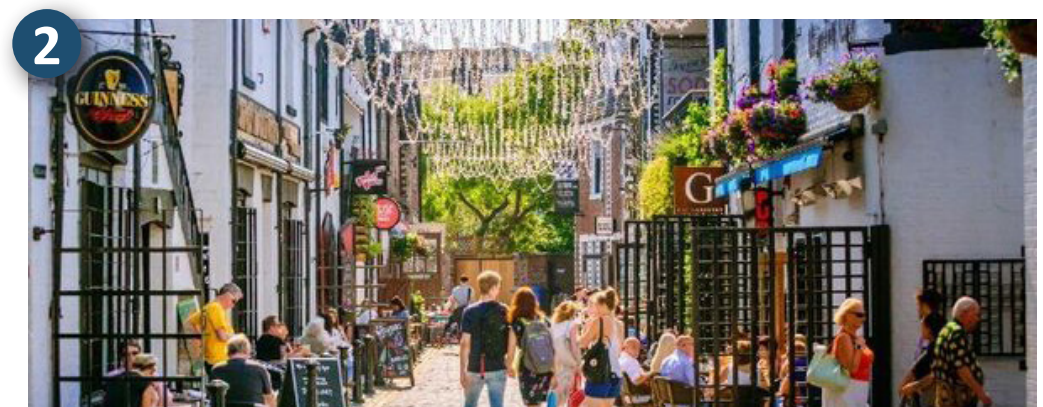
Culture - 2

George Yard and The Arcade

George Yard and the western end of the Victorian Arcade could be a hub for food and drink uses. This would provide family friendly, early evening venues for visitors to the Civic, Parkway cinema and other cultural venues. Further bars and restaurants should be encouraged in this area and at the western end of the Victorian Arcade. Improvements to paving at George Yard were made relatively recently and the area could be further enhanced by the addition of lighting, street furniture and planting, taking into account servicing requirements.

ELDON STREET BLOCK: PRECEDENTS

See "References" for full details and image credits



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1/3 Independent retail and culture: Gabriels Wharf South Bank, Gillett Square, Hackney

2 Activated yard/lane: Ashton Lane - Glasgow, Arcade as food and drink destination: Passage des Panoramas - Paris

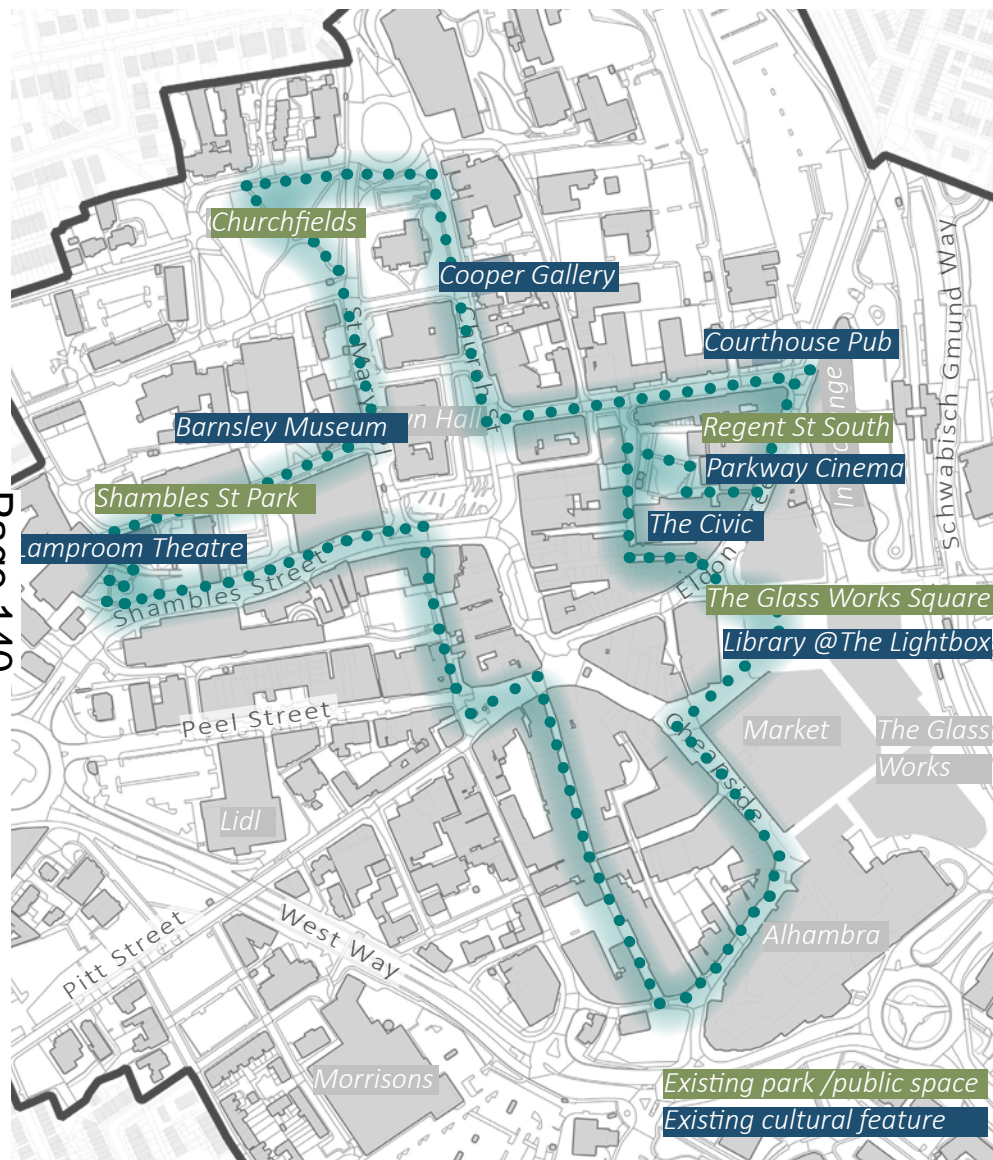
1 Heritage housing conversion above retail: Bishops Stilton

7 Improved alleyway: Joys Entry - Belfast



WELL-BEING ROUTE

Page 140



Possible route - for illustrative purposes only

A marked walking route that links Barnsley’s many cultural institutions and public open spaces, starting and ending at the Interchange. It will be culture-led but have multiple functions. It could be the focus for events like “Routed” a temporary art project.

The route shown is illustrative and should be developed further in consultation with stakeholders. The final path should be accessible for people with different mobility needs. It should include places to sit and consider the location of public toilets as well as lighting and safety measures.

The marked walking route also provides an opportunity to green key streets within the town centre. An “anything and everything” approach could be taken, greening areas over time through a series of smaller projects, incorporating planting, street trees, green walls, pocket parks with places to pause and sit down or even food growing areas.

It is also an opportunity to improve the connectivity and quality of access within the town centre.

WELL-BEING ROUTE

See "References" for full details and image credits



Health, wellbeing and sustainable travel: Oxford Health Routes

Incorporating art or linking to local cultural events: The Wander Art Trail in Mayfair and Belgravia

Local food growing projects along the route: Incredible Edible Levenshulme and Todmorden

DELIVERING THE STRATEGY

The following pages summarise reporting undertaken by ADE Regeneration and propose a way forward for delivering the strategy. They should be read in conjunction with the Sustainability Action Plan detailed in the next section, which should guide that way that this delivery strategy is enacted.

Introduction

The proposed URBED strategy sets a future vision for what Barnsley Town Centre should be. In order to get there a series of minor and major changes will be required. Some of these interventions are already well defined and planned for, whilst others need starting from almost a blank sheet.

The table on pages 48-53 summarises these core interventions, likely costs and most probable means of delivery. Our summary is based on a desk-top review of available evidence, but not any form of technical detail or feasibility studies. We outline where further work is required to establish the project, cost and delivery route. All costs, unless otherwise stated, are purely illustrative to give a sense of the scale of intervention required.

Retail

The strategy proposes focusing traditional retail in a tight area around The Glass Works, with a retail reinvention area of more independent shops and a diverse range of other uses, possibly branded as “Indy Town”. Retail around the periphery of the town centre over-time will be expected to shrink and move closer to the retail centre. In order to achieve this the Council will need to concentrate on filling the empty units in The Glass Works.

The retail reinvention area and the rest of the town centre, will undergo a period of transition. In order to mitigate the scarring of this transition (empty units, physical deterioration) we have proposed the Council consider playing an active role through the creation of a Space Agency. This would be an independent body established to help bring novel and interesting uses into vacant

spaces, which could be meanwhile or permanent uses. URBED have previously been involved in the development of a similar organisation in Garston, where small businesses were enticed in to occupy empty units with lower rents. A team with a unit on the high street would market vacant properties and refurbish and maintain them to improve the attractiveness of the street.

A similar organisation in Barnsley could support the diversification of uses in the retail reinvention area and periphery of the high street, support local businesses and support the implementation of carbon saving measures, reporting back to the Positive Climate Partnership, which champions and co-ordinates local action on climate change.

This Space Agency would require revenue funding to pump-prime its

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Further detail can be found in Taking the Barnsley Town Centre Strategy Forward to Deliver (2022) produced by ADE Regeneration

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early activities and we recommend the possibility of exploring central government funding opportunities for this purpose.

Culture

For a town the size of Barnsley the cultural assets in the town centre are already strong, with enhancements over recent years with the improvements to the Civic, new library and Cinema. The Northern Academy for Vocal Excellence will further add to this. The Strategy therefore concentrates on making the most of the existing assets, but improving links between them, creating space to and uplifting the aesthetics of the core cultural area. Activating George's Yard and introducing Food and Beverage retail in the arcade are proposed interventions. The collection of green space and connection improvements we propose are packaged together as part of a wider town centre programme of public realm interventions.

The ownership structure of George's Yard and Eldon Street make any comprehensive development plans complex and possibly unnecessary. The series of interventions are therefore smaller in scale on purpose and looking to build on the existing building masses and attractions.

Skills & Employment

Barnsley College is a great asset for the town centre and will be core to it for many years to come. The Council should continue to facilitate the College's growth.

A Youth Zone is proposed for the town centre. Youth Zones are purpose-built spaces that provide young people aged between eight and nineteen, or up to twenty five with a disability, affordable access to high-quality sports, arts and leisure facilities and activities. From our knowledge of the Youth Zone activities elsewhere this is likely to have a very significant

positive impact on Barnsley Town centre. To highlight its impact we recommend that a baseline of the town centre economy is undertaken before and after the Youth Zone programme. training opportunities for local young people and should be facilitated.

The Council now has secured funding to undertake some enabling works which will improve the viability and attractiveness of The Seam masterplan site. The Council is well underway in moving forward with a next phase of development that would deliver a multi-storey car park, travel hub and some key elements of public realm. This unlocks the ability to build on the surface level car park and improves the viability of the remainder of the site. Beyond the early phases we believe there is appetite from developers to move forward delivery quickly on this site. The Council may wish to retain control of future

phases of development or seek a development partner. There is likely to be strong market demand for the delivery of a hotel, housing and, subject to grant being used to fill a viability gap and the Council taking a lead, also commercial offices to expand the existing digital campus. The Westgate area offers opportunities for mixed use and higher density employment space and housing. This is an area where we recommend the Council spend more time through a feasibility study establishing the development potential for the area and what actions it needs to undertake to achieve this.

Housing

The strategy highlights several areas where housing should be bought into the town centre to increase the diversity of uses and help the transition away from retail in peripheral areas. Whilst there are obvious places housing

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could be delivered by the private sector as part of wider more comprehensive developments (e.g. The Seam), other areas such as Peel Street and Pitt street will be more complex to achieve change (owing to fragmented land ownership and viability constraints). We outline a series of these sites where more detailed feasibility work is required and that are likely to require some form of gap funding to achieve viability.

interventions are packaged together as a programme. We recommend that a programme of more detailed studies is undertaken to establish the designs and costs of these. Once completed, a holistic vision for public realm improvements and a delivery strategy can be established. At this point we would suggest the Council consider whether the programme forms part of a comprehensive town centre improvement project that could access central government funding when new funding is announced.

against its objectives, the Council should advance dialogue with the SYCA on this matter.

space in the retail reinvention and periphery of the town centre will be critical to the overall delivery of the vision.

We recommend that decisions are made as to what Town Centre projects should be prioritised and worked on so that if, and when, Government announces new funding, Barnsley stands the best chance of winning in a competitive bidding round.

Immediate next steps

Delivery is underway in many areas and should continue. A series of more detailed feasibility studies are required and should be scoped and commissioned. The public realm, green space and connection improvements should be drawn together as one programme of interventions, with the potential to target external grant funding to deliver these. The idea of a Space Agency for Barnsley town centre should be considered in more detail as the transitioning of

Funding

Lots of the projects we detail have funding secured or will be private sector led. Future High Street Funding has already been secured which gives the town centre significant resources to begin delivery. The SY Renewal Fund is a key source of potential funding and, for projects that clearly align

Green space and connections

Barnsley town centre has already achieved some great results in the uplifting of its public realm in its core. The strategy highlights areas where further improvements are required to deliver the Strategy vision (including establishing a well-being route, a new urban park, green space improvements around the periphery of the town centre and improvements to some key gateway locations). We recommend that these

Consolidated Actions for Barnsley Masterplan Delivery

Code	Project Name	Description	Cost	Delivery	Years
Retail					
R1	The Glass Works and Market	Active asset management to activate and secure lettings for new space created	NA	The Council continue to move this forward with internal lettings team and external support.	1 to 3
R2	Eldon Street	Shop front improvements and activating upper floors, encouraging independent uses	£2m - £4m	The Council to play active in role in pilot development on Harrals building. Space Agency could play a role in managing any voids that emerge, possible shop front grant scheme to play a role in aesthetic improvement.	2 to 5
R3	Alhambra	Active monitoring and engagement with owners	NA	The Council to monitor and engage with owner and asset manager. Private sector led delivery.	1 to 10
R4	Changing uses across secondary retail area	Ensuring a smooth transition of consolidating the core retail area, and movement of retail away from peripheral locations	£0.3m - £0.5m	Policy driven and supporting role played by Space Agency. Engage with owners to establish potential for facilitation, partnering or acquisition. Undertake detailed feasibility study in selected locations. Put together overarching funding and phasing strategy including public sector support.	2 to 10
R5	Space Agency	A new body established to play an active role in managing void space	£0.3 - £0.5m	The Council to explore the scope and feasibility of Space Agency.	1 to 15

Culture					
C1	Eldon Street	See R2	See R2	See R2	1 to 3
C2	George Yard and The Arcade	Engaging to fill empty units, encouraging food and drink uses into The Arcade. Spaces to fill , and environmental improvements. Short term cheaper vibe changing interventions, licensing to activate the space.	£0.25 - £0.5m	Space Agency to play a role. Public realm interventions via wider programme. Look into fiscal incentives.	1 to 3
C3	Well-being route***	Improve a core route around the town centre to create a continuous walking loop	£2m - £4m	See P1	2 to 5
C4	Metrodome link***	Improving the pedestrian links between town centre and Metrodome	£1m - £2m	See P1	2 to 5
C5	Westgate area	Opportunity	£20m - £30 (private sector led)	Feasibility study undertaken. Brief and land assembly strategy to be considered. The Council likely to play facilitation role, with development private sector led.	2 to 10
Skills / Employment					
SE1	The Seam Campus development	Major development opportunity to deliver mixed use development, complement a digital workspace campus at its core	£56m (£11m FHSF, private)	Private sector delivery, enabled by grant funding already secured. Critical to move forward at pace.	1 to 10
SE2	Youth Zone	Training and youth facilities as part of Youth Zone proposals	TBC	To be moved forward by Onside, funding and delivery partner secured.	1 to 3

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SE3	Workspace projects in West Gate	Existing low density and inefficient buildings replaced over time	Unknown	Feasibility work to be undertaken to establish vision and plan for delivery.	2 to 10
SE4	Link The Seam with Honeywell campus*	Pedestrian route improvements to increase accessibility between these two critical town centre assets	£1m - £2m	See P1	2 to 5
SE5	Northern Academy for Vocal Excellence	Permanent Home for the Northern Academy for Vocal Excellence and other choirs	TBC	In progress	1 to 3
Housing					
H1	Eldon Street	Housing is being incorporated into the upper floor of the Harral's building as part of the Heritage Action Zone. Similar proposals will be considered on their merits.	TBC	Private sector delivery, enabled by grant funding already secured. Explore award opportunities. Undertake high level feasibility study to identify other suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition. Undertake detailed feasibility study in selected locations. Put together overarching funding and phasing strategy including public sector support.	1 to 5
H2	Peel Street North	Partial demolition of existing buildings. New mid-density housing + active ground floor uses. Land assembly needed for delivery.	TBC	Undertake high level feasibility study to identify suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition. Undertake detailed feasibility study in selected locations. Put together overarching funding and phasing strategy including public sector support.	1 to 5

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H3	Housing as part of The Seam development**	The Seam Development will incorporate housing, creating a vibrant and sustainable neighbourhood where people live, work, learn, try new ideas and enjoy public spaces. Subject to soft market testing residential could include both market (e.g. PRS) and affordable tenures	TBC	Conclude soft market testing, procure delivery partner through appropriate framework and enter into development agreement. Phasing might be appropriate but given pace of construction cost inflation it may be necessary to press ahead with a single phase.	1 to 5
H4	Pitt Street	The development of new and retrofitted mid-density housing along Pitt Street. A pilot project could test a few units with the potential to expand along the whole street.	TBC	Undertake high level feasibility study to identify suitable interventions. Engage with owners to establish potential for facilitation, partnering or acquisition. Undertake detailed feasibility study in selected locations. Put together overarching funding and phasing strategy including public sector support.	1 to 5
H5	Berneslai Close	McCarthy & Stone retirement living development comprising 49 one and two bedroom apartments for the over 60s. This project is already in progress.	NA	Private sector delivery. Sales are underway for this development now known as Beckett Grange. Explore award opportunities.	1

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H6	Gateways	Sustainable retrofit and refurbishment at gateway locations and on arterial routes heading in and out of the town, including around Town End Roundabout. Demolitions may be considered where retrofit and refurbishment is not sufficient to address amenity issues (e.g. noise, air quality) and where space is required for provision of active travel and public transport infrastructure.	TBC	Undertake high level feasibility study to identify suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition. Undertake detailed feasibility study in selected locations. Put together overarching funding and phasing strategy including public sector support.	1 to 5
H7	Southern Fringe Opportunity Area	New housing and a change of the overall use and character of the New Street area is a priority, including improvements to the West Way crossing into the town centre. In the wider Southern Fringe Opportunity Area no specific sites have been identified but the area has potential to deliver housing close to the town centre	TBC	Undertake high level feasibility study to identify suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition. Undertake detailed feasibility study in selected location. Put together overarching funding and phasing strategy including public sector support.	1 to 10
Greenspace					
G1	Greenspace periphery projects***	Series of smaller scale green space improvements and introductions around the outside of the town centre	£0.5m - £1m	See P1	2 to 5
G2	Urban park***	Creation of an urban square near the centre of the retail core, potentially using Council owned land	TBC	To be promoted by the Council, including potential demolition of surplus retail stock	2 to 5
G3	Well being route***	See C3	See P1	See C3	See P1

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G4	West Way and Alhambra***	Improved space between West Way and Alhambra to improve the pedestrian experience	£0.5m - £1m	Delivered as part of wider public realm programme.	2 to 5
G5	The Seam	Green spaces and high quality public realm forming part of The Seam vision	£1m - £1.5m	To be led by private sector delivery partner, informed by design brief and masterplan.	2 to 10
Connections					
CN1	Travel Hub at The Seam	Integrated cycle and pedestrian facilities as part of the Seam development	£0.5m - £1m	Paid for from FHSF, delivered as part of The Seam programme.	2 to 5
CN2	Well-being route***	See C3	See P1	See C3	See P1
CN3	Taming of West Way***	Low-scale interventions to improve the aesthetics and pedestrian experience at key gateway	£0.75m - £1m	See P1	See P1
Public Realm programme					
P1	A programme of public realm improvements	A programme of interventions brought together as a programme to ensure coordination and complementarity of project to achieve the masterplan vision	£10m - £15m	Work undertaken to scope, design and cost all interventions expected. Funding strategy conceived on the back of this work. Possibility of programme bid for external funding.	2 to 5
Monitoring and evaluation					
M1	Monitoring and evaluating the delivery and health of the town centre	Comprehensive health monitoring of the town centre	£0.1m - £0.3m	Internal Council team already in place and plans made.	2 to 10

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The following pages summarise reporting undertaken by LEDA and set out a “sustainability action plan” to guide Barnsley towards its zero carbon commitments as the strategy is realised. Further detail can be found in LEDA’s full report.

They should guide the way that the delivery strategy set out in the previous section is enacted. For example, Barnsley’s sustainability agenda should influence the brief writing and procurement of development projects, the development and actions of organisations like the “space agency” and in the planning and commissioning of studies relating to infrastructure improvements.

Introduction

As stated at the start of the document, this strategy involves looking at how the town centre can help protect Barnsley for future generations by reducing carbon emissions to help limit the effects of climate change.

In September 2019 Barnsley Cabinet declared a climate emergency to bring issues of climate to everyone’s attention.

To help Barnsley to reduce its carbon emissions the council have the following two programmes:

Zero 40

Barnsley will become net carbon zero by 2040, or earlier if possible. This will focus on improvements in the council’s environmental performance.

Zero 45

Where the borough will become net zero carbon by 2045 Zero 45.

Barnsley will help the whole of Borough including its residents, communities, partners and businesses to support Barnsley’s changeover to be net zero.

Achieving the net zero targets agreed by the council requires the reduction of energy demand and meeting that demand from renewable resources.

Retrofit of the buildings in the town centre will be an important step in meeting net zero and involves the improvement in performance of the buildings through energy efficiency measures, low carbon heating (using heat pumps), electrification of cooking, and electricity generation from renewable resources.

The focus of retrofit is in reducing the operational greenhouse gas emissions in scope 1 (direct) and scope 2 (indirect via power used) associated with the buildings in the

town centre over the lifetime of the retrofit measures. Ultimately, all combustion must be eliminated, and all energy provided by electrical means. This will enable the town centre to reach net zero as electricity generation becomes zero green house gas emission. Eliminating combustion will also give benefits in internal and external air quality and hence improve the health of the population using the town centre.

Achieving retrofit of the buildings within the town centre is a combination of technical, financial, and organisational issues that together are complex and challenging to solve.

At a national and international level, deep fabric first retrofit to enable net zero carbon emissions is expected to pay back, but for an individual household or business there may not be a viable business case for many of the measures that make up a package for deep retrofit.

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This reflects the fact that there is a regional level trade off between energy demand reduction and the need to construct energy generation, transmission, storage, and distribution infrastructure. Reducing demand is often less expensive than building more infrastructure.

Some of the benefits from deep retrofit measures (as part of a whole building plan which deals holistically with improving the building performance) are seen in other sectors of the economy. For example, improvements in comfort and internal air quality give rise to reduced costs in the health care system both in terms of physical and mental illness. The same can be said of improvements in external air quality due to elimination of combustion in transport and buildings and in promoting active travel modes. The individual household or business making the improvements does not

directly receive the benefits in financial terms, and it is therefore necessary to provide funding to make implementation of retrofit measures have a viable business case.

The scope and scale of retrofit required is substantially beyond what is currently carried out and building a pipeline of work and a supply chain to support it is necessary. This will involve investments in training and activities to develop capacity in professions and trades that are required alongside developing demand.

Interventions and Opportunities

Energy efficiency, low carbon heating and renewable energy generation can all be implemented in the town centre buildings. It will be most effective to coordinate these measures

when opportunities arise or as part of intentional interventions (opportunistic or strategic implementation).

Different building types within the town centre will have different opportunity points due to their types and ages of construction; tenant-landlord relationships; use patterns. Each building should have its own whole building plan, considering the businesses located within that building and ownership and tenancy.

Opportunity points may arise due to reasons such as:

- Change of tenant
- Change of use
- Change of owner
- Required maintenance
- Refurbishment/rebranding/refit

Some of these opportunity points may be initiated by council interventions, for example:

- Supported change of use to fill vacant units
- Strategic changes to areas of the town centre

Refitting and refurbishment of buildings that may occur with change of tenant or use may result in stripping back the building to the basic fabric and there may be substantial changes to building services to accommodate new requirements. In a typical refit, little improvement to the building fabric would be made and services would be specified to meet only the minimum standards required and so an opportunity may be lost to achieve substantial improvements. For most buildings there will only be a few opportunities within the 20 years during which greenhouse gas emission reduction must be achieved. Refit projects are often programme driven, so there is pressure to not include additional

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works and without support opportunities will be lost. Several things are therefore key to seizing the opportunity when it arises for a building:

- Readily available funding for the energy efficiency, low carbon heating and renewable generation implementation (as a pre-approved package using grants, loans etc.)
- Mandatory requirements and strong incentives to include retrofit measures in the building refit.
- Support for tenant businesses while the additional works are carried out, be it temporary premises, pop up shops or similar offers to enable their businesses to be generating money while the works are carried out. This could be an aspect of the Space Agency's work (Page 45), reporting into the Positive Climate Partnership.

- A plan for the building retrofit developed ahead of the refit works to ensure there are minimal delays due to addition of the retrofit to the works.

With larger projects, such as with a change of use, the incorporation of retrofit works should be more easily accommodated, but again the same support mechanisms are required to make the cost and time impacts of the additional work acceptable to the owner and tenants.

Ownership of buildings can be a barrier to retrofit works, where ownership is through agents, trusts, offshore companies, or overseas owners, there may be little interest in the buildings other than income. In some cases, this may even preclude proper maintenance and they may be falling into disrepair and have significant issues existing or developing. A retrofit plan for these buildings would need to consider how the building can be brought to and maintained in

a state to be retrofit ready. The process of engaging with the owners of these buildings is likely to take a substantial amount of time and these may be some of the most difficult buildings in the town centre to get retrofitted not due to technical issues but due to getting the owners to engage with the need to retrofit.

Some buildings may be owned and occupied by the same business. This group can be further divided into owned and occupied by a small-medium business and owned by a national/international business and occupied by a local branch of that business. The approaches in these cases will likely be different, but there is likely to be more incentive to retrofit these buildings.

It is vital for the long-term sustainability of the town centre that businesses see Barnsley Town Centre as a supportive, profitable, necessary, and desirable place to operate their business. Businesses

will have different drivers for location, relating to customer base; employees/skills; special features of premises (access or equipment). The drivers for and requirements of retrofit are very different for non-domestic buildings than for domestic buildings. Imposing too great a burden in cost, time or complexity may disengage a

Tenant Driven

- Shop Front Changes
- Refit/refresh
- Fit Out
- Maintenance

Landlord Driven

- Change of tenant and new fit out
- Change of use
- Maintenance

Council Interventions

- Change of use
- Maintenance

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business from the process or worse lead to them considering whether alternative premises outside the town centre are better suited to their (perceived) needs.

When maintenance is required to the building, this is either something that the owner has planned for or something that is raised as an urgent problem for the owner to address by their tenant. Timing to implement retrofit measures may be critical and with emergency maintenance may not be possible.

Most tenants (particularly after the effects of the last few years with supply chain disruptions and price increases) will be focused on the day-to-day operations of their businesses and not as much on the longer-term issues such as the premises in which they operate. It will therefore require effort to engage businesses in the vision for the town centre and the need to retrofit.

Some of the interventions identified within this report will change building uses and it should therefore be considered where those use may increase energy use. New building uses should be implemented as fully electrified with no new combustion. Mechanisms need to be found to achieve this through regulation and incentives. Planning policy may be able to go beyond minimum building regulations and incentivise appropriate all electric solutions ahead of an expected ban on combustion of fossil fuels in buildings. Where new or relocated restaurants and cafes are created, this should be with a fully electric commercial kitchen and this may require support for businesses to invest in new equipment and potentially change the way that they cook.

Infrastructure in the town centre will need to be considered alongside the plan to decarbonise buildings, and opportunities to address this

strategically rather than piecemeal would help to minimise disruption.

- Gas infrastructure for buildings in the town centre will become redundant, but infrastructure may pass through to serve other areas.
- Electricity infrastructure in the town centre is expected to require re-enforcement, and this may involve additional cables in the streets and new/upgraded sub-stations to enable the electrification of heat and other uses
 - * EV charging in public car parks and at businesses with parking
 - * Electrification of rail and bus infrastructure
 - * Electrification of commercial kitchens

Studies will be needed with Northern Powergrid and Northern Gas Networks to understand the

implications for their networks of the proposed changes to the town centre and whether changes are required within and beyond the town centre to support these changes.

Making it happen

Making the town centre attractive to businesses committed to decarbonisation will require a strong support network to be built. Organisations to promote collaboration between businesses to achieve economies of scale for finance, materials, and contractor procurement; and a critical mass for developing the skilled supply chain required will help to make the task feasible.

There are many opportunities that could be realised for businesses that choose to be more sustainable. There is a growing awareness amongst the public (particularly those what are 'able to pay') of the

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need to be more sustainable and that is increasing demand for and support of businesses that are more sustainable. There is therefore a marketing value in implementing retrofit measures to a businesses premises in terms of achieving accreditations, awards, and recognition of the businesses' sustainability.

Accreditations such as B Corp and Science Based Targets should be promoted, as widely recognised third party accreditations of sustainability commitments and attainment. Businesses holding or committing to gaining these should be encouraged to locate in the town centre. Other broader sustainability measures such as local sourcing, fairtrade and organic should be recognised as supporting the larger sustainability picture although they will not contribute directly to lowering scope 1 & 2 emissions.

For new businesses, empty buildings and units can be

redeveloped to provide incubator & temporary spaces. The opportunity should be taken to both make these spaces energy efficient and low carbon, but also to build the understanding of this into the businesses using these spaces through data collection and engagement with employees. These businesses will then expect their next premises to be energy efficient and low carbon as well and will be far more likely to seek the resources and expertise to make this happen than businesses that have 'grown up' in less efficient premises.

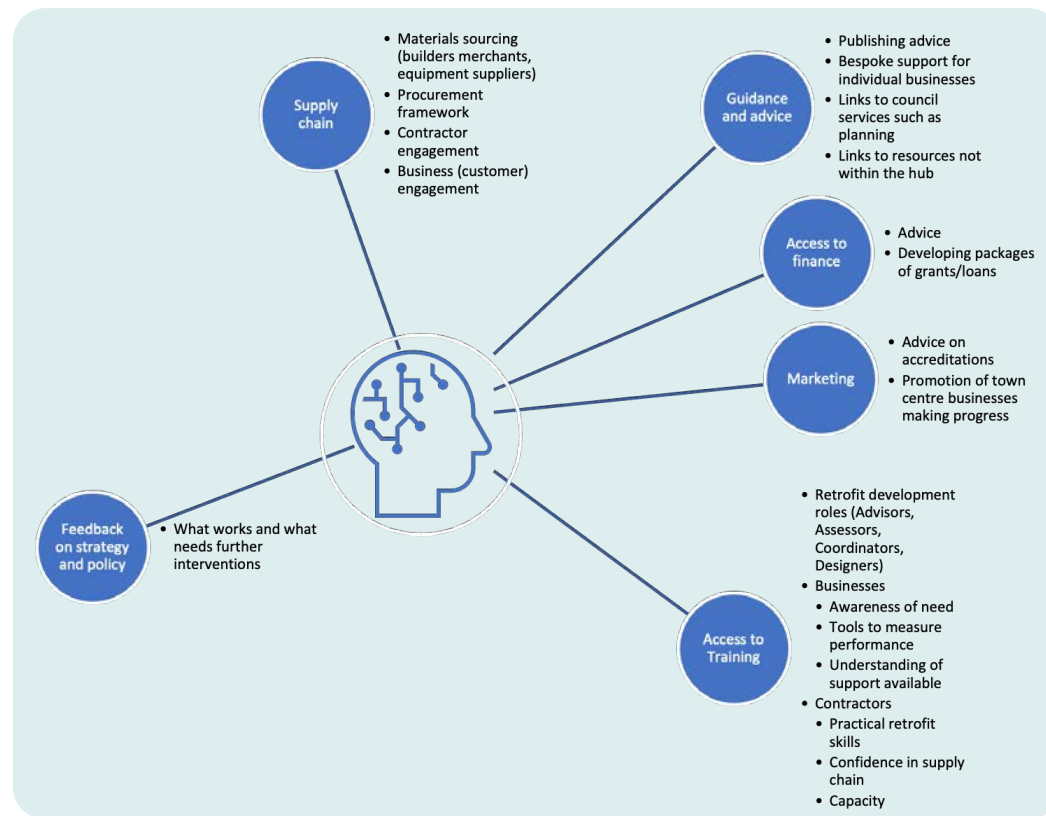
The support for businesses could be presented as a Zero Carbon Business Hub, whether this is a single organisation or group of organisations working together to deliver the necessary services. The hub would need to provide resources to help businesses as well as advice and would need sufficient funding to develop some of the missing pieces to enable an

ongoing retrofit programme for the town centre.

The Zero Carbon Business Hub would need to provide a range of services free of charge or low cost at point of use. The hub would also carry out enabling work such

as developing connections and raising confidence across the supply chain, aggregating demand to enable capacity to be built in local contractors, designers and other retrofit professionals and tradespeople. Capacity building and enabling the supply chain will

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require a long-term commitment and certainty of direction over the 20-year timeframe for the emissions reduction trajectory. As shown in the diagram, zero carbon business hub services would range from training to financial services, and the hub team would need a diverse range of skills to provide the full package of support to businesses. The hub team would need to work with a wide range of service providers to meet the needs of Barnsley's businesses.

Financial services might include advice, but also access to innovative products developed by the hub which might combine grant funding from public, private and third sector organisations with public and private loans to produce funding packages to support whole building deep retrofit. Aggregating the needs of several businesses together may also open other ways of bringing investment into

retrofit. The service should make it easier for businesses to form viable business cases for deep retrofit.

Zero Carbon specific marketing would enable businesses to be supported in gaining and promoting sustainability accreditations, awards, and initiatives.

Training might be provided locally or nationally, but the hub would provide a route of access to funding and support for individuals and businesses in Barnsley to upskill and work in making the transition to zero carbon. The hub would help engage businesses with local training providers and where necessary (for example for retrofit assessors and coordinators) with national providers.

The supply chain around retrofit will need to be strengthened from a supply and demand side and engagement across the supply

chain will help to increase capacity and confidence in delivering retrofit work.

The hub could act as a means of linking suppliers of design and installation services with businesses needing retrofit services within the Barnsley area. Supporting the market for retrofit, identifying barriers, and working to reduce them will help to accelerate the retrofit to the pace needed to meet the targets set.

Planning and building regulations can affect retrofit projects and building refurbishments are governed by the planning and building regulations currently in force. These processes are sometimes a barrier to achieving deep retrofit and ensuring that the businesses in the town centre have access to appropriate advice and support to allow planning and building regulations processes to act as enablers to retrofit rather than barriers should also be an aim

for the hub. Current regulations do not align with national or the Council targets for greenhouse gas emission reduction targets and reaching net zero. It will therefore be helpful to (where possible) augment the current regulations with requirements that are consistent with the trajectory that needs to be achieved. This together with the support and resources suggested above will give the best chance of the stated goals being achieved.

The hub should also have a role in monitoring the pace of retrofit and the energy savings being achieved and feeding back to the council the effectiveness of current strategy and policies in place so that these can be adjusted when required.

Conclusions

Every building within the town centre will need a whole building medium term retrofit plan and the implementation of some

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combination of fabric energy efficiency improvements, low carbon heating and renewable electricity generation. Suitable locations for renewable electricity generation are limited and most of the investment within the town centre will be in fabric improvements and low carbon heating along with improvements to electrical distribution infrastructure. There will need to be some investment outside the town centre (possibly through power purchase agreements) to enable additional renewable electricity generation to be built elsewhere to match the requirements of the town centre. Results of retrofit should be evaluated and fed back to provide assurance that the town centre is on track to meet the net zero targets. Where there is a shortfall in emission reductions, high quality carbon offsets can be purchased alongside additional retrofit measures to bring emission reductions to the levels that are needed.

Strategy for development of capabilities and supply chain

Access to enough people with the skills to provide retrofit advice, assessment, coordination, design, installation, and evaluation of retrofits as defined in PAS2035/2038 should be an early objective of capability development. Achieving a suitable environment for retrofit will also require supply chain, finance, and planning advisors available who can work on developing the supply chain, finance packages and supporting projects through planning. Broad skilled individuals will be needed to engage with businesses to understand how to get them on board with the retrofit process and progress the many projects that will be required. Access to skilled people will likely need to be a combination of recruiting people who already have some or all of the necessary skills and building a training

pipeline through local and national training organisations to provide the growing capacity to support projects as they become available.

Strategy for finance

The finance strategy will need to work with funding available from central government and other parties as well as any local loan or grant funding. Opportunities to put together packages of work that may be investable by the private sector should also be explored. This will link to key strategic decisions around areas of the town centre and how these might be developed. Certain types of finance (for example heritage funding) will only be applicable to certain buildings and therefore different routes for financing need to be supported simultaneously. Businesses will need support to understand and access financing and packaging of financial support will be needed to make the decision to retrofit as easy as possible.

Strategy for business support

To engage businesses with the process of retrofit and the road to net zero, ideally, they would work with a single point contact who would be able to provide them with the clarity and confidence they need to move forward with a retrofit project. Training as retrofit advisors may be suitable to enable single point contacts to work with businesses, with enough knowledge to help them access the more specialist support they need to develop their projects. Training around the specific way that the processes for retrofit in Barnsley are working and in other areas such as finance and supply chain support will also be important to provide a Seamless service to businesses. Removing as many barriers as possible to retrofitting buildings should be a key aim in developing this strategy.

REFERENCES AND CREDITS

Page	Description	Source
35	<p>2 Town centre greening - Grey to Green, Sheffield</p> <p>3 Improved pedestrian and cycle routes - Sauchiehall Street, Glasgow</p> <p>2 Mid density mixed use - Cornish Steel Works, Sheffield</p> <p>6 Terrace retrofit -Energiesprong, Nottingham</p> <p>4 Mid density infill - Great Eastern Buildings, Hackney</p> <p>Housing refurbishment - Woodnook, Hyndburn</p>	<p>Grey to Green - www.greytogreen.org.uk</p> <p>GreenBlue Urban - www.greenblue.com</p> <p>Coda Architecture - www.codaarchitecture.co.uk</p> <p>Energiesprong UK - www.energiesprong.uk</p> <p>Karakusevic Carson Architects - www.karakusevic-carson.com</p> <p>Hyndburn Borough Council - www.hyndburnbc.gov.uk</p>
37	<p>7 - New low carbon neighborhoods: Goldsmith Street - Norwich</p> <p>Citu - Leeds</p> <p>Lenton Green - Nottingham</p> <p>1 - Neighbourhood green spaces: Lenton Green- Nottingham</p> <p>Goldsmith Street</p> <p>Norwich, Rochester Way - Greenwich</p> <p>1 - Improved, green crossing: Westblaak, Rotterdam</p>	<p>Mikhail Riches -www.mikhailriches.com</p> <p>Citu - www.citu.co.uk</p> <p>Urbed - www.urbed.coop</p> <p>Urbed - www.urbed.coop</p> <p>Mikhail Riches -www.mikhailriches.com</p> <p>Peter Barber - www.peterbarberarchitects.com</p> <p>Opperclaes - www.opperclaes.nl</p>
39	<p>1/3 Independent retail and culture: Gabriels Wharf South Bank</p> <p>Gillett Square, Hackney</p> <p>2 Activated yard/lane: Ashton Lane - Glasgow</p> <p>Arcade as food and drink destination: Passage des Panoramas - Paris</p> <p>1 Heritage housing conversion above retail: Bishops Stilton</p> <p>7 Improved alleyway: Joys Entry - Belfast</p>	<p>Gary Davies - Flickr</p> <p>John M Fulton via Hackney Council</p> <p>Secret Glasgow - www.secretglasgow.com</p> <p>Ajay Suresh - Wikimedia Commons</p> <p>Discover Stortford - www.discoverstortford.co.uk</p> <p>The Jailhouse pub - www.thejailhousebelfast.com</p>
41	<ul style="list-style-type: none"> Incorporating art or linking to local cultural events: The Wander Art Trail in Mayfair and Belgravia Local food growing projects along the route: Incredible Edible Levenshulme and Todmorden Health, wellbeing and sustainable travel: Oxford Health Routes 	<ul style="list-style-type: none"> Art of London - www.artoflondon.co.uk Incredible Edible - www.incredibleedible.org.uk Green Health Routes - www.nhsforest.org





Urbed Barnsley Town Centre Urban Design and Sustainability Strategy

Report on Consultation

Consultation took place between 27th July and 30th September 2021. A total of 108 responses were received, although not all questions were answered by every respondent.

A presentation was given to the Youth Council on 6th September, 2021. The notes from this meeting are in appendix 1.

Three online stakeholder workshops were held during the consultation period on 9th, 16th and 18th of September. A further workshop was held on 20th October to ensure that those that had expressed an interest in attending and had provided their email addresses, had the opportunity to attend. Notes from the Stakeholder Workshops are in appendix 2.

The table below summarises and categorises the main issues raised. Where the same points were made more than once these have been pulled together to reduce repetition.

Some issues raised are outside the scope of this work. Appendix 3 summarises these and signposts to where and how they are being dealt with by the Council or its partners.

All comments made are the views of those that responded to the consultation and do not represent the views of officers of the council.

1. What do you like about Barnsley Town Centre?

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	105

Retail:

The new development/ The market./Market Kitchen; good variety of shops, Market: great fresh food; busy; non corporate character; varying degrees of quality and variety on the market; one person likes the outdoor stalls, independent retailers; later shop opening times; Alhambra Centre

1. What do you like about Barnsley Town Centre?

Food & drink:

New eating establishments are welcome that are dog friendly; café culture; market kitchen – place to meet; / new bars and restaurants; The Old George; Costa; Falco lounge, Cucina, Topsy Cow, Arcade Ale House

Heritage:

The Victorian Arcade; The Town Hall/ Town Hall Gardens; Old Baths at Townend roundabout; Old library Wellington St; Former NUM building; Churchfields park; Church Street; period/ historic buildings (some prefer old to new in design/ style), old architecture above shops

Culture:

Museums/ theatres/ library; The Lamp Room theatre; Experience Barnsley/ Town Hall, events at Library@thelightbox, events – great for families and kids; Cooper Gallery; The Civic; statue

Leisure/ Health and Wellbeing:

Gyms; Places like House of Beauty to relax and unwind; good variety of entertainment venues; Parkway cinema

Education/ Skills: Barnsley College

Environment - Open spaces – new Town Square, cleaner, attractive, townscape/ views from residential areas at the edge of the town centre; mix of old/new buildings, seating areas, planting, vibrant/ lively, water features; geographical setting, high and bright with interesting hills, ridges and valleys; Architecture (Regent St/ Eldon St North)

Community - Nice and friendly people/ atmosphere, Town Centre team helpful & welcoming; it's home and has happy memories, community spirit

Local economy - Small/local/ independent/ local businesses, like children to see supporting local economy

Transport – well connected, good rail links, car free/ pedestrianised, able to drive through; Interchange

Parking - Adequate, free on weekends, accessible, affordable

Compact/ convenient - easy to walk around, especially for the elderly, easy to navigate, close to home

Safety – One person thought it generally feels safe

Improvements – Some welcome the investment, new development, modern, bright, lifted, moving us forward, upgraded pavements, nicer to visit than it used to be; split views on open walkways

1. What do you like about Barnsley Town Centre?

Nothing/ little – one person thought it was better before changes, one thought it was split, older areas look dated next to new, concern about vacant units in the Glassworks and funding.

Would like to see: More green spaces; more children’s play areas where grown ups can watch their children; less coffee (greasy spoon) cafes; restaurants of different cultures; an uplifting vibe that makes us different to the normal - example given of Hartlepool harbour.

Would like to see some areas made more attractive: The Town Hall/ The approach to Town Hall from Market Hill; Wellington St Building (old COOP); Old public baths building near to Town End roundabout , York St; Civic building; Victorian Arcade; Lamproom theatre; Former Raleys Building.; Old NUM HQ; Regent St; Old Courthouse in Regent St.; The square bordering Pitt St , George St , Castlereagh St , Churchfields Park; Mark Square.

answered	105
skipped	5

2. What don't you like about Barnsley Town Centre?

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	100

Safety/ drug use/alcohol use/Anti social Behaviour

Retail – Lack of variety particularly clothes shops (looking forward to different opportunities such as Flannels) / children’s clothes shops; lack of independent shops; empty shops; concern about future of Alhambra Centre; too many budget/ charity shops; Lack of shopping choices. Inability/ restricted cashless used in the markets too hard to use most stores as cash only, considers this a block to future proofing and making inclusive to young people; considers it expensive to shop in Glassworks as rents high; one person considers new development beige, draughty and expensive; Some shops need to be brought up to date/ need a facelift;

2. What don't you like about Barnsley Town Centre?

reduced outdoor market; concern re. impact of online shopping; loss of character of market; smell of meat and fish market; too many e-cig shops;

Suggestions:

- Boots could be a site for a new permanent outdoor market rather than pop up stalls
- Reintroduce the Sunday market
- If big supermarkets chains are allowed into the area, the council should negotiate that the clothing sections of their business should have to have stores in the town centre that could only sell clothing and household items;
- Signs for location of shops when moved/ new ones opened

Food & drink/ nightlife

Complaints regarding noise from pubs around Peel Square at 4pm; too many pubs, many cater for younger drinkers and promote a 'booze culture'; lack of suitable venues for live music/performances e.g. the Barnsley Folk Club is trying to operate from the Trades Club lounge on Racecommon Road, but preferably it needs a room closed off; night clubs that don't open during the day make the town centre make the place look rundown; few pubs; too many fast food outlets; Wellington street / Peel St area.

Suggestions:

- Market Kitchen and Cucina sky lounge should be separate as attract different clientele
- Night clubs that don't open during the day make the town centre make the place look rundown and should be encouraged to offer daytime drinks/food

Environment – Use of artificial grass; lack of cleanliness with litter and chewing gum; some areas and premises vacant/ run down/ dirty, vermin; too much concrete;; demolition of old buildings; design of Glass Works, some don't like new/ modern buildings; design of bus station; some older buildings need renovation and to be retained; walking under the subway; some of the main arteries into Barnsley are scruffy / grey and unattractive; grubby pavements; poor signage & connection; the interchange is mucky & often feels intimidating; fly tipping and litter; derelict / neglected unused land; un-commissioned graffiti on street furniture; lack of seating; litter and dog fouling; bins storage; limited, poorly maintained greenspace; footways and roads in poor condition; historic and character erosion on shamble's St, Westgate, Cheapside, Mayday Green, train station Regent Street and level crossing; loss of local businesses -Co op/ Butterfields; erosion of character retail and ribbons out of town - Doncaster and Sheffield Rd, Church Street, Town End, Wellington St; people not respecting the environment; COVID economic damage and closures; not unique; lack of small park/ play centre; architecture of Alhambra; lack of sustainability.

2. What don't you like about Barnsley Town Centre?

Suggestions:

- Would like to see upper floors tidied of businesses up the Arcade
- Explore the potential for shipping containers to be used to provide a street food offer
Craft beer bars, local produce food, gin bars these would help generate the night time economy 7 days a week as opposed to 3 days a week
- Vertical growing gardens

Areas specifically noted as needing environmental improvements to improve their attractiveness and vitality:

- Sheffield Rd
- Agnes Rd / Upper New St / New St alongside Alhambra
- Vacant land on the outskirts of the town centre to the south either side of West Way
- Area that includes Market Street, Wellington Street and the older parts of Cheapside
- Ginnells / Alleyways in the inner town residential areas eg Old Town/ Kingstone areas
- Near Halifax bank
- Site of former Chicago Rock

Culture The lack of reasonably priced meeting rooms for meetings/classes/live music; covid statue; the lack of statues, monuments, art works, and celebrations of Barnsley's heritage and people;

Heritage – loss of old buildings; no history

Suggestion: move away from new initiatives referencing industrial/ mining past

Transport - Taxi ranks not easily accessible on an evening, poorly light and not always safe; delay on bridge over Jumble Lane; lack of services Sundays and evenings; lack of transport to facilities such as Cannon Hall and Locke Park; traffic comes directly through the centre; support for public transport; not easy to travel to by bike; lack of active travel; few EV charging points; too much traffic (particularly around Regent Street and Eldon Street); high pollution particularly on Racecommon Road and Dodworth road; no train option to town centre from Royston; Congestion on Burton Road; traffic lights around Barnsley Interchange take a long time to work; speeding vehicles on roads to the town centre such as Racecommon Road; easier to travel to Wakefield from Royston.

2. What don't you like about Barnsley Town Centre?

Suggestions:

- Diverting bus routes along West way and up Shambles to encourage shoppers to possibly spend from a different direction;
- Tree planting, green areas and a reduction of traffic to offset pollution.

Parking – Lack of and poor parking; parking charges high/inconvenient for short stays; lack of free car parking to compete with Cortonwood, Parkgate and Meadowhall; one person flagged up a problem near Dominos.

Suggestion:

- Would like flexibility to pay by 15/30 minutes across all car parks

Atmosphere – Excessive homelessness; street preachers; people with clipboards eg. energy suppliers; too many workmen; one person fearful of large dogs.

Public facilities – not enough public toilets, particularly in parts of the Town Centre other than the Market; Post Office considered too far out and uphill, small counter suggested.

Health – one person said no areas for smoking centrally

Local Economy – Businesses closing.

Suggestions: initiatives for small/local business to take shop places / market stalls.

Housing - Poor condition housing; mainly private let, poor quality rented housing bordering the Town Centre.

Operational issues – some issues experienced with use of library and Market Kitchen

General – One person no longer enjoys visiting; everything; cost to Council; concern about amount of money spent on Town Centre, wants to see money spent on revitalising village centres.

Would like to see: More green spaces & trees; spaces to sit/chat/ enjoy the view ; wildflower / hanging baskets in areas such as main roads / traffic islands / street side verges and open spaces; premises with a drinks license that could be used, at a reasonable cost, for live music/ artistic performances; Locke Park and Oakwell utilised for events such as live music; period buildings appreciated; more made of some lovely areas of the town, including main routes in such as Huddersfield Road; better connection from Doncaster as not comfortable walking through underpass, journey up Doncaster road not pleasant; street performers/ musicians would like to see good quality entertainers with dedicated places to entertain; activity on a Sunday, at

2. What don't you like about Barnsley Town Centre?

present Market, Town Hall with museum, Cooper gallery etc. are closed; more visual aids/ signposting for vulnerable people; more seating readily available around the Town Centre; more independent retailers; limiting car use and pushing for alternative transport; more pedestrianisation.

answered	100
skipped	10

3. Do you agree with the Key actions suggested for post-Covid recovery? Page 3 of the summary report

Answer Choices		Response Percent	Response Total
1	Yes	43.48%	41
2	No	7.61%	7
3	Don't know	48.91%	45
		answered	93
		skipped	17

4. Are there any other actions for post-Covid recovery you would suggest?

Answer Choices		Response Percent	Response Total
1	Yes	44.44%	34
2	No	16.67%	12
3	Don't know	38.89%	28

4. Are there any other actions for post-Covid recovery you would suggest?

answered	74
skipped	36

If yes please put your suggestions here: (42)

Retail – Reduce rents to encourage retailers, too many cheap shops, improve click & collect service for Market; encourage Barnsley Football Club to have a store in the Town Centre: supports not relying on national retail chains and encouraging a range of independents to attract diverse shoppers outlets that provide the opportunity to buy with zero packaging and waste; does not agree with contracting surplus retail as considers it will erode character;

Suggestions: milk dispensing machine to fill own containers; mandate opening hours for all market kitchen food outlets (all closed by Sunday afternoon generally); mandate cashless payments as an option for all market traders.

Employment - Open to all workspaces; training that can be accessed by all to upskill residents.

Environment – Fine people for dropping cigarette ends; more street cleaning; reduce waste; more pedestrianised areas; renovation of Victorian arcade roof/ lights; create/ retain character, history vision; a town wall; walled gardens; historic fabric, citadel canal and features.

Housing – Enforcement of HMO's/ rental properties; high quality housing; improvements to existing housing; 1- 2 stories only with no cars.

Transport - Return to the cheap/free local bus services; restore free train concession for the elderly; better public transport links and services; don't divert buses away from shopping area (example of Sheffield given); more regular connections to the town centre from villages and better connection to other towns; make it safe to walk/ get taxis eg. subway linking Doncaster Rd to Alhambra; speed deterrents on approach roads to the town centre; more pedestrianised areas in and around the centre and better quality pedestrian routes; more free parking; cycle routes on main roads into town (traffic free) ie Huddersfield Road/ Sheffield Road / Wakefield Rd traffic free connections to surrounding suburbs; better cleaner buses; light rail and trams; reduce car use; level crossing.

Safety - More security patrols.

Parking - Make Blue Badge parking available for forthcoming Community Health Hub; increase parking costs to reduce car use.

Destination – focus on becoming a place to visit, marketing, sell ourselves to the world; bring colour to the town; provide an overall map of the different offers in all of the town centres.

4. Are there any other actions for post-Covid recovery you would suggest?

Culture - Venue for music gigs; focus on cultural activity; support creative and cultural assets if they develop character and value.

Leisure - Use derelict land around the town for leisure offerings different from other towns, need quiriness to attract visitors; more entertainment for toddlers, play areas;

Events - More ideas like the willow animal trail to encourage people into the town, activity/ entertainment beyond retail & hospitality

Suggestion: Forties weekends and karaoke in the Alhambra centre

Sustainability – Suggested use of ‘pods’/ shipping containers to provide shelter for homeless and for workers on night shifts, More focus on creating sustainable places in the town centre; creating a more pleasant environment for people to spend time through integrated green space, reduced traffic, increased seating etc.

Local economy - Support small businesses/ independents, make sure it is affordable/ lower rents for independents and market traders; community stall days to entice new vendors, get commerce on board (private sector investment); Recognise that many people go into town for reasons other than shopping, would like to see reasonably priced meeting rooms for local groups including live music, games, classes and meetings for Barnsley groups such as nature groups, u3a etc; provide a range of opportunities to attract those people who spend money at places such as Wentworth Garden Centre, Rob Royd etc; diversify uses so the town is less dependent on retail; introduce creative workspaces, cultural assets, additional housing, civic services, events space and workspaces affordable for those who use them.

Community pride - Make the people smile and instil pride in our town; remove negative sites and sights; help those who have to use food banks, make Barnsley known as a town who cares for the people living here.

Health – Stop smoking/ vaping; keep masks and social distancing.

Food & Drink; Traditional style pubs/ bars where people can chat comfortably without loud music/ tv; Smarter Cafes/ a 'Bettys' style cafe/tea room; confine Pubs, bars and Night Clubs catering for the young to an area off the town centre.

Atmosphere: Address/ remove antisocial behaviour; stop and search to target drug use/ dealing.

Communication: Communicate about the safety of the town centre; marketing strategy to sell as a family friendly inclusive venue

Education: schools.

Areas suggested for improvement: The main pedestrian foot way into the town from Agnes Rd / New St corridor and alongside Alhambra Centre and into town; Glassworks area would like to see greenery & wildflower beds; improved street lighting;

4. Are there any other actions for post-Covid recovery you would suggest?

Heelis St / Wood St / New St quadrant as a main thoroughfare into town on foot; areas at outskirts of Town Centre; Renovating/ reusing buildings Soul Lounge up to Isaacs/ new gym; the architecture/ buildings on and around Regent Street.;

Suggestion: Use of old shipping containers for local craft shops / Craft beer bars / Gin -wine bars in this area.

General: Doesn't know what "removing the quantum of built form all together" means; transfer funding away from the town centre; bring back a sense of community in our village centres; cut costs; queries cost of proposals and how they will be funded.

6. Page 6

5. Do you support the 'People Focused Principles' for a sustainable Barnsley Town Centre? These are on page 9 of the summary report and are: Be Age Friendly Be Child Friendly Be Accessible to all Support Healthy Living Foster Community Feel Inclusive

Answer Choices		Response Percent	Response Total
1	Yes	94.74%	74
2	No	3.95%	3
3	Don't know	1.32%	1
		answered	78
		skipped	32

Do you have any further comments? (31)

Accessible to all – Need to be sure it includes everyone, one person said people can feel left out if areas of deprivation are constant focus.

Support Healthy Living - Create a dementia friendly town, colours, and patterns on pavements of vital importance to those affected

Foster Community - People need to own their town again and take responsibility, it should not all be down to the local authority; queries what is foster community;

5. Do you support the 'People Focused Principles' for a sustainable Barnsley Town Centre? These are on page 9 of the summary report and are: Be Age Friendly Be Child Friendly Be Accessible to all Support Healthy Living Foster Community Feel Inclusive

Feel Inclusive – Relies on a more just and fair society; inclusive use of languages including English; support for a town centre that serves everyone; inclusivity for everyone relies on a more just and equal society across the whole country;

Other principles suggested – Car friendly to ensure people travel into town

Other issues raised

Food – Would like to see healthier food choices when shopping in Barnsley

Environment – Stop fly tipping and littering; tidy up all the ginnells/alleyways; celebrate our Victorian / Edwardian heritage; more pedestrianisation and improved routes in and around the centre; more and better quality green space in and around the centre; high percentage of run-down rental properties commercial and residential that should be maintained

Heritage – Celebrate heritage by tidying up Victorian/ Edwardian areas

Safety, drug & alcohol abuse, Anti-social behaviour – Stop anti-social behaviour; would like to see greater police presence; safety a key principle

Partnership working – For example health screening in Glassworks is an opportunity for diversification

Transport : Car friendly; reduce car use; suggestion of airport type buggies for use by disabled and elderly

Monitoring – Indicators to measure success

Funding: Bring in and bid for as much funding from business, entrepreneurs and Government

General: More clean public toilets; Barnsley is a very friendly place and Barnsley folk are renowned for their friendliness.

6. Do you support the themes? The six themes are set out on page 13 of the summary report and are: Retail Culture Skills/Employment Housing Green space Connection

Answer Choices			Response Percent	Response Total
1	Yes		86.67%	66
2	No		6.67%	5
3	Don't know		6.67%	5
			answered	76

6. Do you support the themes? The six themes are set out on page 13 of the summary report and are: Retail Culture Skills/Employment Housing Green space Connection

skipped

34

Do you have any further comments? (36)

Comment

Retail More external markets/events continental market, perhaps some changing street food vendors; would like to see smaller upmarket retail fashion shops; supports 'Indy Town'; would like more detail on character and economics; great ideas hopes that businesses affected are supported; concern re. impact of move to online shopping.

Culture - Think bigger around the historic core, Eldon St and Market Street.

Skills/Employment - Go big on data.

Housing - Support housing proposals/ boosting the population if managed; concern about more HMOs; quality is critical, offices converted to small, cheap flats or bedsits are not the right type of accommodation; families and elderly people and younger, single occupants need a living space to live comfortably; supports, suggests more eye-catching designs for example Manchester Society of friends or Pisa; bungalows; high quality and attractive.

Suggestion: redevelop car parks for zed housing

Green space – Support for green space provided maintenance in place; does not want to see artificial grass; integrate green space across all themes green walls, housing with adequate gardens/balconies, active travel links with wildflowers etc; look at rebuilding 25% of the core character with for example boulevards, trees, clean and safe parks.

Connection – Digital - would like broadband in all areas of the town centre; suggests overhead light rail on Midland street, Light rail and trams; park and ride.

General– Agree with strategy but would like to see more detail; good to see continued improvement; wants to see opportunities for local businesses and youth to thrive; wants action; expand retail and culture into areas outside the town centre; considers most of it is unworkable; most of the housing is aimed at commuters which doesn't help cutting cars and traffic congestion; most car parks are a fair walk so unable to do a weekly shop; for people to keep offices in town the workers must feel safe; doesn't see character, considers mainly functional.

Additional themes suggested – Young people, Health, Equality and Diversity, Transport.

Health - Community Hubs, supporting the ethos of care closer to home.

6. Do you support the themes? The six themes are set out on page 13 of the summary report and are: Retail Culture Skills/Employment Housing Green space Connection

Environment: Tidy up alleyways / ginnells in the town celebrating and embracing our Victorian / Edwardian past.

Housing: Does not agree with reducing the green space and tree removal at the bottom of Racecommon Road for housing (Town End Roundabout), green space/ tree planting required if it goes ahead; need more council houses; renovate abandoned and derelict houses; bungalows/ accessible homes to free up family houses; does not want to see more housing.

Green Space: More green space required on Pitt Street and Racecommon Road.

Connections - Improvements to Racecommon road for pedestrians and cyclists required.

Skills and employment - Ensure equal job opportunities for people with disabilities.

Retail: Support for diversifying retail units / space;

Greenspace: Pandemic has highlighted importance of green space; investment for maintenance of parks; more green space needed

Suggestions: An information centre for visitors and First aid unit.

7. Is the general approach to each theme right for Barnsley?

Answer Choices		Response Percent	Response Total
1	Yes	57.89%	45
2	No	9.21%	7
3	Don't know	32.89%	25
		answered	77
		skipped	33

7. Is the general approach to each theme right for Barnsley?

Do you have any further comments on the approach? (21)

It feels optimistic; encouraging more independent businesses/cafes would be good; culture - outdoor pop up event space a great idea; not genuine consultation; doesn't understand the term 'approach'; wants action; fantastic that BMBC is thinking this way and bucking the trend of similar northern towns; Council talking to people out in town has not everyone has internet access; green space needs to be further integrated; any urban park should consider how everyone will use the space and how this can be made safe and appealing; transport links will need to be improved. Old Mill Lane, Dodworth Road, Sheffield Road, Summer Lane are beginning to become gridlocked at set times and need to be improved; obvious less retail space will be needed in future so it's right to consider different uses; more toilets; funding for areas outside of the town centre instead; good general approach to all areas of the town centre. Connections are particularly poor and need to be strong to make people come into the town centre for a drink, rather than driving into the centre; Doesn't support housing at Churchfields; multiple HMO's; rubbish and fly tipping; wants more detail about green space proposals and where bigger green spaces will be; more passion and drive needed; considers Barnsley is a lovely place to live but has a poor reputation and is seen as a grey, miserable, drab ex mining town with poor housing and facilities.

Suggestions:

- Accessibility - Council could do more to integrate its own services to promote inclusivity eg, delivering short break sessions for SEND children from the library/experience Barnsley.
- Don't forget seniors
- Action" and "progress monitoring" required once the strategy is completed
- Needs to offer more than retail
- Needs to be a balance of offers for those with very limited money and those able to spend
- Look to Sheffield and their grey to green project

8. Retail

Answer Choices	Support yes	Support no	Response Total
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8. Retail

1. Inner Retail Core	88.68% 49	11.32% 6	55
2. Outer Retail Core	84.91% 47	15.09% 8	55
3. Regent Street South	84.31% 44	15.69% 9	51
4. Residential Ground Floors	74.00% 38	26.00% 14	50
5. Alhambra Shopping Centre	82.69% 44	17.31% 10	52
6. Eldon Street	88.24% 46	11.76% 6	51
		answered	55
		skipped	55

Do you have any further comments? (21)

Outer retail core needs support; New ventures need publicity; caution, start from the centre and work outwards; concern re reduction in Alhambra floorspace, needs re-inventing; Alhambra should stay shopping only; buildings like the Sports Direct, Boots and the old Woolworths are now ugly and have so much wasted space above them that should be reused; good affordable transport links needed; concern seniors will be forgotten; little vision; more residential opportunities supported; considers that pop up bars in Mandela Gardens sends a negative signal to our well established bars and clubs; facelift needed for some buildings; warns against demolishing old buildings and building tomorrow's eyesores; queries demand for diversifying Alhambra; all areas must be supported as they are the nucleus to success, economic growth, ensuring Barnsley thrives and attracts out of area consumers to spread the word of a good town centre and market; outer retail core supported subject to design; considers residential ground floors unappealing.

Specific areas: Eldon Street could be a real gem; Eldon street Arcade is a missed opportunity and could be made a prime retail site the age of this street and diversity should be focused on; Alhambra centre needs to be accessed without the tunnels; Agnes Rd /

8. Retail

New St and the Heelis St / Wood St New St quadrant; Co-op building and Chicago Rock; Eldon St buildings need a refresh facelift grant scheme; Regent St suggests high end housing; Alhambra reopen the route out of town

Suggestions:

- Bringing people back people into living spaces will help the town, the regeneration, and the quality of life
- Use Nottingham's Broadmarsh shopping centre as an example of innovative use of old retail space
- a scheme to help/make shop owners or the council restore the upper floors of shops
- Fly over the level crossing
- look to utilise some of the venues that don't open during the day

9. Culture

Answer Choices	Support yes	Support no	Response Total
1. Eldon Street Access	94.00% 49	6.00% 3	50
2. Regent Street South	91.84% 47	8.16% 4	49
3. George Yard/ Arcades	90.00% 47	10.00% 5	50
4. Multipurpose Route	85.42% 43	14.58% 7	48
5. Metrodome	81.63% 42	18.37% 9	49
		answered	51
		skipped	57

9. Culture

Do you have any further comments? (10)

Supports the way the Arcade is going and thinks George Yard should follow suit., could be a really nice area for bars and cafes; support work on Eldon St; support for teaming with Parkway Cinema considers it the best cinema which deserves support; queries how well used the Metrodrome is; doesn't understand fully the multipurpose route; supports all however considers Eldon St – radical; Regent St South considers success unlikely; George Yard/ Arcades very damaged; Multi purpose route weak; Metrodome needs to be radical. Considered weak, needs radical re-engineering; felt too little information to comment

Suggestions:

- Wants to see access to good and varied personal care facilities needs considered i.e. changing facilities for older children, young adults and adults.
- Accessible toilet facilities that can meet the needs of the population located around the Town Centre
- Don't overlook Sheffield Rd / Agnes Rd / New St Gateways into our town

10. Skills/Employment

Answer Choices	Support yes	Support no	Response Total
1. The Seam	87.50% 44	12.50% 6	48
2. Youth Zone	85.42% 42	14.58% 8	48
3. Westgate	89.58% 45	10.42% 5	48
4. Home Working	90.00% 47	10.00% 5	50

10. Skills/Employment

5. Digital Connectivity	95.83% 48	4.17% 2	48
		answered	50
		skipped	58

Do you have any further comments? (10)

Youth zone would be a fantastic addition to the town; Is Youth Zone working with Family Centre staff, youth groups, Barnsley Youth Choir and many more experienced and established organisations that can be invaluable to such new offers; Facilities for our youth should be in satellite villages as well as the town centre support for digital connectivity, is the superfast internet offer going to cover the entire borough; support for working from home; need further clarity on what redefining Westgate looks like; Co-working spaces may be beneficial to nearby food outlets; Most are quite fluffy; Training and employment - are we using apprenticeships in BMBC; The Seam yes subject to plan; Youth zone considered a waste of a green space; Westgate yes but needs to remain historic core; Home working yes subject to plan.

Suggestions:

- quality catering - is there a way of involving Barnsley College in training new staff and management? Perhaps a college run venture?
- make sure that links are made and communication, partnership working in place with the third sector
- add 6th form but restoring Shambles Street

11. Housing

Answer Choices	Support yes	Support no	Response Total
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11. Housing

1. Eldon Street	82.61% 40	17.39% 8	46
2. Peel Street North	80.85% 40	19.15% 9	47
3. Southern Fringe Opportunity Area	80.43% 39	19.57% 9	46
4. Townend Roundabout	65.22% 31	34.78% 17	46
5. Youth Zone	80.85% 39	19.15% 10	47
6. The Seam	85.11% 42	14.89% 7	47
7. Pitt Street	85.11% 42	14.89% 7	47
8. New Street Neighbourhood	87.23% 43	12.77% 6	47
		answered	47
		skipped	61

Do you have any further comments? (15)

Townend not supported because considers it is mostly old streets incapable of supporting more houses, people, cars, and not sure how roundabout could be revamped. Also not supported because of loss of character; supports revamping Peel St North; doesn't agree with Town Centre housing; establish why so many run down empty shops in New St alongside Alhambra Centre; fabric extremely important; support all these initiatives but concerned too much focus on increasing homes / residences in the town centre; more information required on Pitt St and Townend; concern about air quality for example at Town End; support as long as character buildings are retained; good quality housing required with good facilities; careful balance of renters and owner occupiers; if existing buildings to be repurposed it should be done in a sympathetic manner; supports provision of a range of housing, concern if not

11. Housing

maintained; supports as long as correct infrastructure; Youth Zone not supported because of loss of green space; Southern Fringe and The Seam supported subject to character; considers Pitt St should be treated carefully; New St Neighbourhood has character but is damaged.

Suggestions:

- More leisure areas required, suggests Wood St / Heelis St which would fall into New St neighbourhood.
- New St neighbourhood 60% residential (high quality) 40% leisure / entertainment street food and craft bars from old shipping containers on a hill overlooking Barnsley
- Limit vehicle access to the centre
- Increase tree planting and create better green space (planting areas, wild flower/grassed areas) on areas such as garage site on Pitt Street West and green space on Clarendon Street/ Racecommon Road junction.
- Eldon St North would like to see radical, attractive housing
- Peel Street North – restore historic yards

12. Green Space

Answer Choices	Support yes	Support no	Response Total
1. Regent Street South	97.96% 49	2.04% 1	49
2. New Street Neighbourhood	91.67% 45	8.33% 4	48
3. Alhambra Roundabout	91.84% 46	8.16% 4	49
4. The Seam	91.67% 45	8.33% 4	48

12. Green Space

5. West Way	91.84% 46	8.16% 4	49
6. Green Connections	93.88% 47	6.12% 3	49
7. Multipurpose Route	91.30% 43	8.70% 4	46
8. Urban Park	91.49% 44	8.51% 4	47
9. Eldon Street/Interchange	91.84% 45	8.16% 5	49
		answered	51
		skipped	59

Do you have any further comments? (11)

Support for green space; support for tree planting; positive impact on mental and physical wellbeing; needs to be maintained to a high standard; Interchange idea may attract unwanted attention; extra green spaces with real plants; concern that money to fund maintenance will be diverted to Town Centre greenspace; Supports Regent St South but damp and needs to be radical. Would like to see trees and avenues at New St Neighbourhood. Supports Westway but please backfill. Green connections to be bold. Multipurpose route suggests new city wall (if not plastic blocks). Urban park – restore Dob Syke. Eldon St/ interchange. Not supported as had character; Supports early reference to blue infrastructure, wants to see further references later in the document technical advice on implementing green and blue infrastructure.

Suggestions:

- Empty bins regularly
- integrate into all new building/development, look at Malmo's green space factors
- community garden on the flat roof at the lightbox
- Sheffield's grey to green is really good, would like to see in Town Centre
- green roofs wherever possible

12. Green Space

- More green space, tree planting and green space improvement on Racecommon Road / Pitt Street / Clarendon Street to offset the loss of green space and trees due to housing proposals at Town End Roundabout.
- Suggested areas include Pitt Street West garage site, Clarendon Street/Racecommon Road junction, St Georges Road / Pitt street Car park area.
- install CCTV and making it obvious that this is quality and will be used to protect shoppers and residents to protect these new investments and to make people feel safer.
- Keep Barnsley Tidy" needs to be a working partnership between volunteers and the Council staff in charge of waste, fly tipping and waste collection.

13. Connections

Answer Choices	Support yes	Support no	Response Total
1. New Street	93.48% 44	6.52% 3	46
2. West Way	95.74% 46	4.26% 2	47
3. Routes in and out of town	91.49% 44	8.51% 4	47
4. Routes within town	89.36% 43	10.64% 5	47
5. Eldon Street Access	95.65% 45	4.35% 2	46
6. Market Gate Bridge	97.87% 47	2.13% 1	47

13. Connections

7. The Seam	86.96% 41	13.04% 6	46
8. Metrodome "Green Sprint"	86.67% 40	13.33% 6	45
9. Gateways	86.96% 41	13.04% 6	46
		answered	47
		skipped	61

Do you have any further comments? (10)

Transport: Better and safe cycle lanes on main routes in and out of town; removing cars as far as possible; congestion around New Street/Morrisons.

Suggestion: Tunnels or Bridges for crossing Westway.

Environment: Make the town centre a nice place to spend time; noisy/dirty; pedestrian route improvements/ speed humps required on Racecommon Road, surfacing is poor and no cycling provision proposed; tree planting and green areas to offset pollution and improve air quality; good signposting needed; support Metrodome link; New St needs improving; Westway is awful; routes within town considered weak; Eldon St access has character but is damp and grim; Market Gate Bridge nice except for Westway; The Seam, suggests light rail; Metrodome Green Sprint, suggests making more of Harborough Hill; Gateways supported if real gates.

10. Page 10

14. Are there any interventions you think we have missed?

Answer Choices	Response Percent	Response Total
1 Yes	25.00%	13

14. Are there any interventions you think we have missed?

2	No		31.25%	16
3	Don't know		43.75%	21
			answered	48
			skipped	60

If yes please put your suggestions here: (19)

General – Importance of partnership working across public services; well done it's there; anti-social behaviour; want to see more detail; balance about right.

Suggestions:

- Work with NHS on long term plan to move away from hospital settings where appropriate
- Make provisions for the homeless and staff between shifts
- Help for the elderly, less fortunate and single parents

Environment: Improve Old Doncaster Road/Sheffield Road, it has many businesses but also a few empty/derelict buildings and currently seems cut off from town due to the Alhambra and building works; reduce cars; increase green spaces; tidy alleyways and ginnells at rear of Edwardian Victorian houses; consider the ring of neglected housing around the town centre, once proud Victorian properties eg Princess St, Summer Lane, Cemetery Rd, Park Road, Dodworth Road.

Transport: Electric Vehicles.

Diversity: Create a diverse town with a diverse offer to bring all communities into the town centre.

Suggestion: broaden the offer of the market as considers it one dimensional mainly white / English offer as no halal, Caribbean etc.

Events: Locke Park and Oakwell (Barnsley FC) large communal areas for the town could be better utilised during the summer months for live music events - bringing visitors in to the town increasing revenue for retail and leisure entertainment.

Economy: Investment needed to attract in new business in Principal Towns

Atmosphere: Antisocial behaviour issue deters visitors

Health – Autism, dementia

15. Would you be interested in attending a stakeholder workshop in September? If you tick yes you will be contacted with details of arrangements.

Answer Choices		Response Percent	Response Total
1	Yes	38.89%	22
2	No	61.11%	33
		answered	54
		skipped	54

16. Please add any other comments you would like to make here?

Answer Choices		Response Percent	Response Total
1	Open-Ended Question	100.00%	21

Things are getting better and Barnsley is leading the way in South Yorkshire; keep rural parts, encourage farmers and get people to have locally sourced food and self-sufficient; action on anti-social behaviour; doesn't want Barnsley to become a massive housing estate with a bit of green on a roundabout; would like to be notified of the outcome on a regular basis; feels like token consultation; when the centre is finished as in Sheffield would like to see 24 hr security; without public involvement from the beginning this was always going to be a difficult project; Meadowhall is just down the road and people live closer to other shopping " opportunities; retain character; people came from miles around to visit the old market.

Suggestions: Sell the football club to its owners to invest in its development; green space improvements such as planters and tree planting in Racecommon Road area. Improvements to cycling and pedestrian routes on Racecommon Road and surrounding area; traffic calming measures; reduction of car use in and out of the centre; high parking cost and lower public transport costs; hide all of the un- commissioned graffiti off street furniture and old Victorian walls, commission local graffiti artists to smarten these areas up with themes example portraits of Barnsley celebrity icons / quotes that mean something / The Yorkshire Rose/ Barnsley dialect celebrate our area offer something different that will attract visitors; seek funding from corporations such as Virgin and BT;

16. Please add any other comments you would like to make here?

Consultation - Views of local people are important; access for constituents to see Members outside of Town Centre; point that not everyone can leave their homes; some lack access to digital information / skills; use of jargon; people in areas that may be affected by building works should all be contacted for their views;

Suggestion: Information tents could be set up around the borough; canvas views in local parks

Issues outside of Barnsley Town Centre - Save Barnsley Canal; restore character landscapes; stop housing infill; don't forget about areas surrounding the town centre which make up Barnsley's image and are still lacking.

General issues: Queries use of consultants; concern over development of large retail complex at a time when the number of retailers nationally are reducing.

Support - Good luck/ thanks to BMBC for changes made to date which have transformed the town already; great opportunity to develop an amazing place; focus on green spaces and culture is amazing; floral displays in front of the Town Hall are superb, uplifting, and say 'We are in business'; create a diverse, inclusive and welcoming town centre for all; thank you for allowing this opportunity; enjoys visiting Barnsley town centre and considers there is much potential.

answered	21
skipped	87

Youth Council meeting 6/9/21

What do you think of the Town Centre?

- Positive - the Town Centre is growing and becoming more exciting, will draw people in instead of them going to Leeds/ Sheffield
- Negative – people say the market is not what it was
- New market and Town Centre development is modern and feels that is what is needed
- Good areas and bad areas
- Some 'dodgy people' in some areas
- Wellington St/ Market St/ Albert St? could be cleaner
- Comment from Youth Council member from Dearne
 - gets driven into town, rarely uses public transport.
 - What is the need/ draw to come into town centre from outlying areas? Some people have no reason to go there. What makes Barnsley unique and appealing?
 - Considers Sheffield City Centre stands out, what stands out about Barnsley?
 - Poem about identity?
 - Businesses have become replicas of each other
 - Also point about wants to see improvements in their area, not just Barnsley Town Centre
- Does the Glassworks appeal to pensioners?
- .Barnsley has proud communities that enjoy socialising, the market was a focus/ place for people to socialise. Aspirations may have changed but people still need somewhere to go and socialise
 - Better Barnsley Shop was a useful place for people to gather, find out latest plans etc. A similar venue could be used. VP mentioned Nottingham's Urban Room, used by the community to get together
- Considers the Arcade vintage. Town centre has become commercialised.
- Perceived issues such as drugs, alcohol, homelessness.

Challenges?

- Rent increases mean local/ independent businesses struggle and may have to move out of Town Centre or the borough
- People?
- Cash?
- High Streets dying off
- What is the benefit to people in in the outskirts of the borough?
- Autistic unemployment SEND is under addressed.
 - Lots of able SEND people who want to work/ start businesses
 - Accessibility
 - Would navigation help?

- Need to create a social change

Specific ideas?

- Music venues needed – either restore old ones or new ones where concerts can be arranged

Appendix 2

Stakeholder Workshops

Four workshops were held in total, three during the consultation period and one in October to pick up anyone who had commented towards the end of the consultation period and had indicated they would be interested in attending.

At the workshops attendees were asked what they liked about the Town Centre, what they don't like and what sort of challenges it might face. There was also an opportunity for further general discussion after Urbed had presented some of their key findings.

Comments from the Stakeholder Workshops

9/9/21

Likes

- Strong point is functional town centre.
- Some older people have money to spend.
- Independent shops not chains
- Enjoy the library and what it's got to offer and people have found the experiences in there good.
- Cooper Gallery and Experience Barnsley – like the Culture
- Like the various places to eat eg Victorian tea rooms in the arcade, Market Kitchen. There is now some diversity.
- Parkway cinema is good value for money.
- Day to early evening there is a lot to do for families
- Market

Dislikes

- Unsavory people. They are being moved on, now moved on to Chennells/ Corner Pin area. Regarding individuals causing antisocial behaviour the Neighbourhood team is based in the Glassworks and working on these issues, with longer term interventions with key offenders, including us applying for Criminal Behaviour Orders, targeting crime and anti social behaviour, and dispersing those who commit this through dispersal orders and Public Space Protection Orders. The team have made arrests, successful stop searches for drugs and have dispersed a number of individuals.

- Regarding individuals causing ASB in the Town Centre - Neighbourhood team are based in the Glassworks and are working on these issues, with longer term interventions with key offenders, including us applying for Criminal Behaviour Orders, targeting crime and ASB and dispersing those who commit this through dispersal orders and Public Space Protection Orders. The team made two arrests, two successful stop searches for drugs and have dispersed a number of individuals while policing the fantastic opening of the glassworks.
- People, particularly families go to Metrodome then go home rather than come into town. Nothing unusual or quirky about it.

Challenges

- The challenges for Barnsley are being faced by town centres all over. Strategy away from relying on retail and diversifying to other uses. Ones that bring people in and keep them in the town centre.
- Changing planning legislation – ability to control retail and how you control mix unless you work with landowners. Concern about changes from office to residential and ensuring it results in decent accommodation
- Council doing its best to keep tidy and clean
- Query/ concern over what happens to Alhambra when shops move into Glassworks
- Routes blocked traffic
- Learn from other countries and European cities
- Concern over drug dealing – instances in Honeywell
- Civic pride, something about Barnsley
- Connectivity Metrodome
- Change in retail internet based, attracting of large chainstores. Smaller independent stores.
- Potential, good location should be exploited.
- Bigger picture footfall and wealth from towns in surrounding areas
- Need sustainable businesses and sustainable jobs.

General discussion

- Need to find things we can do that don't cost a fortune - speculate to accumulate.
- Get infrastructure right. Police have done a good job but there are a lot of people that need to be sorted out, not just in the Town Centre as they have been moved out of there.
- Strong points- functional town centre. Metrodome has a lot of visitors from West Yorkshire South Yorkshire and Manchester area who say they won't venture out into the town that comes on or go somewhere else on the way home purely because it's not got that attraction particularly to families. It's not got anything quirky or unusual about it. It's a quick functional experience, to get some cheap food or something.
- Older people have some money to spend and they're going to places like Wentworth garden centre and other places like that. Making towns have individual shops not just chains.

- Would like to see more trees
- Routes, blocked traffic
- Living over the shop
- Connectivity Metrodome
- Would like to see dog friendly areas and shops. Market Square is a wide open space that would be nice for people to be able to bring dogs into town.
- Additional planting, this can sometimes cause issues in terms of crime, ensure Designing Out Crime Officer is included in this consultation, who will also be able to advise regarding positioning of additional seating etc.
- Discussion about the role of the Football Club and everything they deliver for all age groups.
- Utilise existing spaces for concerts / recitals/ Rock concerts we have Barnsley FC / Metrodome/ Civic Hall / Lamproom theatre / Locke Park all assets within the town let's attract external money and visitors we are less than 30 minutes from millions of people
- Could we do something other than housing/ leisure? Eg container project idea
- Westway - discussed design of bridge to avoid suicides. Also point made that it is a 'death trap' for cycling
- Sheffield Rd/ Alhambra roundabout gateway for cohort?
- Comment re. Sheffield has moved buses out of the City Centre – less pollution but worse for people that aren't mobile
- Wellington Street wall from Morrisons areas
- Leisure provision needs to be increased
- People in Barnsley cycling -likes the idea of cycling around and helping the planet but the geography is sadly not very friendly for beginner cyclers. The hills can be very off putting - could cycle tunnels/subways be of some use to us?
- Is it realistic to expect people to walk to and from the Metrodome? Not close and uphill. Not sheltered in wet/cold weather. The Metrodome is closer to the interchange than the Alhambra as the crow flies. The Metrodome also has no public transport links so many people already have to navigate this route from the interchange. Lots of people walk to the Metrodome they see this as part of their exercise routine.
- Streets becoming neglected. Thinks we are missing a trick putting more buses into town via Shambles St. which would then help develop that area of the town centre.
- As the car park is now closed on wellington street more people are walking the full length of wellington street toward the corner pin pub and into town this way, and some new businesses have opened up on Wellington street, barbers, eatery and the pubs have opened up their beer gardens to families with food at lunch time so it's quite vibrant.
- A quality or even mid range hotel would support The Civic and Metrodome's ambitions for attracting audiences from further afield. Lack of hotels has prevented us getting certain conferences and posed an issue for when we had Question Time (David Dimbleby chose to stay in Sheffield!) Considers this would make a great addition to the local area and bring in more jobs.
- In reference to former Royal/ White Bear - How can we let this fall into disrepair. That building is lovely. This is also a good location to consider regarding issues in night time economy - the one way system will mean it is less likely to be patrolled, perfect for drug supply or disorder when people may seek to avoid street light/CCTV

16/9/21

Likes

- Barnsley Town Centre is pleasant, better than Rotherham for example and considers that more effort is put into retail and leisure than Rotherham
- Regeneration and market cafe is lovely
- old part of the town regenerated and outside M&S

Dislikes

- No more toilets to replace public toilets after Alhambra and market closed
- Cover is missing, places need to sit and shelter from the rain
- places to mingle and get together/ sit outside

Challenges**General discussion**

- Could offer more accommodation and activity clubs for the unused units.
- In regards to the activity clubs, they could bring in niche shops that the town lost, within the same units, reducing the rent costs for both parties, if they aren't the same people managing it that is. Having temporary accommodation for commuters could also reduce emissions and increase utilisation of the town centre.
- Suggests reducing rent for units for the first 6 months to help new starters.
- From a police point of view bench outside bank removed due to people gathering and would object to toilets in the town centre unless managed
- Discussed anti social behaviour there has been an improvement town centre wardens to replace PCs no police powers like the PCs owes other places have toilets locked up and you have to use your bank card to get in better way to manage like toilets in Penistone
- True that there is going to be a big decline in all areas challenges what do with buildings
- Older people who aren't Internet friendly can't go online
- Shops declined small independent pubs I've provided a service tend to be where people can chat 30 plus age group 60s and 70s convenient town centres on the edge shift in licenced premises Wellington St anecdote Swedish visitor doesn't feel threatened
- Discussion about local breweries and how to bring into town Acorn/ Jollyboys?
- Would like to see craft shops 'knit and natter' woodwork calligraphy
- Nightlife - scope for restaurants / quieter areas to have a drink. Would like to see more leisure opportunities
- Education and skills discussion Three shows of school in Hartlepool technical skills focused if not academics apprenticeships converting empty shops neednt be in the town centre
- Barnsley college has a good reputation for vocation need to raise awareness of this

- Sheffield City Council zone 2 streets streets cars no longer pedestrianised, clever design with trees and long gardens. More a fantastic change Fargate/ Devonshire Green suffering with redevelopment interesting shops culture shortage of space for live music folk club folk club operates out of trades club
- York and Harrogate queuing to get into Betty's, not greasy spoon cafes
- Civic redevelopment facilities in civic house if it used to operate council space centenary rooms
- Police perspective remove shutters hammer glass replaces shutters which is bulletproof and would make the Town Centre look/ feel better
- Old buildings – keep facades, be realigned inside
- Wants to see apartments for sale rather than HMO's
- Would like to see some presence and activities at other times of the day
- All want to make Barnsley a nice place to visit. Want entertainment/ live/ work in the Town Centre
- Parking – referred to Will Alsop proposals - 800 metre
- Queries the 'halo'/ green ring on the diagrams -how to maintain?
- Pedestrian/ car separation. Crossings at street level, separation not possible
- One participant walks into town and enjoys the nice Victorian heritage. The Victorian arcade has potential – needs more love and attention. Other older areas have potential too, for example north of Churchfield Victorian arcade needs more love and attention
- One participant considers it a long way to walk from Courthouse - suggests park and ride; electric minibus; benches and points to rest
- One participant parks at Morrisons. If going to Old No7 gets the bus
- Folk club being held at Trades Club (Townend) is a trek from the bus station.
- Depends where you live, more parking near Penistone station
- Routes into town eg Sheffield Rd/ Westway tired and needs softening
- Culture Lamp room and Civic – a participant said they will visit in future. Goes into Cooper gallery
- Beer festival suggested
- Barnsley in need of older buildings to be cleaned up the new side versus the old side that's a quick fix feels dark in Victorian arcade but it's boundless hidden gem
- bring sense of beauty of outer villages into town
- Example of Manchester new buildings hidden behind facades of old buildings
- one participant not a fan of said glasshouse assume means glass works

18/9/21

Likes

- Compact, accessible, focus - compares to Oxford likes lots of areas

Dislikes

- anti social behaviour/ gangs

Challenges

- Mental and physical well being 70% of people are overweight or obese
- 'Never waste a crisis Leslie Knope agenda'

General discussion

- need a greater diversity of food and entertainment
- suggests need for health centres well- being centres and clinics and yoga studios
- More creative vision for what we want to do for what we do with glass works
- Opening nights activities
- Artificial grass gives a bad message green space is being created hopes not to be artificial grass in future
- There are gems like the Cooper St. Mary's town hall out on a limb
- no new cycle parking created sum was lost outside the alumbra
- open Sheffield Rd and alambre business is not made better find new development
- Attitudes towards cyclists
- Need lots of good people older people. Some are lost in life. There is a drop in on Pitt St.
- Likes some market but not sure how sustainable it will be in the future makes barnesly different concern about the rents and the age of stall holders
- Likes independents but finds it difficult to spend money on good quality items, for example gifts or things a bit different. It is value for money but higher end of stuff is missing would like to buy more good quality items from the market.
- The cultural offer Cooper and civic art trails like the wicker animals and painting are excellent, would like to see more of those
 - Would like to see more made of walking opportunities like circular walks for example Denby Dale, positioning of Barnsley. Likes the green out of the Dearne Valley
 - want to see more pop ups, particularly vintage etc
 - college would like to see something in town to prevent brain drain
 - feels like the council listens but doesn't act somethings that we're talking about in this project were being talked about in the beps seven years ago it was clear before COVID we wouldn't need that much retail
 - would like to see other uses for example climbing wall bring a differentiated offer from other places any business has contingency plans need to see a diversity of views harvest talent in Barnsley to keep interest in living breathing things agiliti
 - Example of afflecks palace football club and youth zones as well as links to metro dome

- request to include university campus in skills keeping talented people here need to work with the university specially link digital campus in university campus like to see a feed from education into businesses to retain talent UN special this should be near the interchange
- We have a proud community spirit
- Need to keep talent Regent Street is historically where professional classes were on Regent Street, feels it is underutilised
- Educational enterprise not currently integrated as a plan. Suggests redefining the area
- Game designs teams go out to Leeds University would be fantastic to have startup units
- Metrodome is seen as the 'other side of the tracks' sports and activity should be part of the town centre. Jumble Lane bridge
- One participant meeting CEO of the Football Club and could make introductions
- Local plan review – suggests considering including Oakwell and Metrodome within the Town Centre boundary
- How do we deal with linkages further actions reports following Urbed study as it won't be able to deal with everything. Consider separate Council reports as part of summary of consultation?
- Would like to see coworking spaces redevelopment of seem is a good step if we position Barnes later have a good work life balance
- Greenlinks wonderful working area around homes need higher disposable income sustainability carbon footprint sustainable lifestyle re establish Town Centre and set within a wider area context eg Monk Bretton Priory has no visitor centre; Worsbrough Mill is a gem etc. Need to tie up all areas of the borough and make the town centre the heart of it
- Marketing issues – there is a huge tsunami of negativity about the council particularly on social media how do we get people to appreciate what there is
- Reposition Glass Works as the start of the Town Centre's transformation, not present as a fait accompli
- Challenge pseudo consultation roundabout penny pie park
- Try a new creative collaborative approach
- Living walls suggested – examples given Mumbai, Guggenheim in Bilbao
- Ideas for projects or comments on specific projects
- Employment and education space offer of assistance from participant
- Think about pathways now with feeding with the work of our skills and employment team
- Connectivity improve shop fronts frontages Eldon St north for example
- Signage is important an example is the chicken shop opposite the town hall
- Cycle ways challenge to make area cycle friendly but needs to be done drastic action
- Routes identified a reasonable we can't take bicycles through the alumbra or glass works
- Important to get ideas from young people – suggests going into schools and colleges to consult. Would like to see young people use pop up stalls and develop businesses.
- Market themselves reduced rents?
- Vintage shops crafts link with costs as they do in the town centre
- Great improvements to the town centre, but the routes in such as Sheffield Road and Eldon Street North that have commercial uses could do with some help to improve their frontages.

- Perhaps a public realm design code if there isn't one already, would help with decisions like the plastic grass.
- To ensure that revenue streams are in place to maintain public realm is maintained once it is created; for example, Nelson Mandela Garden has not be maintained; the trees have not been cared for and are dying; the water feature proved too expensive to run, the light clock on the Civic is broken.
- Thinks the strategy document needs to include a clear statement of ambition for the town centre and how it will be different to other places linking to other relevant strategies for example, the Local Plan sets out ambitions for the town centre. A delivery element too.
- The university campus needs some recognition in the document.
- Given the terms for market rents, fears that start up businesses that may traditionally have trialled on the market, will not be able to afford to do so. Could some of the empty floor space be used to support start ups?
- The Oakwell side leads directly to the Dearne Valley green space
- Consider archaeological and heritage assets as part of the town centre offer, for example the Barnsley Wholesale and retail floor coverings premises is the last building used as part of Barnsley's linen industry. Trails around the town centre?
- From LGA - a cultural strategy demonstrates commitment and provides vision. A strong cultural sector contributes to revitalisation, improved health and well being and creates positivity. It can help in gaining influence beyond local boundaries and is good for inward investment It is good for placemaking.

20/10/21

Likes

- History and geography
- Market
- Roughness as a 'real place to go'
- New centre is great and new shopping focus, considers some parts not particularly attractive
- New development has flattened a lot of interesting buildings
- The Arcade is not used enough
- Queries the focus/ position? Are we trying to compete with Meadowhall? Is the strategy to compete?
- Liked the former Tuscan Hill Village idea – radically bringing character/ focus on character. Idea criticised as not ready for radical development
- Liked the 'Shed' style Market Hall that we had as an interim measure, made it feel like the 60's
- People won't like areas that are too modern and corporate
- Example of Quaker Hall, Manchester as an attractive one storey building surrounded by trees
- Supports more housing but wants to see characterful homes
- Updated market but a lot of people not ready for change

- Has seen lots of photos of old Barnsley, people comment that it's not what it was, has lost character. Would like to see nice old buildings celebrated and brought up to code rather than fall into disrepair, referred to demolition of Hedonism.
- Enjoys shopping and Market Kitchen,
- Enjoys closer grain old buildings
- The Arcade should be a gem and more made of it
- Other towns have ring roads that cut them off, where the town centre gets tidied up and areas outside of that die off
- What is 50-100 year view?
- Convert shops to flats? Will this be a struggle with landowners, developers, investors? Is there are proposition street by street?
- Level crossing had a lot of character that has been removed
- Upper level of the market – concern about stalls on the upper level, are they losing business? If so can they be brought to lower level?
- Likes new look and feel, thinks the Council is doing a fabulous job
- In future more green space necessary; culture
- Attract families and childcare providers
- Build community spirit
- Clean properly – community litter picking but thinks still a mess. Grass cutters shred litter
- Nervous about more residential and what it will look like in 5 years time (run down, eyesore, blight). Be cautious about how we want it to look and how we make sure it stays that way. Would like to see detail.
- Accessibility – need for toilet and changing facilities for children and older children that need to be changed by an adult. Everyone should be able to access and feel welcome. Queries if there are full changing facilities in the library. Needs to be more in the town centre.
- Quality has to be maintained toilets, safety, cleanliness
- DMC is plagued by people/ youths that could spend their time in better places, somewhere to feel safe from dark corners
- Perceived drug problem.
- Experience of wife feeling unsafe
- Corridor of safety and sense of safety. Car has had chunks taken out of it in the car park by skateboards
- Concern about more pubs in The Arcade and it becomes the next rat run
- Mandela Gardens could be great, not a dimly lit, fearful space
- Wants to see a radical approach
- Likes a rough and ready post industrial town but don't want drugs, crime etc
- People go to the Metrodome but don't come into town – some use the Peel Centre
- Work bringing people back into town
- Housing should be substantial and attractive
- Re-wild Harborough Hills
- Connections – get rid of West Way – how would people move? They would get to Doncaster by M18/ A1

- Future transport park and ride?
- A Barnsley FC fan made the observation that circa 15k people coming to Barnsley for football matches and are actively encouraged to not come into Town Centre. 1980's viewpoint that that football is trouble. It would be good if people could have a quality lunch, stroll to the match and early evening come into town for food, meet their partners etc. Example of a recent big game where all Sheffield United fans told not to go into town centre. Most modern sports infrastructure in city centres are massive wealth generators. It could be a 10 minute green walk to the football ground – current walk is not attractive. Demographics of Barnsley fans – tend to be older people and young people, young families. We have created a beautiful town square and people are not welcome if wearing a football shirt. Small independent shops would benefit football fans. The perception of football fans came from a history of a small number of trouble causers. Allowing away fans in would showcase the town and people may come back to visit.
- The Covid signs in future use for promotion, theatre, businesses etc
- Would like to see some green initiative – garden centre, entice people to grow things. Market Kitchen – Market Garden?
- Good analysis of pressure on the town. No actual figures for retail/ office space retail contraction 30%
- Climate emergency and town centre emergency. Doesn't think carbon reduction will help the town centre to survive
- Need a radical statement eg, have trams, contract
- How do we pull people in and how do they get there?
- Are we proposing sticking plasters/ little adjustments
- Do Urbed think there will be a slight decline or falling off a cliff?
- Barnsley is in a good position, doesn't rely on key anchor chain stores
- Has a resident population, doesn't rely on tourism

Appendix 3

Response to comments/ changes made following consultation

The strategy document already addresses many of the issues raised, such as additional greenspace. Some changes have been made to the proposed interventions. The reference to new housing at Town End has been removed as that didn't score very highly.

Many of the issues raised, whilst relevant to the questions asked, are outside the scope of this strategy. Where the Council may be able to influence a particular issue, it will be passed on to the relevant service as appropriate.

Issues raised that are outside the scope of this work

Issue	Action/ Response
Anti social behaviour/ Perception of safety/Drugs	There is a Neighbourhood team based in the Glassworks who are working on these issues.
Operational issues such as smell of meat and fish market	Issues to be forwarded to the appropriate Council service.
Marketing/ Promotion	Comments noted.
Work with University on skills, particularly art/ culture related	Suggestion to be forwarded to the appropriate Council service.
Investment in Principal Towns and surrounding settlements	Investment is levered into Principal Towns through the Principal Towns Programme. Whilst this consultation is focussed on Barnsley Town Centre, other work does takes place in the rest of the borough, including funding bids to lever in investment.
Areas suggested for improvement outside the boundary of the study	Some of the areas referred to as being untidy etc are outside the boundary that was given to Urbed. Some have been considered as part of improving gateways into the town centre, but backings and ginnels of residential areas have not been considered as part of this project.
Comments about lack of consultation on previous schemes	Public consultation has taken place on schemes in the past. The comments are specific in terms of where it is felt there has been a lack of consultation. However, it is not for this strategy to respond. The comments will be taken on board and the detail of any interventions suggested in this strategy will be consulted on in future.
Complaint about questionnaire structure/ language	Noted for future consultations
Concerns over cost of new development, how that is raised/ repaid	Concern noted
Strategy prepared by consultants not BMBC officers	There were a lot of elements of this work that we felt were important to seek independent advice on. Urbed and the team they put together for this commission had expertise and experience that were valuable in delivering this strategy.

Barnsley Town Centre

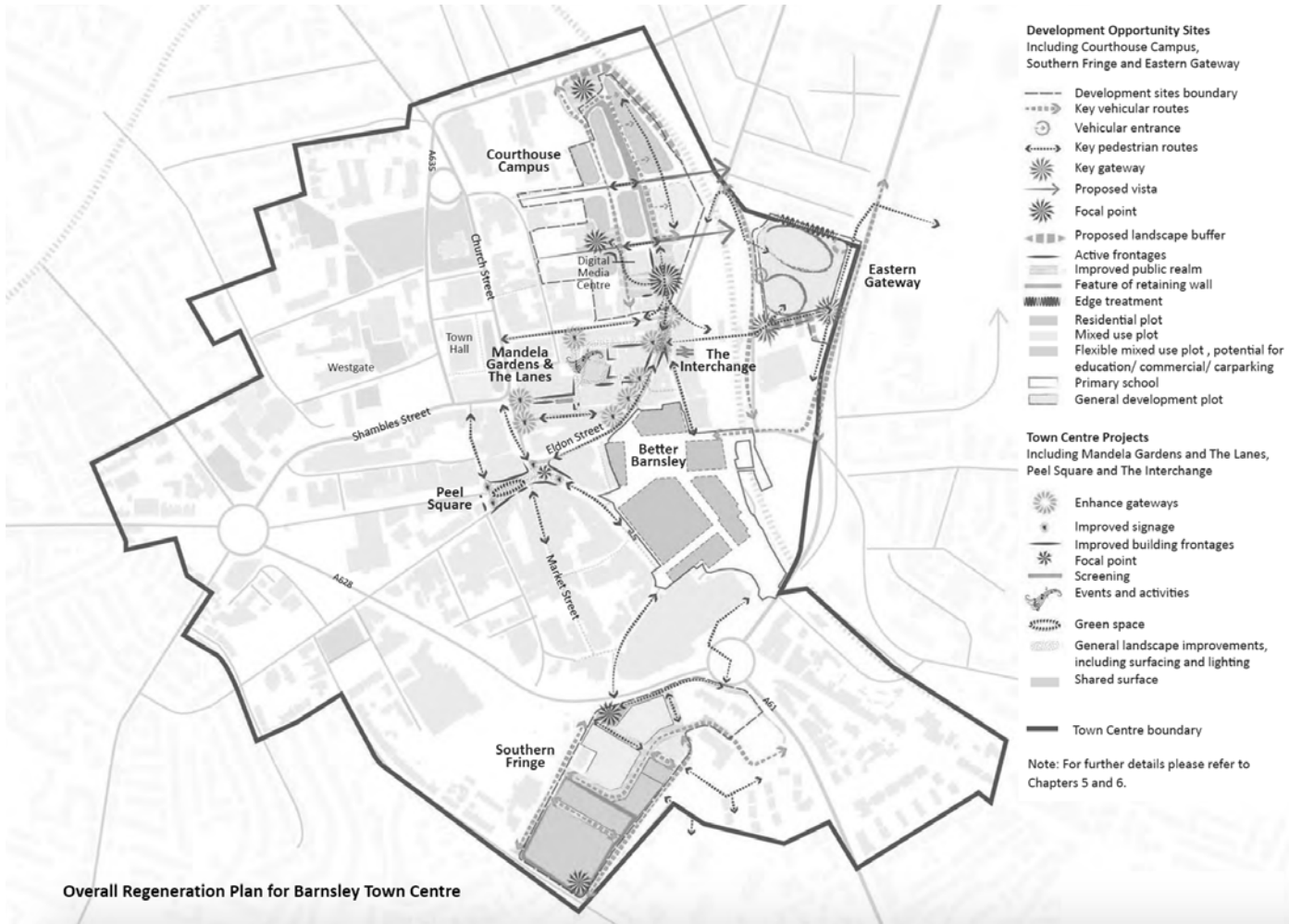
URBAN DESIGN
LOW CARBON
POST COVID
STRATEGY



Baseline Findings

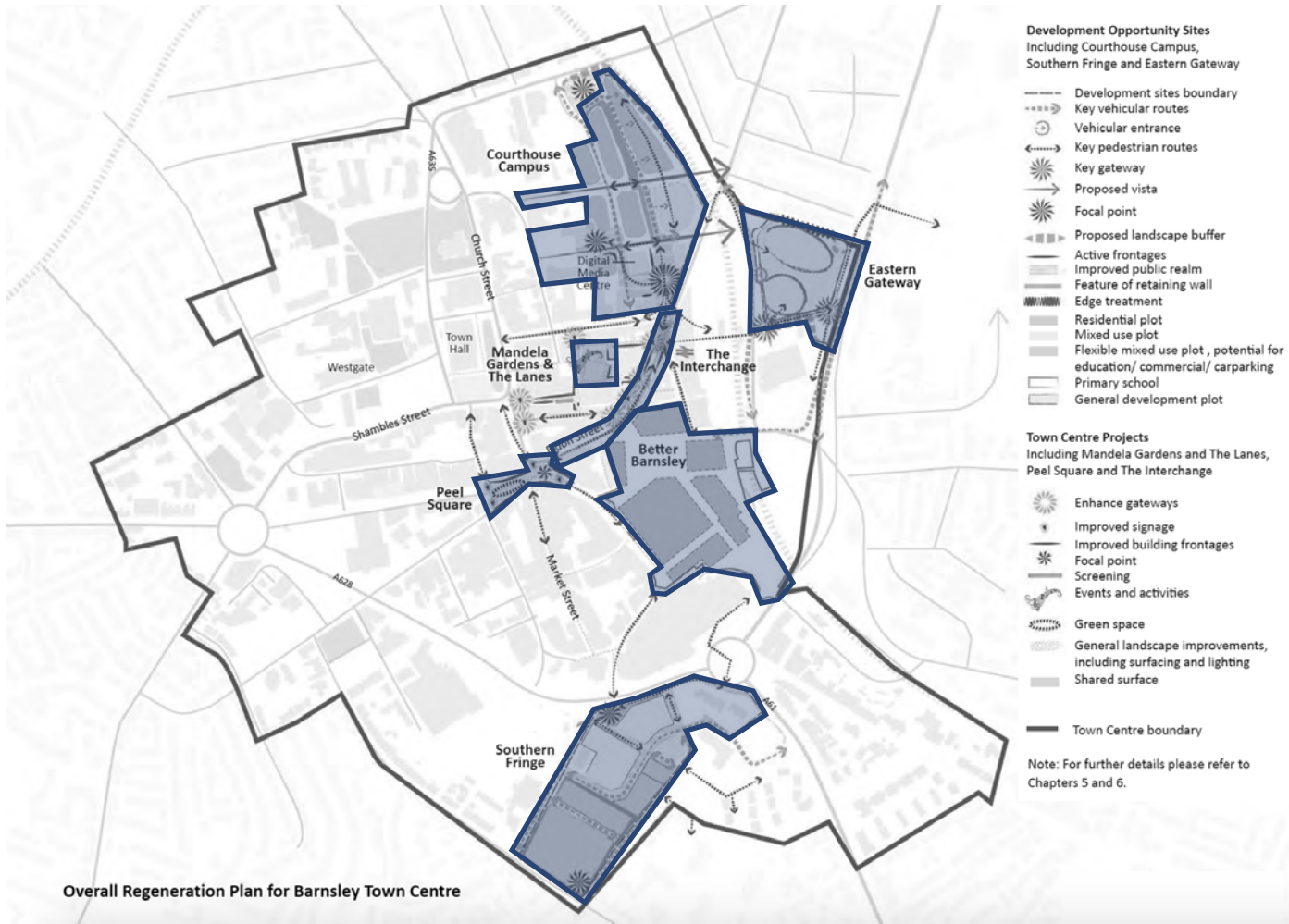
Urban Design

Progress Against Previous Strategy



ARUP
Regeneration
Plan

Progress Against Previous Strategy

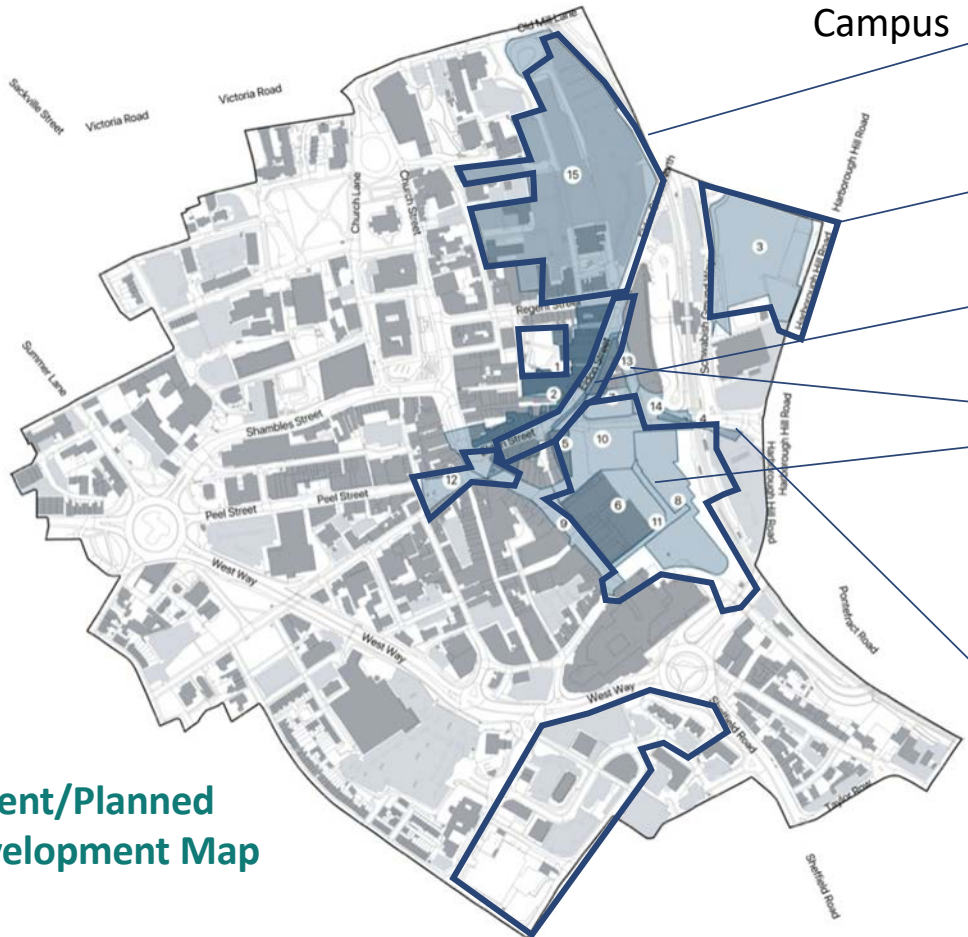


ARUP Regeneration Plan

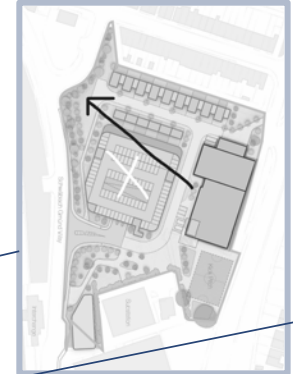
Key Areas

Progress Against Previous Strategy

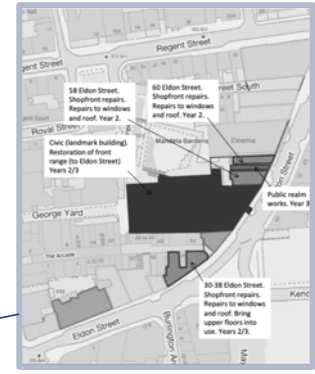
The Seam Digital Campus



Recent/Planned Development Map



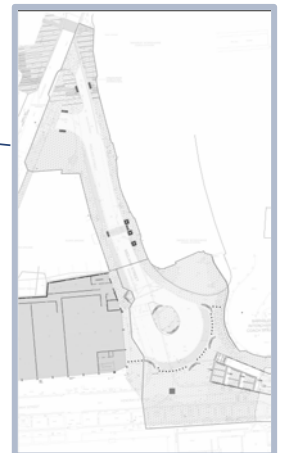
Eastern Gateway



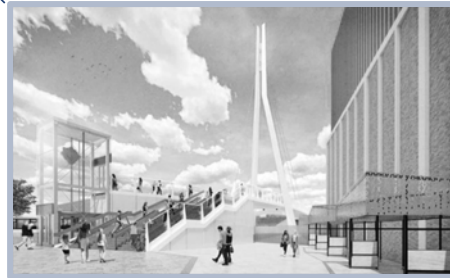
Eldon St



Glassworks



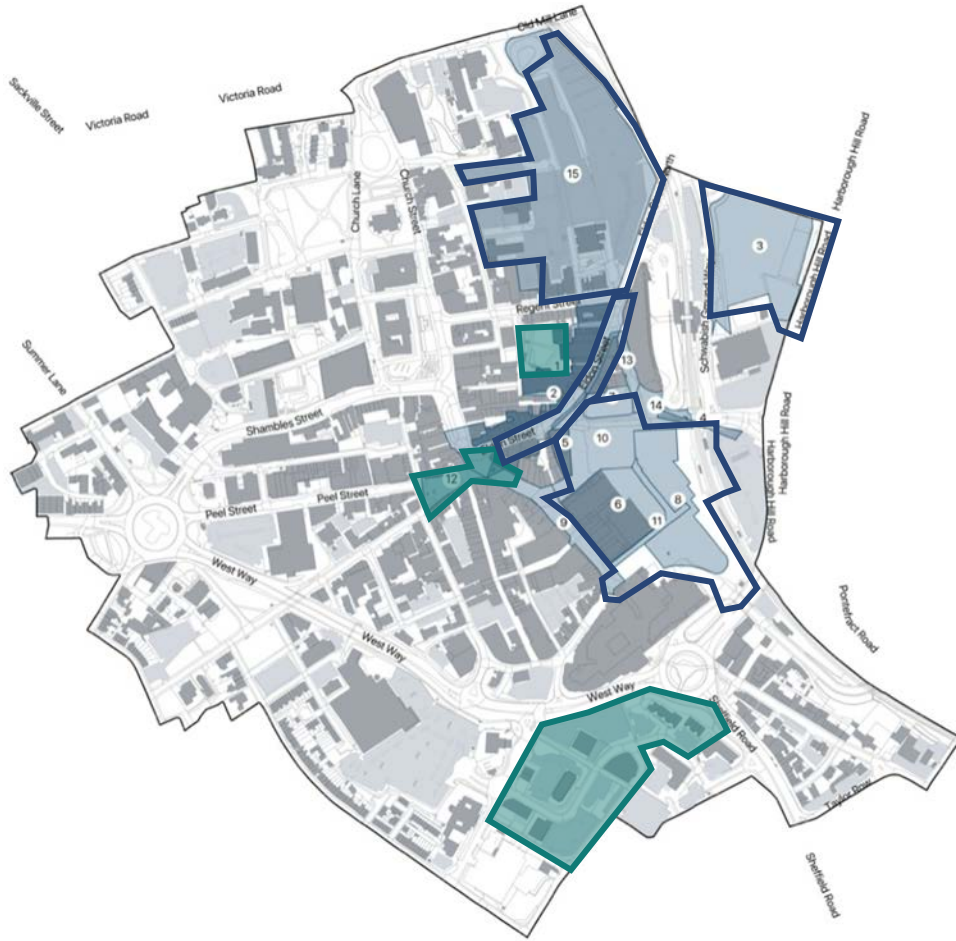
Midland Street



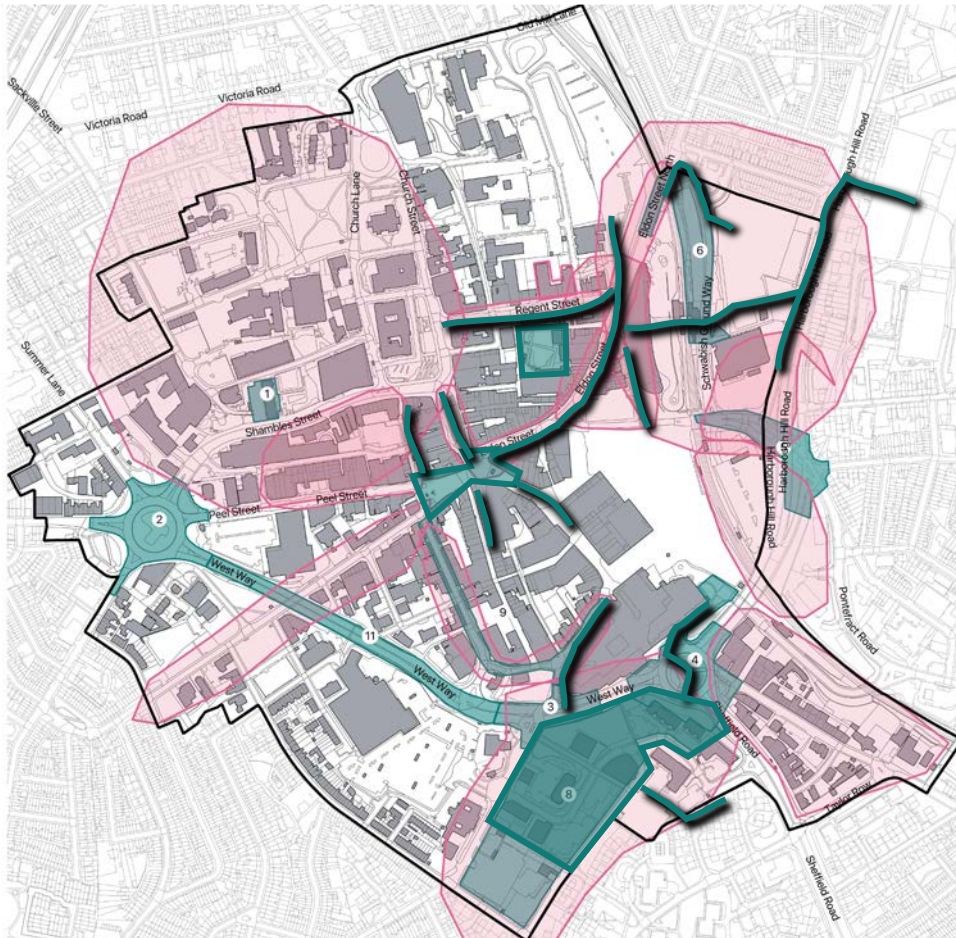
Market Gate Bridge

Progress Against Previous Strategy

Outstanding ARUP sites



Previously Suggested Opportunity Areas



**Outstanding ARUP
Sites**

**+
Missing
Connections**

**+
Opportunity sites
identified in
previous work**

**= what we're
working with.**

Population – Headline Findings - Revisited

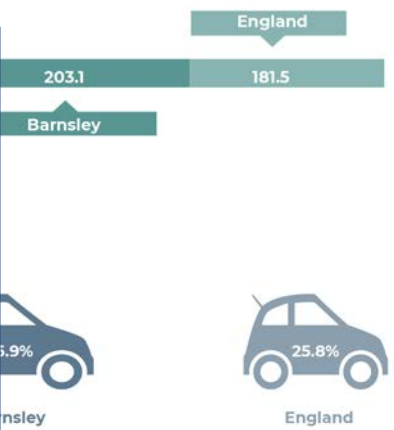
Overall Population

12,290

Up 9.6% since 2011

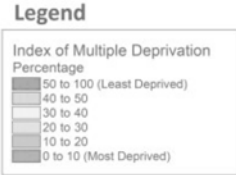


Population increasing
 Higher % working age pop
 Higher deprivation/preventable mortality
 Lower home ownership
 Lower private vehicle ownership



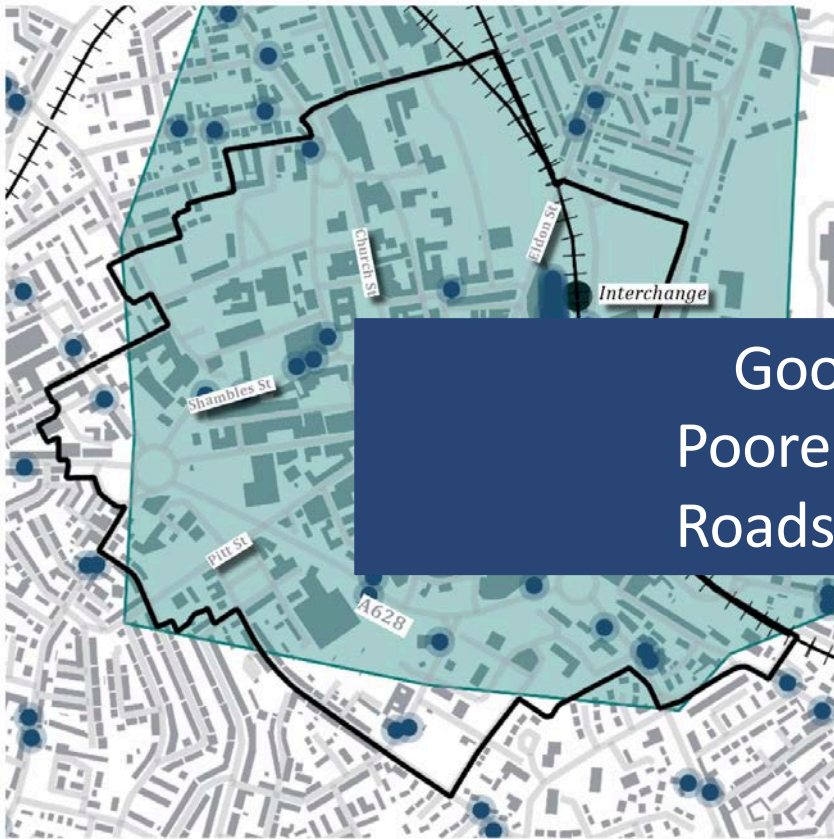
Page 207

Index of Multiple Deprivation 2015
 Central Ward LSOAs
 Relative to England
 (DCLG, 2015)

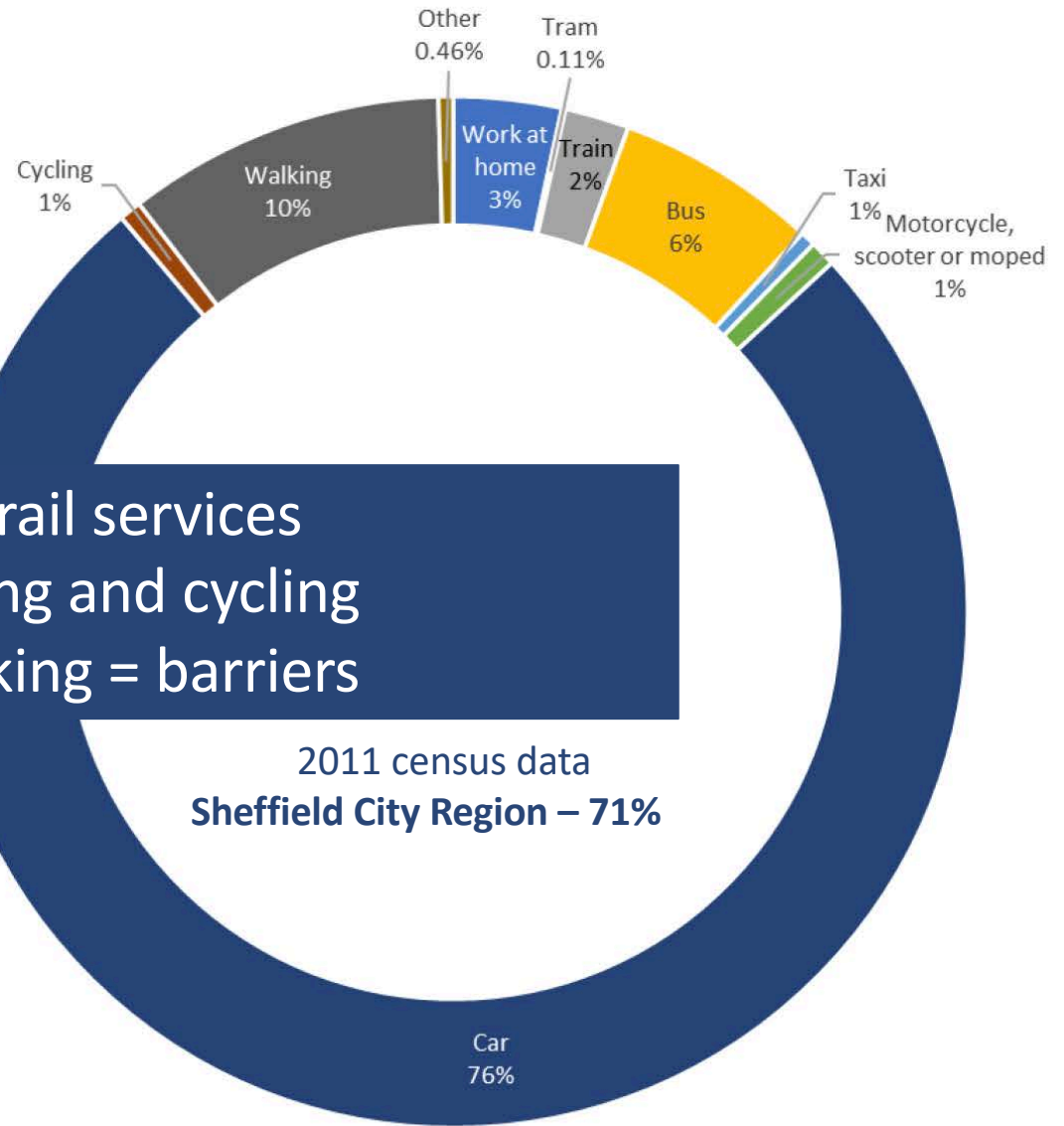


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 Ordnance Survey licence number: 100022264

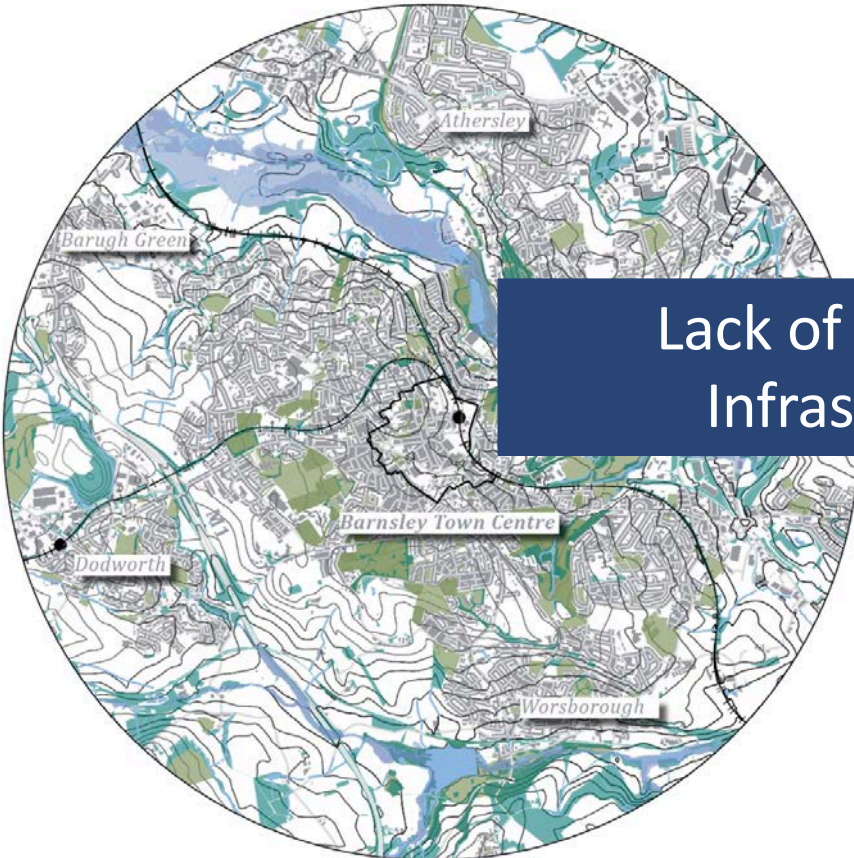
Transport – Headline Findings - Revisited



Good bus/rail services
 Poorer walking and cycling
 Roads + parking = barriers



Greenspace – Headline Findings - Revisited

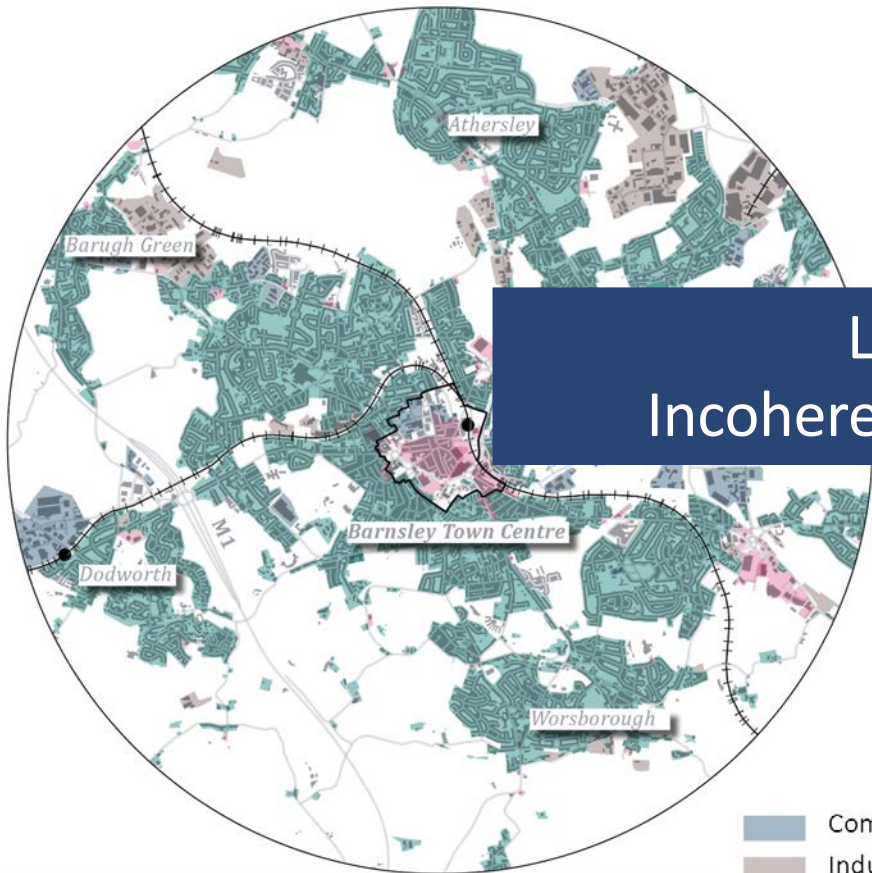


Lack of Green Space/Green Infrastructure in Centre

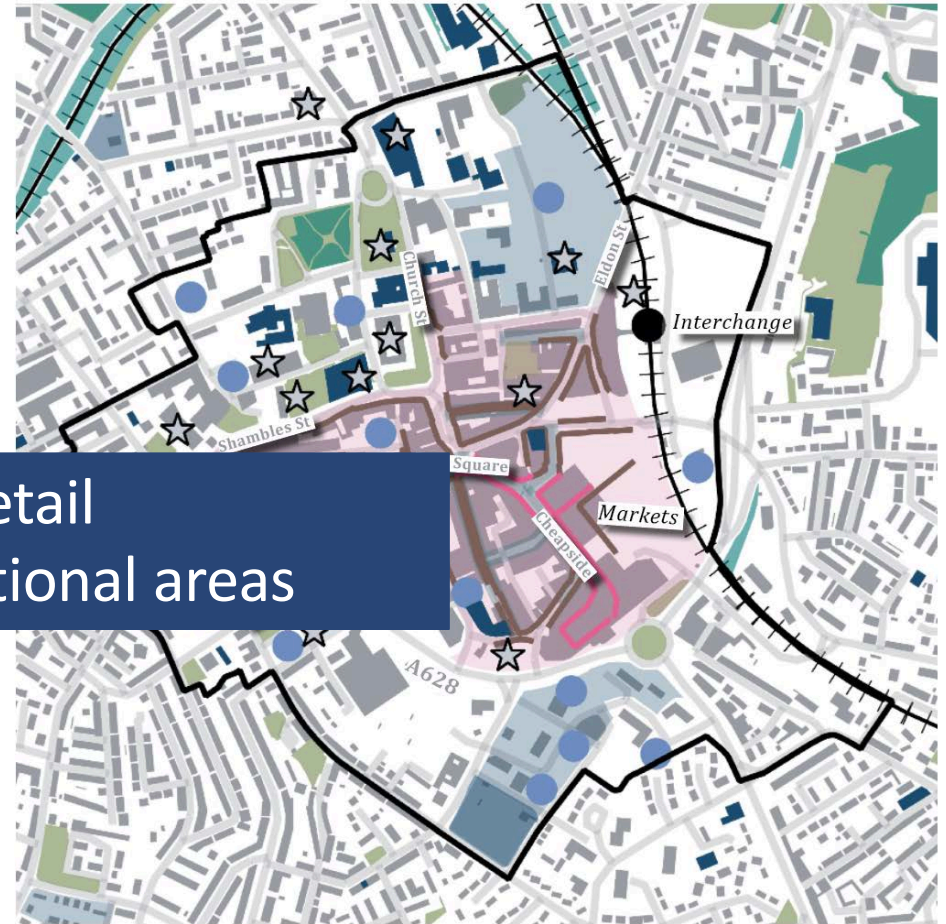


Landuse – Headline Findings - Revisited

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Lots of retail
Incoherent functional areas



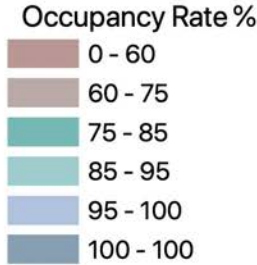
- Commercial
- Industrial
- Residential
- Retail

- Main Shopping Area
- Primary Shopping Frontage
- Secondary Shopping Frontage
- Community Asset
- ★ Landmark Building
- Greenspace
- Brownfield Land
- Car Park

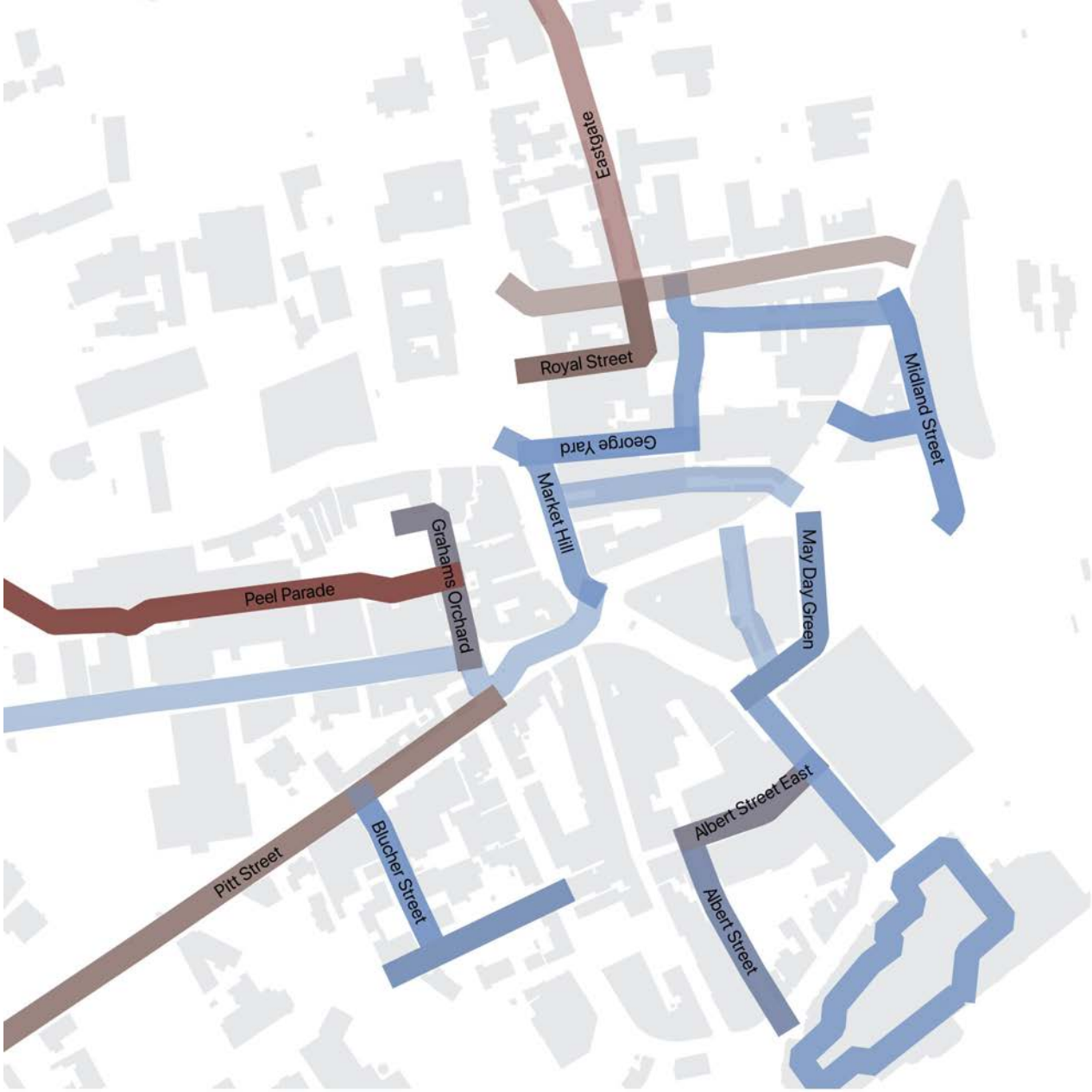
Vacancy Rates by Street and Year



Oct 18 -
Oct 20



Vacancy Rates by Street and Year



Oct 18 -
Oct 20

Occupancy Rate %

- 0 - 60
- 60 - 75
- ~~75 - 85~~
- ~~85 - 95~~
- 95 - 100
- 100 - 100

Baseline Findings

Economic

Update to local economic data - contents

20 page report covering the following:

- Update to key economic data
 - structure of employment
 - economic participation
 - spending power
- Covid impact on population
- Covid impact on retail and leisure
- Covid impact on the office market
- Indicators of Covid recovery
- Temporary versus structural changes
- Implications for the town centre plan

Work still required:

- Consultation with agents
- Combine emerging data and intelligence

Covid impact – during lock down

- Claimant count doubled, but remains below national increase
- Impact most acutely felt in manufacturing sector (Covid and Brexit combined)
- Lockdowns affected town centre, but less than other towns and cities
- Restriction on non essential retail an obvious impact, but also:
 - Reduced officer workers
 - Reduced food and beverage supply chains
 - No football
- Extent of impact on retail will not be known until we come out of lockdown (staff still on furlough, redundancies expected)
- Office market depressed, and expected to remain depressed

Covid impact – recovery (short term)

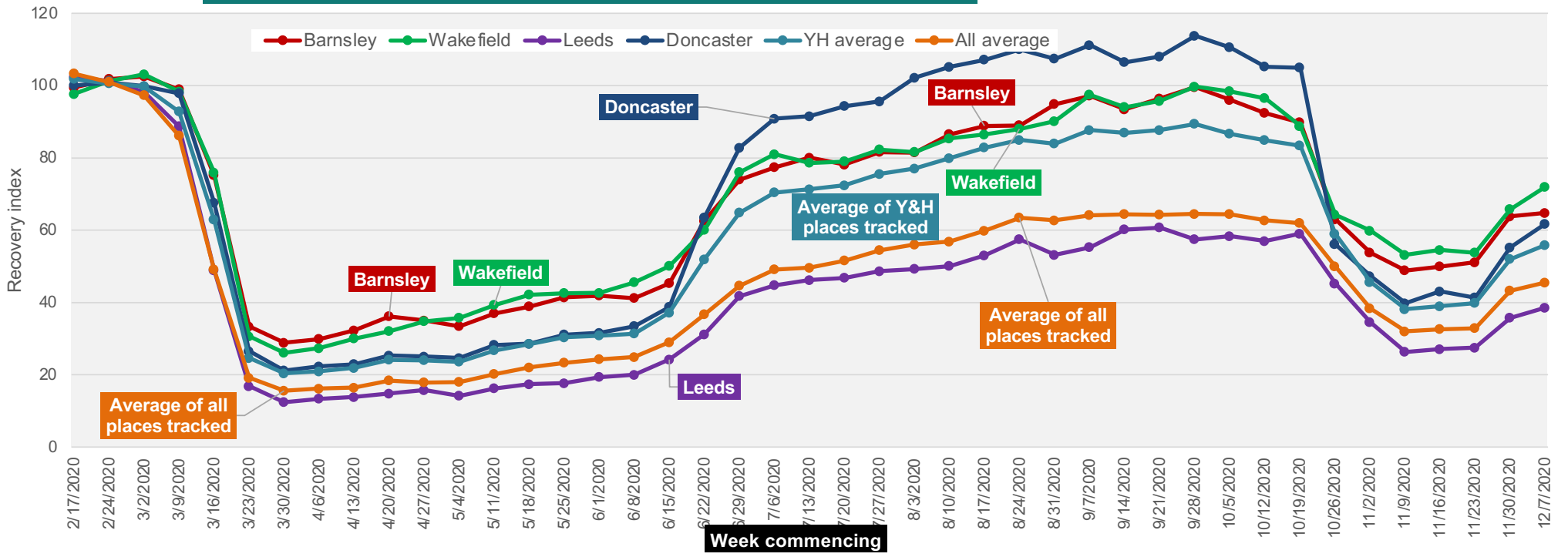
- Based on recovery from first lock down, we would anticipate a strong short-term retail recovery relative to wider UK. Driven by:
 - Lower than average out of town visitors
 - No reliance on cultural anchors which will likely remain closed
 - No reliance on student population which may not return as quickly in other towns
 - Low exposure to national chain closures

Covid recovery – reasons for optimism

Centre for Cities recovery tracker - selected places in Yorkshire & Humber recovery index relative to pre-lockdown footfall (13th Feb baseline = 100)

Based on 7-day weekly average

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Structural changes to the economy – longer term

Nobody quite knows the full long-term impact on the high-street

Major chain retailer no longer trading

Lots of different sources, but all expect on-line retail to stay

Centre for retail research

Year	Food sales	Non-food sales	On-line sales	Online share of retail
2019	2.40%	1.30%	10.70%	19.10%
2020	5.40%	-12.40%	30.20%	29.80%
2021	-1.60%	15.10%	-9.10%	27.10%

KPMG expects high-street retail space to fall by 20% - 40%

Structural changes to the economy – longer term

Mitigation	Cause for concern
Lower reliance on office market	No strong cultural anchor
Local economy less exposed to home working impact	Increase in floorspace when demand will contract
Improved quality of retail offering 'may' mitigate fall in demand	
Increased footfall driven by cinema and Glass Works attractions	

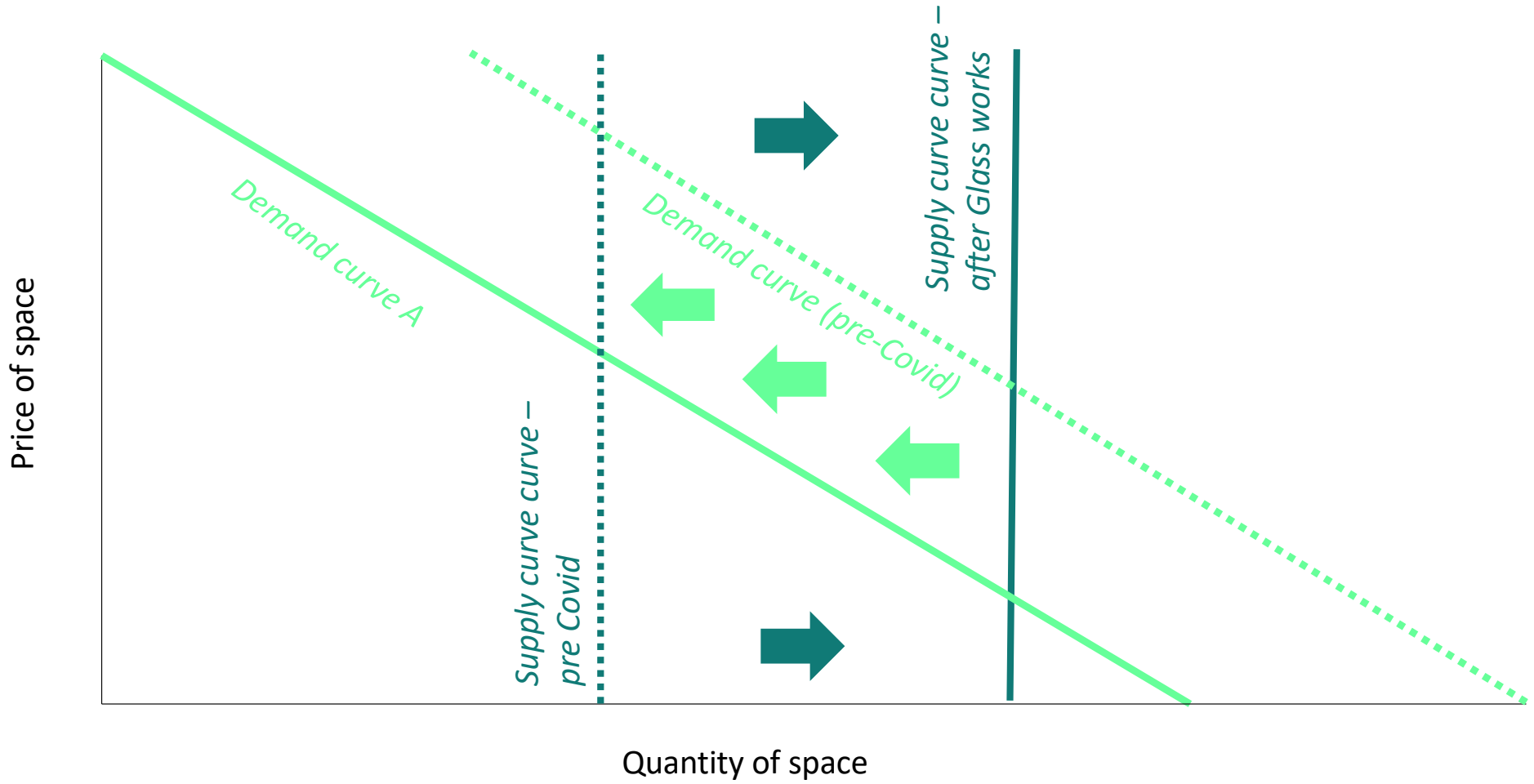
Context for Barnsley

- Experian data tells us 2020 floorspace in Barnsley of 1.24 m sqft
- Contraction from 1.50m sqm in 2012
 - Health occupancy

- Glass Works adds 0.27 m sqft
- Taking totals close too 2012 levels
- 26 out of 39 units yet to be let in Glass works

- Predictions of 20% - 40% contraction in high-street space
- Could leave Barnsley with 0.25 m - 0.50 m sqft of surplus space
- In context, all of Cheapside and Alhambra is 0.27 m sqft of retail space

Frame interventions on supply and demand curve



Baseline Findings

Low Carbon

LEDA Refined Baseline Analysis

New Baseline –Key Findings

A new baseline to more accurately account for the number and type of properties within the TC using several different energy data sets including EPC records to analyse each of the main sectors.

- **Domestic sector** – EPC records for the town centre provided by BMBC (checked with open source EPCs)
- **Non-Domestic sector-**
 - Open source EPC records
 - Non-EPC data (Records of business rates) used to predict energy use
- **BMBC Public buildings-** Heat and Gas energy consumption data sets (council sets)

Baseline Carbon emissions for the TC

Building sector	Gas consumption (GWh)	Electricity consumption (GWh)	Gas emissions (Kt CO ₂ /yr)	Electricity emissions (Kt CO ₂ /yr)	Sub-Total emissions (Kt CO ₂ /yr)
Domestic	2.8	5.7	0.6	1.6	2.2
Non-Domestic (EPC)	38.7	79	7.9	22.4	30.3
Non Domestic (No EPC)	29.9	22.6	6.1	6.4	12.5
BMBC Buildings	9.1	5.7	1.9	1.6	3.5
Sub-Totals	80.5	113	16.5	32	48.4



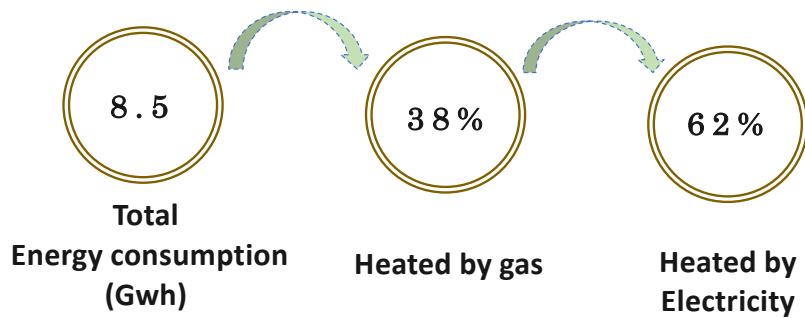
LEDA Refined Baseline Analysis

Domestic sector–Key Findings

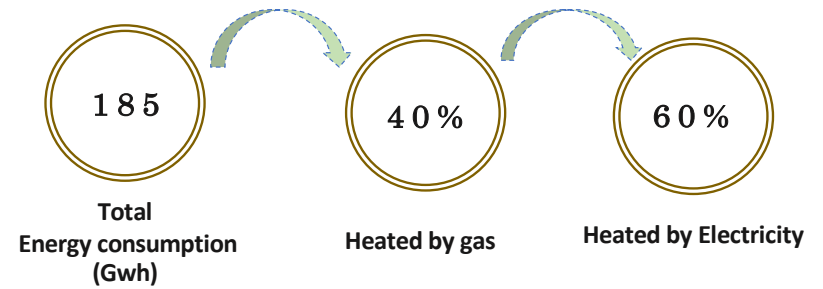
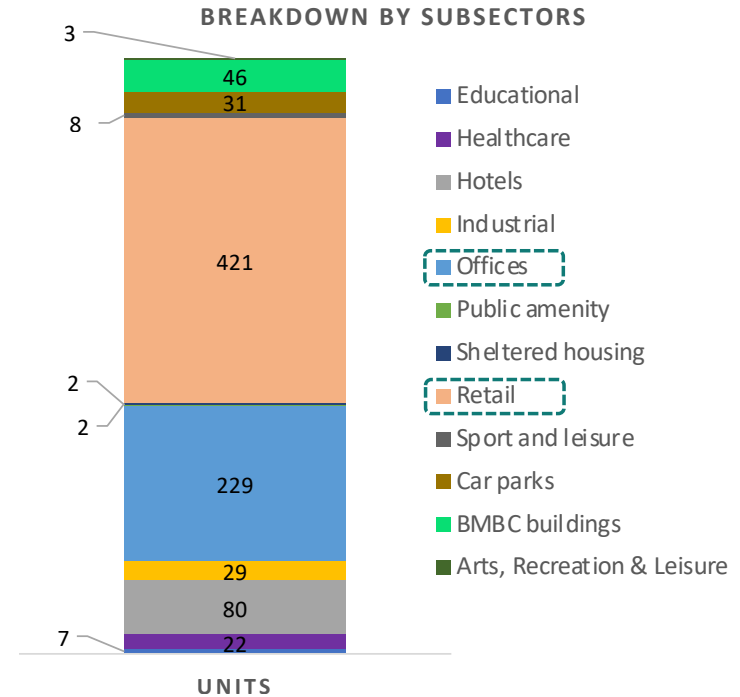
EPC data extracted based on postcodes in the Town Centre

- 11,174 kWh – Avg. gas per household
- 6,320 kWh – Avg. electricity per household

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Non-Domestic sector–Key Findings



LEDA Baseline Analysis – Key Findings

Zero Carbon Programme

Projection Periods	2020	2020-2025	2025-2030	2030-2035	2035-2040	2040-2045
% of CO ₂ Reduction	0	20	30	30	15	5
Net GHG Emissions	48.4	38.7	24.2	9.68	7.26	Zero

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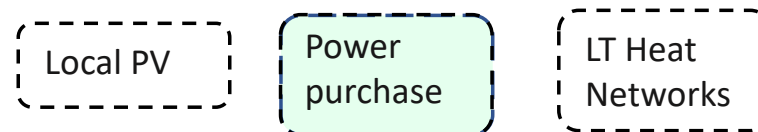
Pathways to meet Targets - Reduce demand

- **Removal of energy demand**
- *By changing the building uses or removing buildings altogether.*
- **Reduce demand of existing and new buildings**



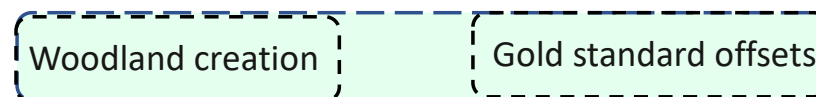
Pathways to meet Targets – Increase renewable supply and offset residual

- **Decarbonize energy supply**



- *A Corporate Power Purchase Agreement (CPPA) - a long-term contract where a business agrees to buy electricity directly from a renewable energy generator - may be a significant part of organisations strategy to meet decarbonisation targets.*

- **Offset residual emissions**



- Choose robust and persistent offsets for residual emissions.

Note 2-Based on BEIS Gas statistics. Includes big energy users.

LEDA Baseline Analysis – Headline Findings

Achieving Carbon Neutrality

To meet with the upgraded *Zero carbon programme* and its 5 year' plan reduction targets, aligned main Key Action plans have been applied to:

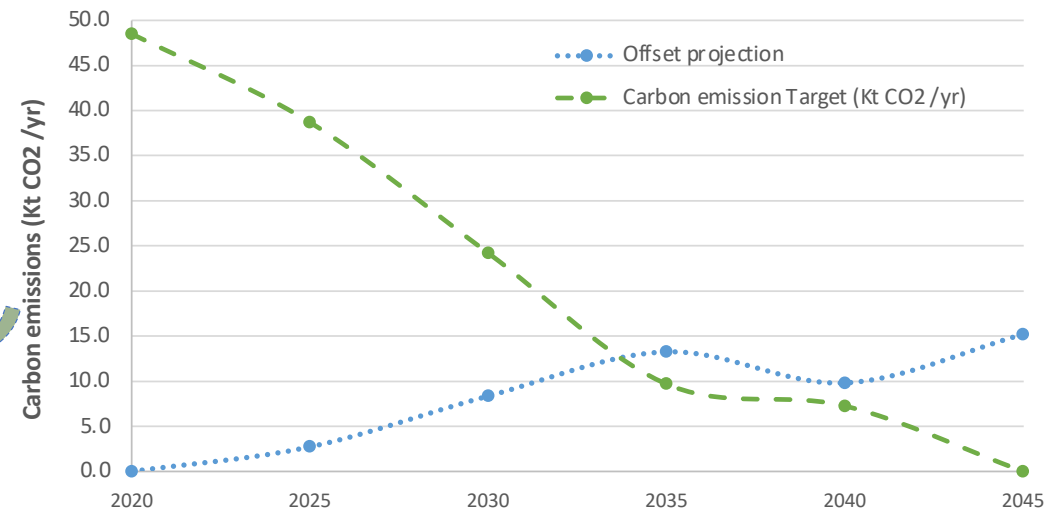
- Analyse the impact on energy use
- Reflect carbon emission reductions
- Evaluate first key findings & prioritize strategies

Emissions to Zero Carbon (kte CO ₂ /yr.)	2020	2025	2030	2035	2040	2045
Domestic Gas	0.6	0.56	0.54	0.53	0.53	0.52
Domestic Electricity	1.6	1.46	1.18	0.79	0.56	0.46
Non-domestic gas	15.9	14	11.14	7.51	5.6	4.94
Non-domestic Electricity	30.4	25.4	19.71	14.11	10.39	9.28
Total (kte CO₂ /yr.)	48.5	41.4	32.6	22.9	17.1	15.2
Cumulative Offset projection	0.0	2.7	8.4	13.3	9.8	15.2
Carbon emission Target (kte CO₂ /yr.)	48.5	38.7	24.2	9.7	7.3	0.0

Table 1. Carbon emission reductions

Key findings to meet targets

- ✓ Prioritize retrofits from high energy use buildings (**Bands G-D**)
- ✓ Masterplan **demand removals** to offload cumulative emissions
- ✓ **Monitor** carbon savings to plan future areas of intervention
- ✓ Consider a **Power Purchase Agreement (CPPA)** strategy
- ✓ **Focus on Offsetting** residual emissions by the end of each period



Graph 1. Carbon emission targets and offset projections

LEDA Baseline Analysis – Headline Findings

Moving towards to Heat Maps- Data analysis + Visualization

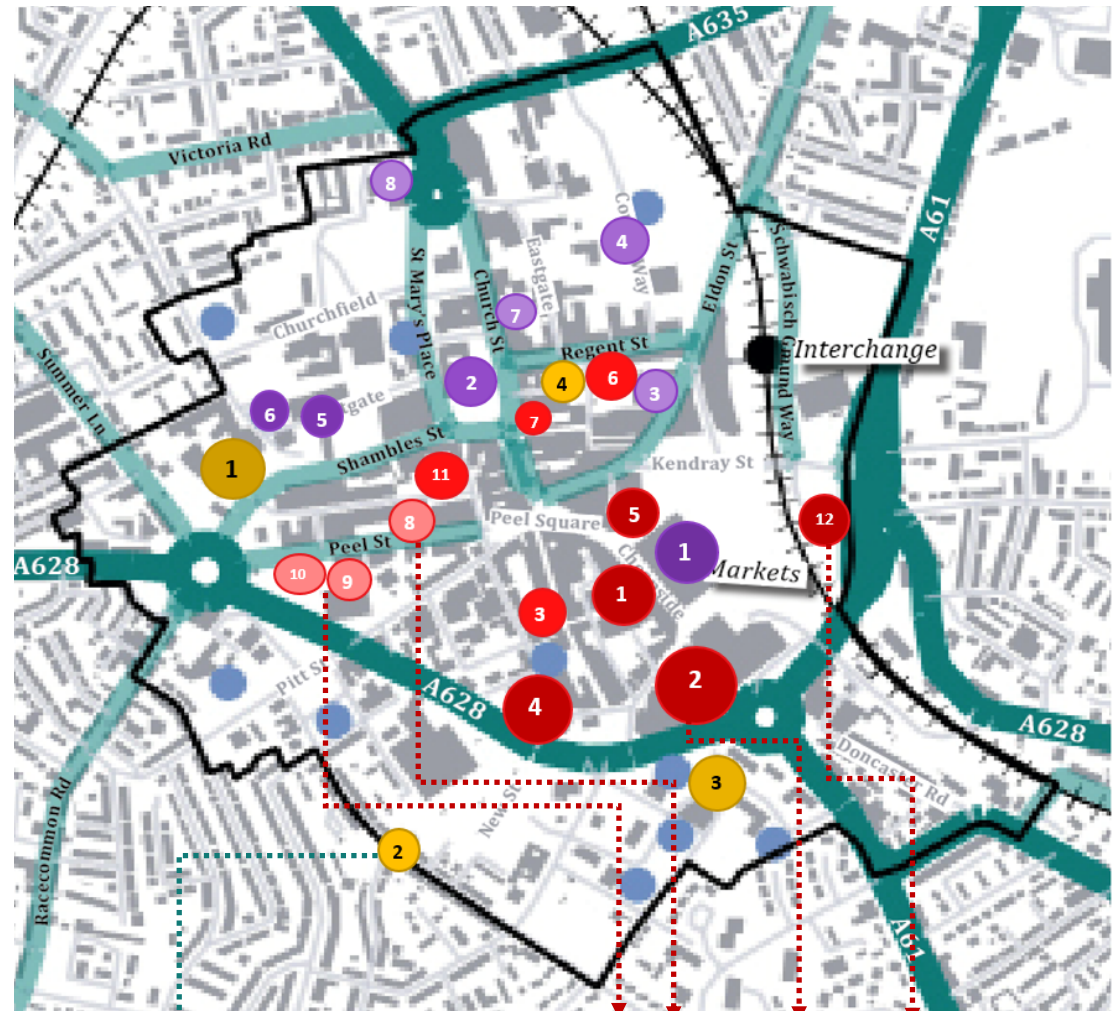
- Identify high energy consumers and areas with high carbon emissions density
- Visualize Areas of intervention
- Prioritize strategies
- Visualize current and future scenarios

Indicative number	Domestic Buildings -Main consumers	Postcode	Sub-Total emissions Gas& Electricity (Kt CO ₂ /year)
1	PLAZA QUARTER	S70 2RF, 2RH, 2RP, 2RQ	0.57
2	PRINCESS STREET	S70 1PJ, 1PF	0.25
3	SKYLINE FLATS	S70 1DL, 1LW	0.28
4	REGENT HOUSE	S70 2AT	0.13

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Indicative number	Postcode Non-Domestic EPC	Sub-Total emissions Gas& Electricity (Kt CO ₂ /year)	Indicative number	Postcode Non-Domestic EPC	Sub-Total emissions Gas& Electricity (Kt CO ₂ /year)
7	S70 1RR	2.01	7	S70 2AB	1.22
8	S70 1SB	2.48	8	S70 2RA	0.73
9	S70 1SL	1.16	9	S70 2RE	0.87
10	S70 1SW	2.31	10	S70 2RL	0.78
11	S70 1SX	1.39	11	S70 2SW	0.99
12	S70 2EG	0.78	12	S70 1AY	0.97

Indicative number	Buildings -Main consumers	Postcode BMBC Buildings	Sub-Total emissions Gas& Electricity (Kt CO ₂ /year)
1	Markets-part of Glassworks	S70 1GW	0.76
2	Town Hall	S70 2TA	0.32
3	Civic Hall	S70 2JL	0.08
4	Digital media centre	S70 2JW	0.19
5	Westgate plaza one	S70 2DR	0.37
6	Gatwey plaza, floor 4-9	S70 2RD	0.34
7	Cooper Gallery	S70 2AH	0.04
8	Buckley house- Berneslay homes	S70 HX	0.23



High energy demand –Domestic EPC
Terraced and apartment bloc housing

High energy demand Non-domestic EPC Buildings –e.g.
Gala Club , Alhambra Shopping centre, Peel street, Cheapside street, Shambles street.

Baseline Findings

Bringing it Together

Overall Spatial Picture

- High Energy Consumers
- High Vacancy
- Low Vacancy
- Broad Opportunity Areas
- Recent/In Progress Development



Key Challenges and Opportunities

- High amount of retail space
- Intensified by impact of covid
- Need to reduce carbon esp. high emitters
- Low office provision
- Incoherent TC functions
- Poorer health outcomes/deprivation
- Limited green space in centre
- Need for better walking and cycling links
- Land take of road/car parking

- **Resilient Reduction** – Retail shrinkage, use class flexibility, opportunities for rationalisation and carbon reduction
- **Town Centre Living** - Growing resident population inc older people + links to densified suburbs
- **Future of Work** - Good public transport connectivity/housing affordability/access to surrounding greenspace = attractive for home/co-working
- **Healthy Communities** – better walking and cycling routes, more green space
- **Skilled Workforce** – high % working age pop, digital campus +vocational opportunities/apprenticeship
- **Cultural Attraction** - regionally significant draw to the town centre

Stage 2

Proposed Approach

Review Key Principles Post Covid

OVERARCHING PRINCIPLES



THEMES



Review Key Principles Post Covid

A sustainable , inclusive recovery?

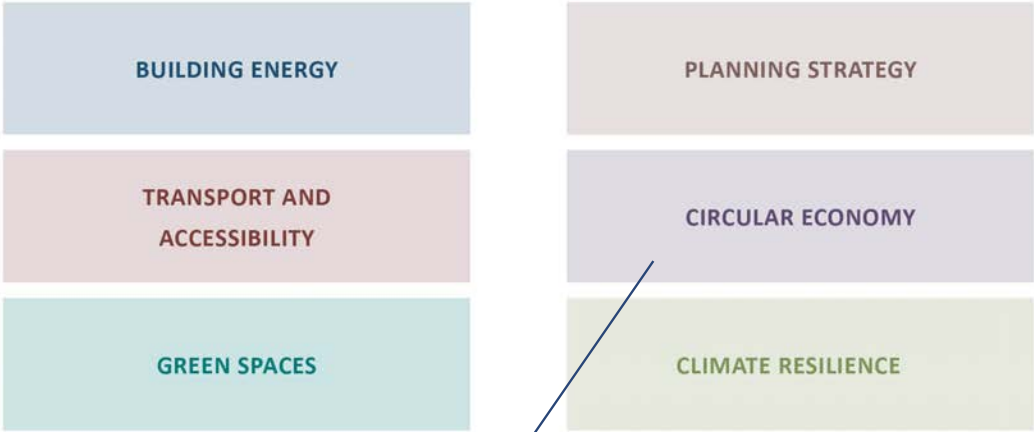
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OVERARCHING PRINCIPLES



Support economic recovery?

THEMES



Economic Resilience?

Ideas

Increase
Town Centre
Housing

Cultural
attraction

Woodland
Carbon
Code

Connecting with
other places to learn
best practice

Co-
working/
home
working

Corporate Power
Purchase
Agreements

“15
Minute
Town”

Green TC –
Managed
change of
use

Attract
sustainable
businesses

Flexible
Town
Centre
Uses

Approach to Consultation

1 Consultation: End of Options Stage

Public

+

Invited

Approach to Consultation

1 Consultation: End of Options Stage

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Town centre display

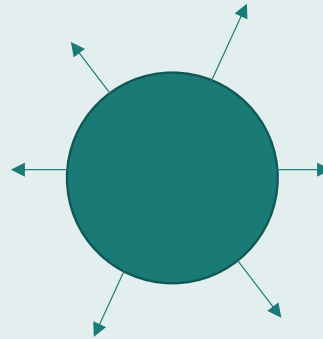


Online



Info Boards – to view digitally and in TC location

Public



1 Online drop-in “broadcast” presentation – available to watch back

+

Invited

Responses:

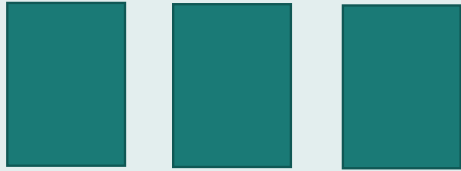
Online survey + email/letter

Approach to Consultation

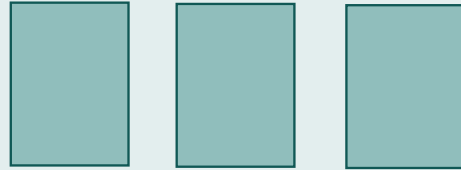
1 Consultation: End of Options Stage

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Town centre display

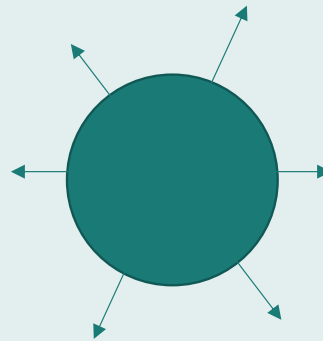


Online



Info Boards – to view digitally and in TC location

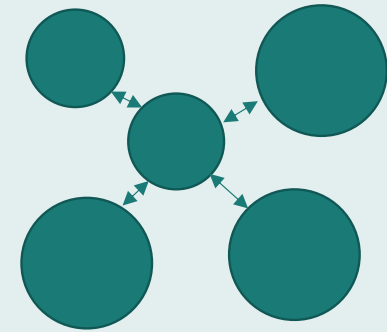
Public



1 Online drop-in “broadcast” presentation – available to watch back

+

Invited



Presentation/discussion with key stakeholder groups

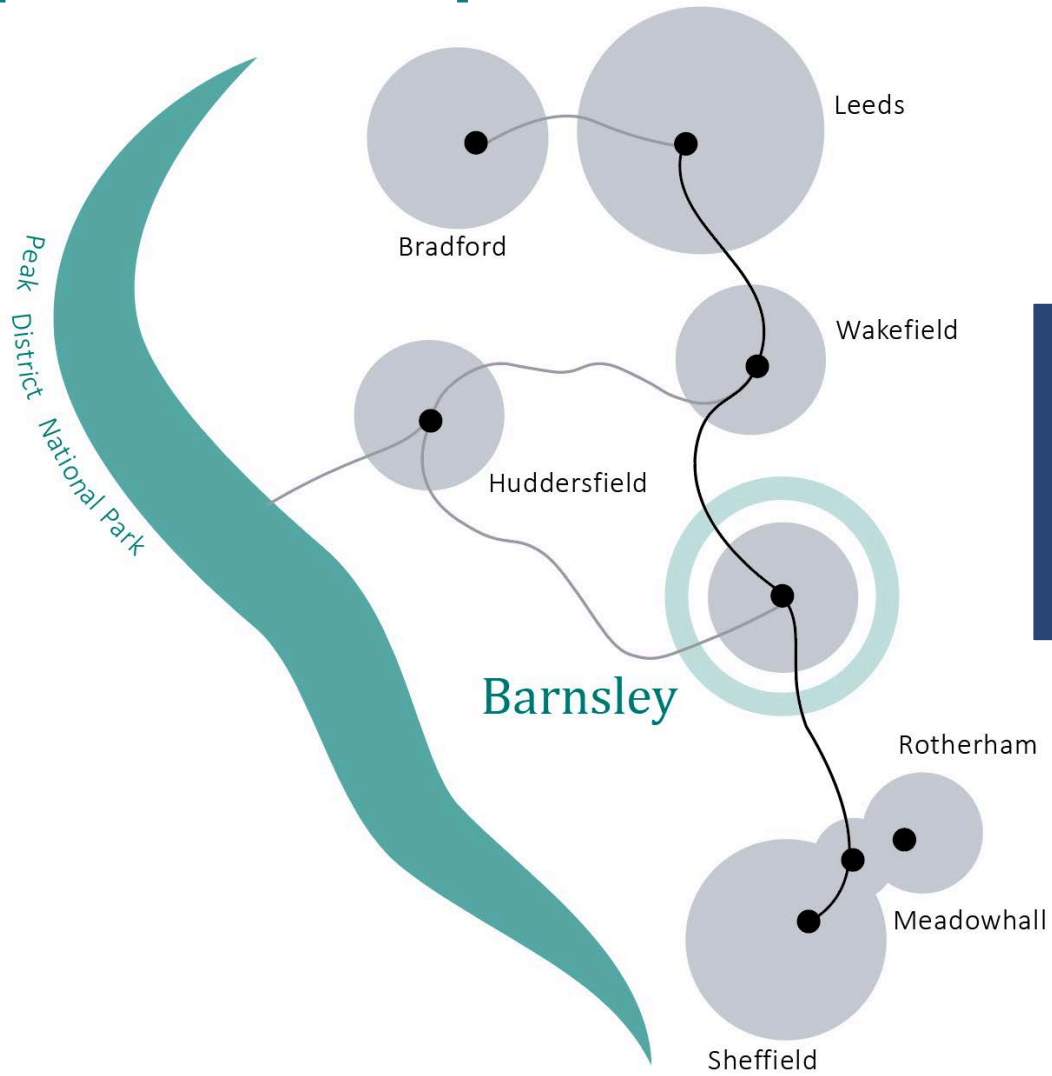
Responses:

Online survey + email/letter

Recorded by facilitator

Inputs for Economic Blueprint

Page 238



What does this mean at City
Region level?

Inputs by 19th Feb

Discussion Prompts

1. Agree with key findings? Anything we have missed?
2. Response to Challenges and Opportunities – are they right? Anything missing?
3. Response to emerging ideas/thoughts on approach to Stage 2?
4. Big move + “sensible” approach?

Barnsley Town Centre

SUPPORTING
INFORMATION



Corporate Power Purchase Agreements (CPPA)

For many of the organisations that operate premises within Barnsley Town Centre, a Corporate Power Purchase Agreement (CPPA) may be a significant part of their strategy to demonstrate compliance with their corporate social responsibility strategy and carbon targets.

A CPPA is a long-term contract where a business agrees to buy electricity directly from a renewable energy generator rather than the traditional approach of simply buying electricity from licensed electricity suppliers.

As the UK moves towards decarbonisation, there is a constant need to build the next generation of renewable assets to meet demand and these long-term agreements help to finance renewable energy projects, giving generators a guaranteed buyer and revenue stream for the energy they produce.

Power Purchase Agreements give organisations budget certainty (including potential discounts) and help with transparency and accountability in demonstrating that net zero goals will be met and showing corporate social responsibility. They allow organisations to demonstrate where their power is generated and prove that it is from renewable resources.

For smaller businesses, an intermediary organization to aggregate the needs of the businesses and engage a suitable scale generator in a CPPA may be needed.

A generator in this context may be local to Barnsley TC where a direct CPPA may be possible or remote in which case an indirect CPPA would be used with the licensed electricity supplier 'sleeving' the power between the generator and the consumers.

Woodland Carbon Code

Estimating the carbon that can be removed by planting trees is not straightforward as the CO₂e/year reduction varies through the life of the trees, peaking at around 25 years and then reducing again.

Page 243 The Woodland Carbon Code <https://woodlandcarboncode.org.uk/> is a voluntary standard for when claims are being made for carbon sequestered by woodlands.

An example project case study for woodland creation in the Yorkshire dales <https://woodlandcarboncode.org.uk/case-studies/woodland-carbon-projects/yorkshire-dales-woodland-restoration>



Picture: YDMT

Do everything else first and only then offset

How can the town centre procure renewable energy and carbon offsets with certainty that they are having the positive impact intended.

<https://www.ukgbc.org/news/ukgbc-consults-on-renewable-energy-procurement-and-carbon-offsetting-guidelines/>

Page 244
Where carbon offsetting has to be used, high quality offsets such as Gold Standard <https://www.goldstandard.org/> should be used to ensure that carbon reductions are verified and persistent.

Connecting with other areas to share best practice

Carbon Neutral Cities Alliance

Achieving deep decarbonization is a daunting task with few clear roadmaps, and leading global cities have pursued this in relative isolation from each other. That's why the Carbon Neutral Cities Alliance was created. By sharing resources and ideas and collaborating on strategic approaches, CNCA cities can accelerate progress in meeting their aggressive goals; develop more rigor and consistency with which these plans are developed; garner support among key stakeholders critical to their success; and inspire other cities to reach for similarly aggressive goals by providing them with tested, "leading edge" know-how.

This report on the CNCA Framework identifies strategies for driving change

<https://carbonneutralcities.org/wp-content/uploads/2018/04/CNCA-Framework-for-Long-Term-Deep-Carbon-Reduction-Planning.pdf>

Place-Based Climate Action Network

The Place-based Climate Action Network (PCAN) is about translating climate policy into action 'on the ground' to bring about transformative change

<https://www.pcancities.org.uk/>

Leeds is one of the PCAN cities and recently published its Pathway to Net-Zero Carbon Roadmap

<https://leedsclimate.org.uk/news/climate-commission-shows-moving-net-zero-emissions-can-help-leeds%E2%80%99-post-covid-recovery>

PCAN has also been developing work on Yorkshire and Humber wide carbon reduction

<https://leedsclimate.org.uk/news/yorkshire-wide-approach-carbon-reduction-needed>

Aim to promote and attract sustainable businesses

B Corp

How many Barnsley based businesses are B Corps <https://bcorporation.uk/>. Certified B Corps are a new kind of business that balances purpose and profit. They are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. This is a community of leaders, driving a global movement of people using businesses as a force for good. Example: The Body Shop at 42 Cheapside S70 1RU

Science Based Targets

How many Barnsley based businesses have set Science Based Targets <https://sciencebasedtargets.org/> and therefore lead the way to a zero-carbon economy, boost innovation and drive sustainable growth by setting ambitious, science-based emissions reduction targets. Examples: Vodafone at Cheapside S70 1SB, Sainsbury's (although not in the TC) and M&S at 7 Queen Street S70 1RL

Levers and Strategies for Reducing Carbon in Building Systems

From <https://carbonneutralcities.org/wp-content/uploads/2018/04/CNCA-Framework-for-Long-Term-Deep-Carbon-Reduction-Planning.pdf>

LEVERS	STRATEGIES	ACTIONS
Voluntary Action	Encourage Improved Energy Efficiency Performance of Existing Buildings	<ul style="list-style-type: none"> • Conduct building energy performance challenges • Promote building energy rating systems (commercial and residential) • Promote voluntary energy use benchmarking programs • Promote voluntary "stretch" building energy conservation codes and green-building principles by providing information, technical assistance • Promote "cool roofs" — coating of rooftops white to reduce building energy use — and other low-cost approaches • Support best practice information sharing among building owners
	Promote Energy Conservation Behaviors by Building Occupants/Tenants	<ul style="list-style-type: none"> • Work with utilities to improve customer access to energy-use data • Conduct public education programs and campaigns that promote energy-saving measures • Promote green leasing for commercial buildings, which enable a fair proportion of costs/benefits to be allocated to both tenants and landlords
Price Signals	Increase Access to Financing	<ul style="list-style-type: none"> • Improve access to specialized financing to pay for efficiency improvements
	Support/Provide Rewards for Performance	<ul style="list-style-type: none"> • Provide regulatory and zoning relief for projects meeting certifiable high standards (e.g., LEED) • Promote supportive market mechanisms such as building appraisal and mortgage underwriting that capture the value of investments in energy efficiency
	Subsidize Capacity Improvements for Building Management	<ul style="list-style-type: none"> • Support efforts to train building operators in energy efficiency best practices

Levers and Strategies for Reducing Carbon in Building Systems

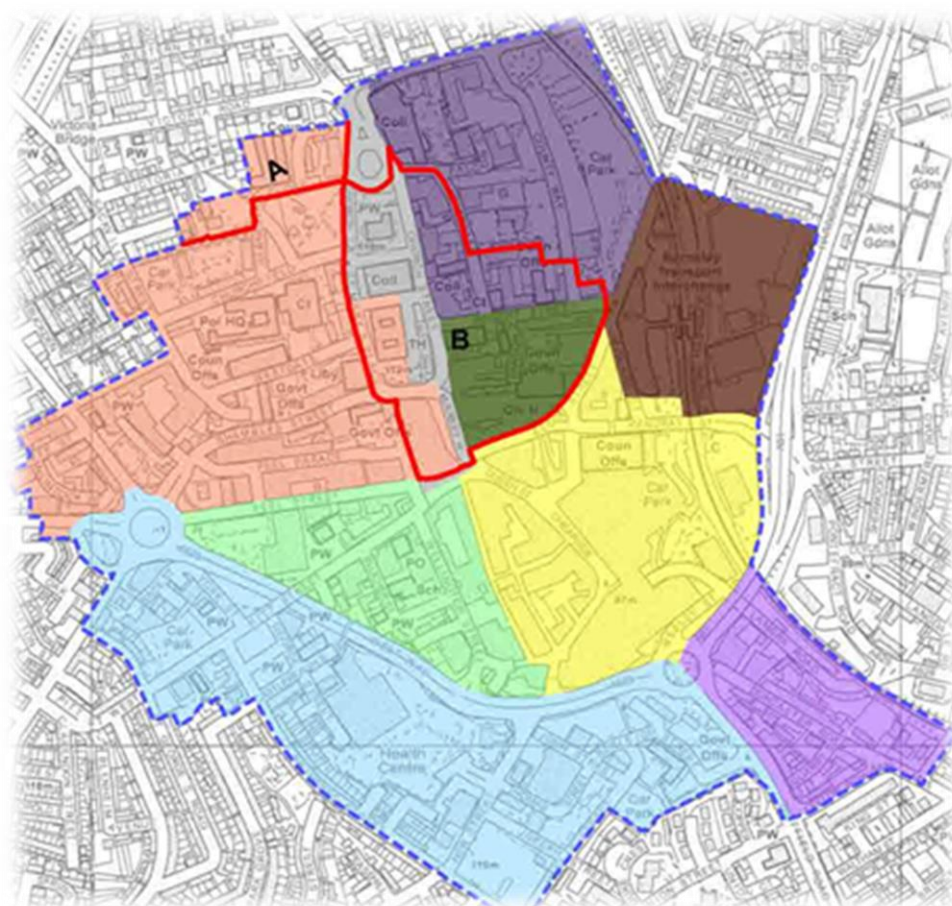
From <https://carbonneutralcities.org/wp-content/uploads/2018/04/CNCA-Framework-for-Long-Term-Deep-Carbon-Reduction-Planning.pdf>

	Expand capacity of efficient heating and cooling	<ul style="list-style-type: none"> • Develop and expand low- to no-carbon district heating and cooling systems • City piloting of new building technologies
	Invest in Technology Development and Deployment	<ul style="list-style-type: none"> • Support Municipal Strategic Energy Management programs
Public Investment	Model the Behavior- Invest in Energy Retrofitting of Government Buildings	<ul style="list-style-type: none"> • Conduct deep retrofitting combined with installation of on-site renewable energy supply • Improve building operations and preventative maintenance • Improve energy efficiency of public/government-owned housing • Require all rehabilitation projects financed by city to include "green" capital needs assessment
Mandates	Mandate Reporting	<ul style="list-style-type: none"> • Adopt Building Energy and Reporting Disclosure ordinances • Require energy audits and disclosure • Require sub-metering • Require building rating system
	Mandate No- to Low-Carbon Standards for New Construction	<ul style="list-style-type: none"> • Adopt/phase-in building and energy conservation codes based on carbon neutral, zero net energy, Passive House, Living Buildings, and other cost-effective high-efficiency approaches
	Mandate Performance Improvement of Existing Buildings	<ul style="list-style-type: none"> • Require targeted buildings (e.g., commercial above certain amount of floor area) to benchmark (measure and disclose) energy performance, and/or conduct energy audits, and/or install energy sub-meters for large tenants • Require "deep" retrofitting of buildings at designated intervention points: time of sale/purchase, financing, major renovation of building or space, and rebuilding • Require upgrades to commercial/industrial buildings' lighting systems • Require higher standards for energy efficiency of appliances • Require certification of building operators

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Barnsley Zero Carbon Town Centre

Built Environment Zero Carbon Transition Strategy



Document reference: 2159-LEDA-TOWN CENTRE-XX-RP-Y-001

LEDA Project number: 2159

Revision Record				
Rev	Date	Revision Details	Rev	Ck
00	21/04/20	First Issue	LM	JW
01	17/07/20	Second Issue	LM	RS
02	05/02/21	Draft Issue	LM	RS
03	17/05/21	Third Issue	LM	RS
04	23/05/22	Final Issue	RS	LH

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1 Summary

Barnsley Metropolitan Borough Council (BMBC) aims to; develop the town centre to recover from the pandemic; meet the needs of inhabitants and visitors; improve health and wellbeing; and meet the council's commitments to greenhouse gas emissions reductions. The council is targeting being carbon neutral in its own operations by 2040, and for the town centre to be carbon neutral by 2045.

The town centre is predominantly non-residential buildings, and so most of the greenhouse gas emissions will involve working with the businesses in the town centre. The residential buildings in the town centre are predominantly large blocks of apartments, and these will require large projects to improve their performance along the same lines as the larger non-residential buildings. A small number of terraced houses are present, and some smaller business premises, and these would share similar fabric retrofit issues and could be tackled as part of a broader borough wide retrofit programme for domestic scale buildings.

2 Introduction

Achieving the net zero targets agreed by the council requires the reduction of energy demand and meeting that demand from renewable resources.

Retrofit of the buildings in the town centre will be an important step in meeting net zero and involves the improvement in performance of the buildings through energy efficiency measures, low carbon heating (using heat pumps), electrification of cooking, improving efficiency of electrical equipment and lighting, and electricity generation from renewable resources.

The focus of retrofit is in reducing the operational greenhouse gas emissions associated with the buildings in the town centre over the lifetime of the retrofit measures. Ultimately, all combustion must be eliminated, and all energy provided by electrical means. This will enable the town centre to reach net zero as electricity generation becomes zero greenhouse gas emission over time. Eliminating combustion will also give benefits in internal and external air quality and hence improve the health of the population using the town centre.

Achieving retrofit of the buildings within the town centre is a combination of technical, financial, and organisational issues that together are complex and challenging to solve.

At a national and international level, deep fabric first retrofit to enable net zero carbon emissions is expected to pay back, but for an individual household or business there may not be a viable business case for many of the measures that make up a package for deep retrofit.

This reflects the fact that there is a regional level tradeoff between energy demand reduction and the need to construct energy generation, transmission, storage, and distribution infrastructure. Reducing demand is often less expensive than building more infrastructure and therefore reducing demand is where investment should be placed (although this is not currently well supported by the policies implemented nationally, despite the ambitions described in the governments heat and buildings strategy¹).

Some of the benefits from deep retrofit measures (as part of a whole building plan which deals holistically with improving the building performance) are seen in other sectors of the economy. For

¹ Heat and Buildings Strategy <https://www.gov.uk/government/publications/heat-and-buildings-strategy>

example, improvements in comfort and internal air quality give rise to reduced costs in the health care system both in terms of physical and mental illness. The same can be said of improvements in external air quality due to elimination of combustion in transport and buildings and in promoting active travel modes. The individual household or business making the improvements does not directly receive the benefits in financial terms, and it is therefore necessary to provide funding to businesses to make implementation of retrofit measures have a viable business case.

The scope and scale of retrofit required is substantially beyond what is currently carried out, and building a pipeline of work and a supply chain to support it is necessary. This will involve investment in training and activities to develop capacity in relevant professions and trades that are required alongside developing demand.

2.1 Scope

This report is a subset of the works undertaken by URBED to complete the Barnsley Town Centre Urban Design and Sustainability Study.

The scope of this report is:

- the built environment within the Town Centre area defined by the local plan²
- to estimate the greenhouse gas emissions associated with the buildings within the town centre based on the best data available
- to provide strategies to reduce the emissions from buildings to help achieve zero carbon

The scope³ of emissions considered includes scope 1 (direct emissions from owned or controlled sources – for buildings, this is primarily the combustion of fossil gas for heating and hot water generation) and scope 2 (indirect emissions from the generation of purchased electricity, steam, heating, and cooling consumed by the reporting entity – for buildings, this is all electricity uses). The emissions scopes considered relate to energy delivered at the meter for gas and electricity in all the buildings within the town centre boundary.

The following are excluded from the analysis:

- increases in the number of residents, properties, buildings/floor space
- carbon dioxide equivalent of other gas emissions such as hydrogen distribution losses and refrigerant leaks
- emissions from transport, waste, and industrial processes
- scope 3 emissions (all other indirect emissions that occur in an entities value chain)

² Barnsley Local Plan. Policies Map; January 2019. P.5

³ Green House Protocol (GHG); Scopes and definitions, P.11

2.2 Methodology

The study behind this report consists of the parts shown in Figure 2.1.

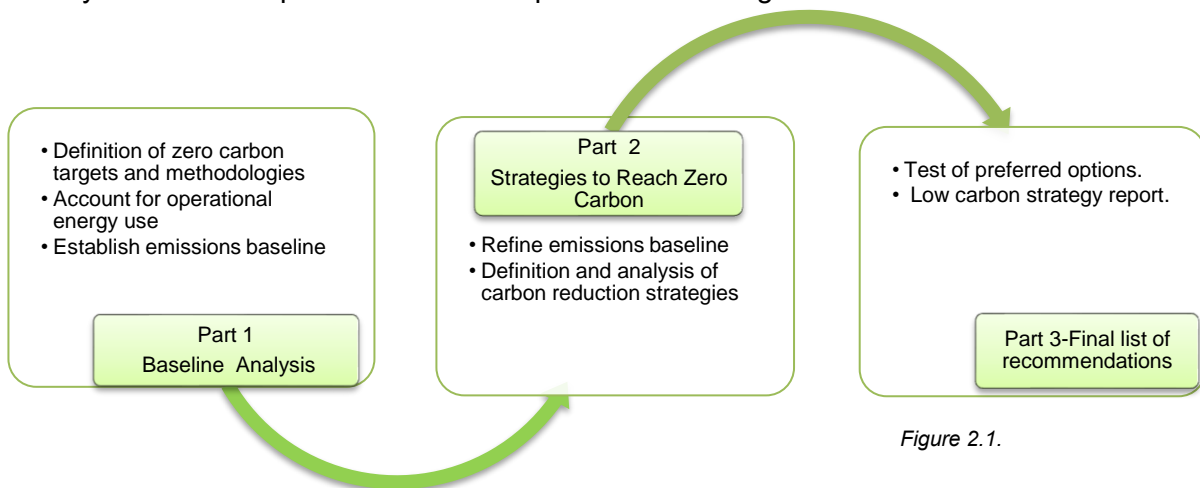


Figure 2.1.

Part 1 provides a definition of Zero Carbon and relates this to the existing BMBC targets to align proposed strategies and timeframes. A Carbon Emissions baseline is established for 2018 using EPC data and other sources. This supersedes the earlier baseline based on Office for National Statistics (ONS) data⁴ and BEIS statistics⁵ for electricity and gas consumption presented in the Medium and Lower Super Output Areas (MSOA, LSOA) data, since that could not be related to specific buildings within the town centre.

In Part 2, a series of different building typologies are defined, and more specific CO₂ emissions are associated with these typologies. Strategies to achieve Zero Carbon are presented for several case studies to demonstrate possible solutions.

In Part 3, the final recommendations are presented giving a timeline for the implementation to achieve zero carbon for the town centre.

2.3 Baseline

In recent UK studies several different models and methodologies have been applied to calculate baselines of carbon emissions and develop carbon savings pathways. These studies include Greater Manchester, Sheffield, Bristol, and Brighton, among others.

Greater Manchester and Sheffield studies have conducted their research by applying the SCATTER TOOL method in collaboration with Tyndall Centre for Climate Research. The tool recommends an overall Carbon budget and defines pathway projections with annual mitigation rates to reduce carbon emissions year by year.

Other reports developed for Bristol City Council and Brighton & Hove, have used Department for Business, Energy & Industrial Strategy (BEIS) and ONS National data sets on energy and carbon emissions statistics for local authority administrative areas. This more granular data enables more informed measures for carbon savings to be formulated.

The revised baseline for 2018 within this report is calculated based upon publicly available EPC data for domestic and non-domestic buildings, augmented with data from BMBC's own building

⁴ Office of National Statistics (ONS), April 2018

⁵ BEIS energy consumption statistics; Lower and Middle super output areas statistics (www.gov.uk)

operations (2019) and calculated values from business tax data and energy benchmarks. The previous BEIS/ONS data approach was found to be difficult to split the LSOA data between that within the town centre and that outside the town centre as several LSOA overlap the town centre area and building types are not evenly distributed across the LSOA.

The data has been used to calculate estimates of energy use for each fuel and then BEIS carbon reporting conversion factors have been used to convert this data to greenhouse gas emissions on a consistent basis for the baseline.

The carbon reduction trajectory considers grid decarbonisation based on government published Energy and emissions projections⁶ using UK Government Green Book assumptions⁷.

2.4 Barnsley Town Centre Overview

The area defined as Barnsley town centre covers 74.6 hectares⁸, which represents just below 1% of the Borough's total area⁹. The BMBC area has an overall population of 245,199 inhabitants, where the town centre serves over 70,000 people¹⁰ as a mixed-use destination of retail, civic and cultural services.

2.5 Town Centre Boundary

The town centre is characterized by a distinct hierarchy of streets and primary routes which are open to traffic and offer access to the different areas and key sites, as seen in figure 2.2¹¹.

The main gateways, which limit the town centre boundaries are The West Way (A628), Shambles Street and Townend roundabout at the West side; Barnsley main Interchange and Eldon Street at the East side; Huddersfield Road, Old Mill Lane (A635) and Church Lane gateway to the North; and The West Way (A628), Harlborough Hill Road and Alhambra Roundabout to the South. Secondary routes offer pedestrian access to the core retail, shopping areas and public spaces such as Cheapside and Market Street.

⁶ <https://www.gov.uk/government/collections/energy-and-emissions-projections>

⁷ <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal> Table 1 in data tables

⁸ URBED QGIS Maps. Local Plan- Town Centre Boundary

⁹ Office of National Statistics (ONS). Sourced from 2011 Census key statistics

¹⁰ Barnsley Town Centre prospectus and feasibility study, P.6

¹¹ Barnsley Town Centre Regeneration Plan; Arup, 2016. P.15.

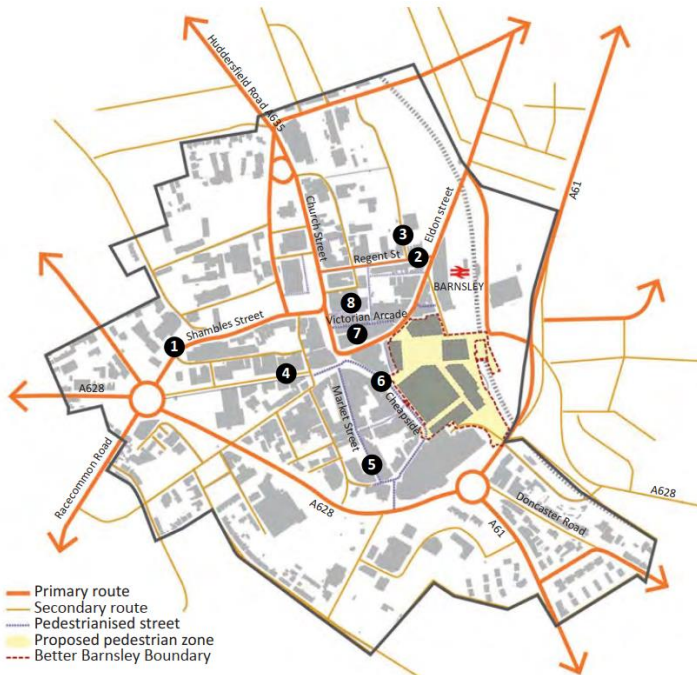


Figure 2.1 - Main primary and secondary routes. Regeneration study, 2016

2.6 Town centre neighbourhoods

The Barnsley local plan¹² identifies nine major areas within the town centre as seen in figure 2.3.

The northern part of the town centre - the courthouse campus – contains a large proportion of the educational and office buildings, with the Digital Media Centre, Barnsley College, and the University Campus Barnsley, combined with car parks and open areas. The eastern side of the town centre contains - The Lanes - and - The Markets – areas, where several buildings owned by the council are concentrated, with small and large retail spaces and public leisure buildings. Transport Facilities - Barnsley Interchange and big retail outlets and complexes define the main uses around the Eastern Gateway. Looking to the West of the centre – Westgate and Market Hill – contain some conservation buildings built prior to 1919, which can be found together with gardens and green public spaces. The conservation area lies principally within The Lanes and Market Hill areas with parts also in The Courtyard Campus and Churchfields areas.

Residential is generally located within peripheral areas of the town centre: The Southern Fringe area at the West side of the town centre; The Yards towards the southern boundary of the town centre; and along Old Mill Lane towards the northern boundary of the town centre. The residential areas are close to the boundaries of the town centre and generally are linked to the residential areas outside the town centre boundary. The Yards and Southern Fringe areas are separated from the rest of the town centre by major roads.

¹² Barnsley Local Plan - Policies Map; January 2019. P.5 <https://www.barnsley.gov.uk/services/planning-and-buildings/local-planning-and-development/our-local-plan/barnsleys-local-plan/>.

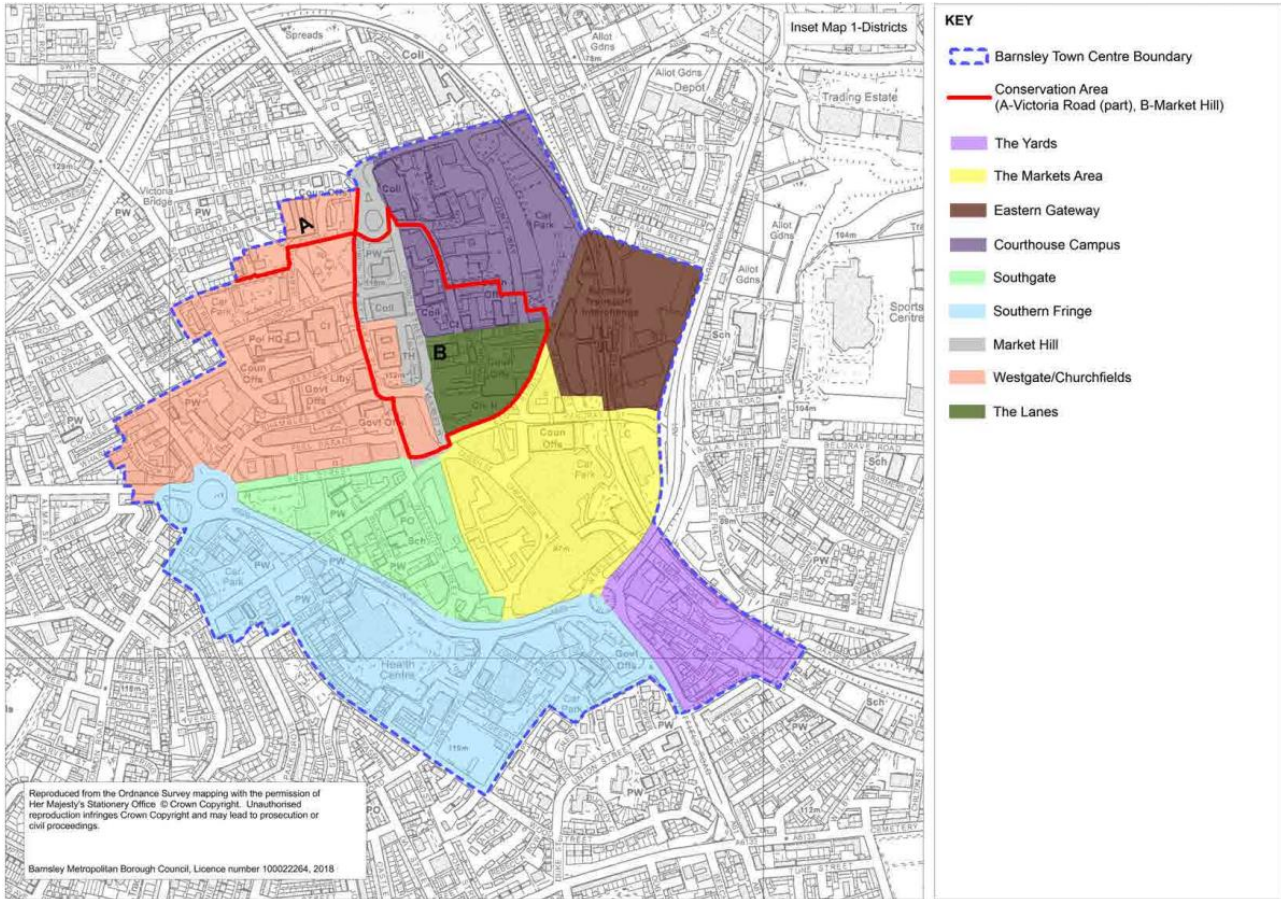


Figure 2.2 - Barnsley town centre boundary with areas as identified in the Barnsley local plan, January 2019.

2.7 Domestic sector

Within the Borough there are 110,590 households¹³ and 25,000 new homes are planned to be built by 2033¹⁴. Council’s Housing accounts for 18,500 of the properties¹⁵, with an averaged Energy Performance Certificate (EPC) rating C - which is equivalent to 51-75 kWh/m² per year.

From the private sector, it is estimated that 22,500 household (28% of the total) are built pre-1919, which were constructed with solid walls or cavity walls with a lack of insulation.

The averaged SAP rating¹⁶ for private homes in Barnsley is 57, corresponding to a yearly energy use of 101-135 kWh/m². 31% of private homes scored 35 points (171-200 kWh/m² per yr.) and therefore have much greater risk of being in fuel poverty.

The pattern within the town centre is somewhat different from the borough with several larger apartment buildings making up the larger proportion of the dwellings and a smaller number of terraced houses around the edges of the town centre.

¹³ Office of National Statistics (ONS), April 2018.

¹⁴ Housing strategy 2014-2033. P.11

¹⁵ Barnsley Energy Strategy 2015-2025; Total number of household’s properties P.28

¹⁶ LSM, Research Centre; Barnsley Metropolitan Borough Council Green Deal Pioneer Places. P.11

2.8 Non-Domestic Sector

Within the town centre, the main building sub-sectors consist of retail (small shops and large commercial), the refurbished market spaces, public buildings, and educational institutions.

The council's properties¹⁷ include a range of non-domestic buildings both within and close to the town centre. These are public institutions and facilities with primary schools, development centres, the Town Hall, and the New Library. The Civic and leisure centres play a major role in the council's operational energy use, with big spaces such as the Barnsley Markets, the Cooper Gallery and the Metrodome also making a large contribution.

The council's non-domestic buildings had a total energy consumption¹⁸ of 1,671 GWh in the reference year. The energy performance varies hugely according to year of construction, volume, characteristics, and tenure. Only some of these buildings lie within the town centre boundary and the more detailed analysis considers these.

3 Targets and Policies

3.1 International and UK national targets

In November 2008, The Climate Change Act 2008¹⁹ (CCA) came into force in which the UK government set the target to reduce greenhouse gas emissions by at least 80% of 1990 levels by 2050.

In December 2015, the UK government were signatories to the Paris Agreement to limit the increase in global average temperature to well below 2°C above pre-industrial levels; and to pursue efforts to limit the increase to 1.5°C, to substantially reduce the risks and impacts of climate change.

The Intergovernmental Panel on Climate Change Special Report (October 2018) on Global Warming of 1.5°C²⁰ called for the global community to act and establish targets to limit cumulative CO₂ emissions.

The Committee on Climate change (CCC) set up by the CCA provides the UK and devolved governments with independent advice on setting and meeting carbon budgets and preparing for climate change. It also monitors progress in reducing emissions and achieving carbon budgets and targets. In May 2019 it produced a report²¹ outlining how the governments of Great Britain could achieve Net Zero by 2050 and meet the commitments of the Paris Agreement.

In June 2019, The Climate Change Act 2008 (2050 Target Amendment) Order 2019²² was signed into force by the UK government committing by law to achieve 100% (net zero carbon) emissions by 2050.

Despite the legal commitment to achieve net zero nationally by 2050, there is currently a gap in UK government policy commitments towards meeting this target and the latest report²³ (2021) from the CCC indicates that:

¹⁷ Council local energy data sets, March 2020

¹⁸ BEIS energy consumption statistics. Sub-national gas consumption statistics 2005-2018

¹⁹ Climate Change Act 2008. www.legislation.gov.uk

²⁰ IPCC's Special Report on Global Warming of 1.5°C: <https://www.ipcc.ch/sr15/>

²¹ Net Zero Technical Report. Committee on Climate Change, May 2019

²² The Climate Change ACT 2008 (2050 Target amendment). Order 2019

²³ Progress-in-reducing-emissions-2021-Report-to-Parliament <https://www.theccc.org.uk/>

“There has been little of the necessary progress in upgrading the building stock. Insulation rates remain well below the peak market delivery achieved up to 2012 before key policies were scrapped, demonstrating clear potential for growth if an effective policy package is put in place. Despite a small improvement in the rates of heat pump installation, these remain far below the levels that are necessary.”

“Progress on setting out policies is significantly behind that on ambition, with only one-fifth of the emissions savings for the Sixth Carbon Budget having policies that are ‘potentially on track’ for full delivery (e.g. renewable electricity generation).”

“In many other areas, some policy plans have been set out but these lack detail and/or do not comprehensively cover the necessary set of issues. Together, areas in which policy is in danger of falling behind cover around three-fifths of the emissions reduction required to 2035.”

3.2 Barnsley Council's targets

BMBC declared a Climate Emergency²⁴ on the 18th of September 2019, and to support the national transition to a net zero carbon approved two programmes:

- Zero 40: Achieving net zero carbon emissions on Council's own operations by 2040.
- Zero 45: Achieving net zero carbon emissions for the whole of Barnsley by 2045.

Both programmes are held within the BMBC key strategy plan²⁵ titled “Energy Strategy 2015 – 2025”, which is part of the current corporate plan for 2021-2024.

Additionally, an internal report “Developing A Zero Carbon Strategy For The Council And The Borough And Declaration Of Climate Emergency”, was delivered to BMBC cabinet to support the decision with the same title. This internal report outlines the figures and targets for achieving the two programmes.

BMBC is also developing detailed Sustainable Energy Action Plans (SEAP)²⁶ for every five years running up to 2040 with the first such plan for 2020-2025 approved and published.

The SEAP for 2020-2025 recommends an ambitious first borough-wide target for 2025 to reduce emissions by 65% (against a 2017 baseline) and that as part of this, an ambition to reduce the council's own emissions by 60% (against a 2019 baseline). It is stated that this will provide BMBC with the best opportunity to be zero-carbon by 2035.

3.3 Net Zero Carbon definition

The CCC May 2019 report²⁷ includes information about the effects of greenhouse gases and provides a definition of what is meant by Carbon Emissions:

“Long-lived greenhouse gases like carbon dioxide accumulate in the atmosphere. Therefore, their emissions must be reduced to zero in order to stop their cumulative warming effect from increasing and to stabilise global temperatures. Some activities, such as afforestation,

²⁴ Developing a Zero Carbon Strategy for the Council and the Borough and Declaration of Climate Emergency (Zero40). Appendix 1: Climate Change Declaration.

²⁵ BMBC website. Key Strategies; Corporate Plan for 2021-2024. <https://www.barnsley.gov.uk/services/our-council/key-strategies>

²⁶ BMBC website. Reducing Carbon emissions. <https://www.barnsley.gov.uk/services/our-council/reducing-carbon-emissions>

²⁷ Net Zero Technical Report. Committee on Climate Change, May 2019. P.45

actively remove CO₂ from the atmosphere.

‘Net-zero’ emissions means that the total of active removals from the atmosphere offsets any remaining emissions from the rest of the economy. The removals are expected to be important given the difficulty in eliminating emissions from some sectors.

Sometimes ‘net-zero’ is used to refer to CO₂ only, and sometimes it refers to all GHGs. Our recommendation is that the UK should set a net-zero target to cover all GHGs and all sectors, including international aviation and shipping.”

Based on the BMBC declaration of Climate Emergency approved programmes to achieve net zero, the definition of Net -Zero carbon in relation to the scope of this report corresponds to:

“‘Net-zero’ emissions means that the total of active removals from the atmosphere offsets any remaining emissions from the operation of buildings within the town centre.”

CIBSE have recently adopted the definition of Net Zero Carbon for the built environment developed by LETI and this is an appropriate definition of Net Zero Carbon for the town centre strategy to adopt particularly in regard to any new construction as it makes clear the need to minimise energy use as part of achieving net zero.

“A ‘Net Zero Carbon – Operational Energy’ asset is one where no fossil fuels are used, all energy use has been minimized, meets the local energy use target (e.g. kWh/m²/yr) and all energy use is generated on- or off- site using renewables that demonstrate additionality. Direct emissions from renewables and any upstream emissions are ‘offset’.”

Strategies to reach net zero carbon (or carbon neutrality) can imply a whole raft of options from energy efficiency and changing processes, switching energy sources, generating renewable energy on buildings or larger scale inside or outside the boundary, and implementation of carbon removal schemes or purchase of offsets. Purchased offsets in the form of energy emissions reductions or energy efficiency are not deemed suitable as they do not actively remove additional carbon dioxide from the atmosphere.

4 Baseline Analysis - Borough and Council's Carbon emissions

4.1 Whole borough carbon emissions

The borough baseline (2018) emissions are 1,199,000 tonnes CO₂/yr.²⁸

The council have set a goal of reaching net zero greenhouse gas emissions for the borough by 2045 with an initial 45% reduction by 2030 followed by further targets at the end of each 5-year period.

SEAP period	2018 baseline	45% reduction to 2030		To zero carbon		
		2020-25	2025-30	2030-35	2035-40	2040-45
Emissions tonnes	1,199,000	850,000	503,000	378,000	253,000	0

Table 4.1 - Barnsley Borough. Carbon emissions plan, 2018. Developing a Zero Carbon Strategy for the Council and the Borough and Declaration of Climate Emergency (Zero40)

The 2018 baseline covers direct and indirect emissions within the whole Borough for stationary energy (domestic and non-domestic buildings) and transportation. Stationary energy represents 72.8% of the total, where transport is responsible for 27.2% of the overall carbon emissions. The baseline does not include Scope 3 emissions (associated with goods purchased, business travel and waste for example) that occur outside the borough.

2018 Sectoral Emissions of Carbon within Barnsley	Tonnes of Carbon
Industry and Commercial	436,000
Domestic Housing	438,000
Transport	324,000
Total	1,199,000

Table 4.2 - Barnsley sectoral carbon emissions, 2018. Developing a Zero Carbon Strategy for the Council and the Borough and Declaration of Climate Emergency (Zero40)

4.2 Council's Own Carbon Emissions

The council's own operational emissions for 2018 were 28,000 tonnes CO₂/year.²⁹

This is equivalent to 2.3% of the overall Borough wide carbon baseline. This total shown in table 4.3 is the sum of direct (gas) and indirect (electricity related) emissions associated with the operational energy demand from the buildings owned by the council, but also includes some Scope 3 emissions associated with business travel by car and train.

The council has set a goal of reaching net zero greenhouse gas emissions for its own operations by 2040 with an initial 60% reduction by 2030 followed by further targets at the end of each 5-year period.

²⁸ Developing a Zero Carbon Strategy for the Council and the Borough and Declaration of Climate Emergency (Zero40). P.5 <https://barnsleymbc.moderngov.co.uk/documents/s57611/ZERO%2040.pdf>

²⁹ Developing a Zero Carbon Strategy for the Council and the Borough and Declaration of Climate Emergency (Zero40). P.4

SEAP period	2018 baseline	60 % reduction by 2030		To zero carbon by 2040	
		2020-25	2025-30	2030-35	2035-40
Emissions (tonnes)	28,000	19,600	11,200	5,600	zero

Table 4.3 - Council baseline emissions, 2018. Developing a Zero Carbon Strategy for the Council and the Borough and Declaration of Climate Emergency (Zero40)

4.3 Town Centre Carbon Emissions

Defining the baseline for the Town Centre is less straightforward than for the whole borough or the council's own operations as data for actual usage within the Town Centre boundary is not directly available.

Data is available for domestic usage down to Lower Super Output Areas (LSOAs), but several LSOAs overlap the town centre, with most of the domestic usage in those LSOAs outside the town centre boundary.

A refined baseline analysis has been carried out to account for properties in the Town Centre using data sets available including domestic and non-domestic EPC data, council building operational data and business rates data.

The council energy data sets can be used directly once those buildings in the town centre boundary have been extracted.

The other datasets are used to infer estimates of energy use and then calculate associated CO₂ emissions.

For the domestic sector, energy performance certificates have been selected based on the post codes in the town centre and used to calculate the annual energy baseline (GWh/year) and consequent space heating and power carbon emissions. Data was taken both from EPC data provided by the council and that available on the public EPC register.

For the non-domestic sector, we have used two different data sets and separate methodologies to try and cover the full range of properties.

Firstly, Energy Performance Certificates were selected based on post code. Non-domestic certificates generally provide data only as predicted carbon emissions, so this has been converted to energy use and then converted back to carbon emissions using a standard emissions factor consistent with the other data.

Secondly, business rates data selected based on post code was used to determine use type and floor area and Energy Benchmarks applied to generate predicted energy use and hence carbon emissions (using CIBSE Energy Benchmarks for Gas and Electricity)

Due to the use of different data sets, there is a risk of duplication and some checks have been carried out to try to avoid double counting, however the information in the data sets is different and duplications and omissions may still exist.

As part of final review a few properties have been identified that do not appear in either the EPC

data or the business rate data. These properties potentially represent an underestimate in the predicted energy use and CO₂ emissions of the town centre. Most of the buildings are however thought to be included.

The baseline developed indicates that the Town Centre comprises 687 dwellings, 42 BMBC Buildings and 1372 non-domestic premises. In many cases dwellings are grouped into larger buildings and similarly smaller non-domestic premises are within larger buildings, so the numbers of dwellings and premises will be greater than the number of buildings that will need to be retrofitted.

4.4 Domestic buildings baseline

When analysing the domestic energy performance certificates, some manipulation of the data is necessary to estimate the energy use and split this into gas and electricity use. Some EPCs do not disclose the energy used for space heating and water heating and approximations have been applied to estimate the proportions of energy from gas and electricity in these cases. There are also some properties for which EPCs do not exist in the register, so estimates have been included for energy use in these cases. As domestic buildings make up a small proportion of the total energy used in the town centre, these approximations will not affect the overall conclusions drawn.

The analysis indicates that 66% of domestic heating demand is supplied by mains gas, 30% by electricity and 4% by communal heating system (for which the fuel is assumed to be gas).

For properties heated by gas, the average gas use is estimated to be 14092 kWh/y and average electricity use is estimated to be 2256 kWh/y.

For properties heated by electricity, the average electricity use is estimated to be 4182 kWh/y.

Total consumption for domestic properties is 3.3 GWh/y gas and 2.2 GWh/y electricity with resulting emissions of 0.7 kte CO₂e/y and 0.6 kte CO₂e/y respectively on 2018 factors, giving total emissions of 1.3 kte CO₂e/y for the baseline.

4.5 Non-Domestic buildings baseline

According to the energy data set based on the data gathered from the official Energy Performance Certificates (EPC) records, there are 534 business properties broken down by retail & professional business, offices, and restaurants. The breakdown (figure 4.1 below) of the properties with EPC records by fuel type shows around a third of emissions associated with gas and two-thirds with electricity.

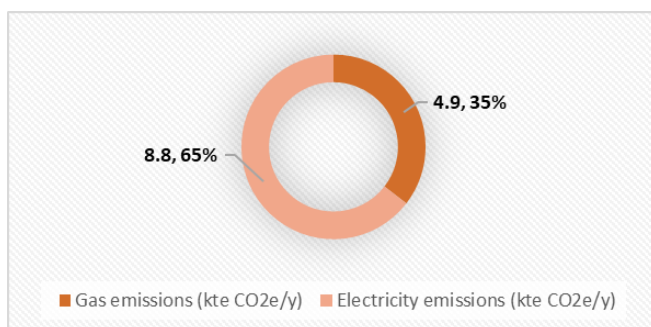


Figure 4.1 - Carbon emissions breakdown from non-Domestic buildings based on EPC data.

For energy estimates derived from business rates data, using energy benchmarks, figure 4.2 below shows how the 836 properties are divided by sub-sectors. Retail and offices account for the largest number of properties. The council buildings represent 5% of the total number.

The council buildings have a substantial energy consumption and consequently have a significant impact on the total carbon emissions with a sub-total of 2.6 kte CO₂e/y.

The overall split of consumption for the 1372 business properties is estimated as 59.8 GWh/y for gas and 58.7 GWh/y for electricity, with resulting direct emissions of 12.2 kte CO₂e/y and indirect emissions of 16.6 kte CO₂e/y respectively, as shown in table 4.4.

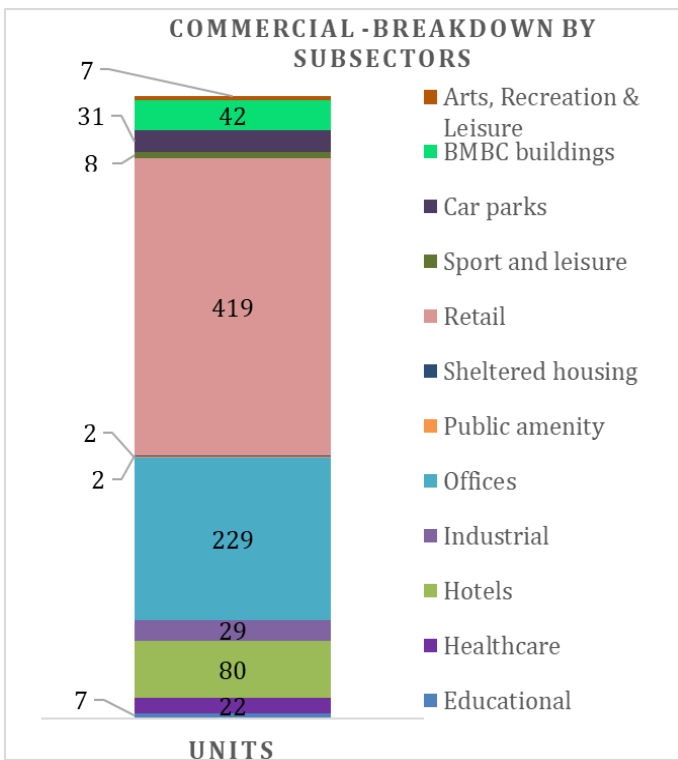


Figure 4.2 - Non-domestic emissions estimated from business rates floor area and CIBSE energy benchmarks

4.6 Combined Domestic and Non-Domestic buildings

Combining the data, the total carbon emissions baseline for domestic and non-domestic buildings is calculated to be 30.2 kte CO₂e/y. The results of the analysis are shown in table 4.4 below.

	Consumption		Emissions		
	Gas GWh/y	Electricity GWh/y	Gas kte CO ₂ e/y	Electricity kte CO ₂ e/y	Total kte CO ₂ e/y
Domestic Gas	3.3	2.2	0.7	0.6	1.3
Non-domestic (EPC)	23.8	31.2	4.9	8.8	13.7
Non-domestic (Council)	6.1	4.9	1.2	1.4	2.6
Non-domestic (Bus.rates)	30.0	22.6	6.1	6.4	12.5
Total	63.2	61.0	12.9	17.2	30.2

Table 4.4 - Barnsley Town Centre – Refined carbon emissions Baseline

Non-domestic buildings represent over 95% of the total carbon emissions and the non-domestic sector is where the primary focus should be to meet the emission reduction targets for the town centre.

Domestic buildings will feature more highly in other parts of the borough and approaches to address smaller domestic buildings in the town centre should be developed alongside a borough wide approach. Large domestic buildings (containing apartments) in the town centre are best addressed as specific whole building retrofit projects rather than apartment by apartment.

In comparison to the earlier benchmark derived from meter data across LSOAs, this data indicates lower gas related CO₂ emissions for the domestic sector, since the number of properties heated by gas represent 34% of the total. A large proportion of the domestic properties in the town centre are apartments in larger blocks where a direct electric heated strategy has been adopted.

Non-domestic buildings include nearly double the number estimated in the original baseline (based on an area weighted proportion of gas and electricity meters in the LSOAs that overlap the town centre area). This relates both to the much higher proportion of non-domestic buildings in the town centre compared to the rest of the area in each LSOA and some sub-metering of gas or heat in the larger buildings. Where energy use has been inferred from business rates data, there is an assumption of gas being used for heating, which may be incorrect in some cases. This is a conservative assumption with respect to the number of buildings that will need to switch to electric heating.

Non-domestic properties heated by means of electricity account for 60%. Electricity consumption for retail is higher-than-average where the energy benchmarks estimate higher electricity consumption for other uses than for gas used for space heating. Retail may have high electricity use for lighting and refrigeration of goods, although efficiency gains in both these areas are possible and economically viable.

5 Pathways to meet carbon emission reduction targets

Emissions need to be reduced along a suitable trajectory aligned with the 5-year SEAPs.

Ideally, emissions reductions will be implemented as early and as deeply as possible. Realistically, there will be a need to develop plans, supply chain capability and financing to carry out measures to reduce emissions and this will introduce delays to implementation. Early periods within the trajectory therefore need to implement measures that are easier to access while planning and developing capacity for the later more challenging measures.

Future trajectories and pathways to meet Barnsley emission targets are represented in Table 2. Projections are based on a 5-year plan following the internal report “Developing A Zero Carbon Strategy For The Council And The Borough And Declaration Of Climate Emergency”, and the two programmes developed for:

- Achieving Net zero carbon emissions on Council’s operations by 2040.
- Achieving Net zero carbon emissions for the Borough and Barnsley operations by 2045.

Each 5-year period corresponds to one of the four Sustainable Energy Action Plans (SEAP)³⁰ running up to 2040 and extended up to 2045 to offset remaining carbon emissions and achieve carbon neutrality for Barnsley Town Centre operations.

Period	2018	2020-2025	2025-2030	45%	2030-2035	2035-2040	2040-2045	87%
Net GHG emissions (kte CO ₂ e/year) residual to offset	30	23	17	8	6	4		
0 - Remove demand	Study of removal opportunities				Implementation	Implementation		
1 - Reduce demand								
1.1 Residential								
1.1.1 Existing stock	Prepare and pilot retrofit plans	Retrofit all easier properties	Retrofit all easier properties	Retrofit harder properties	Retrofit harder properties			
1.1.2 New stock	Propose standards, train and develop contractors	Implement new energy in use standards	Require lower embodied energy	Require lower embodied energy				
1.2 Non-residential								
1.2.1 Existing stock	Prepare and pilot retrofit plans	Retrofit all easier properties	Retrofit all easier properties	Retrofit harder properties	Retrofit harder properties			
1.2.2 New stock	Propose standards, train & develop contractors	Implement new energy in use standards	Require lower embodied energy	Require lower embodied energy				
2 - Decarbonise supply								
2.1 Local PV arrays	Identify PV opportunities in town centre	Implement PV	Implement PV	Implement PV	Implement PV			
2.2 Power purchase	Study opportunities and legal issues	Implement CPPA as businesses switch to all electric	Implement CPPA as businesses switch to all electric	Implement CPPA as businesses switch to all electric	Implement CPPA as businesses switch to all electric			
2.3 Low temperature heat network	Study viability of and pilot for any LT heat networks	Implement LT heat networks	Implement LT heat networks	Implement LT heat networks	Implement LT heat networks			
3 - Offset residual emissions								
3.1 Woodland creation	Identify tree planting locations and start planting for 2045 emissions	Woodland creation/tree planting	Woodland creation/tree planting	Woodland creation/tree planting	Woodland creation/tree planting			

Table 5.1 – Required trajectory of greenhouse emission reduction to meet targets

³⁰ BMBC official website. Reducing Carbon emissions. <https://www.barnsley.gov.uk/services/our-council/reducing-carbon-emissions>

5.1 Key Pathways

The key elements of the greenhouse gas emissions reduction programme are:

- Removing uses that generate energy demand
- Reducing demand of existing and new buildings
- Decarbonising energy supply
- Offsetting unavoidable residual emissions

For each element the steps are identified for each of the 5-year periods to gradually reduce emissions. These elements interlock to provide an effective route to net zero emissions.

5.1.1 Remove demand

Removal of demand may occur during the timeframe of the Zero Carbon Strategy for the town centre. Changes to activity/uses in the town centre including businesses ceasing to trade and relocating out of the area will have an impact on energy use and emissions. Some changes may be planned, such as moving a high energy use business into a location where it can be connected to a low carbon energy source such as a heat network. Urban and masterplan changes can be a source of demand removals, for example creating a car park in a location previously occupied by an office building, or re-converting surface car parks into green spaces. Some use changes (for example businesses using commercial kitchens associated with the nighttime economy) may however result in increases in demand and these will need to be considered carefully to determine if the use change along with associated changes to other areas of emissions (for example transport) justify the change.

5.1.2 Reduce demand

Strategies to minimize the energy demand in buildings are a key element of the plan to reduce carbon emissions. Generally, buildings and construction represent about one third of total energy consumption³¹ and around 40% of the total carbon emissions and therefore the built environment has a large contribution to make in reducing emissions.

Existing buildings

Energy use in the domestic and non-domestic sector must be reduced through energy efficiency measures. For the existing building stock, retrofit plans must be prepared and piloted during the first 5-year period ready for large scale roll out in the second and third 5-year periods. Plans must adjust to the building typology to ensure appropriate choices are made. Issues such as tenancy will also affect how retrofit can be incentivised and paid for.

The second and third 5-year periods (2025-2035) are where the greatest proportion of domestic and non-domestic retrofits take place. Better insulation and energy efficient systems can reduce the heating consumption up to 80% and replacement equipment can reduce the electricity consumption for electric appliances and lighting up to 50%. Buildings with historical features will be more limited in what fabric improvements are possible, and therefore other buildings should have the deepest retrofit possible to balance this and enable the overall reductions in emissions required to be achieved.

³¹ International Energy Agency. <https://www.iea.org/topics/buildings>

Table 5.2 shows measures to reduce heating and electricity demand, which can be applied in both domestic and non-domestic buildings. Some measures such as increasing insulation and replacing gas boilers with heat pumps can provide great energy demand reductions for the housing and non-domestic buildings. Other measures, such as using efficient appliances and lighting systems in combination with smart controls, will have a bigger impact on the non-domestic stock, where the overall electricity usage is higher than on the housing stock.

Reduction of Energy needs
External building envelope insulation
Improved Air tightness
Improved windows with better insulation & solar gain control
Efficient ventilation with heat recovery
Replacement of gas boilers with:
Individual heat pump systems
Local heat networks based on heat pumps
Improvements to Heating controls
Efficient lighting system
High efficiency appliances
Efficient cooling system

Table 5.2 - Measures to reduce energy demand

Domestic retrofits will also have broader benefits such as the reduction of risk of fuel poverty, improved health (reduction of radon exposure, under / overheating, better internal air quality) and increased wellbeing (increased comfort, reduced noise).

The last 10-year window (2035-2045) shows a reduced rate of carbon savings being achieved. In these periods harder retrofits on properties which require special attention are carried out, as well as building upgrades to improve the energy efficiency of those buildings already at around EPC band C. The potential improvements in these cases are smaller and harder to achieve.

New stock

New build for domestic and non-domestic are expected to be built with much higher energy efficiency criteria than the existing stock, although buildings being constructed to meet minimum building regulations may still require retrofit prior to 2045. Within the town centre the increase of new residential is expected to be gradual up to 2033, with proposed development on the Courthouse Campus³² with 138 dwellings and Southern Fringe with 88 dwellings expected to progress.

To reduce the energy demand from new build will require the council to propose and set energy efficiency standards beyond current minimum requirements, and train contractors to achieve them. Increasing the skills available to deliver energy efficient, comfortable, and healthy buildings should be a priority during the first 5-year period (2020-2025), as this will benefit both new build and retrofit projects.

According to Barnsley’s Energy Strategy 2015-2025, there are ongoing plans to encourage new build compliance with the Code for Sustainable Homes. The Code for Sustainable Homes is no longer widely used, and we recommend adoption of an energy standard focused on construction of high-

³² Barnsley Town Centre Regeneration Plan; Arup, 2016. P.37

quality building fabric and that delivers high winter and summer comfort levels for people using the buildings, and ensures good internal air quality with reduced condensation and mould growth risks. LETI³³ and other organisations have proposed targets that are appropriate for new buildings within areas aiming for net zero carbon. Adopting higher standards now will ensure that buildings do not need to be retrofitted to be fit for purpose in 2045. Adopting a standard for new build in Barnsley town centre based on sound building physics principles and measured against a clear target should be a priority. Passive House or AECB building standard would form a solid basis for this.

The implementation of new energy in use standards should occur by the second 5-year window (2025-2030) such that buildings being designed for construction after 2030 are required to comply with them.

New build should also reduce embodied carbon associated with the materials of construction to contribute to lower scope 1, 2 and 3 emissions associated with the buildings. Together with reducing operational emissions, this would reduce overall building carbon emissions progressively over the periods 2025-2030 and 2035-2040.

5.1.3 Decarbonize supply

Strategies to remove fossil fuels from heat generation should be developed in the 2020-2025 period and implemented in the 2025-2030 period. No gas boilers should be installed in new build properties from 2025, in line with UK targets, and where possible, boiler replacements should be heat pump installations.

As the town centre transitions from burning gas for heating and hot water generation to electricity, renewable electricity supplies must be secured to match the electricity demand.

Some local renewable electricity may be possible by installing Solar PV panels on buildings with appropriate roof orientations and which are not shaded.

Much of the electricity required by the town centre will need to be imported and to ensure that sufficient renewable generation is constructed to meet the town centre demand, power purchase agreements may need to be used. Power purchase agreements provide certainty of demand for the organisations constructing the renewable generation projects. For the purchasers, there would potentially be opportunities to negotiate favourable pricing and to have certainty over energy bills for the long term.

Local PV arrays

Opportunities to increase the amount of local renewable electricity generation within the town centre with the deployment of rooftop, building integrated or ground mounted PV installations should be investigated in the first 5-year period (2020-2025) and incorporated into whole building plans for buildings where schemes are feasible. While opportunities may be limited for successful PV installations, those that exist should be exploited.

The council has created the Energise Barnsley programme³⁴ to install solar PV panels on council houses in the borough. The programme also includes the installation of solar PV panels for some non-domestic buildings owned by the council and some of the large industrial unit roofs. Although most of this PV capacity lies outside the town centre, some investment in PV within the town centre is already proposed under this programme.

³³ <https://www.leti.london/cedg>

³⁴ <http://www.energisebarnsley.co.uk/>

Implementation of PV installations within the town centre should take place in the following ten-year window 2025-2035 alongside building fabric improvements.

Additional PV capacity to help the town centre become net zero (particularly to help balance the large domestic and non-domestic buildings consumption) could be implemented by direct investment in medium-scale solar farms outside Barnsley. An alternative to direct investment would be the use of Power Purchase agreements as described below.

Power Purchase

Since the opportunities to develop renewable energy generation facilities within the town centre boundary will be limited, the purchase of renewable energy from external sources is highly likely to form part of a zero-carbon town centre strategy.

Power purchased as part of the zero-carbon transition for the town centre should be additional capacity. Investment in additional capacity can be achieved either directly by investing in a facility or via a long-term supply contract that enables a facility to be built by providing certainty of demand and power purchase price. These long term supply contracts are often referred to as Corporate Power Purchase Agreements (CPPAs). Smaller businesses may struggle to individually access CPPAs, so there is a role for an organisation to aggregate demand, and enable them to access zero carbon power to match their requirements.

Low temperature heat networks

Although large scale heat networks have been ruled out for the town centre, some localised networks to connect heat producers and users, and to utilise shared heat pumps, should be considered where appropriate. These systems will utilise low temperature or ambient loops to enable a variety of sources of low temperature heat to be integrated.

Preparing for the implementation of any local heat networks should be carried out in the first period 2020-2025 as the necessary infrastructure to share heat will be a longer-term investment and may involve significantly disruptive works.

Where heat is provided by combined heat and power plants, these can be converted from gas to large heat pumps to reduce the carbon intensity. However, some additional electricity supply will need to be provided to make up for the lost power export, as well as the additional electricity demand.

Electricity Distribution and Transmission

The physical infrastructure to enable electrification of heat and transport in the town centre will need to be provided. The current infrastructure in the town centre is fed from Barugh, Barnsley and Elmhirst Lane 2 primary (11kV) sub-stations.

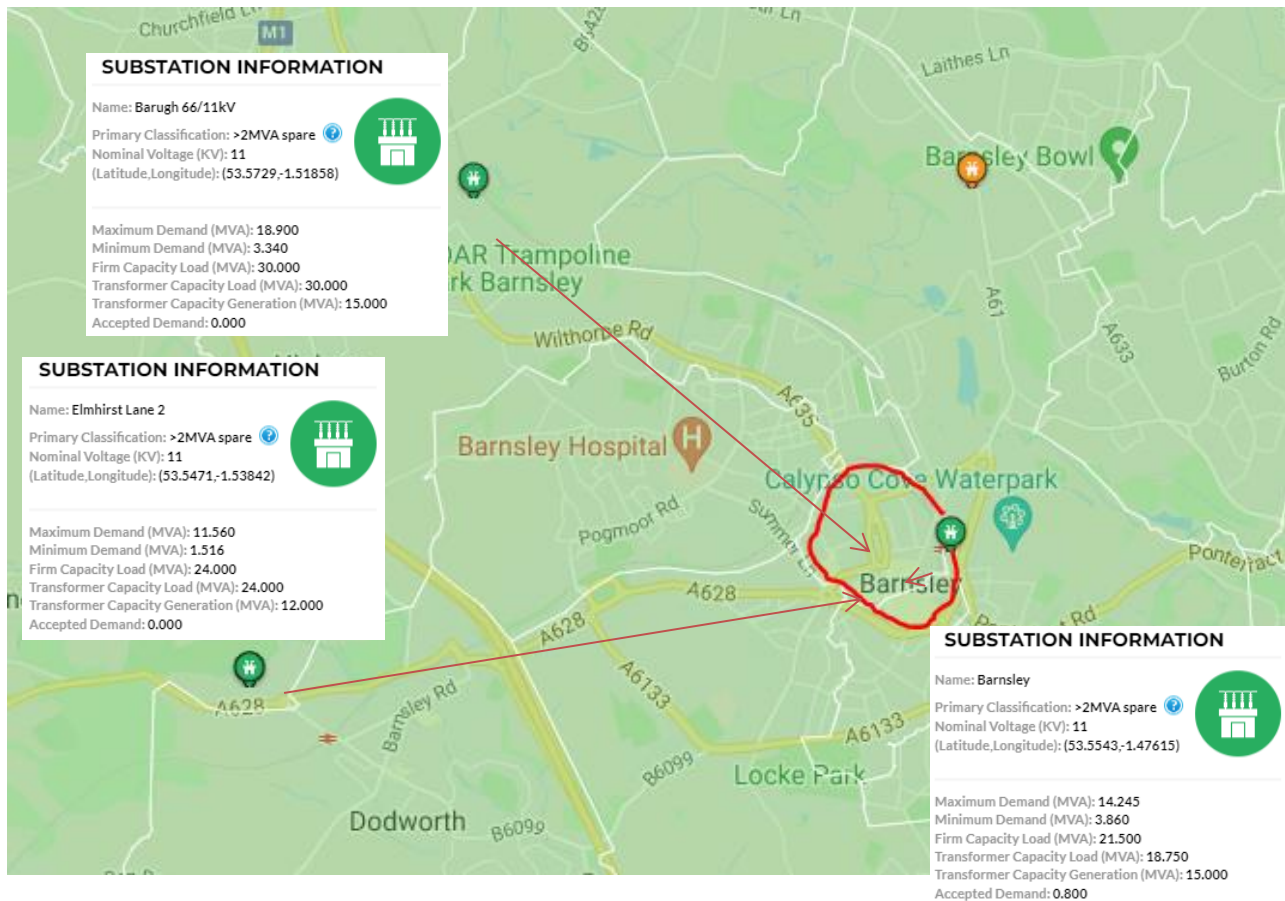


Figure 5.1 – Primary substations for Barnsley town centre

The primary substations are generally showing a healthy level of spare capacity (NPG heat map May 2022)³⁵, so there is not an immediate need for upgrades, but delivery of the zero-carbon strategy may require additional capacity to support both electrification of heat and transport. The peak capacity required will be highly dependent on how much demand reduction can be achieved and demand flexibility. It should be noted that well insulated buildings will tend to have more flexibility in when they are heated than poorly insulated buildings.

The latest predictions for grid planning are included in the Northern Powergrid Planning Scenario (2021)³⁶, which is a hybrid of the scenarios from National Grid. This scenario meets net zero in the mid-2040s and is NPG’s best view, based on a hybrid pathway with an accelerated uptake of electric vehicles and heat pumps in the early years where these are the main technologies available, and in later years making some use of hydrogen via hybrid heat pumps.

In setting the town centre strategy for zero carbon we have considered that full electrification of heat is the most important pathway to consider. It is questionable how much hydrogen will be used for heat in buildings, even though national government is still trialling hydrogen for domestic heating

³⁵ <https://www.northernpowergrid.com/demand-availability-map>

³⁶ NPG predicted demand <https://odileeds.github.io/northern-powergrid/2021-DFES/index.html>

through to 2026. There is growing evidence that hydrogen will be a more expensive way to reduce emissions associated with heating buildings than electrification³⁷ and zero carbon hydrogen will be a limited and expensive resource and best deployed in situations where electrification is more difficult, such as certain industrial and heavy transport uses.

Year	Required capacity of Barnsley Primary Substation (covering most of the town centre but also some area outside the town centre)
2020	13.34 MW
2025	13.80 MW
2030	14.37 MW
2035	15.47 MW
2040	16.82 MW
2045	17.84 MW
2050	18.58 MW

Table 5.3 - Barnsley Primary Substation required capacity in NPg Planning Scenario — net zero in mid-2040s

The world described by the NPg planning scenario is ambitious, but broadly aligned with the Zero40/Zero45 targets set by BMBC, achieving net zero in the mid-2040s. The scenario relies on intensive investment in low carbon technologies, as well as early action from government and a high level of engagement from consumers, to achieve aggressive rollout rates, especially of EVs and heat pumps.

Electricity demand - Appliance efficiency assumptions meet current EU targets for 2030. Industrial and commercial (I&C) energy efficiency is aligned to EU energy efficiency targets.

Heat demand - For building level heat, new build properties are required to install low carbon heating technologies from 2025. Off-gas grid properties are required to renew their heating systems with low carbon systems from 2025 onwards, and on-gas properties are no longer able to replace heating systems with natural gas boilers from 2030 onwards. This scenario promotes rollout of hybrid heat pumps at an early stage, allowing the heat pump market to build gradually through the mid to late 2020s ahead of the steep increase in rollout rate required from 2030. By the mid-2040s, all high carbon heating systems are replaced with low carbon alternatives.

Transport - This scenario sees deep electrification at an accelerated rate. A ban on pure internal combustion engine (ICE) vehicles takes effect in 2030, followed by hybrid vehicles in 2035, resulting in the phase out of fossil fuel powered vehicles in the mid-2040s. The electrification of transport extends to commercial fleets with electric buses and heavy goods vehicles (HGVs) growing significantly from the late 2020s and transitioning to electric power trains before 2050.

Natural gas and hydrogen supply – The scenario assumes that the gas grid still exists but at reduced capacity relative to current levels. By the mid-2040s, within the Northern Powergrid region, it is entirely converted to delivering low carbon hydrogen serving customers on hydrogen hybrid heat pumps.

Generation - The incentivization of renewable generation continues and offshore wind generation grows rapidly. The rollout of carbon capture and storage (CCS) technologies is also successful. From

³⁷ Delivering net-zero carbon heat: Technoeconomic and whole-system comparisons of domestic electricity- and hydrogen-driven technologies in the UK <https://doi.org/10.1016/j.enconman.2022.115649>

the early 2030s and onwards, both gas CCS and bioenergy with CCS (BECCS) play a significant role in the generation mix. With an engaged society, there is a high uptake of consumer driven technologies such as domestic solar PV and batteries.

Flexibility - For Northern Powergrid, the key purpose for using flexibility in the network is to reduce peak demand. NPg planning scenario considers customer flexibility from time of use tariffs (ToUT), active network management (ANM) schemes, contracted customer flexibility (Distribution System Operation) and the application of smart grid solutions to the electricity network. It is assumed that customer price-driven flexibility will reduce demand by around 6% and 5% at EHV and HV/LV respectively during peak hours from 2025.

Support mechanisms - Substantial encouragement for the roll-out of heat pumps. Ban on sale of internal combustion engine (ICE) vehicles. Supportive environment for the adoption of distributed generation and flexibility markets.

5.1.4 Offset residual emissions

Following the projected carbon emissions trajectories, some of the total carbon emissions will be left over the last 5-year period (2040-2045). These will need to be offset by planting trees or alternative carbon removal measures. Given the quantity of trees required, this tree planting will need to be outside the town centre and suitable locations will need to be identified along with plans for ongoing management of these areas.

Other alternatives for carbon offsetting should be evaluated. Gold Standard or similar robust offsets should be prioritised. These will cost more than some offsets available, but are more readily verified as being effective and monitored to ensure they are maintained for the long term.

Carbon offsets are done by buying carbon credits in carbon reduction projects (for example reforestation or REED - reducing emissions from deforestation and forest degradation) among others.

Carbon savings are accounted by credits equivalent to a carbon reduction of 1 tonne of CO₂. If tree planting is used to provide the carbon offset, then each tree is equivalent to around 10kg CO₂e/y over the first 20 years from planting (based on typical planting density).

5.2 Carbon emission reduction programme

The estimated emissions due to domestic and non-domestic building energy use are shown in table 4 for each of the 5-year periods, along with the quantity of offsets required to ensure net zero in 2045.

The trajectory considers the complete electrification of heat using heat pumps and significant efficiency measures, reducing heat demand as far as possible for each type of building. Together with the reduction in grid carbon intensity, this enables emissions to be reduced to a level where offsets match the residual emissions.

Actual savings achieved should be reviewed regularly (ideally each year with full reviews each 5-year period). If expected reductions are not achieved, then further interventions should be made. Any opportunities to reduce emissions earlier should be taken.

Emissions kte CO ₂ e/y	2020	2025	2030	2035	2040	2045
Domestic Gas	0.7	0.6	0.4	0.2	0.1	0.0
Domestic Electricity	0.3	0.2	0.2	0.1	0.1	0.1
Non-domestic Gas	12.2	11.6	9.2	5.5	1.8	0.0
Non-domestic electricity	15.0	11.2	8.9	4.5	4.6	3.9
Total	28.2	23.7	18.7	10.3	6.6	4.0
Cumulative offsets	0.0	0.8	1.6	2.4	3.2	4.0
Net emissions	28.2	22.9	17.1	7.9	3.4	0.0

Table 5.4 - Carbon emission reductions programme

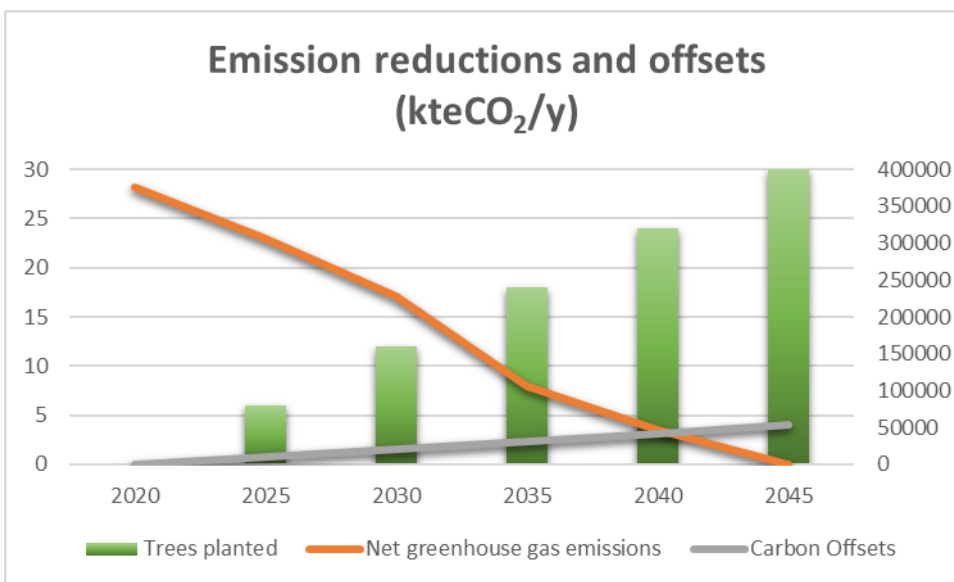


Figure 5.2 – Emission reductions and offsets required along with approximate tree planting rate to provide the required offset for 2045.

5.3 Key findings and recommendations

Key findings and recommendations:

- Prioritise retrofits from high energy use buildings. This will achieve maximum potential savings during the first 10-year period, 2020-2030.
- Identify any spatial changes that might allow for energy demand removals (such as green and blue interventions and building demolitions).
- Monitor carbon savings by the end of each 5-year period to plan future areas of intervention such as:
 - Increase of PV deployments
 - Potential buildings connected to local heat networks
 - Power purchases
- Consider a Power Purchase Agreement (CPPA) strategy to support investment in renewable power generation.
- Offset residual emissions by the end of each period.

6 High emitters and case studies

6.1 Highest emitting buildings

A visualisation map was developed to summarize and represent the main results.

This helps to:

- Spatially identify high energy consumers and properties with high carbon emissions density.
- Visualise and establish which areas could be prioritised when developing retrofit plans
- Visualise current and future scenarios.
- Test preferred options.

Three large apartment buildings and a street of terraced houses when considered as a block were identified as large emitters.

The Plaza quarter apartment building has the highest carbon emission rate of 0.23 kte CO₂e/year. A case study for how the retrofit of this building might be approached is provided below.

Princess Street when the houses are considered together is an area of high potential emissions due to the age of the houses and a case study for these buildings is provided below.

The Skyline Flats and Regent House are also high carbon emitters at baseline due to use of direct electric heating, of course over time carbon emissions would reduce, but the energy demand is high and should also be reduced.

Looking at the non-domestic sector table 3 shows the postcodes with the highest carbon emission rates and which buildings have the most impact as big energy consumers. These include the Alhambra shopping centre and buildings on Cheapside and Market Street.

In the council's properties the Glassworks and Westgate Plaza One are identified as big consumer buildings followed by the Town Hall.

As each building has its own specific requirements and characteristics, four case studies were developed to illustrate the approaches that might be followed for different building typologies, and to develop the best approach to reduce demand to a level from where residual carbon emissions can be directly offset or by a CPPA (Corporate Power purchase agreement) to meet the greenhouse gas emission targets.

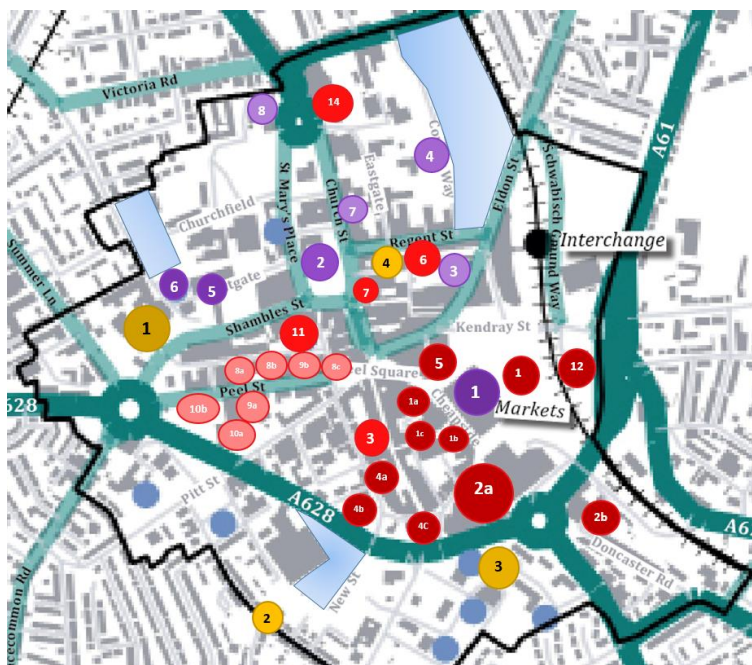


Figure 6.1 - Location of high carbon emitters at baseline

Table 6.1 – High greenhouse gas emitters from the domestic sector baseline

Indicative number	Buildings / Areas	Postcode	Emissions Gas + Electricity (kte CO ₂ e/year)
1	Plaza Quarter	S70 2RF, 2RH, 2RP, 2RQ	0.23
2	Princess Street	S70 1PJ, 1PF	0.21
3	Skyline Flats	S70 1LD, 1LW	0.11
4	Regent House	S70 2AT	0.05

Table 6.2 – High greenhouse gas emitters from the council buildings

Indicative number	Buildings / Areas	Postcode	Emissions Gas + Electricity (kte CO ₂ e/year)
1	Markets-part of Glassworks	S70 1GW	0.76
2	Town Hall	S70 2TA	0.32
3	Civic Hall	S70 2JL	0.08
4	Digital media centre	S70 2JW	0.19
5	Westgate plaza one	S70 2DR	0.37
6	Gateway plaza, floor 4-9	S70 2RD	0.34
7	Cooper Gallery	S70 2AH	0.04
8	Buckley house	S70 HX	0.23

Table 6.3 – High greenhouse gas emitters from the non-domestic sector baseline

Indicative number	Buildings / Areas	Postcode	Emissions Gas + Electricity (kte CO ₂ e/year)
1	1.a- Boots the Chemists 1.b- Unit 1-4 Cheapside 1.c-12, Albert Street East	S70 1RR	2.01
2	2.a-Alhambra shopping centre 2.b-Zero Ice	S70 1SB	2.48
3	23 Market Street	S70 1SL	1.16
4	4.a -Arcadia house 4.b-Buka Night club 4.c-Rock café	S70 1SW	2.31
5	Metropolitan Shopping Centre	S70 1SX	1.39
6	Regent house	S70 2EG	0.78
7	1-3, Church Street, Walkabout	S70 2AB	1.22
8	8.a-23-29, Peel Street 8.b-Iceland Foods-13-17, Peel street 8.b-YMCA- 23-27, Peel Street 8.c-2-8, Peel Street	S70 2RA	0.73
9	9.a-Coco night club 9.b-Stereo	S70 2RE	0.87
10	10.a-47-51 Peel Street 10.b-Cooper house	S70 2RL	0.78
11	8, Shambles Street	S70 2SW	0.99
12	Gala bingo	S70 1AY	0.97
13	Market Parade Shopping Centre	S70 1DE	0.50
14	Barnsley college	S70 1SX	0.00

6.2 Case studies

6.2.1 Domestic case study 1- Terraced Housing

Case study - Princess Street (S70 1 PF, PL, PJ, PZ)

Terraced houses from the early 1900s, which are likely to be a mixture of private rented housing and owner occupied. Typical solid brick/stone façade with two storeys and pitched roof. Heating and hot water with conventional or combi gas boiler. EPC scores for un-retrofitted buildings in E-G range and high risk of fuel poverty and poor living conditions. High energy use if heated to comfortable temperatures (so often underheated and poorly ventilated)



Main Characteristics
Early 1900s construction
Solid brick/stone with no insulation and poor roof insulation (<150mm) with uninsulated suspended ground floors
uPVC double glazed windows (may be low quality)
Timber or uPVC doors
Main heating with gas boiler, supplementary gas fire or electric fire
Natural ventilation (may have intermittent extract from bathroom)
Lighting mix. of fluorescent, halogen, and LED fittings, maybe still some incandescent
Cooking with gas or resistance electric hob
Appliances close to end of life/cheapest new models.

Strategy

Subject to finding a way to get agreement for mass retrofit, these could economically be upgraded to high performance using a serial prefabricated renovation method like the Dutch Energiesprong concept for at least some of the building’s elements. This approach can lead to a quick and cost-effective solution for the domestic sector for large scale refurbishments on buildings of the same design.

Reduce Energy demand

- Internal insulation of solid wall at front to preserve appearance and avoid narrowing street. This would likely need to be site applied.
- External insulation of solid walls at the rear and of end terrace gable walls. This could be a prefabricated modular system and might incorporate factory installed windows and doors.
- High performance windows and doors installed on site at the front and in the factory for the rear.
- Pitched roof insulation with integrated photovoltaic panels (prefabricated roof module)
- Improved airtightness

- Efficient ventilation using mechanical ventilation with heat recovery to provide energy efficiency and improved internal air quality and comfort (greater than 80% heat recovery and continuous supply and extract ventilation)

Low carbon renewable heating

- Replace gas boiler with individual house air source heat pump system with low temperature radiators for space heating and a highly insulated cylinder for hot water – achieving SCOP over 3.0

Decarbonize energy supply

- Renewable power – potentially offer an incentive to use an agile tariff or “Barnsley” tariff with an agreement (Power purchase) with a renewable energy supplier to supply power to make houses net zero.
- Roof integrated PV panels where orientation is suitable (will offset heat pump running costs). PV arrangements to offset HP system running costs.

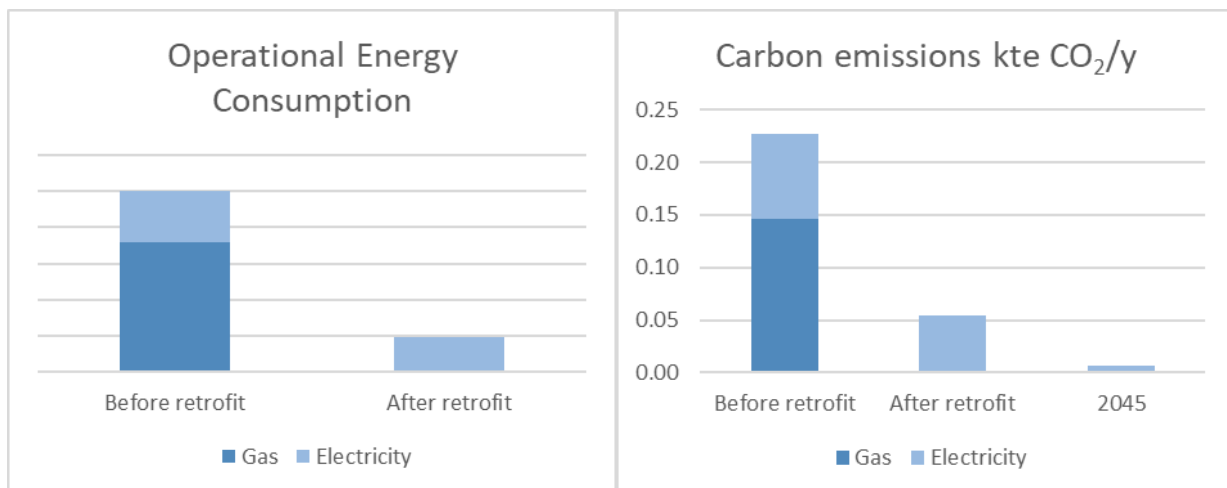
The retrofit would contribute to Barnsley’s Zero45 targets, and at the same time reduce fuel poverty, improve health outcomes, and improve the look of the neighbourhood which will have broader benefits in terms of community etc.

A partially offsite fabricated approach would help to minimise impact on occupiers and tenants and provide cost efficiencies to benefit owners and landlords.

Key enablers to this type of retrofit would be:

- Streamlined Planning Permission and Building Control approval process
- Finance support package
- Contractual arrangements to suit owner/occupier, landlord and tenants

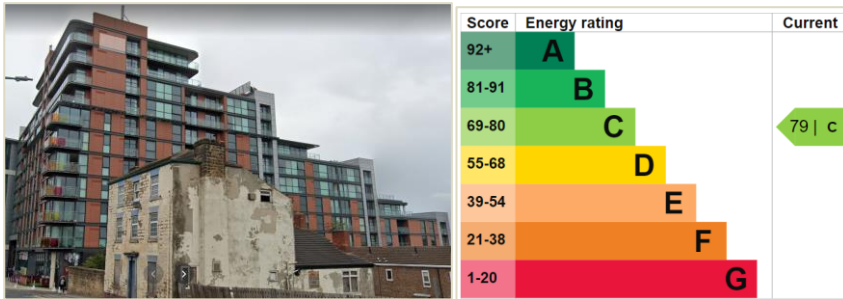
This approach only works if the whole terrace can be upgraded at the same time using a standardised approach. The approach must be appealing to all the stakeholders.



6.2.2 Domestic case study 2- Apartment Block

Case study - Plaza Quarter (S70 2RP)

Modern block apartment building build in 2003-2006 with a highly glazed façade, terraces, and balconies with a flat roof. Form factor is poor with lots of potential thermal bridges due to balconies and projections. Heating is provided typically with direct electric panel heaters, hot water with electric cylinders. Ventilation strategy is basic and overheating in summer may be a problem.



Main Characteristics	
Modern construction - build in 2003-2006	
Wall and Floor estimated U-value 0.25-0.35 W/m2K based on age	
High glazed façade with double glazing installed (estimated U=2.8 W/m2K)	
Flat roof estimated U-value 0.25 W/m2K based on age	
Main heating with electricity - panel heaters, hot water by immersion heaters	
Natural ventilation with limited opening windows	
Lighting is likely to be fluorescent/halogen with some LED as replacements	
Cooking is assumed to be electric	

Strategy

Due to the construction type, it may be challenging to install additional insulation or reduce thermal bridging without stripping the building back to underlying structure and re-cladding it (a very major project). Despite the modern construction and EPC C rating, direct electric heating results in high carbon emissions at baseline year. This will reduce as the grid carbon factor reduces over time, but the demand will still be high and can be reduced by providing heating and hot water via a heat pump-based system.

Reduce Energy demand

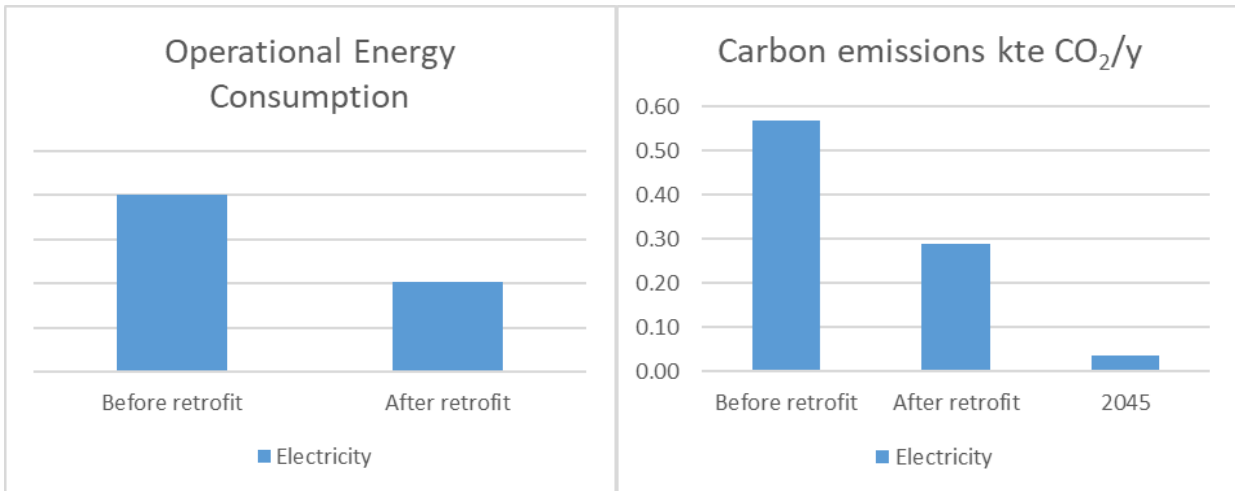
- Some fabric interventions could be considered but would likely be major projects. Focus would be on reducing thermal bridges, improving glazing performance (improving U-value while reducing g-value to control overheating) and replacing glazed surface with insulated panels.
- Ensure adequate ventilation. If possible, implement efficient continuous ventilation with heat recovery.

Low carbon renewable heating

- Communal air source heat pump for space heating and DHW with well insulating pipe work to avoid overheating issues.

Decarbonize energy supply

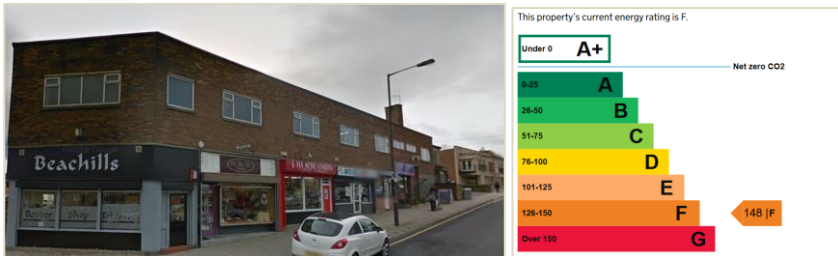
- Power purchase agreement to provide electricity to reach net zero - alternatives for private renters and community scheme
- Possible roof top PV to reduce emissions associated with communal areas and lifts.



6.2.3 Non-Domestic case study 1 - Small retail

Case Study – Business units in Pitt Street (10,14,16 Pitt street)

Small private businesses with limited floor area located on the ground floor of a two-storey building with housing or small office space on the first floor. Typical business of retail and restaurant establishments with a high electricity consumption of regulated and unregulated electricity. Limited sense of community where the accommodations and housing have separated entrance on the rear side of the building.



Main Characteristics	
	Solid brick or unfilled cavity walls with no or limited insulation and flat roof also with poor insulation (0.25-0.55 W/m2K)
	Suspended or solid floor without insulation (0.35 W/m2K)
	Single or double glazing (3.1-2.8 W/m2K)
	Main heating with direct electric panels
	Business may have inefficient appliances (for example refrigerators and cooking equipment) and lighting.

Strategy

As with the terraced houses, the block would likely best be upgraded as one for the business and residential or office accommodation with a fabric first approach and highly efficient systems, using prefabricated elements where possible applied externally. It may be possible to add an additional storey to create new residential space with larger dwellings more suited to families (if the structure allows) and a more attractive communal access could potentially be provided above the rear of the shops. If retail contraction makes this set of units unsuitable then the whole building could be converted to residential or other uses alongside a full retrofit.

Reduce Energy demand

- Fabric first approach for walls and roof insulation
- Replacement improved windows
- Potential for PV on the roof
- Improved airtightness
- Efficient ventilation MVHR with heat recovery efficiency above 80%

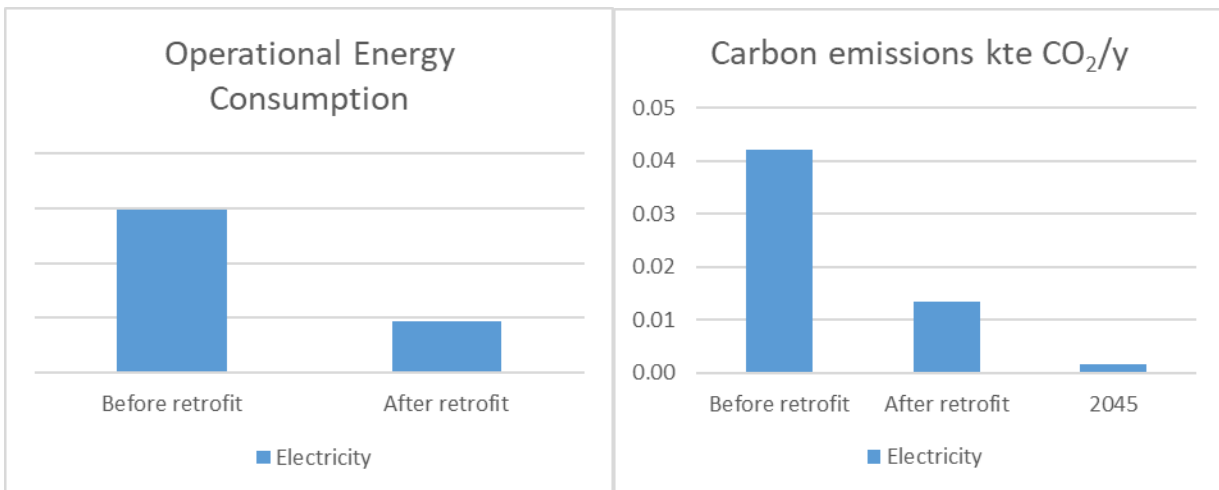
Low carbon renewable heating

- Individual or communal air source heat pump systems mounted on the roof for space heating and DHW for the retail and accommodation above.

Decarbonize energy supply

- Renewable power – potentially offer an incentive to use an agile tariff or “Barnsley” tariff with an agreement (Power purchase) with a renewable energy supplier to supply power to make premises net zero.
- Attractive leasing arrangements for new “green businesses” that meets certain standards + support for existing businesses to transition.
- Reduced billing costs helps to reduce fuel poverty

A combination of office plus small retail space might suit developing businesses that sell both locally and on the internet. The retrofit plan will need to consider the intended use and potential changes to use of the units and space above.



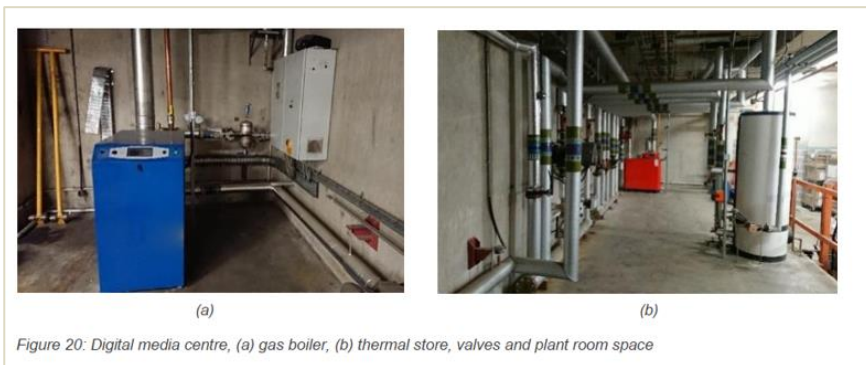
6.2.4 Non-Domestic case study 2 – Public building

Case Study – BMBC - Digital media Centre (DMC 01)

The Digital Media Centre is a modern office building built in 2007. The building has significant areas of glazed façade and a form that is less compact than it might have been, which increases heating energy use and overheating frequency. Heating was provided originally with a biomass boiler which was subsequently replaced with a 200kW gas boiler. Due to the mixed office and events spaces, a large proportion of total demand is expected to come from lighting and unregulated electricity from equipment loads. The high internal heat loads can also lead to cooling demand (or overheating).



- Funding for Implementing LED Lighting and solar PV and air source heat pumps for space and water heating is approved. This will provide significant energy and carbon savings.



Main Characteristics
Modern construction - build in 2007
U-values as per year construction convention (≥ 0.35 W/m ² K)
Terraced flat roof (≥ 0.25 W/m ² K)
High glazed façade which leads to overheating issues (≥ 2.8 W/m ² K)
Significant equipment density (networks system) and therefore large internal heat gains
Main heating with 200kW gas boiler

Strategy

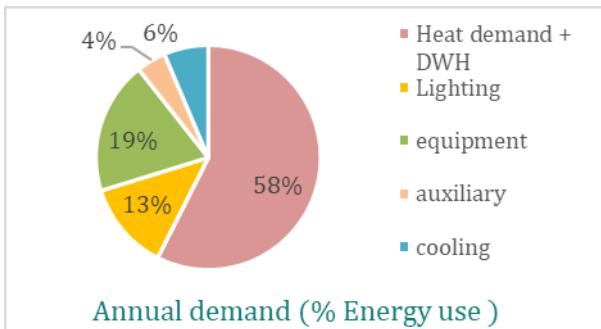
Significant energy and carbon savings can be achieved by implementing efficient lighting and upgrading equipment to more efficient types. This will also reduce cooling loads and/or overheating frequency. A communal HVAC system to provide heating and cooling with advanced building management controls could lead to a significant reduction in both demands. In combination with envelope improvements to improve glazing properties, and implement a shading system, this could both improve comfort and reduce energy consumption.

Reduce Energy demand

- Upgrade glazing to reduce solar gain and install window shading
- Upgrade lighting and equipment to energy efficient newer technologies (LED lighting, laptop computers, lifts with energy recovery braking)
- Implement intelligent controls for lighting and ventilation to optimise for occupancy of spaces
- Implement energy efficient continuous ventilation with heat recovery and improve airtightness of the building

Low carbon renewable heating

- Upgrade heating with an air source heat pump



Decarbonize energy supply

- Install PV on the roof to provide part of required renewable power, balancing some of the fixed equipment loads
- Purchase remainder of required renewable power through a power purchase agreement

7 Interventions and Opportunities

Energy efficiency, low carbon heating and renewable energy generation can all be implemented in the town centre buildings. It will be most effective from a financial and implementation perspective to coordinate these measures as part of, or alongside, intentional interventions in the buildings and infrastructure or when opportunities arise (strategic or opportunistic implementation).

Different building types within the town centre will have different opportunity points due to: different types and ages of construction; different tenant-landlord relationships; different use patterns. It is therefore important to think in terms of a whole building plan for each building, considering the businesses located within each building and their various ownership and tenancy arrangements.

Opportunity points may arise due to reasons such as:

- Change of tenant
- Change of use
- Change of owner
- Required maintenance
- Refurbishment/rebranding/refit

Some of these opportunity points may be initiated by council interventions, for example:

- Supported change of use to fill vacant units
- Strategic changes to areas of the town centre

Refitting and refurbishment of buildings that may occur with change of tenant or use may result in stripping back the building to the basic fabric, and there may be substantial changes to building services to accommodate new requirements. In a typical refit, little improvement to the building fabric would be made and services would be specified to meet only the minimum standards required, and so an opportunity may be lost to achieve substantial improvements. For most buildings there will only be a few opportunities within the 20 years during which greenhouse gas emission reductions must be achieved. Refit projects are often programme driven, so there is pressure to not include additional works.

Several things are therefore key to seizing the opportunity when it arises for a building:

- Readily available funding for the energy efficiency, low carbon heating and renewable generation implementation (as a pre-approved package using grants, loans, and other financial instruments)
- Mandatory requirements and strong incentives to include retrofit measures in the building refit.
- Support for tenant businesses while the additional works are carried out, be it temporary premises, pop up shops or similar offers to enable their businesses to be generating money while the works are carried out.
- A plan for the building retrofit developed ahead of the refit works to ensure there are minimal delays due to addition of the retrofit to the works.

With larger projects, such as with a change of use, the incorporation of retrofit works should be less of a change to the works, but again the same support mechanisms are required to make the cost and time impacts of the additional work acceptable to the owner and tenants.

Change of owner may offer a variety of opportunities, but ownership of buildings will also be a particular barrier to retrofit works in some cases. Where ownership is through agents, trusts, offshore companies, or overseas owners, there may be little interest in the buildings other than income. In some cases, this may even preclude proper maintenance and they may be falling into disrepair and have significant issues existing or developing. A retrofit plan for these buildings would need to consider how the building can be brought to and maintained in a state to be retrofit ready. The process of engaging with the owners of these buildings is likely to take a substantial amount of time and these may be some of the most difficult buildings in the town centre to get retrofitted, not due to technical issues, but due to getting the owners to engage with the need to retrofit.

Some buildings may be owned and occupied by the same business. This group can be further divided into owned and occupied by a small-medium business, and owned by a national/international business, and occupied by a local branch of that business. The approaches in these cases will likely be different.

It is vital for the long-term sustainability of the town centre that businesses see Barnsley Town Centre as a supportive, profitable, necessary, and desirable place to operate their business. Businesses will have different drivers for location, relating to customer base; employees/skills; special features of premises (access or equipment).

The drivers for and requirements of retrofit are very different for non-domestic buildings than for domestic buildings. Imposing too great a burden in cost, time or complexity may disengage a business from the process, or worse lead to them considering whether alternative premises outside the town centre are better suited to their (perceived) needs.

When maintenance is required to the building, this is either something that the owner has planned for or something that is raised as an urgent problem for the owner to address by their tenant. Timing to implement retrofit measures may be critical and with emergency maintenance may not be possible.

Most tenants (particularly after the effects of the last few years with supply chain disruptions and price increases) will be focused on the day-to-day operations of their businesses and not as much on the longer-term issues such as the premises in which they operate.

Tenant Driven

- Shop front changes
- Fitout
- Refit/Refresh
- Maintenance

Landlord Driven

- Change of tenant - new fitout
- Change of use
- Maintenance

Council Interventions

- Change of use
- Maintenance

Some of the interventions identified within the town centre spatial strategy will change building uses, and it should therefore be considered where those uses may increase energy requirements. New building uses should be implemented as fully electrified with no new combustion. Mechanisms need to be found to achieve this through regulation and incentives. Planning policy may be able to go beyond minimum building regulations and incentivise appropriate all electric solutions ahead of an expected ban on combustion of fossil fuels in buildings (examples include Bristol's energy hierarchy³⁸ or the GLA requirements "Be Lean, Be Clean, Be Green"³⁹). Where new or relocated restaurants and cafes are created, this should be with a fully electric commercial kitchen so that they can decarbonise as the electricity grid decarbonises. This may require support for businesses to invest in new equipment and potentially change the way that they cook.

Infrastructure in the town centre will need to be considered alongside the plan to reduce greenhouse gas emissions of buildings, and opportunities to address this strategically rather than piecemeal would help to minimise disruption.

- Gas infrastructure for buildings in the town centre will become redundant, but infrastructure may pass through to serve other areas.
- Electricity infrastructure in the town centre is expected to require re-enforcement, and this may involve additional cables in the streets and new/upgraded sub-stations to enable the electrification of heat and other uses
 - o EV charging in public car parks and at businesses with parking
 - o Electrification of rail and bus infrastructure
 - o Electrification of commercial kitchens

Studies will be needed with Northern Powergrid and Northern Gas Networks to understand the implications for their networks of the proposed changes to the town centre and whether changes are

³⁸ Policy BCS14 in Bristol Core Strategy

https://www.bristol.gov.uk/documents/20182/34540/Core+Strategy+WEB+PDF+%28low+res+with+links%29_0.pdf

³⁹ GLA Energy Assessment Guidance April 2020

https://www.london.gov.uk/sites/default/files/gla_energy_assessment_guidance_april_2020.pdf

required within and beyond the town centre to support these changes.

Making it happen

Making the town centre attractive to businesses committed to greenhouse gas emission reduction will require a strong support network to be built. Organisations to promote collaboration between businesses to achieve economies of scale for finance, materials, and contractor procurement; and a critical mass for developing the skilled supply chain required will help to make the task feasible.

There are many opportunities that could be realised for businesses that choose to be more sustainable. There is a growing awareness amongst the public (particularly those who are 'able to pay') of the need to be more sustainable and that is increasing demand for and support of businesses that are more sustainable. There is therefore a marketing value in implementing retrofit measures to a business's premises in terms of achieving accreditations, awards, and recognition of the business's sustainability. Accreditations such as B Corp and Science Based Targets should be promoted, as widely recognised third party accreditations of sustainability commitments and attainment. Businesses holding or committing to gaining these should be encouraged to locate in the town centre. Other broader sustainability measures such as local sourcing, fairtrade and organic should be recognised as supporting the larger sustainability picture although they will not contribute directly to lowering scope 1 & 2 emissions in the town centre.

For new businesses, empty buildings and units can be redeveloped to provide incubator & temporary spaces. The opportunity should be taken to both make these spaces energy efficient and low carbon, but also to build the understanding of this into the businesses using these spaces through data collection, information display, and engagement with employees. These businesses will then expect their next premises to be energy efficient and low carbon as well and will be far more likely to seek the resources and expertise to make this happen than businesses that have 'grown up' in less efficient premises.

The support for businesses could be presented as a Zero Carbon Business Hub, whether this is a single organisation or group of organisations working together to deliver the necessary services. The hub would need to provide resources to help businesses as well as advice and would need sufficient funding to develop some of the missing pieces to enable an ongoing retrofit programme for the town centre.

The Zero Carbon Business Hub would need to provide a range of services free of charge or low cost at point of use. The hub would also carry out enabling work such as developing connections and raising confidence across the supply chain, aggregating demand to enable capacity to be built in local contractors, designers and other retrofit professionals and trades people. Capacity building and enabling the supply chain will require a long-term commitment and certainty of direction over the 20-year timeframe for greenhouse gas emission reduction.

As shown in figure 7.2, zero carbon business hub services would range from training to financial services, and the hub team would need a diverse range of skills to provide the full package of support to businesses. The hub team would need to work with a wide range of service providers to meet the needs of Barnsley's businesses.

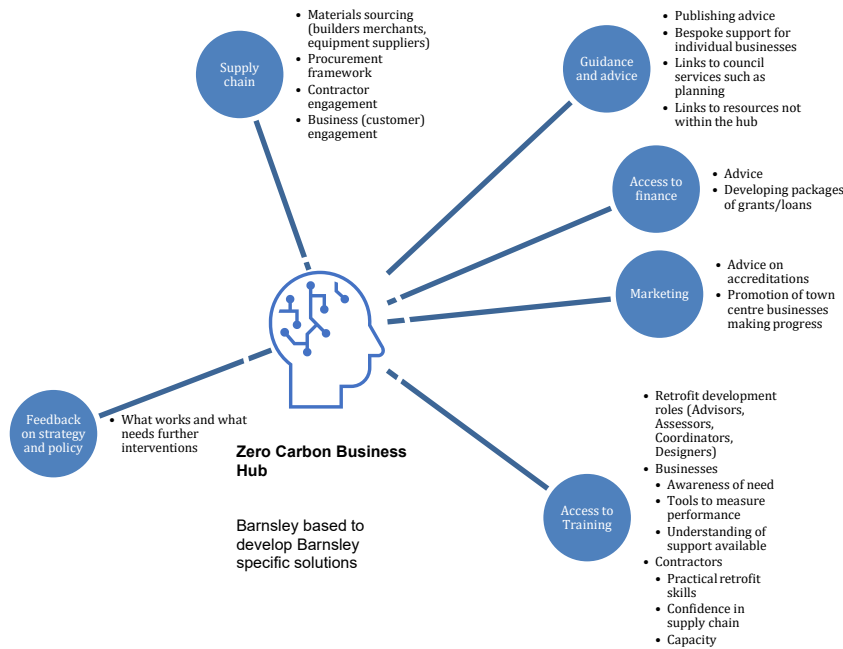


Figure 7.2 – Zero Carbon Business Hub

Financial services might include advice, but also access to innovative products developed by the hub which might combine grant funding from public, private and third sector organisations with public and private loans to produce funding packages to support whole building deep retrofit. Aggregating the needs of several businesses together may also open other ways of bringing investment into retrofit. The service should make it easier for businesses to form viable business cases for deep retrofit.

Zero Carbon specific marketing would enable businesses to be supported in gaining and promoting sustainability accreditations, awards, and initiatives.

Training might be provided locally or nationally, but the hub would provide a route of access to funding and support for individuals and businesses in Barnsley to upskill and work in making the transition to zero carbon. The hub would help engage businesses with local training providers and where necessary (for example for retrofit assessors and coordinators) with national providers.

The supply chain around retrofit will need to be strengthened from a supply and demand side, and engagement across the supply chain will help to increase capacity and confidence in delivering retrofit work.

The hub could act as a means of linking suppliers of design and installation services with businesses needing retrofit services within the Barnsley area. Supporting the market for retrofit, identifying barriers, and working to reduce them will help to accelerate the retrofit to the pace needed to meet the targets set.

Planning and building regulations can affect retrofit projects, and building refurbishments are governed by the planning and building regulations currently in force. These processes are sometimes a barrier to achieving deep retrofit, and ensuring that the businesses in the town centre have access to appropriate advice and support to allow planning and building regulations processes to act as enablers to retrofit, rather than barriers, should also be an aim for the hub. Current regulations do not align with national or BMBC targets for greenhouse gas emission reduction targets and reaching net zero. It will therefore be helpful to (where possible) augment the current regulations

with requirements that are consistent with the trajectory that needs to be achieved. This, together with the support and resources suggested above, will give the best chance of the stated goals being achieved.

The hub should also have a role in monitoring the pace of retrofit and the energy savings being achieved and feeding back to the council the effectiveness of current strategy and policies in place, so that these can be adjusted when required.

Conclusions

Every building within the town centre will need a whole building medium term retrofit plan, and the implementation of some combination of fabric energy efficiency improvements, low carbon heating and renewable electricity generation. Suitable locations for renewable electricity generation are limited and most of the investment within the town centre will be in fabric improvements and low carbon heating, along with improvements to electrical distribution infrastructure. There will need to be some investment outside the town centre (possibly through power purchase agreements) to enable additional renewable electricity generation to be built elsewhere, to match the requirements of the town centre. Results of retrofit should be evaluated and fed back to provide assurance that the town centre is on track to meet the net zero targets. Where there is a shortfall in emissions reductions, high quality carbon offsets can be purchased alongside additional measures to bring emissions reductions to the levels that are needed.

Strategy for development of capabilities and supply chain

For non-domestic buildings, PAS 2038:2021 “Retrofitting non-domestic buildings for improved energy efficiency” provides a framework for developing retrofit plans for non-domestic buildings. The process is led from end-to-end by a retrofit lead professional, a role like the retrofit coordinator of PAS2035 (which applies to domestic buildings). PAS2038 allows those smaller non-domestic buildings (<500m²) to follow the PAS2035 process and therefore the PAS2035 roles are also relevant within the town centre for non-domestic as well as domestic buildings.

Access to enough people with the skills to provide retrofit advice, assessment, coordination, design, installation, and evaluation of retrofits as defined in PAS2035/2038 should be an early objective of capability development. Achieving a suitable environment for retrofit will also need there to be supply chain, finance, and planning advisors available who can work on developing the supply chain, finance packages and supporting projects through planning. Broad skilled individuals will be needed to engage with businesses to understand how to get them on board with the retrofit process and progress the many projects that will be required. Access to skilled people will likely need to be a combination of recruiting people who already have some or all of the necessary skills, and building a training pipeline through local and national training organisations to provide the growing capacity to support projects as they become available.

Strategy for finance

The finance strategy will need to work with funding available from central government and other parties as well as any local loan or grant funding. Opportunities to put together packages of work that may be investable by the private sector should also be explored. This will link to key strategic decisions around areas of the town centre and how these might be developed. Certain types of finance (for example heritage funding) will only be applicable to certain buildings, and therefore different routes for financing need to be supported simultaneously. Businesses will need support to understand and access financing and packaging of financial support will be needed to make the decision to retrofit as easy as possible.

Strategy for business support

To engage businesses with the process of retrofit and the road to net zero, ideally, they would work with a single point of contact, who would be able to provide them with the clarity and confidence they need to move forward with a retrofit project. Training as retrofit advisors may be suitable to enable single point of contacts to work with businesses, with enough knowledge to help them access the more specialist support they need to develop their projects. Training around the specific way that the processes for retrofit in Barnsley are working, and in other areas such as finance and supply chain support, will also be important to provide a seamless service to businesses. Removing as many barriers as possible to retrofitting their buildings should be a key aim in developing the zero-carbon town centre strategy.

8 Appendices

8.1 Supporting information

8.1.1 Do everything else first and only then offset

How can the town centre procure renewable energy and carbon offsets with certainty that they are having the positive impact intended?

<https://www.ukgbc.org/news/ukgbc-consults-on-renewable-energy-procurement-and-carbon-offsetting-guidelines/>

Where carbon offsetting must be used, high quality offsets such as Gold Standard <https://www.goldstandard.org/> should be used to ensure that carbon reductions are verified and persistent.

8.1.2 Corporate Power Purchase Agreements (CPPA)

For many of the organisations that operate premises within Barnsley Town Centre, a Corporate Power Purchase Agreement (CPPA) may be a significant part of their strategy to demonstrate compliance with their corporate social responsibility strategy and carbon targets.

A CPPA is a long-term contract where a business agrees to buy electricity directly from a renewable energy generator rather than the traditional approach of simply buying electricity from licensed electricity suppliers.

As the UK moves towards decarbonisation, there is a constant need to build the next generation of renewable assets to meet demand and these long-term agreements help to finance renewable energy projects, giving generators a guaranteed buyer and revenue stream for the energy they produce.

Power Purchase Agreements give organisations budget certainty (including potential to negotiate discounts) and help with transparency and accountability in demonstrating that net zero goals will be met and showing corporate social responsibility. They allow organisations to demonstrate where their power is generated and prove that it is from renewable resources.

For smaller businesses, an intermediary organization to aggregate the needs of the businesses and engage a suitable scale generator in a CPPA may be needed.

A generator in this context may be local to Barnsley town centre where a direct CPPA may be possible or remote in which case an indirect CPPA would be used with the licensed electricity supplier 'sleeving' the power between the generator and the consumers.

8.1.3 Woodland Carbon Code

Estimating the carbon that can be removed by planting trees is not straightforward as the CO₂e/year reduction varies through the life of the trees, peaking at around 25 years and then reducing again.

The Woodland Carbon Code <https://woodlandcarboncode.org.uk/> is a voluntary standard for when claims are being made for carbon sequestered by woodlands.

One aspect that the Code highlights is that the land the trees will be planted on will already be storing carbon and planting the trees will change that land. It must be certain that the benefit of the trees is achieved when considering the change to the land as well.

8.2 Additional information

8.2.1 Connecting with other areas to share best practice.

Carbon Neutral cities Alliance

Achieving deep decarbonisation is a daunting task with few clear roadmaps, and leading global cities have pursued this in relative isolation from each other. That is why the Carbon Neutral Cities Alliance was created. By sharing resources and ideas and collaborating on strategic approaches, CNCA cities can accelerate progress in meeting their aggressive goals; develop more rigor and consistency with which these plans are developed; garner support among key stakeholders critical to their success; and inspire other cities to reach for similarly aggressive goals by providing them with tested, “leading edge” know-how.

This report on the CNCA Framework identifies strategies for driving change.

<https://carbonneutralcities.org/wp-content/uploads/2018/04/CNCA-Framework-for-Long-Term-Deep-Carbon-Reduction-Planning.pdf>

Place-Based Climate Action Network

The Place-based Climate Action Network (PCAN) is about translating climate policy into action ‘on the ground’ to bring about transformative change

<https://www.pcancities.org.uk/>

Leeds is one of the PCAN cities and recently published its Pathway to Net-Zero Carbon Roadmap

<https://leedsclimate.org.uk/news/climate-commission-shows-moving-net-zero-emissions-can-help-leeds%E2%80%99-post-covid-recovery>.

PCAN has also been developing work on Yorkshire and Humber wide carbon reduction.

<https://leedsclimate.org.uk/news/yorkshire-wide-approach-carbon-reduction-needed>

8.2.2 Aim to promote and attract sustainable businesses.

B Corp

Certified B Corps are a new kind of business that balance purpose and profit. They are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment. This is a community of leaders, driving a global movement of people using businesses as a force for good. Example: The Body Shop at 42 Cheapside S70 1RU

<https://bcorporation.uk/>

Science Based Targets

Businesses that set Science Based Targets <https://sciencebasedtargets.org/> take a lead on the way to a zero-carbon economy, boost innovation and drive sustainable growth by setting ambitious, science-based emissions reduction targets. Examples: Vodafone at Cheapside S70 1SB, Sainsbury’s (although not in the town centre) and M&S at 7 Queen Street S70 1RL.

Workers and Members Co-operatives

While not directly linked to emissions reductions, co-operatives are socially engaged organisations and are likely to align to the values required for businesses working in a zero-carbon town centre.

8.2.3 Levers and strategies for reducing Carbon in Building Systems

The following table indicates some strategies that can be used to develop the zero-carbon town centre.

LEVERS	STRATEGIES	ACTIONS
Voluntary Action	Encourage Improved Energy Efficiency Performance of Existing Buildings	<ul style="list-style-type: none"> • Conduct building energy performance challenges • Promote building energy rating systems (commercial and residential) • Promote voluntary energy use benchmarking programs • Promote voluntary "stretch" building energy conservation codes and green-building principles by providing information, technical assistance • Promote "cool roofs" — coating of rooftops white to reduce building energy use — and other low-cost approaches • Support best practice information sharing among building owners
	Promote Energy Conservation Behaviors by Building Occupants/Tenants	<ul style="list-style-type: none"> • Work with utilities to improve customer access to energy-use data • Conduct public education programs and campaigns that promote energy-saving measures • Promote green leasing for commercial buildings, which enable a fair proportion of costs/benefits to be allocated to both tenants and landlords
Price Signals	Increase Access to Financing	<ul style="list-style-type: none"> • Improve access to specialized financing to pay for efficiency improvements
	Support/Provide Rewards for Performance	<ul style="list-style-type: none"> • Provide regulatory and zoning relief for projects meeting certifiable high standards (e.g., LEED) • Promote supportive market mechanisms such as building appraisal and mortgage underwriting that capture the value of investments in energy efficiency
	Subsidize Capacity Improvements for Building Management	<ul style="list-style-type: none"> • Support efforts to train building operators in energy efficiency best practices



Public Investment	Expand capacity of efficient heating and cooling	<ul style="list-style-type: none"> Develop and expand low- to no-carbon district heating and cooling systems
	Invest in Technology Development and Deployment	<ul style="list-style-type: none"> City piloting of new building technologies Support Municipal Strategic Energy Management programs
Mandates	Model the Behavior- Invest in Energy Retrofitting of Government Buildings	<ul style="list-style-type: none"> Conduct deep retrofitting combined with installation of on-site renewable energy supply Improve building operations and preventative maintenance Improve energy efficiency of public/government-owned housing Require all rehabilitation projects financed by city to include "green" capital needs assessment
	Mandate Reporting	<ul style="list-style-type: none"> Adopt Building Energy and Reporting Disclosure ordinances Require energy audits and disclosure Require sub-metering Require building rating system
	Mandate No- to Low-Carbon Standards for New Construction	<ul style="list-style-type: none"> Adopt/phase-in building and energy conservation codes based on carbon neutral, zero net energy, Passive House, Living Buildings, and other cost-effective high-efficiency approaches
	Mandate Performance Improvement of Existing Buildings	<ul style="list-style-type: none"> Require targeted buildings (e.g., commercial above certain amount of floor area) to benchmark (measure and disclose) energy performance, and/or conduct energy audits, and/or install energy sub-meters for large tenants Require "deep" retrofitting of buildings at designated intervention points: time of sale/purchase, financing, major renovation of building or space, and rebuilding Require upgrades to commercial/industrial buildings' lighting systems Require higher standards for energy efficiency of appliances Require certification of building operators






8.2.4 Reasons to retrofit

Helping businesses to justify retrofit is one of the key priorities. There are many aims for retrofit and different aims will have different levels of priority for different businesses. The following may provide some ideas of reasons to retrofit (based upon a report from the Passivhaus Trust⁴⁰ and the processes of PAS2035/2038).

⁴⁰ Passivhaus retrofit in the UK, January 2022
<https://passivhaustrust.org.uk/UserFiles/File/Policy%20papers/2022.01.12%20PHT%20Retrofit%20Position%20Paper%20v2.3.pdf>

Why retrofit this building?

Retrofit refers to measures to improve a building with the following general aims:

	<p>Higher levels of comfort (ability to maintain higher air temperatures and warmer and more even surface temperatures).</p> <p>Better internal air quality (reduction in risks of condensation and mould growth; reduction in external pollutants entering via ventilation; and removal of internal air pollutants).</p>
	<p>Reducing greenhouse gas (GHG) emissions (reducing energy use and switching to low carbon renewable heat sources). 18% of UK greenhouse gas emissions come from our homes and homes must play their part in reducing emissions. Government GHG emission targets are 68% reduction by 2030, 78% by 2035 and 100% by 2050 and many councils are committed to 100% reduction by 2030 compared to 1990 baseline.</p>
	<p>Reducing local air pollution (reduced NOx and particulates due to using low carbon heat sources rather than burning fossil fuels or biomass)</p>
	<p>Reducing the impact of rising energy costs (through using less energy) and reducing fuel bills to lessen fuel poverty.</p> <p>Protecting the building from degradation (reduction in risks such as rotting timbers, salt damage to plaster and paint).</p>
	<p>Reducing the impact on utilities infrastructure, reducing demand for renewable energy, and reducing peak load. Well insulated buildings enable better demand management, which helps to maximise use of renewable energy generation.</p>

Retrofit works hand in hand with behaviour changes to enable buildings that support a high quality of living and that will be fit for purpose in the future.

The benefits of delivering retrofit are significant, but individual buildings come with their own unique set of challenges and building owners have limited budgets. It is unlikely that all UK homes and non-residential buildings will be retrofitted by 2050, so those buildings that are retrofitted should aspire to reach the deepest levels of retrofit practical to compensate. Where building retrofits are constrained and cannot for example meet the EnerPHit (LETI exemplar) level of performance, it is important to not lock in poor performance that will cause difficulties as we seek to move to a fully decarbonised electricity grid and as deep a retrofit as possible should be planned, even if this must be delivered in multiple steps.

To gain the maximum benefit from retrofit work, it is important that a holistic whole house approach is taken, and processes are put in place to ensure quality control during design and construction to minimise the risk of an energy performance gap and any unintended consequences as far as possible.

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**Taking the Barnsley Town Centre
Strategy forward to deliver
May 2022**



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1. Introduction

Purpose

1.1 This report supplements the URBAN DESIGN, SUSTAINABILITY & POST-COVID STRATEGY for Barnsley Town Centre completed by Urbed. We refer to this master document as the Strategy throughout this report. ADE Regeneration (ADE) has worked as a sub-consultant to Urbed. ADE inputted into the Strategy at the evidence gathering stage, providing socio-economic context information, property market reviews and a review of the impact of Covid-19 on town centres across the UK.

1.2 On completion of the core Urbed work, ADE was asked to provide Barnsley Metropolitan Borough Council (the Council) with a summary report on how delivery of the Strategy could be moved forward. This report summarises our work. The purpose of this report is to provide a high-level suite of actions that can be progressed to begin delivering the recommended changes.

Work undertaken

1.3 As part of this commission ADE completed the tasks set out below:

- ADE reviewed the proposed Strategy and supporting documents.
- ADE produced a consolidated list of projects to deliver the vision of the Strategy.
- ADE undertook a site tour of Barnsley town centre, to understand the Strategy proposals in the context of the town centre. ADE first visited the town centre in the first month of the Urbed commission. This was pre-Covid, so we visited again in early 2022 as it was critical to understand the post-covid context of the town centre.
- ADE reviewed the ownership of land in the key areas of interventions.
- ADE summarised the property market in Barnsley and highlighted how this impacts on the routes to delivery.
- ADE consulted the lead project officer and the Urbed team to understand the Council's risk appetite, funding capacity, officer capacity and views on the local market.
- ADE produced a proposed route to delivery for each of the interventions proposed.

1.4 In completing the work ADE was not commissioned to produce technical due diligence on any interventions. We have not undertaken or reviewed technical studies, undertaken legal title reviews, completed development appraisals or any form of land valuations. Our work highlights a recommended high-level approach to delivery, it points to the next steps required to develop investable projects, it does not recommend investment of Council resources into capital projects ahead of further due diligence being undertaken.

Structure of report

1.5 This report is structured as follows:

- Section 2 – Covers background information and summarises the outputs of the Urbed Strategy. It details our observations from our visits to the town centre. This report does not seek to replicate the Strategy and for full details the reader should read this separate document.
- Section 3 – Sets out the conditions of the Barnsley property market and draws conclusions on how this will affect the delivery of the Strategy.

- Section 4 – provides a high-level summary of land ownership in some of the key intervention areas highlighted in the Strategy.
- Section 5 - describes our recommendations on how the Council begins working towards the delivery of the Strategy. We provide a summary table covering all interventions, describing the intervention, likely cost and timescales and possible delivery route. This concludes with a concise list of suggested next steps.

Further Information

1.6 If you have any queries regarding this work, please contact:

**Anthony Everitt, ADE Regeneration - Director, Tel. 07880 907431, E-mail. aeveritt@ade-regen.co.uk,
Seam.ade-regen.co.uk**

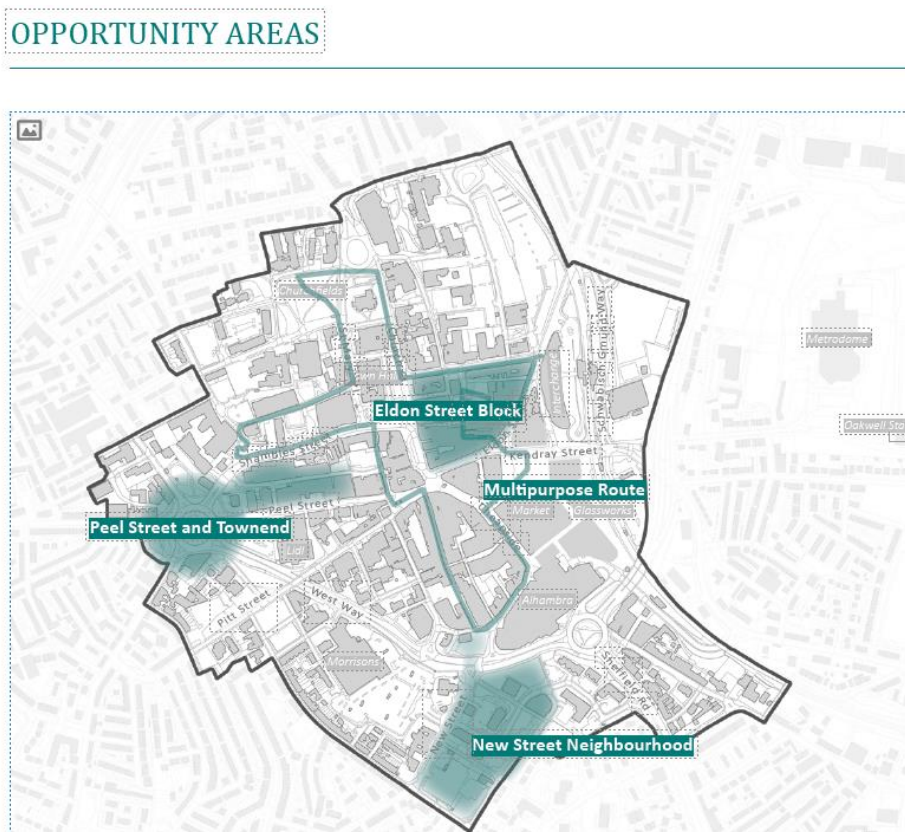
2. Background information and the Strategy

The proposed Strategy

2.1 URBED, supported by ADE and LEDA, were commissioned in November 2019 to produce an Urban Design and Sustainability Strategy for Barnsley Town Centre, taking into account Barnsley Zero 40 and Zero 45 targets. In May 2022 Urbed delivered a DRAFT strategy as the culmination of this commission. It is that Strategy that we have considered in this report.

2.2 The strategy details some key areas of interventions which can be seen in the Figure below. This includes a proposal to create a well-being route. In our review of interventions, we have also added the Pitt Street area and The Seam development to our analysis.

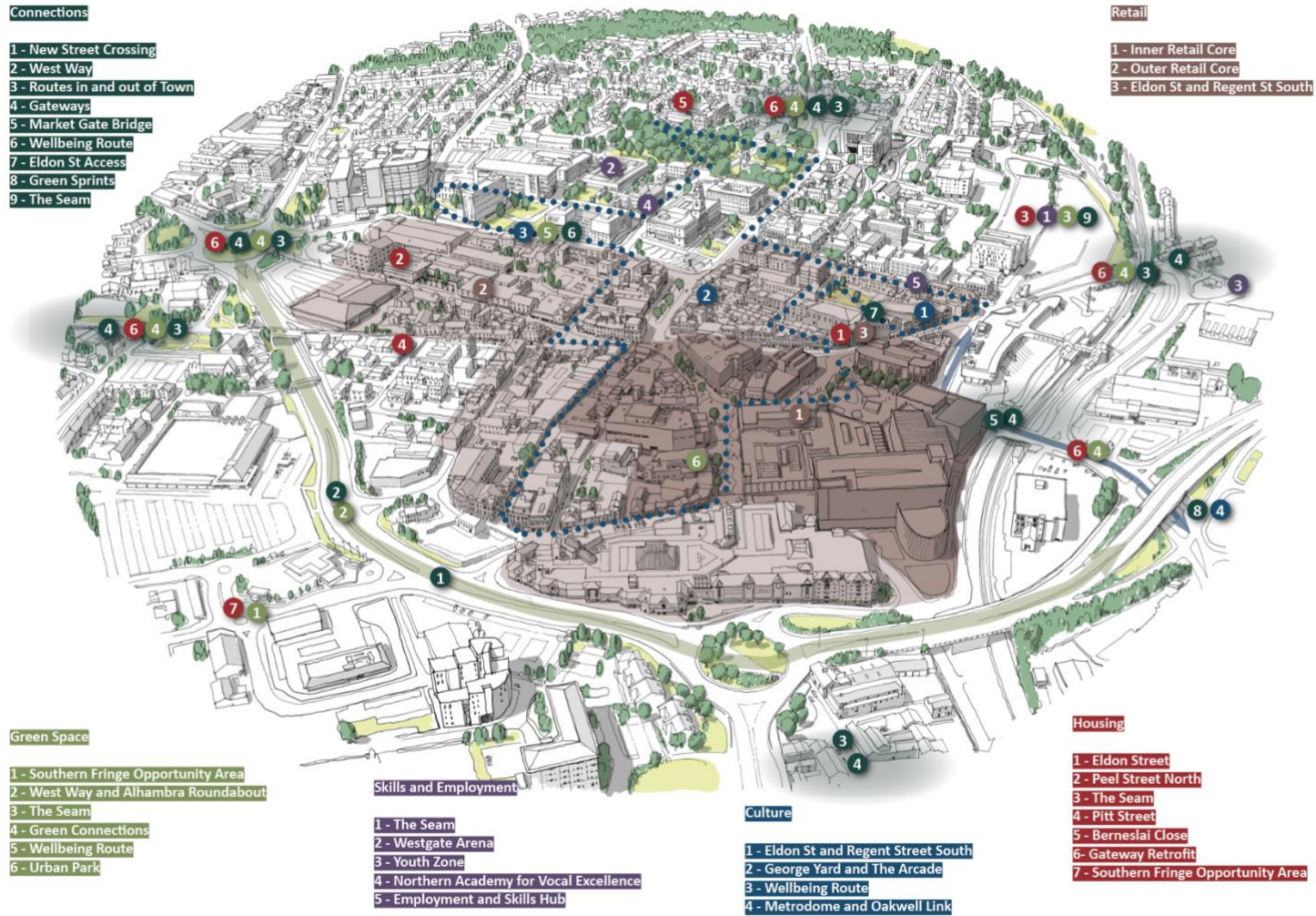
Figure 1 – Opportunity areas of action highlighted in the Urbed Strategy.



2.3 The Urbed Strategy considered 6 themes upon which each type of change they recommended for the town centre was considered. These themes were: retail, culture, skills and employment and housing, green space and connections. We have replicated these themes in grouping the delivery of the Strategy's actions. Figure 2 below lists a series of interventions proposed by Urbed under each theme.

Proposed intervention from the Strategy

Figure 2 – Urbed proposed interventions for Barnsley Town Centre (Source: Urbed)



Views from the site tour

2.4 ADE most recently visited the town centre on a Friday weekday in April 2022. It was during the Easter school holidays and a market day so it may have been that the town centre was busier than the average weekday. None the less our observations from the site tour were as follows:

- The town centre was busy with healthy footfall across the retail core.
- The investment in public realm, the Glass Works and environs was clear to see and this core of the town centre felt coherent and vibrant.
- The markets were well used and the food hall busy at this particular lunch-time. The open-air market had a critical mass of stalls and also appeared to be trading well.
- There were clearly vacant units still to be filled in the Glass Works and the upper floors of the Alhambra, however all other areas of the retail core had strong levels of occupancy.
- There were understandably higher levels of vacancies in the periphery of the town centre reflecting the challenging UK retail economy (see below).
- As you walk away from the town centre towards its edge the pedestrian experience deteriorates and wayfinding becomes harder. This is all set out in the Urbed Strategy, and was confirmed to us from our own experience on the ground.
- On the whole, the town centre appeared to have bounced back well from Covid, although the structural changes to the economy are having and will continue to have an impact on the town centre, which is currently manifested in the pace of take up of units in the Glass Works and lower demand for retail reinvention space.
- We did not observe the town centre outside of the core retail hours, but expect given the use types (low levels of residential and evening uses) that the retail core would have low levels of footfall.

3. The Barnsley property market

3.1 This Section outlines at a high level the current property market context for retail/leisure, commercial and residential uses in Barnsley town centre.

3.2 With the exception of some retail uses the majority of uses are not viable independently. However, a number of uses can be progressed with investment support from the Council and public sector funding (see below).

Retail / Leisure

3.3 The retail sector is arguably currently the most challenging property sector across the UK, with the growth in on-line retail and demand for out-of-town and edge-of-town retail causing significant competition with town centre 'High Street' retail. A further issue outside the Council's control is the high level of rates.

3.4 Over recent years Barnsley has sought to tackle this head on through the new Glass Works development, the redeveloped Barnsley Market and visual improvements to the block above Costa Coffee complementing the Alhambra shopping centre and existing high street. This has helped to ensure Barnsley town centre is a shopping destination for more people of all ages and with a wider range of disposable income. With quoting rents at up to c.£320psm (£30psf) and attainable rents in the low-mid £200psm (£20psf) range, subject to rental/fit out incentives, this has demonstrated the scope for a high quality and viable retail offer in Barnsley.

3.5 However, there remains a significant amount of lower quality retail reinvention space in areas such as Pitt Street and Peel Street available at below £110psm (£10psf). High quality redevelopment / refurbishment of the retail space will not be viable at this level. Contraction and refocusing of the retail offer are needed as outlined in the masterplan so that supply and demand more closely align to support a more buoyant retail reinvention offer.¹

3.6 The Glass Works redevelopment includes a cinema and broader leisure offer which, along with the Metrodome/Calypso Cove to the south of the town centre, meets the majority of the town's leisure needs. However, as evidenced in many towns and cities by the emergence of a strong demand for experiential leisure such as 'escape rooms', there may be some private-sector led temporary leisure uses in secondary commercial space whilst broader regeneration plans are brought forwards.

Commercial

3.7 Barnsley has a good demand for and supply of modern office space for small and medium sized businesses in DMC 01 and 02. Offices within DMC 01 range from 7.5-100 sq m (80-1,100 sq ft) with prices starting at £160pcm which equates to c.£260psm (£24psf).² DMC 02 brings further office space as well as co-working space and a 'makers lab'.³ However, these rental levels reflect the high quality of facilities and services available within this serviced office environment (e.g., concierge and super-fast WIFI).

¹ <https://Seam.zoopla.co.uk/to-rent/commercial/retail-premises/south-yorkshire/barnsley/>

² <https://Seam.barnsleydmc.co.uk/meeting-space-barnsley/office-space-2/>

³ <https://Seam.barnsleydmc.co.uk/app/uploads/2020/09/DMC-02-Brochure.pdf>

3.8 Barnsley has an oversupply of secondary office space available across the town centre ranging from £55-85psm (£5-8psf).⁴ As alternative uses are found for town centre buildings (e.g., residential) this should reduce the supply and enable a more buoyant secondary office market to emerge.

3.9 New build office values will lie between the two, but at below £215psm (£20psf), even with end occupiers, it will not be viable to develop new build offices without grant support and/or enabling development.

Residential

3.10 With the exception of Berneslai Close⁵, there is no recent comparable town centre residential new build values to draw upon. Second hand resale values on the routes into the town centre⁶ and the below rental levels coupled with a yield of say 6% suggest sales value of c.£2,200-2,300psm (£205-215psf). Even with a new build premium taking values to say £2,500psm (£235psf), the development of new homes for market sale on brownfield sites would face viability challenges. The regional and national picture is that residential sales inflation is just about keeping pace with construction inflation at the c.10% level, with strong rural sales for people looking for a better quality of life supporting a similar trend in Barnsley. However, by value inflation not exceeding cost inflation it means the viability challenges faced with new build housing will not change for the foreseeable future and in the town centre it may potentially worsen.

3.11 The low level of new development for market sale has contributed to buoyant demand for market rent and resilient market rent levels in second hand stock. Examples include £575pcm rent for a recent 1-bedroom apartment letting at Plaza Quarter⁷ and £650pcm for a current higher quality 2-bedroom terraced house.⁸ However, even so, viability is also difficult for new 'build to rent' at these rental levels, particularly with the facilities renters expect. That said, refurbishment for market rent may be viable if costs are below new build levels, which, given the condition of some buildings and VAT, may not be the case.

3.12 Provided it is not a Section 106 requirement, the availability of significant Homes England Affordable Homes Programme grant means affordable housing of various tenures has the potential to be viable. This applies to both general needs affordable housing and specialist accommodation for older people including extracare. The demand for market housing for older people has been demonstrated by the recent Berneslai Close scheme and it is likely that similar demand exists for affordable housing.

⁴ <https://Seam.zoopla.co.uk/to-rent/commercial/offices/south-yorkshire/barnsley/>

⁵ Whilst McCarthy and Stone are quoting much higher sales values akin to £3,500 psm there will be sales incentives and the quality of facilities and level of services available will not be comparable to new build. This is not therefore a direct comparable but as sales complete this will help to give confidence to valuers and lenders.

⁶ <https://Seam.onthemarket.com/details/11829079/>

⁷ <https://Seam.bricknells-rentals.co.uk/property/plaza-quarter-fitzwilliam-street-barnsley/>

⁸ <https://Seam.onthemarket.com/details/11805762/>

4. Property ownership in key areas of intervention

General town centre

4.1 Barnsley Town Centre as a whole has very significant public land ownerships. The Council is a major land holder, with other public bodies (such as the College, Police and NHS) also owning assets. This provides great scope for the Council playing a key guardianship role in the evolution of the town centre. This is not always the case, and the Council's land ownership is more significant than in other comparable places ADE has recently worked.

4.2 There are areas where land ownership is concentrated in public sector ownership (The Seam, retail core, Pitt Street) and others (Cheapside, Southern Fringe and Peel Street) where land ownerships is more fragmented and private sector orientated.

The retail core

4.3 Land ownership by the Council in the retail core is significant. The Council owns the freehold to both the Glass Works and the Alhambra shopping centre and large swathes of the public realm space in the area. The Alhambra shopping centre is leased to a private sector owner with multiple sub-leases beyond this. So, although the Council will not have day to day control of the Alhambra it does have a land holding interest. To the North of the retail core (Eldon Street) and West (Cheapside) land ownership is much more fragmented. The Council do have the freehold interest in a retail block on Cheapside (the New Look store block) which does provide it with some scope to instigate change if it is required in this particular location, subject to extinguishing leasehold interests.

The Seam

4.4 The Seam site is one contiguous free-hold land ownership, owned by the Council. There appears to be no leasehold interests in the site owned by the Council. Bordering the site to the north is the College and land owned by BT. To the south within the land block is private land ownership, but this is excluded from The Seam Masterplan proposals.

4.5 The simplified land ownership of this site lends itself well to the Council promoting this site for development, which could happen quickly. Aside from viability the key challenge will be to provide alternative car parking, e.g. through a multi-storey block, to replace the surface parking provision which represents most of the Council's developable interests in this location. The Council has finding to undertake a multi-storey as part of a first phase of development.

George Yard and Eldon Street

4.6 Eldon Street is categorized by fragmented land ownership on the Western side of the road. There are both multiple freeholds and often sub-leases. There are a number of medium and small retail units, without any significant land holdings consolidated by one party. The Council has a large ownership of the public space around George's Yard. The Civic buildings (which is owned by the Civic Enterprise Company) is a major land interest. Both the entry to George's Yard and streets that border it are characterized by fragmented private sector land ownership.

Pitt Street

4.7 The Council is the freehold owner of several large pockets of surface level parking in this area. Buildings to the south of Pitt Street are in private ownership, but this is to some extent consolidated by a few owners, with some sub-leases. Whilst not straightforward, it is conceivable that land assembly could be undertaken by the Council to instigate development on both sides of Pitt Street.

Peel street

4.8 To the South West of Peel Street, Lidl is a significant land owner with freehold interest. The Council has some small freehold ownership on the north-western fringe of the site but this is confined to open space and verges (in isolation not significant enough to constitute a development site). DWP has land ownership, occupied by the Job Centre, which could lend itself to housing development should this site no longer be required. The low-density retail park on the north west could be made higher density with surplus car parking developed, but this site is in private ownership, with several leasehold interests (so this would be complex to bring forward for development). The middle and eastern part of the site has very fragmented land ownership. Although there is some consolidation of freehold interests there are numerous leasehold interests. Any land assembly for development in this area would be complex.

West Gate

4.9 The West Gate area does see significant public sector land ownership, albeit across different bodies (the Police, the Council, a central government department). There is private sector ownership to the North of the area which is in one freehold ownership, but with multiple leasehold interests. Whilst land assembly might not be straightforward to achieve a comprehensive development site, there is the potential to achieve this over time given the strong public sector interests.

Southern Fringe

4.10 The Southern Fringe area does have a large amount of Council freehold ownership. The private sector ownership is largely consolidated to one owner. However, there are many pockets of private sector leasehold interests, making land assembly on this site not straightforward. We would consider, given the complexities of landownership, that this site would be a longer-term aspiration.

5. Approach to delivery

Introduction

5.1 This Section provides the summary of our advice on how to take forward the Strategy towards delivery. We first summarise the approach in Table XX. We then provide more narrative that unpacks our recommendations.

5.2 During this summary we conclude that the Green Space and Connectivity projects should be aggregated into a programme of Public Realm projects. We therefore provide some detail on drawing this programme together.

5.3 The final action we have added centres on monitoring and evaluation. The Council's internal team is well underway ensuring there is a process in place to monitor the town centre's health and vibrancy. It is critical that contemporary data plays a role in shaping the delivery and reacting to events. We therefore felt it appropriate to ensure this workstream has a prominent place in the delivery plans for the Strategy.

Summary

5.4 The proposed Urbed Strategy sets a future vision for what Barnsley Town Centre should be. In order to get there a series of minor and major changes will be required. Some of these interventions are already well defined and planned for, whilst others are at an earlier stage.

5.5 The table below summarises these core interventions, potential early-stage costs and most probable means of delivery. Our summary is based on a desk-top review of available evidence, but not any form of technical detail or feasibility studies. We outline where further work is required to establish the project, cost and delivery route. All costs, unless otherwise stated, are purely illustrative to give a sense of the scale of intervention required.

Table 1 – Summary table of delivery approach to the Barnsley Town Centre Strategy

Ref	Project Name	Description	Cost	Delivery	Years
Retail					
R1	Glass Works and Markets	Active asset management to activate and secure lettings for new space created	NA	The Council continue to move this forward with internal lettings team and external support	1 to 3
R2	Eldon Street	Shop front improvements and activating upper floors, encouraging independent uses	£2m - £4m	The Council to play active role in pilot refurbishment of the Harrals building, Space Agency could play a role in managing any voids that emerge, possible shop front grant scheme to play a role in aesthetic improvement	2 to 5
R3	Alhambra	Active monitoring and engagement with owners	NA	The Council to monitor and engage with leasehold owner and asset manager. Private sector led delivery	1 to 10
R4	Changing uses across the proposed retail intervention area	Ensuring a smooth transition of consolidating the core retail area, and movement of retail away from peripheral locations, facilitating growth of Indy Town	£0.3m - £0.5m	Policy driven and supporting role played by Space Agency, engage with owners to establish potential for facilitation, partnering or acquisition, undertake detailed feasibility study in selected locations, put together overarching funding and phasing strategy including public sector support	2 to 10

Ref	Project Name	Description	Cost	Delivery	Years
R5	Space Agency	A new body established to play an active role in managing void space. Including instigating mean-while uses across the Retail Intervention Area.	£0.3 - £0.5m	The Council to explore the scope and feasibility of Space Agency	1 to 15
Culture					
C1	Eldon Street	Promotion of Eldon Street for niche independent traders, which could include makers, crafts and cultural activities. See R2	See R2	See R2	1 to 3
C2	George Yard and The Arcade	Engaging to fill empty units, encouraging food and drink area into arcade. Spaces to fill, and environmental improvements. Short term cheaper vibe changing interventions, licensing to activate the space.	£0.25 - £0.5m	Space Agency to play a role, public realm interventions via wider programme. Look into fiscal incentives	1 to 3
C3	Multi-purpose route***	Improve a core route around the town centre to create a continuous walking loop	£2m - £4m	See P1	2 to 5
C4	Metrodome link***	Improving the pedestrian links between town centre and Metrodome	£1m - £2m	See P1	2 to 5

Ref	Project Name	Description	Cost	Delivery	Years
C5	West Gate area	Opportunity to increase density of development and introduce employment and possibly housing on this site	£20m - £30 (private sector led)	Feasibility study to be undertaken. Brief and land assembly strategy to be considered. The Council likely to play facilitation role, with development private sector led	2 to 10
C6	Northern Academy for Vocal Excellence	Permanent Home for the Northern Academy for Vocal Excellence and other choirs	£3.8	The Council to lead on capital delivery, funding TBC	1 to 3
Skills / Employment					
SE1	The Seam Campus development	Major development opportunity to deliver mixed use development, complement a digital workspace campus at its core	£56m (£11m FHSF, private)	Council direct delivery (Phase 1), support by grant funding already secured. Critical to move forward at pace	1 to 10
SE2	Youth Zone	Training and youth facilities as part of Onsideproposals	TBC	To be moved forward by Onside,	1 to 3
SE3	Workspace projects in West Gate	Existing low density and inefficient buildings replaced over time	Unknown	Feasibility work to be undertaken to establish vision and plan for delivery	2 to 10
SE4	Link the Seam andHoneywell campus	Pedestrian route improvements to increase accessibility between these two critical town centre assets	£1m - £2m	See P1	2 to 5

Ref	Project Name	Description	Cost	Delivery	Years
Housing					
H1	Eldon Street	Housing is being incorporated into the upper floor of the Herral's building as part of the Heritage Action Zone. Similar proposals will be considered on their merits.	TBC	Private sector delivery, enabled by grant funding already secured. Explore award opportunities. Undertake high level feasibility study to identify other suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition, undertake detailed feasibility study in selected locations, put together overarching funding and phasing strategy including public sector support	1 to 5
H2	Peel Street North	Partial demolition of existing buildings including Peel Street Arcade. New mid-density housing + active ground floor uses. Land assembly needed for delivery.	TBC	Undertake high level feasibility study to identify suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition, undertake detailed feasibility study in selected locations, put together overarching funding and phasing strategy including public sector support	1 to 5

Ref	Project Name	Description	Cost	Delivery	Years
H3	Housing as part of The Seam development	The Seam Development will incorporate housing, creating a vibrant and sustainable neighbourhood where people live, work, learn, try new ideas and enjoy public spaces. Subject to soft market testing residential could include both market (e.g. PRS) and affordable tenures	TBC	Beyond Phase 1 which the Council are delivering, conclude soft market testing, procure delivery partner(s) through appropriate framework and enter into development agreement.	1 to 5
H4	Pitt Street	The development of new and retrofitted mid-density housing along Pitt Street. A pilot project could test a few units with the potential to expand along the whole street.	TBC	Undertake high level feasibility study to identify suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition, undertake detailed feasibility study in selected locations, put together overarching funding and phasing strategy including public sector support	1 to 5
H5	Berneslai Close	McCarthy & Stone retirement living development comprising 49 one- and two-bedroom apartments for the over 60s. This project is already in progress.	NA	Private sector delivery. Sales are underway for this development now known as Beckett Grange. Explore award opportunities	1

Ref	Project Name	Description	Cost	Delivery	Years
H6	Gateway retrofit	Sustainable retrofit and refurbishment at gateway locations and on arterial routes heading in and out of the town, including around Town End Roundabout. Demolitions may be considered where retrofit and refurbishment is not sufficient to address amenity issues (e.g., noise, air quality) and where space is required for provision of active travel and public transport infrastructure.	TBC	Undertake high level feasibility study to identify suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition, undertake detailed feasibility study in selected locations, put together overarching funding and phasing strategy including public sector support	1 to 5
H7	Southern Fringe Opportunity Area	New housing and a change of the overall use and character of the New Street area is a priority, including improvements to the West Way crossing into the town centre. In the wider Southern Fringe Opportunity Area, no specific sites have been identified but the area has potential to deliver housing close to the town centre	TBC	Undertake high level feasibility study to identify suitable interventions, engage with owners to establish potential for facilitation, partnering or acquisition, undertake detailed feasibility study in selected locations, put together overarching funding and phasing strategy including public sector support	1 to 10
Greenspace					
G1	Greenspace periphery projects***	Series of smaller scale green space improvements and introductions around the outside of the town centre	£0.5m - £1m	See P1	2 to 5

Ref	Project Name	Description	Cost	Delivery	Years
G2	Urban Park ***	Creation of an urban square near the centre of the retail core, potentially using Council owned land	£1m - £2m	To be promoted by the Council, including potential demolition of surplus retail stock	2 to 5
G3	Multi-purpose route***	See P1	See P1	See P1	See P1
G4	West Way and Alhambra***	Improved space between West Way and Alhambra to improve the pedestrian experience	£0.5m - £1m#	Delivered as part of wider public realm programme	2 to 5
G5	The Seam	Green spaces and high-quality public realm forming part of Seam vision	£1m - £1.5m	To be led by private sector delivery partner, informed by design brief and Strategy	2 to 10
Connections					
CN1	Travel Hub at Seam	Integrated cycle and pedestrian facilities as part of the Seam development	£0.5m - £1m	Paid for from FHSF, delivered as part of The Seam programme	2 to 5
CN2	Multi-purpose route***	See P1	See P1	See P1	See P1

Ref	Project Name	Description	Cost	Delivery	Years
CN3	Taming of West Way***	Low-scale interventions to improve the aesthetics and pedestrian experience at key gateway	£0.75m - £1m	See P1	See P1
Public Realm programme					
P1	A programme of public realm improvements	A programme of interventions brought together as a programme to ensure coordination and complementarity of project to achieve the Strategy vision. Projects in the programme are denoted by '***' in the table above	£10m - £15m	Work undertaken to scope, design and cost all interventions expected. Funding strategy conceived on the back of this work. Possibility of programme bid for external funding	2 to 5
Monitoring and evaluation					
M1	Monitoring and evaluating the delivery and health of the town centre	Comprehensive health monitoring of the town centre	£0.1m - £0.3m	Internal Council team already in place and plans made	2 to 10

Retail

5.6 The strategy proposes focusing traditional retail in a tight area around The Glass Works, with a retail reinvention area of more independent shops and a diverse range of other uses, possibly branded as “Indy Town”. Retail around the periphery of the town centre over-time will be expected to shrink and move closer to the retail centre. In order to achieve this BMBC will need to concentrate on filling the empty units in The Glass Works.

5.7 The retail reinvention area and the rest of the town centre, will undergo a period of transition. In order to mitigate the scarring of this transition (empty units, physical deterioration) we have proposed BMBC consider playing an active role through the creation of a Space Agency. This would be an independent body established to help bring novel and interesting uses into vacant spaces. URBED have previously been involved in the development of a similar organisation in Garston, where small businesses were enticed in to occupy empty units with lower rents. A team with a unit on the high street would market vacant properties and refurbish and maintain them to improve the attractiveness of the street.

5.8 A similar organisation in Barnsley could support the diversification of uses in the retail reinvention area and periphery of the high street, support local businesses and support the implementation of carbon saving measures. This Space Agency would require revenue funding to pump-prime its early activities and we recommend the possibility of exploring central government funding opportunities for this purpose.

Proposals for a Space Agency

Role of the space agency – the role of the Space Agency will be to be as a curator of vacant space in the town centre. It will seek to bring interesting and culture led uses into empty space. Either through mean-while issues, or more permanent uses the Space Agency will bring together property owners and users and broker occupancy terms.

Desired objectives – its objectives will be to maintain vibrancy in the town centre whilst it undergoes a period of transition, to accelerate the pace of change in the secondary part of the town centre via the promotion of independents and new use types.

New entity shape – We would anticipate the Space Agency to be a new entity, and not part of the Council. All be it, owing to its likely funding from the Council, and reliance on the Council, the Council would expect to exert some governance control over the new entity via board input and a MOU or delivery contract. A new entity will need to be agile and able to respond quickly to opportunities. A new entity would expect to have its own governance structures and dedicated staff.

Partners in delivery – The new entity would work closely with the Council. It could be managed by an existing agency or specialist body, via a procurement competition. It will be critical that the new entity taps into the best practices of the private sector property market, whilst still doing things differently to achieve its unique set of objectives.

Financial model – The ambition would be to test whether the Space Agency could be self-funding over the longer term. This could be through agency commission on finding occupiers, making a margin on renting and sub-letting space. It is likely that the Space Agency would require pump-priming in the form of revenue costs to cover set up and staff costs in early years, but a feasibility should test whether it could be self-financing longer-term.

Market interest - Having tested with some operators who specialise in the management of creative space we believe there would be private sector interest in partnering with the Council in this endeavour. There are also specialist consultants who would be well placed to help with the feasibility study e have proposed.

Culture

5.9 For a town the size of Barnsley the cultural assets in the town centre are already strong, with enhancements over recent years with the improvements to the Civic, new library and Cinema. The Northern Academy for Vocal Excellence will further add to this. The Strategy therefore concentrates on making the most of the existing assets, but improving links between them, creating space to and uplifting the aesthetics of the core cultural area. Activating George's Yard and introducing Food and Beverage retail in the arcade are proposed interventions. The collection of green space and connection improvements we propose are packaged together as part of a wider town centre programme of public realm interventions.

5.10 The ownership structure of George's Yard and Eldon Street make any comprehensive development plans complex and possibly unnecessary. The series of interventions are therefore smaller in scale on purpose and looking to build on the existing building masses and attractions.

Skills & Employment

5.11 Barnsley College is a great asset for the town centre and will be core to it for many years to come. The Council should continue to facilitate the College's growth.

5.12 A Youth Zone is proposed for the town centre, with the project sponsor Onside having reportedly secured funding. Youth Zones are purpose-built spaces that provide young people aged between eight and nineteen, or up to twenty five with a disability, affordable access to high-quality sports, arts and leisure facilities and activities. From our knowledge of the Youth Zone activities elsewhere this is likely to have a very significant positive impact on Barnsley Town centre. To highlight its impact, we recommend that a baseline of the town centre economy is undertaken before and after the Youth Zone programme as well as the other data baselining which will inevitably happen. The Youth Zone project will significantly add to the skills and training opportunities for local young people and should be facilitated.

5.13 The Council now has secured funding to undertake some enabling works which will improve the viability and attractiveness of The Seam masterplan site. The Council is well underway in moving forward with a next phase of development that would deliver a multi-storey car park, travel hub and some key elements of public realm. This unlocks the ability to build on the surface level car park and improves the viability of the remainder of the site. Beyond the early phases we believe there is appetite from developers to move forward delivery quickly on this site. The Council may wish to retain control of future phases of development or seek a development partner. There is likely to be strong market demand for the delivery of a hotel, housing and, subject to grant being used to fill a viability gap and the Council taking a lead, also commercial offices to expand the existing digital campus.

5.14 The West Gate area offers opportunities for mixed use and higher density employment space and housing. This is an area where we recommend The Council spend more time through a feasibility study establishing the development potential for the area and what actions it needs to undertake to achieve this.

Housing

5.15 Communications and awards - A strong communications strategy is needed to regularly reinforce progress, outlining progress with key milestones including acquisition, planning applications and consents, start on site, completion and occupation. Positive news stories could for instance feature the stories of people who have, for instance, been able to get on the housing ladder or downsize (at Berneslai Close) releasing other housing elsewhere. Award shortlisting and success should also feature in this communications strategy.

5.16 Refurbishment of the Herral's building (H1) and development of Berneslai Close (H5) are now delivered or underway. Given the high quality of these projects, award opportunities (particularly around

design, but also planning, construction, heritage etc.) should be explored to celebrate these achievements and bring attention to the potential of residential development in Barnsley. Similarly, as other residential projects are completed, further award opportunities should be explored.

5.17 Maximising the use of Council resources - The Council should use its land / property interests across the town centre (see above) to enable (re)development / refurbishment where possible, which may include joint ventures with existing land / property owners or new developers. To help unlock challenging projects, the Council should take a flexible approach to realising the value of its assets, including benefiting from revenue streams, deferred land payments and/or overage.

5.18 To further support critical projects such as development around the Seam (H3) the Council should make full use of its balance sheet and broader resources, for example through prudential borrowing/on-lending and/or income strip leases.

5.19 Bringing in other public sector funding - To successfully deliver many of these projects, the Council will need to bring in public sector funding from Central Government, Homes England, SYCA and other sources. The Council has the benefit of being able to tap into the Government's 'levelling up' agenda. Funders are also looking for reliable delivery in line with their timescales. The Council needs to be in the best possible position to secure funding by having as many high level and detailed feasibility studies as possible, backed up by funding and delivery strategies, and business cases that demonstrate projects are deliverable with funding support. Surveys and enabling works (such as demolition) which help to support 'oven ready' sites will also be beneficial. The Council should invest in these steps to create 'bottom drawer' scheme where possible to maximise the prospect of securing future public funding.

5.20 Facilitating development and phasing - A number of the projects (H1, H2, H4, H6 & H7) include land/buildings in private sector ownership. The scope to encourage and facilitate land/building owners to progress developments should be explored (e.g. by contributing to feasibility costs, assisting with accessing grants or facilitating an introduction to a developer partner). Council-led land assembly should be explored as a last resort if this is not possible.

5.21 On these developments phasing can help to demonstrate progress both to funders and the public and to enable the recycling of funds.

5.22 Selecting the right partners - Developers with a track record of high-quality regeneration and public sector partnering should be selected on appropriate projects. Developers should reflect public sector risk sharing in reduced development returns, which should help to address the viability gap on some projects.

5.23 Sustainability, off-site construction and social value - The gateway retrofitting (H6) and various refurbishment opportunities (H1, H2, H4 & H7) have individual and collective potential to contribute to the Council's zero carbon aspirations.

5.24 The Council and land / property owner should take a long-term view on its investment, with the potential for savings on energy bills to contribute to paying back up-front costs. In cases where the Council cannot benefit from these savings, such as private ownership or social housing, opportunities for grants targeting low and zero carbon should be explored. To further support sustainability, reuse of existing buildings should be maximized unless redevelopment is essential to address viability or make a placemaking statement.

5.25 The Council should capitalise on its role as land/property owner to encourage, through developer procurement and development agreements, off-site construction techniques to speed up delivery and improve quality. By showcasing the benefits, as part of the above communications strategy, this should encourage local developers/builders to adopt these approaches. Similarly, opportunities should also be made available to local small and medium sized builders as part of construction supply chains.

As well as aligning closely with the Council's own strategies, these approaches should appeal to public funders.

Green space and connections

5.26 Barnsley town centre has already achieved some great results in the uplifting of its public realm in its core. The Urbed Strategy highlights areas where further improvements are required to deliver the Strategy vision (including establishing a well-being route, a new urban park, green space improvements around the periphery of the town centre and improvements to some key gateway locations). We recommend that these interventions are packaged together as a programme. We recommend that a programme of more detailed studies is undertaken to establish the designs and costs of these. Once completed, a holistic vision for public realm improvements and a delivery strategy can be established. At this point we would suggest the Council consider whether the programme forms part of a comprehensive town centre improvement project that could access central government funding when new funding is announced.

Funding

5.27 Lots of the projects we detail have funding secured or will be private sector led. Future High Street Funding has already been secured which gives the town centre significant resources to begin delivery. The SY Renewal Fund is a key source of potential funding and, for projects that clearly align against its objectives, the Council should advance dialogue with the SYCA on this matter.

5.28 We recommend that decisions are made as to what Town Centre projects should be prioritised and worked on so that if, and when, Government announces new funding, Barnsley stands the best chance of winning in a competitive bidding round.

Being Opportunistic

5.29 The delivery strategy above talks about the world as we know it now. However, the Council will need to be agile and flexible to grab opportunities as they arise. It has already done this with projects such as the Youth Zone. The Strategy should be seen as an overall framework for delivery, but not so rigid that it cannot flex to incorporate uses and opportunities that may arise.

5.30 Examples could include the use of The Seam site for Government relocations, other major sites for urban parks, cultural attractions or education expansion. We believe the pursuit of perceived major opportunities should be considered against the Strategy vision and objectives, and could be discounted if they work counter to this, but the zoning and uses suggested in the Strategy should not act as a barrier should unforeseen opportunities arise.

Immediate next steps

5.31 Delivery is underway in many areas and should continue. A series of more detailed feasibility studies are required and should be scoped and commissioned. The public realm, green space and connection improvements should be drawn together as one programme of interventions, with the potential to target external grant funding to deliver these. The idea of a Space Agency for Barnsley town centre should be considered in more detail as the transitioning of space in the Retail Intervention Area and periphery of the town centre will be critical to the overall delivery of the Strategy vision. The list below provides a more detailed list of interventions:

- Continue the process of completing lettings for the Glass Works.
- Commission a feasibility study into the viability and scope of a new Space Agency for Barnsley town centre.
- Commission a feasibility into the development potential of the Pitt Street site

- Bring forward a comprehensive development opportunity for The Seam campus, securing a development partner(s) as a matter of urgency
- Facilitate the delivery of the Youth Zone project.
- Commission detailed scoping, design and costing for the programme of green space and connections project to pull together a comprehensive delivery plan for the town centre. This could be a precursor to bidding for external grant funding to help deliver.
- As a longer-term priority, look at the development viability of the West Gate, Southern Fringe and Peel Street areas.



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BARNSELY METROPOLITAN BOROUGH COUNCIL

REPORT OF: EXECUTIVE DIRECTOR, PLACE HEALTH AND ADULT SOCIAL CARE FOR BARNSELY

TITLE: RESPONSE TO THE OVERVIEW AND SCRUTINY COMMITTEE TASK AND FINISH GROUP'S REPORT ON DEMENTIA

REPORT TO:	CABINET
Date of Meeting	13 July 2022
Cabinet Member Portfolio	Place Health and Adult Social Care
Key Decision	No
Public or Private	Public

Purpose of report

To report to Cabinet the coordinated response of the Executive Director (Place Health & Adult Social Care) on the findings of the Overview and Scrutiny Committee (OSC) investigation undertaken on its behalf by the Dementia Task and Finish Group (TFG).

Council Plan priority

The actions relating to the OSC recommendation aligns to the following Council's strategic priorities:

Healthy Barnsley:

- People are safe and feel safe.
- People live independently with good physical and mental health for as long as possible.
- Reduced inequalities in health and income across the borough.

Recommendations

That Cabinet considers and endorses the responses to each of the recommendations as outlined in section three of this report.

1. INTRODUCTION

- 1.1** As part of its work program the Overview and Scrutiny Committee established a Task and Finish Group to undertake an investigation into Dementia in Barnsley. Given the heightened profile of Dementia both locally and nationally, the Committee felt it was important to undertake this action in this area.

The investigation sought to better understand the extent of dementia in Barnsley, the challenges being faced by statutory services in tackling this, including the voluntary and community sector provision of early support services for person with a dementia and their carers.

The Task and Finish Group carried out several ‘check and challenge’ sessions with officers from various service areas regarding the work being carried out and their respective plans. This involved discussions regarding services and officers’ direct input in supporting people with a dementia, their involvement in partnership working practices with other agencies and the impact of their actions on Barnsley communities. This included:

- Meeting with Council representatives from Adults and Communities.
- The Cabinet Member for Adults and Communities.
- The Memory Assessment and Support Team leads, provided by the South-West Yorkshire Partnership NHS Foundation Trust (SWYPFT).
- Representatives from the Barnsley Third Sector Dementia Alliance.
- Discussions with people living with dementia and their respective carer’s during a visit to the carers support session at Barnsley Independent Alzheimer’s and Dementia Support (BIADS) service.

2. PROPOSAL

- 2.1** The findings from the Scrutiny Task and Finish Group investigation resulted in twelve recommendations.

Each recommendation has been adopted by the appropriate service areas and dementia specific groups supporting people with dementia. These recommendations are in line with the Barnsley ‘Dementia and Me’ strategic plan, 2019-2024 (see diagram 1, below). These actions will be included in the refresh of the ‘Dementia and Me’ strategic plan, which is due towards the end of 2022, following the launch of the National Dementia Strategy in summer of this current year.

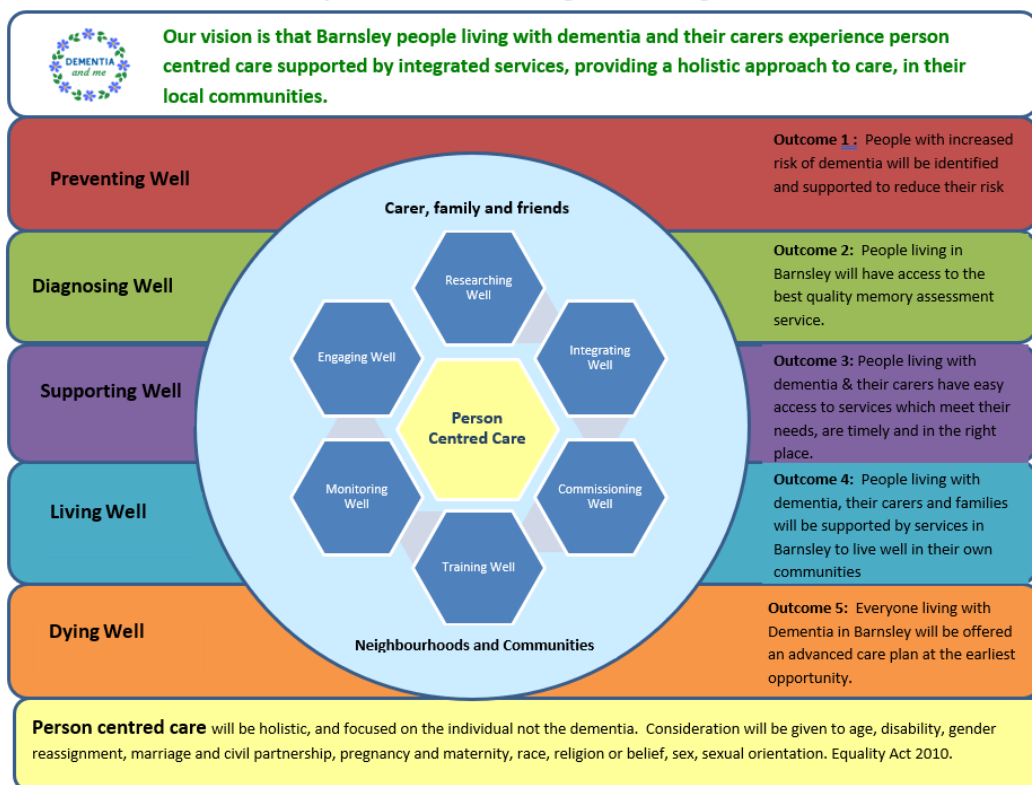


Diagram 1: 'Barnsley Dementia and Me Strategic Plan 2019-2024'

3. OSC RECOMMENDATIONS AND ACTIONS

The Council, Health and the Third sector partners, each have identified actions pertinent to their respective areas in relation to the OSC recommendations. The twelve recommendations and associated actions will deliver against outcomes related to strategic themes, Diagnosing Well Living Well, Preventing Well and Supporting Well. Actions will form part of Barnsley Dementia and Me multi-agency delivery plan and where required partnership approaches will be utilised to deliver against the recommendations. The Barnsley Dementia and Me Steering Group will be responsible for ongoing monitoring of the delivery plan. Paragraphs 3.1, to 3.12, details the OSC recommendations, the appropriate strategic theme, and associated actions.

3.1 Develop strong messages around the 'healthy heart, healthy brain' concept to make residents aware of the links associated with vascular dementia - *Preventing Well*

This is supported.

- Ensure key partnerships working on healthy lifestyle work program, alcohol, tobacco, cardiovascular diseases develop strong messages.
- 'Barnsley Alcohol Alliance' to deliver a campaign during Dementia Awareness Week 2022.
- Review pathways between the Memory Assessment and Support Service, and the local alcohol support and treatment services.

- Barnsley Heart Health Alliance to develop key messages on 'what is good for the heart is good for the head'

3.2. Increase early identification and diagnosis rates - *Preventing Well*

This is supported.

- We plan to improve intelligence by reviewing primary care dementia diagnosis rates and comparing to estimated prevalence of dementia diagnosis. This will provide a benchmark for measuring improvements to diagnostic rates.
- We will use data to identify General Practices that have lower dementia rates than the estimated, plan some focused awareness raising sessions to increase early identification.
- We will re-establish General Practice Memory Assessment Service clinics to offer patients direct access and support regarding memory issues.
- We will deliver training for General Practitioners doctors on early identification, diagnosis of dementia, and referral into Memory Assessment Service.
- We will ensure that referrals to Memory Assessment Service from hospital are reviewed and criteria for referrals agreed.
- We will ensure that all assessments to be offered in a timely manner closer to home.
- We will ensure that all assessments will be discussed in the Multi-Practitioner Disciplinary Forums with the view to establish a diagnosis. More complex cases will be seen by a relevant consultant or deputy.
- Following diagnosis each client will be offered a care plan which is agreed with the person and their carer, meeting their needs at that time.
- Each community-based client will be allocated a Memory Support Worker who will make regular contact throughout their journey with dementia.
- All care plans will be reviewed in a timely manner and prior to discharge from active caseload within locally agreed pathways.

3.3. Develop a plan to raise awareness through different groups to help support people who may be living alone with dementia – *Living Well*

This is supported.

- The 'Dementia and Me Steering Group' work collaboratively to identify individuals who may be living alone with dementia, and the services who currently support them.
- We have identified funding to recruit a six-month post to review the Dementia Pathway in Barnsley. This will include reviewing data and modelling future need.
- We will explore the role of 'Multi-Disciplinary Teams' and 'Care Co-ordinators' in primary care, as well as other services who 'know' the individual and how they support people living alone with dementia as part of the Dementia pathway review.
- Each community-based client will be allocated a 'Memory Support Worker' who will make regular contact throughout their journey with dementia.

- Discuss referral and engagement opportunities with the third sector and statutory organisations to assist in the increase of referrals.

3.4. Continue to support and develop the Dementia Alliance beyond the lifetime of the existing contract and use the voice of the person living with dementia and their carers to shape support services – *Living Well*

This is supported.

- Continue to support the Alliance governance structure.
- Co-ordinate its collaborative actions working across the sector.
- Deliver specific activities such as raising awareness events and communications as part of Age Friendly Barnsley programme.
- Establish dedicated Voice & Participation post in Adult Social Care.

Engagement with people with dementia is key, the dementia pathway is being reviewed and will include service user voice to inform future model of support.

3.5. Adapt existing policy for assessing carers of people living with dementia to ensure that those who require support receive it – *Living Well*

This is supported.

- We are reviewing the policy / approach for assessing carers needs assessment process.
- Implement recommendation across the system.
- Give consideration to joint assessments and individual carer-assessments.

3.6. Consider developing a rapid response team attached to the Memory Assessment & Support Team to support carers and people living with dementia in a crisis – *Supporting Well*

This is partially supported.

- Funding has been identified to recruit a six-month post to review the Dementia Pathway in Barnsley. This will include reviewing the current service model and models of best practice from across the country. This will provide a gap analysis from which we can make further decisions jointly with NHS.
- Memory Assessment Service currently provided a duty worker system during operating hours, with the ability to respond the same day with a face-to-face visit. Most crisis' will be responded to in a timely manner by the most appropriate member of the Multi-Disciplinary Team.
- Memory Assessment Service to support the CCG to ascertain the required need in wider clinical areas.

3.7. Review how families are supported to tell their stories when issues first

arise and increase day service capacity to support carers – *Supporting Well*

This is supported.

- Develop an engagement process to ensure we hear the 'Dementia Voice' in all the work we do in Barnsley.
- Consult with people living with dementia accessing day services and those who are not.
- We are currently developing a review of Day Services capacity to support people living with dementia and their carers.

3.8. Use information from deep-dives to ensure that all individuals using the Memory Assessment Team have access to a named nurse to ensure continuity of care – *Supporting Well*

This is supported.

- Identify a sample of patients to conduct a deep dive study.
- Each community-based client will be allocated a Memory Support Worker who will make regular contact throughout their journey with dementia.
- Regularly review locally agreed pathways i.e., post diagnostic pathway.

3.9. Ensure that a consistent approach is taken when individuals attending hospital for unrelated reasons is assessed and referred to the Memory Assessment & Support Team as appropriate – *Supporting Well*

This is supported.

- Barnsley Hospital Dementia Strategy acknowledges the recommendation and addresses the need in their action plan.
- Support for people living with dementia and their carers entering hospital is consistent. The Barnsley Health Passport is reviewed on entry and the Butterfly Scheme is utilised.
- Referrals to Memory Assessment and Support Team from hospital are reviewed and criteria for referrals agreed.

3.10. Use existing mechanisms to raise awareness of dementia and the support available to those living with dementia – *Living Well*

This is supported.

'Barnsley Third Sector Dementia Alliance,' will utilise the wide range of existing mechanisms to raise awareness of the support that is available, including:

- Raise awareness with elected members through an 'All Member Information Briefing Session' event annually.
- Ensure there is sector wide contribution into the Dementia Action Week 2022 and future years.
- Utilise the social media opportunities and the Dementia Friendly Barnsley

- webpage to publicise all events being offered by the Alliance.
- Support the Barnsley Dementia and Me Logo to promote and raise awareness of dementia services and resources available in Barnsley.
 - Complete dementia guide for Barnsley and distribute widely via GPs, Memory Team, Social Services.
 - Produce annual report for the first year of the Alliance and distribute widely.
 - Work on a publicity/promotional plan for the Alliance and implement.

3.11. Develop modelling to predict the short-term and long-term care and support requirements of the borough – *Supporting Well*

This is supported.

- Funding has been provided by Barnsley CCG to recruit a six-month post to review the Dementia Pathway in Barnsley. This will include reviewing data and modelling future need.

3.12. Share the Dementia Alliance information packs with all elected members so that they can help to support residents within their wards – *Supporting Well*

This is supported.

Barnsley Third sector Dementia Alliance information packs have been circulated for the period 2022-23. This action will be carried out again in 2023-24, to ensure updated information is accessible to elected members.

Additionally, further meeting has taken place with Dearne Area Council Members to share information on the Dementia Alliance work, offers and to explore outreach possibilities in the area as part of this recommendation.

4. IMPLICATIONS OF THE DECISION

4.1 Financial and Risk

There are no direct financial implications or risks arising from the contents of this report at this stage. It is however accepted that the dementia pathway review as per action in paragraph 3.11, would result in recommendations that could have financial implications on the wider integrated health and social care system. It is envisaged that reports would be brought forward on future requirements following the review and any associated financial impact on the council.

4.2 Legal

There are no legal implications arising from the content of this report.

4.3 Equality

Not applicable.

The purpose of this report is to confirm that multi-agency partners which includes the Council, Health and Third sector agencies have adopted the set of twelve recommendations proposed by the OSC. All actions associated with the recommendations will be part of existing services. Any arising equality implication will form part of each respective partners' service action plan when equality impact assessment will be considered. All partners responding to the OSC recommendations are keen to ensure that all their support offers are compliant with the equality policy.

4.4 Sustainability

Not Applicable.

The purpose of this report is to confirm that multi-agency partners which includes the Council, Health and Third sector agencies have adopted the set of twelve recommendations proposed by the OSC. All actions associated with the recommendations will be part of existing services. Any arising sustainability implication will form part of each respective partners' service action plan.

4.5 Employee

There are no specific employee implications arising from the content of this report although any such matters will need to be fully assessed by the appropriate services responding.

4.6 Communications

There are no direct implications of communication arising from the content of this report. Indirect communications need that emerges will be dealt by each respective lead partner agencies working with the Council Communication team.

5. CONSULTATION

There are no direct implications for consultation arising from the content of this report. The OSC process in developing the twelve recommendations included consultation with service users, clinicians, and service providers of dementia support.

6. ALTERNATIVE OPTIONS CONSIDERED

Alternative approach has not been considered because the OSC recommendations spans across multiple services and sectors, each with their own respective expertise.

7. REASONS FOR RECOMMENDATIONS

To assure Cabinet that all the OSC recommendations have been considered and adopted by the key partner agencies each leading on their respective

areas of expertise.

8. LIST OF APPENDICES

NONE

9. BACKGROUND PAPERS

Overview and Scrutiny Committee Task and Finish Group Report on Dementia (6th April 2022).

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

10. REPORT SIGN OFF

Financial consultation & sign off	Senior Financial Services officer consulted and date <i>Joshua Amahwe 17/05/2022</i>
Legal consultation & sign off	Legal Services officer consulted and date <i>Jason Field 17/05/22</i>

Report Author: Shiv Bhurtun
Post: Strategic Governance, Partnership & Transformation Manager

Date: 3 May 2022