

The BEACON



BUSINESS CASE

Project sponsored by

Ann O'Flynn & Jeremy Sykes

Services Directors, Customer Services and Assets

Communities and Finance, Assets & Information Services

The BEACON

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(ii) Document Management

Version	Details	Prepared By	Reviewed By	Approved By	Date
V01 - 5	Initial Drafts (Apr-16)	Ann O'Flynn	Project Team	AOF	17.3.16
V06	Amendments from Project Team	Ann O'Flynn/ Kathryn Green/Sarah McHale	Project Team	AOF	
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V09	Amendments following board meeting	Jeremy Sykes	Project team		16.5.16

(iii) Distribution

Name	Position/Capacity	Telephone
Jeremy Sykes	SD Assets – Project Director	01226 774607
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(iv) Purpose of Document

The Business Case builds on the Project Brief. It is designed to provide a full and firm foundation for the implementation of the project. It gives the direction and scope of the project and forms the 'contract' between the Project Sponsor and Senior Management Team.

The Business Case is designed to enable Senior Management Team to recommend the implementation of the project and whether or not to commit resources to the implementation of the project.

The Business Case needs to be produced and authorised before the project commences.

THIS BUSINESS CASE TO BE READ IN CONJUNCTION WITH THE APPROVED RIBA STAGES 1, 2 & 3 REPORTS

PROJECT SUMMARY

(a) Project Description

The BEACON will be a key part of the Town Centre redevelopment, providing a modern library and public space that will complement the retail and leisure facilities in the town. The BEACON will be a significant asset, encouraging footfall in the town centre and supporting our aspiration to create a vibrant daytime and evening economy. It is being designed to be:

- Efficient as a building and as a service/operation
- Flexible to adapt to new services and ways of doing things now and in the future
- Accessible for all
- Enjoyable and easy to visit and use

The activities in The BEACON make important contributions to BMBC's corporate priorities.

(b) Project Timescales

Project Start Date	06/02/2014
Financial Completion Date	07/10/2016
Practical Completion Date	05/02/2018

(c)(i) Project Funding Capital Summary (£,000s)

	BMBC	External	Private	Totals
Capital				
- Build	4,700	0	0	4,700
- ICT (cabling, power etc.)	57	0	0	57
- FF&E	142	0	0	142
- Fees	515	0	0	515
- Moving costs	26	0	0	26
Additional funding requirements (£,000s)				
- FF&E (new)	250	0	0	250
- ICT (devices, etc.)	213	0	0	213
Total Capital	5,961	0	0	5,916

(c)(ii) Project Funding Revenue Summary (£,000s)

	2015/16	2018/19	Variance	Totals
Revenue				
- HVAC	5	14	9	14
- Electricity	38	22	-16	22
- Cleaning	48	48	0	50
- NNDR	88	100	12	100
Income	-34	-79	-45	-79
Net Revenue	145	105	-40	105

(d) Project Outputs Summary		
	Description of the outputs	Number to be delivered
1	Footfall in town centre	7 million
2	Percentage change in shopper population	+5% Index (195) Mosaic group E – Urban Stability +5% Index (249) Mosaic group D – Domestic success +5% Index (111) Mosaic group H – Aspiring homemakers +10% Sixth Form college students
3	Percentage change in venue score	+5%
4	Increased footfall in the town centre between 5pm and 9pm	Baseline to be established Q1 2016 once new counters are installed
5	Percentage of shoppers also going to the library	60%
6	Positive equality benefits that will create town centre footfall: <ul style="list-style-type: none"> • Provision of changing places facility • Creation of Autism sanctuary space 	1 1
7	Commercial income from café provider	£45k per annum

(e) Delivery Partners			
Will you work with other organisations to deliver this project?	Yes	<input checked="" type="checkbox"/>	No
If Yes, complete the sections below for each partner.			

Name of the partner organisation.	NPS Group		
Was this partner identified in the project brief?	Yes	<input checked="" type="checkbox"/>	No
Contact Person	Karen Temple		
Position in organisation	Group Director		
Email:	Karen.Temple@nps.co.uk		
Telephone Number	01226 77 3651		
Address, including post code	NPS Group Gateway Plaza Sackville Street Barnsley S70 2RD		
Describe the current relationship with this partner. Have you previously worked with this partner? Why have you selected this partner above any others?			
NPS Group (NPS Barnsley) provides a design consultancy and building repairs and maintenance for the Council, Berneslai Homes, schools, police and private sector clients. NPS Barnsley is a 'Teckal' company in which the Council holds a 20% shareholding. It agrees an annual business plan with the Council, and provides a 50-50 profit share each year.			

Name of the partner organisation.				Henry Boot Construction Limited			
Was this partner identified in the project brief?				Yes		No	<input checked="" type="checkbox"/>
Contact Person				Tony Shaw			
Position in organisation				Operations Manager			
Email:				TONYSHAW@HenryBoot.co.uk			
Telephone Number				01246 410111			
Address, including post code				Callywhite Lane Dronfield Derbyshire S18 2XN			
Describe the current relationship with this partner. Have you previously worked with this partner? Why have you selected this partner above any others?							
Henry Boot Construction Limited is the main contractor for the Better Barnsley scheme. They are already providing construction services on the Market Gate Car Park procured from the YORcivils framework. HB was selected following an EU restricted procurement exercise following a rigorous price/quality evaluation.							

BUSINESS CASE

Applicants must provide full and detailed answers in this document following the order set out below. You must answer all the questions, complete the Annexes, and complete and attach the relevant tables in the indicators and Financial Annex.

1. PROJECT DEFINITION

(a) Project Objectives

To provide a BEACON in the form of a contemporary building that enhances the townscape and enables the Council and its partners to provide modern services to all residents and visitors.

The BEACON will increase the number of people using the library (from 262k per year in 2014/15 to 276k per year, with a 5% increase or 289k per year with a 10% increase) and, therefore, make a significant contribution to the footfall in the town centre, notably in the evening.

The BEACON will be:

- Efficient
- Flexible
- Accessible to all
- Enjoyable to use

Alongside the programme of activities and events run by the library service, the facility will provide spaces and opportunities for many partner organisations to promote their work and reach a wider range of people. Display and activity spaces will be used to showcase the best of creative Barnsley and promote tourism to support the visitor economy.

Computers, Wi-Fi and multi-media equipment will support residents to increase their confidence with online services, in line with the government's Digital by Default agenda and BMBC's Customer Services Strategy. The 'high-tech' facilities will help to draw young people to the building.

(b) Project Description

The BEACON will provide the promised replacement Central Library and go beyond this to be a multi-functional space that will be the indoor equivalent of the town square.

In the late afternoon and evening light from The BEACON will flood out into the Town Square. The BEACON will be a destination in its own right which will drive footfall into the Town Centre. It will be one of the only buildings in the Town Centre open from early morning to late evening and will bridge the 4pm – 9pm gap between daytime and evening activities, supporting the evening economy by enabling more people to stay in town longer.

The design will accelerate the implementation of the Council's Channel Shift strategy by adopting almost entirely a "one to many" customer service operating model, moving away from the "one to one" appointment system, and driving customers to self serve.

The building will be staffed during core hours, e.g. 9 – 6pm and on Saturday mornings. The rest of the time an automated operating system will manage access, security, switching equipment on and off, heating, and lighting, enabling access from 8am – 9pm, 7 days a week.

Design - a brand new concept for Barnsley, an indoor Town Square. Open, welcoming, lively, inviting, interesting, unique. Activities will mirror events outside.

Features – dynamic and constantly changing space, direct access from the Café, free Wi-Fi, access to a range of ICT and BYO facilities. The dominant feature is the demonstration space where fixed and pop up instructive sessions will be held. Flexible “pods” for semi-private customer appointments and discussions. This floor will also feature the only changing place facilities in the Town Centre, and an enclosed Sanctuary Space for those who need a quiet, peaceful place away from the busy Town Centre.

Illustrative Use – Grab a coffee and cake and take it through to join in a group session “how to get on line”. Using a tablet with help from a member of staff set up an email account, and without any help check whether garden waste collections have finished for this year. Watch a taster of the Pantomime by the Lamproom Theatre Company, order tickets for the performance on line.

Benefits – high footfall, attractive to "non-library" users, completely flexible design which can be easily adapted, supplements other Town Centre offers to attract new users such as 6th Form College students.

See Appendix 1 for a more detailed illustration of the day-to-day activities that are anticipated happening in The BEACON.

(c) How will the project deliver the aims of the Corporate Plan?

In our Corporate Plan we describe our high level of ambition and aspiration to do our very best to support Barnsley, its people, communities, partners and business to thrive and achieve. We also state that the residents, communities and customers of Barnsley are our number one priority and that we will create a thriving and vibrant economy where people will be able to achieve their potential. The redevelopment of the town centre embodies our vision, and the new central library will be one of the cornerstones of the redevelopment.

As we state in our plan, the need for quality services does not go away as our funding reduces. The new Central Library building will facilitate a step change in the way the Council delivers customer service, in addition to being a key destination in Barnsley’s new town centre encouraging visitor footfall.

To become a Purple Flag* accredited town we will have to report a consistent increase in footfall and decrease in crime within the night time economy. The increased prominence of The BEACON and activities through the 4pm – 9pm period will make a key contribution to creating a vibrant and eclectic night-time economy, combined with the new town square, high-quality eateries, multiplex cinema and cafes. The BEACON will recognise and send out a clear message that our night-time economy is open for business.

(*Purple Flag is a town and city centre award – similar to the Blue Flag for beaches – which aims to raise the standard and broaden the appeal of town and city centres between the hours of 18:00-06:00.)

The BEACON will be a high quality, modern and distinctive building, almost entirely transparent. At night, light will flood out from the library into the new town square being a BEACON in support of a vibrant evening economy.

Reflecting the modern design of the building, services will be delivered in a fresh new way that will meet public expectation and be sustainable for the Council and partners in the future.

(See Appendix 2 attached that identifies specific contributions to corporate priorities and examples of the services and activities to support these.)

(d) How the project will contribute towards BMBC's equality and diversity objectives?

The BEACON is being designed to be fully accessible for all. From the initial stages, the project has engaged with equality and diversity staff in BMBC and a wide range of potential users. Public libraries, by their very nature and purpose, encourage use by all people.

Some specific features of The BEACON that demonstrate the commitment to equality and diversity include:

- A Sanctuary - a safe, quiet and peaceful place for people, especially with autism, to go in a busy town and provides the opportunity to support people with dementia and their carers
- A Changing Places adult changing room - fully accessible and a much needed facility in the town centre
- Special collections of books and other materials including, for example, the LGBT section, large print and audio books for visually impaired people
- 2 lifts enabling access to all floors

We will continue to work with groups that represent users with specific needs to ensure that the physical environment is accessible, that the collections are representative and the programme of activities are relevant and diverse.

EVIDENCE OF NEED AND DEMAND

(a) What is the need for the project and is their evidence to support this?

The Central Library in Shambles Street closed in March 2014 to create a viable footprint for the new Barnsley Sixth Form College. The Library was moved to temporary (rented) accommodation in Wellington House with a view to having a new, permanent Central Library as part of the new Town Centre Redevelopment. At the time, there was significant public protest about the changes and a fear that a new library would not materialise. The Central Library Stakeholders Design Group was formed to engage people in developing a vision for the new library. That engagement has helped to restore confidence that BMBC is committed to its public library service and to using this unique opportunity to reimagine the library for the 21st century.

There is evidence that a good public library attracts a wide range of users and is perceived as an important element in the mix of retail and public services in a town centre. Recent projects in other parts of the country have demonstrated the contribution that libraries make to the life of town and city centres.

(b) Is there demand for the project?

The Stakeholders Design Group and feedback from people viewing preliminary plans in the Better Barnsley shop, support the importance of having the Central Library on the May Day Green site. The initial scepticism around the project has shifted to a positive and enthusiastic support for this project.

It is important to acknowledge and remember that this is not a simple replacement library, a 'like-for-like' mirror of what has gone before. It is an integral part of the vision for the town centre, providing public space and public services alongside retail and commercial use, and creates opportunities for many statutory and third sector organisations to engage directly with a wider public.

(c) What other options have been considered?

It would, in theory, be possible to continue to operate the Library from Wellington House. Although it is adequate as a temporary arrangement, it is far from ideal as a long-term arrangement. The building is leased and the owner may not wish to continue with the current lease arrangements on a long term basis. The spaces make it difficult to operate an efficient service and inhibit the development of a modern service offer. The temporary location has led to some drop in use and, with the planned developments in the centre of town, that downward trend would worsen.

(d) Why is this project the preferred option?

The new building will be:

- In an ideal location for people to access library services and for The BEACON to be a vital part of the Town Centre mix
- More energy-efficient
- Capable of delivering a wider range of services and activities that support the Corporate Plan and Priorities in a more efficient way

PROJECT SCHEDULE AND DELIVERABLES

(a) Outline the project schedule and key milestones

The project has completed the preparation and concept design (RIBA Stages 1, 2 and 3). The Stage 3 report is attached as Appendix 3).

The schedule for the remaining stages are as follows:

Stage 3:	Developed Design	Submitted 16/05/2016
Stage 4:	Technical Design	23/05/2016 – 04/11/2016
Stage 5:	Construction	28/11/2016 – 22/12/2017
Stage 6:	Handover	08/01/2018 – 02/02/2018
Stage 7:	Public opening	05/02/2018

In parallel with the architectural and technical design work and the construction, the library and customer services staff will be developing their redesign of the service offer from the new building. This will involve:

- On-going engagement with current user groups and, critically, people who are not users of the library but who are potential users of The BEACON
- Discussions with potential partners to programme activities and events. A workshop took place for members of BLT on 14th April 2016 at the DMC who explored potential activity and use of the BEACON. The BLT session considered the relocation of activities from locations that we currently pay for. The business case has been updated to reflect the outcomes of the workshop session and new linkages to other services incorporated.
- Exploring the potential for ICT to support efficient working practices and enhance the public services
- Continue to build up public support for the new facility
- Explore potential to attract external support for special features and programmes e.g. with Arts Council England

(b) What do you expect the project to achieve?

The BEACON will be a major destination in the town centre for anyone who needs information or to find support to:

- Access Council Services
- Facilitate learning at all stages in life
- Improve literacy and digital skills
- Engage with a range of organisations

The BEACON will be recognised as an iconic landmark in the town centre

(c) Who will be the key beneficiaries of the project?

The BEACON will be a facility for all residents of Barnsley and for visitors to the town. Membership of the Library is free, enabling everyone to access computers, borrow books and participate in a wide range of free events and activities. (Special events and some services will have charges). Specific groups that will especially benefit, include:

- Families and young children - dedicated spaces for story times, school holiday activities, a buggy park and baby changing and feeding facilities will provide a welcoming place for families.
- People who are less confident in using IT and online services will have access to support - from informal taster sessions to more structured learning.
- Job seekers – will benefit from free access to IT and activities and events to support the move to employability e.g. job clubs, CV preparation, mock interviews
- Young people will enjoy the lively atmosphere and the opportunities to use a wide range of online resources and participate in programmes
- Students and learners of all ages who need a place to study, initial discussions with Barnsley College suggest that they would encourage students to migrate to the BEACON once their own learning spaces are closed. Further linkages with the college are being explored.
- People who need access to Council services or help from other organisations

(d) Will the project result in the Council generating income or selling or acquiring assets?

The acquisition/disposal of capital assets are part of the overall town centre redevelopment plans.

The core library services are free of charge (by statute). There is some potential for income generation from the use of meeting rooms and events, but the priority will be to ensure that these are used by BMBC and partner organisations for public benefit, with the potential to reduce expenditure with external venues.

The adjacent cafe (with easy movement between the buildings) will be a commercial concern, with the potential footfall from the library making it an attractive proposition for major retail chains.

2. COSTS AND FUNDING

(a) What are the costs of the project?

In order to achieve the above level of ambition in terms of outcomes it is essential that the building, fixtures, fitting and facilities provided in it reflects our aspiration of high quality service delivery.

A budget of £4.8m has been allocated to the project. At present the capital build cost is estimated to be on the £4.8 million budget.

The roof top facility gives the option for flexible meeting space and the only space in the BEACON for hosting larger events or meetings. It also offers the opportunity for an impressive viewing platform over the new town centre square, town and beyond with the potential to 'curate' the landscape. The potential for an outdoor space adds a dimension to the BEACON which has already captured imaginations, broadening the range of activity and types of organisations accessing the building, as well as providing the unique feature of this landmark design.

The cost projection also highlights the requirement of additional allocations for the following items:

- ICT - the operation of the building and the achievement of our customer service vision will depend heavily on using new technology (Estimate £213k)
 - Devices (Estimate 108k)
 - Wi-Fi (Estimate £74k)
 - Bibliotheca Open & Security (Estimate £31k)
- Furniture – the furniture and fittings will need to be in keeping with the high quality design and build. Current estimate of £142k is for a very basic fit out and refurbishing and re-using furniture from the existing Library. The cost of new furniture and fittings in keeping with the new building is estimated to be £392k.
- Cost of moving the current library and team from Wellington House (Estimate £26k)

It is estimated that the revenue cost [see 1(c)(ii)] of the BEACON will be no higher than the current revenue provision (with the exception of additional costs for enhanced technologies e.g. Open +, Wi-Fi) of the Library at Wellington House. In completing the detailed design of the building and the service offer, the project team will value engineer down revenue costs wherever possible.

It is anticipated that the marketing and promotion of the new library can be handled within existing resource in our Communications team, with the cost of one-off promotional materials being contained within the project budget.

(b) Is funding in place and from what sources? Has this been secured/ approved?

A capital sum of £4.8m is allocated for the BEACON within the overall Town Centre Project budget of £50m. The estimated capital build cost is currently £4.8m, and this excludes IT, fixtures and fittings and professional fees.

Further capital funding has been identified by Customer Services to support the purchase of IT, equipment and furniture of approximately £300k and this would currently cover the ICT costs.

Further work needs to be carried out to identify savings within the scheme, where there are clear cost pressures on the budget available.

(c) Comments from finance

The current cost estimate for the Town Centre redevelopment is slightly above the overall approval. Although it is expected that this will be brought in within the capital resources set aside this does not cater for any additional increase in costs associated with the BEACON element of the wider development. Therefore if agreed by board that these costs are essential then additional approval will need to be sought.

The above costs also exclude the resources that have been set aside for cost of construction and fit out of the retail unit attached to the BEACON.

Although it is assumed that the operating costs of the BEACON will be no more than the resources currently set aside for the existing central library provision, a detailed comparison as yet to be provided. A review of the current operating costs compared to the estimated ongoing operating costs of the new provision needs to be completed as soon as possible.

It should also be noted that no assumption has yet been made as to the additional ongoing running costs associated with any additional allocations as highlighted in section 3C above.

A wider service redesign and review of the functions to be provided from the new BEACON is currently ongoing. This review is will form part of an additional business case which will be presented for information at a future board.

3. PROJECT MANAGEMENT

(a) Outline who will be working on the project and their respective roles.

Jeremy Sykes – Project Executive
Sarah McHale – Project Manager
Anne O’Flynn – Senior User
Kathryn Green – Senior User
Tom Forrest – Client Consultant
Lloyd Kellock – NPS Group Lead
Andrew Darlington – Quantity Surveyor
Seamus Lennon – Group Architect and Planning Consultant
Rachel Ruston – Information Services Lead

(b) Outline who will be on the project board, their roles and how often it will meet.

Town Centre Programme Board - Board Composition:

Permanent Members of the Board

- Matt Gladstone
- David Shepherd
- Jeremy Sykes
- Wendy Lowder
- Paul Castle
- BEP Member
- Mark Lynam
- Phillip Spurr
- Paul Brannan
- Steve Loach

Non-Permanent Members

Project managers/ project leads for current town centre projects

- Better Barnsley – Sarah McHale
- Town centre Operations/ Events – Anne Untisz
- Town Centre Plan /Strategy – Andrew Osborn
- Wi-Fi
- Strategic Heat Network

Corporate Communications

One off invitation for other key stakeholders

Frequency - Every 6 weeks

(c) Outline the main risks associated with the project and how these will be managed.

A complete risk register for the Better Barnsley Projects is contained within Morgan Kai and is regularly updated and presented to board. (Appendix 4)

The key risks relating to the Library project are:

- Failure to agree a brief and design for the proposed new library
- Failure to ensure there is sufficient funding in place to deliver the aspired project outcomes
- Failure to deliver the ICT requirements of the building due to a lack of capacity in Information services.
- Failure to obtain the appropriate approvals to progress the project (planning approvals, approvals from statutory undertakers including the Environment Agency in relation to Sough Dyke)
- Failure to maximise the future potential of the new library building
- Failure to gain public support for the project in light of changes to the wider Libraries and community services offer across the borough.

The project team will continue to monitor risks and update the risk register on a regular basis. Risk mitigations are in place and are regularly reviewed.

A separate design risk register is managed by NPS Barnsley as the CDM Principle Designer.

A separate construction risk register is managed by the main contractor Henry Boot.

The Town Centre Major Projects Officer escalates project, design and construction risks as necessary to the project board.

(d) How will you monitor the project, measure success and manage its conclusion?

The construction phase of the project will be monitored through the terms of the partnering contract. Measurement of success will be based on key performance indicators which will include :

- construction cost
- construction time
- social benefit delivery
- defects
- client satisfaction with the product
- client satisfaction with the service

The conclusion of the construction phase will be on hand over to the client team to operate and manage the building.

The success of The BEACON and contribution to corporate priorities will be measured by a range of indicators which will include:

- Number of visits
- Number of new library members
- Number of active borrowers
- WiFi take-up
 - Number of unique devices connecting
 - Type of devices
 - Minutes spent online
 - Number of times devices connecting
- ICT Take up (Peoples Network)
- Customer satisfaction
- Demographics (e.g. increase in use from specific age groups)
- Number of groups/organisations using The BEACON
- Range of activities offered
 - Supporting corporate priorities
 - Supporting national library offers
 - Supporting channel shift agenda (e.g. staff demonstrations, reductions in face to face appointments)
 - Attendance numbers at events, activities, classes etc.
- Issue figures

The BEACON will also support the wider town centre success indicators (see Project Summary section).

4. COMPLIANCE

(a) Are there any legal implications associated with the project?

The site is owned by BMBC and notices have been served on the remaining tenants in the existing retail block.

There is an outline planning approval for a BEACON and associated café / retail use on the site. A Reserve Matters Planning Application will be submitted following the approval of RIBA Stage 3. The consultant team managed by NPS are in the process of commencing the required Party wall agreements.

Agreements with statutory undertakers including the Environment Agency will be required. Discussions are ongoing and will be formalised through the planning process.

(b) If you intend to procure services, assets or products outline how you will do this.

The architect, engineering and construction aspects of the project are within the overall Town Centre redevelopment project plan and procurement arrangements. The lead Architects and Planning Consultants are the IBI Group / NPS.

The main contractor for Better Barnsley has been procured to deliver the library project as an individual works package part of the wider Better Barnsley Scheme. The form of Contract has been let on an open book basis with a Guaranteed Maximum Price for the individual works packages.

The procurement of library specific items, including book security, shelving and display furniture will be managed in accordance with BMBC procurement rules and guidance.

(c) Do you need a communications and marketing plan? If so, how will it be produced?

The Communications team has been working with the Library and Customer Services staff to engage people with the project from the earliest stages. Preliminary plans and drawings have been displayed in the Better Barnsley shop.

We are working on a communications and marketing plan (including social media) to ensure that we build anticipation as the project develops and nears completion. We will also produce an Audience Development Plan which will include a lively and varied programme of activities and events for the first few months of opening that will demonstrate that The BEACON has something for everyone, alongside longer term strategies.

It is anticipated that the marketing and promotion of the new library can be handled within existing resource in our Communications team.

(d) Are there any HR implications associated with the project?

Despite the new library being bigger than the current provision at Wellington House, it will not be necessary to increase the team's resources. The strategic deployment of technology, and the open plan design should ensure that the operational management of the building is possible using the existing team, and will be sustainable.

The Service intends to re-model through 2016/17 and part of this exercise will be to consider any changes to roles required to enable the Service to deliver the 'one to many' operating model and develop and deliver a diverse programme of activity.

The BEACON Character and use of the building

“The only thing that you absolutely have to know is the location of the library.”
Albert Einstein

A Great Library - and more!

The building will literally be the Beacon in Barnsley Town Centre. In the late afternoon and evening light from The Beacon will flood out into the Town Square. The Beacon will be a destination in its own right and will drive footfall into the Town Centre. It will be one of the only buildings in the Town Centre open from early morning to late evening and will bridge the 4pm – 7pm gap between daytime and evening activities, supporting the evening economy by enabling more people to stay in town longer.

The brief is for a building that is flexible and easy to adapt, accessible and inviting for all to use, efficient to manage and maintain, enjoyable to use and sustainable for the future.

The design will accelerate the implementation of the Council’s Channel Shift strategy by adopting almost entirely a “one to many” customer service operating model, moving away from the “one to one” appointment system, and driving customers to self-serve.

Each floor of the Library is being designed to have its own special character and appeal. It will be easy to move between floors and the different spaces in them. Apart from the young children's area, there will be no specific use designation - we want everyone to explore and enjoy everything that the Library has to offer. We want this to be a place where every resident of Barnsley feels they belong.

A key feature of The Beacon will be the use of the building by a wide range of partners. A 'demonstration' space on the Ground Floor will provide a large interactive screen and flexible seating area for organisations to give talks to promote their work. When no specific sessions are programmed, the screen will be used to play videos/slide shows that complement these live demonstrations e.g. creating an email account - help if you are a carer - healthy eating - learning opportunities in Barnsley - top tips for job interviews etc. The creation of these resources provides further opportunities to work with Barnsley College and ALCs to support student development and skills.

Great Opening Hours

To maximise the use of this new asset for Barnsley we are exploring the use of smart technology to enhance the opening hours:

- The Open+ library access system will enable smart card customers to access the ground floor outside the staffed opening hours.
- Monday to Friday, from 8am to 9.30am and from 6pm to 9pm people can access computers, Wi-Fi, and borrow books.
- All day Sunday, and outside the staffed opening times on Saturday the same arrangement will apply.
- We will look at the feasibility of extending this to other parts of the building.

Great Visitor Experience

The Beacon will have something for everyone. It will be busy and buzzy in parts, and offer other spaces that are quieter.

It will:

- Have things that people want and recognise - but will always be seeking to surprise people with new things.
- Be the 'go-to' place for access to computers, Wi-Fi and digital media.
- Mix fast self-service with staff support for those who need it.
- Make people proud to live in Barnsley.
- Provide a platform for the wide range of help and support available to deal with health, finance, jobs and training
- Showcase the diverse and exciting creativity of Barnsley's people
- Be THE town centre meeting place, whether for business, socialising or personal relaxation.

Great Range of Things To Do

The Beacon will deliver the wide range of current regular and seasonal library related activities. These include:

- Job Clubs
- Children's story times and reading groups for adults
- IT Taster Sessions
- The Summer Reading Challenge

The new facilities will enable The Beacon to be host to a wider range of partner events and activities, such as:

- FabLab Taster sessions - 3D printing, coding and programming etc.
- Being active in older years - gentle exercise classes on the roof terrace
- I Belong to Barnsley - talks and displays by Experience Barnsley
- Starting Up In Business

Ground Floor – The Connections Place

Design

- A brand new concept for Barnsley - an indoor Town Square.
- Open, welcoming, lively, inviting, interesting, unique.
- Activities will mirror events outside.

Purpose

- To act as a magnet to invite people inside.
- Facilitate the implementation of the Council's self-service strategy by adopting a "one to many" operating model.
- Provide open access to free Wifi, ICT power and docking for BYO devices.
- Provide a bridging place between home/work/school/college and from early morning, daytime to evening economy.

Features

- Dynamic and constantly changing space, direct access from the Café, free Wi-Fi, access to a range of ICT and BYO facilities.
- The dominant feature is the demonstration space where fixed and pop up instructive sessions will be held.
- Flexible "pods" for semi-private customer appointments and discussions.
- This floor will also feature the only changing place facilities in the Town Centre, and an enclosed Sanctuary Space for those who need a quiet, peaceful place away from the busy Town Centre.
- Quick picks/popular book displays with interactive reading experiences

Illustrative Use

- Grab a coffee and cake and take it through to join in a group session "how to get on line".
- Using a tablet with help from a member of staff set up an email account, and without any help check whether garden waste collections have finished for this year.
- Watch a taster of the Pantomime by the Lamproom Theatre Company, order tickets for the performance on line.

Benefits

- High footfall, attractive to non-library users, completely flexible design which can be easily adapted, supplements other Town Centre offers to attract new users such as 6th Form College students.

First Floor – The Reading Lounge

Design

- Open plan space with a dedicated area for children's books and activities, reading lounge around the perimeter to maximise floor to ceiling windows and views of the Town Square, full range of fiction books with furnishings and space to relax and meet friends

Purpose

- Open, lively, colourful spaces for children to play, read and take part in activities.
- A vibrant, light, bright, airy space to browse for a book and read.

Features

- Direct access from the Café mezzanine, retains the atmosphere of the lively ground floor.
- Free Wi-Fi 33, access to a range of ICT including specifically designed devices for children to use. Facilities for BYO devices to recharge.
- Children's books for 0 – 12 years, picture books, fiction and non-fiction.
- Full range of adult fiction books, magazines and newspapers, large print and audio books for the partially sighted.
- Themed displays with staff and customer recommendations.

Illustrative Use

- Grab a coffee and toast from the cafe, park buggy, take toddler to join in with the Story and Rhyme session in the Children's area.
- After the session feed the baby in the dedicated nursing room and while she's asleep in her buggy read a magazine.
- Browse for a new book and check it out using self-service, and set reminder on phone to bring it back when coming for next week's Story and Rhyme.
- On the way out, book a course of Pilates on line.

Benefits

- A family friendly area that will retain the current children's facilities and users and attract new ones.

Second Floor – The Study

Design

- Open plan space with tables and seating for reading and study
- Public access computers for longer use (in contrast to quick use on other floors)
- Meeting room and training suite with equipment for IT classes and drop in sessions.

Purpose

- A space where people will feel comfortable spending more time to read, study and reflect –specifically designed for people to meet, study, share information, read.

Features

- An open, light, airy space, free Wi-Fi, range of ICT devices, power for BYO devices
- Wide range of non-fiction and reference books and other materials.
- There will be a dedicated space for classes to take place
- Plus a meeting area for groups to work on projects together using a range of technology.

Illustrative Use

- No lectures at college this afternoon? - meet with project group, grab coffees and take through to the group working area. Work on presentation, create slide deck, find some additional information from reference books that college didn't have. Practice delivering presentation using the touchscreen and projection equipment.
- Join one of the many weekly classes on: Creative Digital Photography; Learn to use your Laptop; Make Your Own Website

Benefits

- Consultation with 6th Form College and young people specifically identified a gap for young people and other groups to meet together to use free Wi-Fi___33, work, study, practice presentations etc., especially after 6pm and at weekends. The facilities also replicate existing ones currently used by Adult Learning within Central Library, Wellington House.

Third Floor – The Roof Terrace

Design

- Open roof terrace with large enclosed gallery room, outdoor seating, and far reaching views of the Borough.

Purpose

- Unique for Barnsley, the gallery space would be entirely flexible and ideal for activities such as exercise classes, social events, large group meetings, performance, exhibitions, ad hoc events, indoor and outdoor reading, study, reflection, arts and crafts. Also potential for a 'community garden in the sky' bringing educational and well-being benefits.

Features

- Gallery and meeting space
- Open roof terrace with views over the town and beyond - interpretation panels will explain the vista and key facts
- A commissioned piece of art or sculpture (Arts Council England have indicated a strong interest).

Illustrative Use

- The Tour de Yorkshire starts in the Town Square today, head up to the roof terrace to enjoy the best view of the event or offer a VIP viewing area.

- Take the opportunity to see the exhibition of local art in the gallery room, and shop at the pop up gift shop.

Benefits

- The space would be unique for Barnsley and is likely to attract both footfall for ad hoc events and regular users. The gallery space is likely to attract the most diverse range of users in the building.

What's On This Week in The Beacon

	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday	
	Morning	2-6pm	Morning	2-6pm	Morning	2-6pm	Morning	2-6pm	Morning	2-6pm	Morning	2-6pm
Ground Floor Demonstration Space	<i>Being Safe Online</i>	<i>Barnsley Services Online</i>	<i>Crime Prevention (Police)</i>	<i>Home Safety (Fire)</i>	<i>Barnsley Services Online</i>	<i>Sight Loss (RNIB)</i>	<i>Family Information Service</i>	<i>Online Banking - Dos and Don'ts</i>	<i>Healthy Living (NHS)</i>	<i>Healthy Living (NHS)</i>	<i>Barnsley College student presentations</i>	
Ground Floor Meeting Room	<i>Alzheimer's Support Group</i>	<i>Library Volunteer Training</i>	<i>Home Energy Efficiency - drop in demonstrations</i>		<i>Arts Council funded project group</i>		<i>Autism Support Group</i>	<i>Managing Diabetes</i>	<i>Blood Pressure Checks</i>	<i>Blood Pressure Checks</i>	<i>Learning Opportunities in Barnsley</i>	
Ground Floor Pods	Customer Services Appointments										<i>Film archive sessions</i>	
First Floor Children's Area	<i>Story & Rhyme Time</i>	<i>Get Children Reading</i>	<i>Library</i>	<i>Reading Challenge Promotion</i>	<i>Library</i>	<i>Library</i>	<i>Story & Rhyme Time</i>	<i>Reading Challenge</i>	<i>Library</i>	<i>Library</i>	<i>Library</i>	<i>Library</i>
First Floor Meeting Room	<i>Volunteer Training</i>	<i>Reading Group</i>	<i>Kids Eating Well</i>	<i>Teenage Reading Group</i>	<i>Keeping Kids Safe</i>	<i>Manga Book Club</i>	<i>Health Visitors advice for parents</i>	<i>Knit and Natter</i>	<i>Mindfulness Day</i>		<i>Reading Challenge</i>	
Second Floor Training Suite	<i>Introduction to Computers</i>	<i>Digital Media Skills</i>	<i>Internet searching</i>	<i>Make Your Own Website</i>	<i>Silver Surfers</i>	<i>Coding Club</i>	<i>Managing digital photos</i>	<i>Email for beginners</i>	<i>Arts Council funded digital project day</i>		<i>Coding Club</i>	<i>Robotics Club</i>
Second Floor Meeting Room	<i>Job Club</i>	<i>Lego Club</i>	<i>Change 4 Life Class</i>	<i>Managing Money</i>	<i>Interview skills</i>	<i>Writers' Group</i>	<i>English Conversation</i>	<i>Job Club</i>	<i>Starting a Business</i>	<i>Growing a Business</i>	<i>Quiet study time</i>	
Third Floor Gallery Room	<i>Pilates</i>	<i>Sketching Class</i>	<i>Be Creative - ideas for art & craft activities</i>		<i>Tai Chi</i>	<i>Tumble Tots</i>	<i>The People and Places of Barnsley</i>	<i>Yoga</i>	<i>Barnsley's Makers - exhibition</i>		<i>Craft Demonstrations</i>	
Third Floor Roof Terrace	<i>Open viewing</i>	<i>Open viewing</i>	<i>Art & Craft demonstrations</i>		<i>Open viewing</i>	<i>Open viewing</i>		<i>Open viewing</i>	<i>Open viewing</i>	<i>Open viewing</i>	<i>Open viewing</i>	<i>Open viewing</i>
	Evening		Evening		Evening		Evening		Evening		Evening	
	<i>Roof Terrace Talk Looking at Barnsley</i>		<i>Ground Floor Author event</i>		<i>Roof Gallery & Terrace Business in Barnsley</i>		<i>Ground Floor Meeting: Public Consultation</i>		<i>Young People's Night at The Beacon</i>		<i>Roof terrace I Love Barnsley BYO picnic</i>	

The BEACON

Contributions to Corporate Priorities

Introduction

The new BEACON will be a contemporary building that enhances the townscape and enables the Council and its partners to provide a modern service to all residents and visitors.

The Beacon will be the town square indoors - the place that belongs to everyone.

The Beacon will be the central library for Barnsley and the walk-in customer services centre for the town.

The Beacon will also host a wide range of partner activity. These could range from displays and short presentations to a more structured programme of workshops, for example:

- Police - display and an officer to advise on e.g. home security | personal safety | property marking
- HMRC - talks on online tax forms
- CAB - drop in sessions on managing personal finance
- BMBC staff (including library staff) - demonstration sessions of how to access services online, health and well-being services, lifelong-learning opportunities

The building will have high-spec free Wi-Fi throughout. This, in itself, will be a significant draw for people.

Supporting people to get online and to feel confident in using online information and services is, and will continue to be, an important role for libraries today.

Corporate Priority: Thriving and vibrant economy

- Develop a vibrant Town Centre
- Create more and better jobs and good business growth
- Increase skills to get more people working
- Strengthen our visitor economy

The BEACON will be:

- An important part of the new Town Centre - a statement of the Town's self-confidence and a source of great pride for residents
- A vibrant, busy place with evening and weekend opening to give people a welcoming, free space in the town centre for a wide range of uses. In addition to being a

destination in itself, the Library will be used as a space that bridges the time between work/study and leisure.

- Welcoming spaces for visitors to find information, access free Wi-Fi and view the townscape from the lofty vantage point of the roof terrace.
- Recognised as the natural place to go for information on all aspects of living, learning and working
- Regarded as a safe yet exciting space where people can relax or be stimulated

Some of the activities that will be happening in The Beacon:

- Job clubs
- IT taster sessions and training workshops
- Link to the regional Business & Intellectual Property Centre in Sheffield and The British Library - information, workshops & networking events for inventors, entrepreneurs and business people
- Adult Learning sessions - drop-in or structured programmes
- STEM workshops
- Partnership working with Digital Media centre to showcase and support Creative Industries

Corporate Priority: People achieving their potential

- People are healthier, independent and active

The BEACON will be:

- A great place for everyone to explore and develop their potential through reading, information and activities
- Packed with books, information and ideas for families and children
- A magnet for young people to use the spaces to meet, use technology and try new things
- A showcase for the creativity that already exists in Barnsley and encourage more involvement in creative activities
- A source of information and guidance on health, wellbeing and independent living
- A safe place that provides many services for people who are living on a low income, people who are lonely, unemployed, or elderly, and people with long-term medical conditions or disabilities.
- An extended learning environment supporting literacy and improved life chances

Some of the activities that will be happening in The Beacon:

- Healthy living presentations - stopping smoking, healthier eating, getting active etc.
- Presentation and drop-in advice sessions on personal finance
- Accessing services and information online - drop-in and structured workshops
- Creative digital media sessions and workshops
- Starting a business - information and guidance sessions
- Being creative - taster sessions and workshops

- Seasonal craft activity sessions

Corporate Priority: Strong and resilient communities

- People volunteering and contributing towards stronger communities
- Protecting the Borough for future generations
- Customers can contact us easily and use more services online

The BEACON will be:

- A place where all the residents of Barnsley can feel connected to each other
- A service with a wide range of opportunities to be a volunteer and a place to find information on other volunteering opportunities
- A place where people can get face-to-face contact as well as access to online information and services
- Used by a wide range of partners to promote the extensive opportunities open to the people of the Borough
- A place where statutory services, charities and community groups can promote their work
- An open, friendly and trusted source of information and guidance. We will provide signposting to all council services and to national, regional and local organisations that work for the benefit of people in Barnsley
- A place for public meetings

Some of the activities that will be happening in The Beacon:

- Volunteering opportunities: campaign and drop-in sessions to find out more
- Customer service appointments
- Support to access Customer Services online
- Meeting spaces used by a wide range of community and voluntary organisations
- Meetings of Elected Members, MPs and Ward Alliances
- Love Where You Live activities, including community integration, welcome events and support for refugees e.g. Conversation cafe

The Beacon - a key demonstration of Barnsley's commitment to Libraries

The Council has a statutory duty to provide a comprehensive and efficient library service (Public Libraries Act 1964) and has an excellent track record in doing so. The Beacon will be the central library for the whole Borough and the hub of the neighbourhood library network.

Library Offers

A modern library is much more than the traditional books, reading and information services - although these continue to be expected by people and remain a vital part of the core offer. Libraries are developing their "universal" offers that contribute to local authority priorities in the following key areas:

- Information
- Health and well-being
- Learning and skills
- Reading
- Digital
- Creativity

Information

Many people look to libraries for information on a wide range of things, but particularly for help at key life moments, such as:

- Looking for a job, planning a career change
- Managing personal finance - buying a house,
- Preparing for retirement - state, work and private pensions - opportunities for volunteering
- Accessing government and council information

Health

- Libraries are regarded as trusted sources for information on health and well-being
- Libraries work with health providers to raise awareness of health related issues and to support campaigns such as healthy eating, stop smoking, and active lifestyles
- National library initiatives such as the Reading Well Books on Prescription scheme is a partnership with GPs and other health professionals to provide resources for people dealing with anxiety, depression and other mental health conditions. The latest scheme focuses on dementia and a new scheme targeted at young people is being planned for 2016.

Learning

- Free resources for study and learning, such as online courses, text books and reference books
- Study/learning spaces for children, young people and adults
- Information about a range of free and low cost learning opportunities
- Opportunities to explore and be creative, including workshops, regular groups and/or special events for children, young people and families
- Places where communities and individuals can develop and share ideas and learn together

Digital

A modern library provides:

- Free Wi-Fi throughout the building and access to computers and tablets for public use
- Staff to support people get online and use digital services
- Training, workshops and talks to support people become independent users of IT

- Guidance on internet safety

Many libraries now run or host a range of activities and programmes to encourage the creative use of IT, such as coding clubs, using and making apps, digital imaging, and robotics.

Reading

Reading for pleasure is one of the most popular leisure activities. It is also one of the most important factors in determining educational achievement and life chances. Encouraging reading from the earliest age is a key role for libraries. Today, libraries provide e-books and audio as well as traditional print formats.

With the rising popularity of book groups, author talks and TV/film tie-ins, reading is also a social activity contributing to the reduction of social isolation.

The Summer Reading Challenge is a national scheme that keeps children reading through the long school holiday.

Libraries support people who want to improve their reading skills.

Creativity

Libraries are places of the imagination and have the potential to stimulate creativity.

We will work with local arts organisations and Arts Council England to develop programmes to help people fulfil their creative potential.

The Library spaces can be used as a platform/showcase for creative people in Barnsley, bringing their work to a wider audience.