

Report submitted to Cabinet on 11th January, 2017
BARNSELY METROPOLITAN BOROUGH COUNCIL

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

Report of the Executive Director of PLACE
and the Executive Director of COMMUNITIES

Principal Towns Investment Programme

1. Purpose of Report
 - 1.1. To brief Cabinet on the proposal to create a framework to support economic regeneration in Barnsley's principal towns and local centres. The commissioning approach is to encourage asset based community development as a catalyst to stimulate stronger and resilient communities.
2. Recommendations
 - 2.1 Cabinet agrees to the concept of developing a principal town's programme and the commissioning approach.**
 - 2.2 Cabinet approve the full business case, in accordance with Capital Programme requirements.**
 - 2.3 That Cabinet approve the release of £5M from the 2020 Capital Investment Fund to establish the Principal Towns programme.**
 - 2.4 That cabinet receives further reports with recommendations for funding allocations resulting from the Principal Towns programme commissioning process.**
 - 2.5 That the commissioning of works and services under the programme follow the arrangements for Area Council procurement.**
3. Introduction
 - 3.1 Due to the large amount of investment which is taking place within Barnsley Town Centre, it has been highlighted that in order to ensure the benefits of economic regeneration are felt across the borough, a dedicated investment programme be put in place to support community led projects.
 - 3.2. In line with previously recognised planning definitions for principal towns and local centres, it is proposed that the new framework will focus upon:

Principal Towns:

Cudworth
Hoyland
Wombwell

Goldthorpe
Penistone
Royston

Local Centres:

Athersley
Bolton on Dearne
Darfield
Darton
Dodworth
Grimethorpe
Hoyland Common
Lundwood
Mapplewell
Stairfoot
Thurnscoe

- 3.3. This report sets out the approach to developing the investment framework, working with Area Councils and local community groups.

4. Consideration of Alternative Approaches

Option 1: Do Nothing

- 4.1 If the principal towns investment programme was not taken forward, this would mean that there is no dedicated way of supporting economic regeneration away from the town centre. Although the Jobs and Business Plan is delivering a number of key strategic projects across the borough, these are not focussed on community led projects which can directly support regeneration in those areas.

Option 2: Delegated Budgets

- 4.2 Allocate a budget to each individual Area Council instead of going through a borough wide commissioning framework. This would mean the proposed total capital allocation is split rather than centrally allocated. This is unlikely to result in meaningful and economically beneficially projects coming forward.

5. Proposal and Justification

- 5.1 The proposal is to create a principal towns commissioning framework which can be used to form the basis for community led economic regeneration projects coming forward for funding by focusing on projects that ensure our principal town centres remain vibrant and attractive. Projects are expected to deliver the interventions that best deliver a thriving high street. These may be different in each of the principal towns but are likely to include a mix of the following:

- Quality Public Realm
- Shopfront Schemes
- Business Security
- Business Incentives

- Low maintenance public realm i.e. curbs, bollards
 - Transport improvements
 - Car parking improvements
 - Signage & branding
 - Acquisition of key buildings/ land to deliver the plan
 - Demolition where appropriate
- 5.2 This list is not exhaustive but is intended to give a focus to the type of bids the Principal towns programme expects to support.
- 5.3 The commissioning framework will be run on a competitive basis, thereby encouraging the best and most economically advantageous projects to receive funding. In order to ensure initiatives are to an appropriate scale to ensure meaningful impact, an indicative minimum threshold for submissions is proposed at £100k for Principal Towns and £50k for Local Centres.
- 5.4 A Principal Towns Project Board has been established consisting of officers from Place, Communities, and Finance. A review of existing work is already being undertaken, identifying the issues, opportunities and challenges in each area, along with the role they play in servicing their wider catchment. This will be used to develop a commissioning framework which could enable the community and wider stakeholders to come forward with innovative solutions to the opportunities and challenges identified.
- 5.5 Further work is still required to investigate how the commissioning framework will be implemented but it will be essential that Area Councils and local community groups are part of the solution. A commissioning approach would be more flexible than an action prescriptive strategy as well as enabling a wider spectrum of delivery partners to come on board and potentially leverage of other funding streams.
- 5.6 The Project Board is required to complete a full business case, setting out the formal arrangements for establishing the investment programme including governance. This will include the proposed commissioning framework, which can be used by communities in preparing their response and timescales for the bidding process. It is proposed to bring this business case back to Cabinet before the end of the financial year.
- 5.7 The intention is that proposals will be commissioned in line with local priorities that fall within the remit of the Principal Towns Programme. Commissioning will therefore follow the philosophy within the Area Council Procurement arrangements, with the aim of developing the local economy. This will seek to prioritise the use of local small businesses and the voluntary and community sector, wherever possible, rather than in-house Council services.

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

6.1 The proposals in this report are consistent with Council's Corporate Plan as it directly contributes towards the Future Council ambitions of:

- Strong and resilient communities
- Create more businesses
- Create more jobs
- Deliver economic infrastructure

7. Governance and Programme Management

7.1 In order to support this new programme management structure, an aligned governance model will be adopted. The strategy will need robust; action focused governance comprising key stakeholders who are able to drive the forward actions, support and challenge project sponsors.

7.2 Stronger Barnsley as well as Area Councils are aware of the undelivered pipeline projects which could be submitted as part of the programme.

7.3 Communities department will maximise internal capacity to support the programme particularly in relation to project management, procurement and commissioning whilst recognizing that 2 posts to be established will be addressed via a delegated report.

7.4 Two Project Managers will be recruited via a delegated report to work closely with the Ward Alliance and Communities directorate (see appendix 2), to work up projects using the relevant forms and the Capital Programme Oversight Board criteria which proposals are ranked based on an initial assessment against 4 scoring and 3 non scoring criteria as described below:

7.5 Programme Oversight Board Criteria

1. *Does the proposal deliver efficiency (financial and non-financial) and / or clear return on investment? (30%);*
2. *Will the proposal lever in other funding sources and investment? E.g. voluntary sector, private sector, SCR (30%);*
3. *What are the measurable outputs / outcomes? (20%); and*
4. *Is there a clear and robust evidence base for doing the scheme? (20%).*

Non Scored Criteria

5. *Impact on corporate priorities;*
6. *Timing of return on investment;*
7. *Sustainability*
8. *Community involvement*

7.6 The Principal Towns Project Team will use the recently approved Area Based Procurement Policy.

- 7.7 Following the above process will ensure that only appropriate projects are approved and that they are sourced within budget to ensure that the total budget allocation isn't exceeded.
- 7.8 Over and above this specific scenario, there will be a dedicated Category Manager and Procurement Officer available to both business units 4 and 5.
- 7.9 A strategic approach needs to be aligned to other strategic programmes with other internal and external funding programmes e.g. Section 106, Dearne Valley Partnership, Housing Growth, HCA, Network Rail infrastructure funds and Area Chairs are aware of these expectations.
8. Implications for Local People/Service Users
- 8.1 As outlined earlier there are significant positive implications for residents of the impacted Principal Towns and Local Centres if the Principal Towns Programme.
9. Financial Implications
- 9.1 Building on the Better Barnsley Regeneration scheme for Barnsley Town Centre, the Principal Towns Programme has identified a number of Town and Local sites across the borough where investment could be made to kick start regeneration.
- 9.2 A full business case has recently been completed and is now recommended by the Capital Oversight Board to Cabinet for final approval (Appendix B).
- 9.3 A total budget of £5M has been earmarked for the 2020 Capital Investment Fund and will be released subject to Cabinet approval. It is proposed to introduce an approved framework in order to commit the resources against specific projects with final approval being recommended to Cabinet via further reports.
- 9.4 The full financial implications are detailed in the Appendix A to this report.
- 10 Employee Implications
- 10.1 There are no immediate employee implications arising directly from this report however there will be the recruitment of two project managers via a delegated report.
- 11 Communications Implications
- 11.1 The Principal Towns Programme will be promoted effectively to the interest groups associated with the Principal Towns and Local Centres to engage them with in the programme. Developments will be promoted to the general public to ensure the improvements are understood and recognised.

12. Consultations

12.1 Consultation has taken place internally with initial discussion with the Leader, Place Cabinet Spokesperson; the Communities and Place Directorates; the Area Council Members; the Section 106 Officer as well as the Dearne Valley Partnership Manager. Consultation has included potential pipeline projects, structure and process of the Principal Towns Commissioning Framework as well as the governance.

13 Risk Management Issues

13.1 Marketing material and a set of workshops are planned to promote the programme to ensure it targets the relevant target market to ensure the panel receives sufficient project applications. Due to the funding being a finite budget, the projects will be funded through a first come first serve policy to ensure there aren't competitive funding rounds pitting project against one another but measured against the programme criteria.

13.2 Following approval of the scheme in principle, more detailed risk identification activities will take place, resulting in the development of a project / scheme risk register which will contribute towards the broader governance arrangements for the programme as a whole.

14. Health, Safety and Emergency Resilience Issues

14.1 There are no immediate implications arising directly from this report.

15. Compatibility with the European Convention on Human Rights

15.1 The proposal is fully compliant with the European Convention on Human Rights.

16. Promoting Equality, Diversity and Social Inclusion

16.1 Town centre regeneration will ensure that the needs of all groups are fully incorporated. The programme will consider the needs of:

- Disabled people
- People with long term health conditions
- People recovering from mental health
- BME people, including refugees and new arrivals to the Borough (e.g. from Eastern Europe)
- Young people leaving care

17. Reduction of Crime and Disorder

17.1 The scheme has the potential to impact positively on perceptions of crime and disorder if proposals come forward that improve the feelings of safety in our principal town centres.

18. List of Appendices
Appendix A – Financial implications
Appendix B – Full Business Case
Appendix C – Plan of Principal Towns
Appendix D – Principal Towns Commissioning Framework and Governance Flowchart

19. Background Papers

England & Lyle – Smaller Centres Study – November 2011

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