

APPENDIX A - BARNSLEY TOWN CENTRE PLAN

'By 2030, Barnsley Council, working with our stakeholders and communities, will create a 21st century market town - the best town in Yorkshire; to live, learn, work, relax and be safe, happy and healthy.'

VISION

We will create:

- A Town Centre that is coherent, well designed, and healthy
- A place that is 'easy to get to and get around': accessible, better connected, and sustainable
- A place that is the catalyst for a brighter future; with a bustling and thriving economy, a great place to live, learn and do business
- A safe, inclusive, attractive, exciting, and welcoming family-first, age-and child-friendly town centre
- A place that wins hearts & minds: a well promoted town centre with a positive reputation locally, regionally, nationally and internationally

Alignment

Our vision for the town centre is as a 'place of possibilities', aligning with our wider vision for the borough, as laid out in our Corporate Plan and Barnsley 2030 ambitions. This Plan has been developed through conversations with our many partners based in the town centre and those who contribute to shaping it as a place. It is also rooted in our Local plan 2019 – 33 and the town centre spatial plan developed by Urbed in 2021.

We are working for the town centre to contributes to our inclusive economy (Growing Barnsley), be a place that supports positive wellbeing (Healthy Barnsley), offer diverse life-long learning opportunities (Learning Barnsley) and help deliver our zero carbon targets for the borough.

Our Challenges

- Not enough people working in town centre
- Not enough people living in the town centre
- Not enough people with disposable income using the town centre

The symptoms

- Low commercial investment
- Outward migration for work
- Post covid shift on district level retail/online
- Low dwell time
- Low spend levels

Our Approach

We recognise that there are many different stakeholders in the town centre. We are taking an inclusive, listening, systems-based approach to looking after and growing our town centre, and developing a coordinated high-quality place management function which puts the customer first and creates positive experiences, memories and perceptions, we are working through an assets-based model, focussing our positive energy on continuous improvement and development.

1. PURPOSE

The landscape of town centres has changed dramatically over the last decade, with high streets seeing significant changes including the closure of many well-known retailers. Nationally, we can see an increasing emphasis on town centres shifting from a primary retail driven approach, and evolving back to include more residential, cultural and leisure uses.

Barnsley is at the forefront of this shift in the role of town and city centres, and we have invested significantly in the town centre with the Glass Works, as well as new public realm, the installation of public art and public health initiatives such as smoke free zones. Our approach to the high street is based on people, business, and place, encouraging a holistic offer with strong elements of retail, culture, community, and leisure. This approach has been reinforced in the wake of the coronavirus, and the town centre regeneration plans will continue to be the foundation of the council's economic, jobs-led recovery plan.

The goal of this Plan is to bring to life our shared vision for the town centre and provide a collaborative delivery framework for a range of activity which supports continuous improvement and development. It will ensure adequate, coordinated, and effective resource in order to drive forward a range of initiatives and interventions.

The Town Centre Plan aims to set out the overall place making approach to the town centre and define the role each element plays and how this can be enhanced. The Plan aims to have real meaning in guiding actions and activities going forward that are underpinned by evidence that allow subsequent detailed projects to be developed to deliver the vision and objectives

This plan has been created to:

- Develop a shared vision for the role that Barnsley's town centre can play in economic recovery, supporting inclusive growth and improving the lives of Barnsley's residents and their communities
- Paint a picture of what our town centre will look like and feel like for residents, visitors, and workers as it evolves Develop a multitude of reasons for people to be in town or come into Barnsley, with a clear 'offer' and call to action
- Develop a multitude of reasons for people to be in town or come into Barnsley, with a clear 'offer' and call to action
- Put our customer at the heart of everything and really understand them – whether a resident, a business, an investor or a learner
- Create value for our customers! *OUR EQUATION: Product + experience = value*
- Bring together one integrated plan for the Town Centre which combines the 'hard' and 'soft' infrastructure that is needed to achieve our ambitions
- Build a 'connected way of working' across internal BMBC teams working with our external partners
- Identify key resources needed to support the transformation of our town centre

2. OUR STARTING POINT - BASELINE

Barnsley is a market town in South Yorkshire, between Leeds and Sheffield in the Dearne Valley. The town is on the M1 motorway, and the Barnsley Interchange railway station on the Hallam and Penistone Lines. It first developed as a medieval market town then in the 18th and 19th centuries found prosperity through industry, including linen making, coal mining and glass making. The current built heritage of Barnsley reflects both its industrial past, and its earlier history, with characterful narrow lanes in the town centre showing the earlier medieval building plots, and impressive industrial landscapes across the borough.

Barnsley has developed into a reasonably strong market town, rebuilding and adapting from the demise of the mining industry upon which its identity and economy were based for so long. Recent years have seen increases in employment and, although there has been a notable shift away from the production industries, manufacturing and construction are still important sources of employment and wealth to the Borough and the town. Employment growth has not translated into significant productivity and earnings growth in the way that would be desired.

The legacy of the closure of the pits remains. By most measures, Barnsley remains a deprived Borough, with residents having lower than average qualifications, poor health and lower incomes, and some areas being blighted by crime and anti-social behaviour. Despite this, life satisfaction generally appears to be good, perhaps strengthened by a good physical living environment and a close-knit community identity.

Although there has been a significant increase in the number of people in work in the Borough, levels of out-commuting appear high. Given Barnsley's close proximity to both Leeds and Sheffield, this may be inevitable to some extent. However, the number of jobs per working age resident is particularly low in the Borough, suggesting a need to provide more local jobs for the Borough's residents.

Barnsley Town Centre is key to the economic strategy of the wider borough and we are inspired by the trends we see emerging in placemaking:

- Community is more important than ever
- Work habits are changing for us, for everyone
- We live in both the digital and physical space often simultaneously
- Learning is changing – more vocational, more connected to work, shorter courses, lifelong learning, and self-managed learning
- Not everyone wants to live the same way – connectivity and lifestyle matter, green credentials matter, services matter, ethics matter.

Our Town centre will respond to these trends imaginatively and with purpose.

Barnsley Town Centre benefits from being relatively compact. The town centre has some strong local features, including Barnsley Market, a strong independent retail sector, good cultural assets and, with Barnsley College, Barnsley Sixth Form college and a university facility, a significant student population.

The B1 Office space (80,000 sq.m) that exists is generally not considered to be equipped for modern business needs, inhibiting attempts to attract new investment to the town centre.

There is a limited number of residential units, with around 700 homes around the Churchfields area and newly completed apartments in Gateway Plaza and City Reach proving a further 298 units between them.

Previous studies have highlighted the lack of diversity in the town centre, particularly in terms of office uses and residential units, but also highlighting a weak range of food and drink outlets to support a vibrant evening economy that is also attractive to families. Tired public realm in places, under-utilisation of key local sites and concerns about anti-social behaviour have been identified as issues to address to improve the attractiveness of Barnsley to investors, whilst spending by the student population, in particular, does not appear to be captured as effectively as it could be.

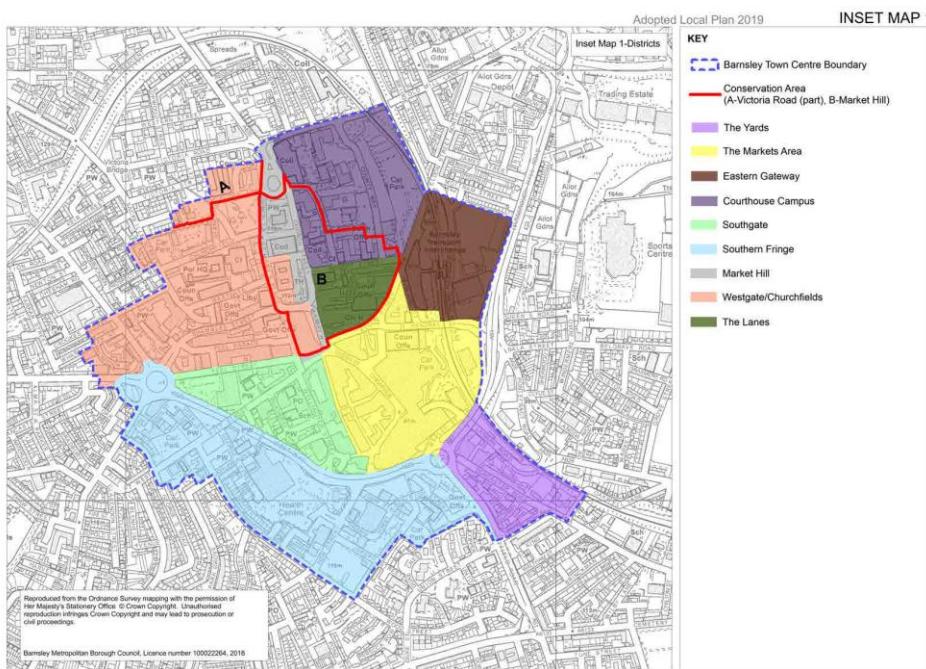
Demographic changes are also likely to influence the demand for services in the town centre. There is projected to be a significant increase in the post-working age population, so accessibility, safety, and places where people of all generations are comfortable dwelling may become increasingly important to the town centre.

The Adopted Local Plan includes commitments to:

- Create a more family-based environment
- Diversify commercial uses, particularly in the knowledge economy sectors
- Build more residential units
- Improving public realm and public spaces
- Encouraging alternative modes of transport, including improving pedestrian and cycle routes.

Recent and planned developments are starting to address this, and the aim should be to develop the town centre into a destination with facilities that make it attractive to retain and attract higher skilled workers and businesses across a broad range of sectors; and to position the town centre so that it maximises the value of its catchment and attracts new visitors because of the distinctiveness of its offer.

The map below is an extract from the Local Plan adopted in January 2019. It illustrates the current boundary of Barnsley Town Centre and shows the key districts that have been defined within the Town Centre, each with its own character. The Local Plan sets out policies for each district and the development sites identified within them. The policies indicate what uses are considered appropriate.



3. OUR VISION

3.1. PLACE VISION: A Town Centre that is coherent, well designed, and healthy

A coherent town centre is one that fits together and makes sense to people intuitively. Coherence can assist in regeneration and the identity of the town centre. It can help to change the image and perceptions of Barnsley. A well-designed town centre should:

- Be integrated with complementary uses
- Be adaptable and able to meet the needs of a wide range of different users
- Have creativity in design, e.g., public art
- Have a variety of spaces for festivals and events
- Enhance wildlife & biodiversity

A People-Centred Inclusive Town Centre

We see healthy as having two meanings: economic health and also the effect it can have on the general health and wellbeing of those that use the town centre. An economically healthy town centre will:

- Be viable
- Have more town centre residential
- Have more repeat visits
- Have increased land and property values

Some characteristics of a town centre that have a positive effect on health and wellbeing are:

- Good air quality
- Opportunities for active travel, exercise, relaxation & play
- Places for creativity and stimulation
- Designing out crime
- Creating psychologically safe places and designing out suicide

Improving our town centre facilities and the open spaces supports our Healthy Barnsley 2030 vision. By enriching public spaces people feel more engaged and comfortable in the town centre, leading to increased social interaction.

Another common issue raised when talking about the town centre is the lack of greenspace, which as well as being restorative also improves health. The aerial photograph below illustrates the amount of surface car parking in the town centre. It also illustrates the current lack of green space within the town centre boundary.



To guide our thinking on the Town Centre plan and to bring greater coherence, Urbed have identified key areas in the Town Centre which have a particular focus and identified use. The ‘golden threads’ of culture, digital, health and sustainability run throughout this plan and are central to its success. We will use these maps to create identifiable distinctive areas of ‘experience’ in our town centre.

All of our spatial planning takes sustainability into consideration. Urban areas are responsible for more than 75% of global CO₂ emissions according to the UN, with transport and buildings being among the largest contributors

Models suggest that by 2060 Barnsley is likely to be suffering from high humidity and excess heat due to climate change. The urban heat island effect is when large amounts on concrete and lack of shade and green or blue space combine to amplify the effect of extreme heat, making town centres uncomfortably hot and humid. In addition, a space made up primarily of concrete has a limiting effect on biodiversity in the area

Integrating as much green and blue space as possible into Barnsley’s reimagined town centre, creating shade, reducing temperatures and humidity, providing sustainable drainage and creating pathways for pollinators and birds to integrate into our environment alongside the social and wellbeing benefits of access to green space. We want sustainability to be at the heart of our town centre and will ensure this is embedded in decision-making for the future of the town centre.

3.2. ECONOMY VISION: The catalyst for a brighter future; with a bustling and thriving economy – a great place to live, learn and do business

The strategy seeks to provide the business environment and culture to support inward investment and small business growth, alongside new opportunities for residents to come to town to eat, drink and take part in leisure and culture.

The significant investment to date in Barnsley town centre has worked towards a strategy of future proofing the urban centre through the provision of retail, leisure, community, business and residential offers all underpinned through high-quality transport connections.

Major changes have already occurred in the town centre in the last decade:

- a new creative and digital business community at DMC01, the Borough's flagship managed workspace;
- the town's new Library @ the Lightbox;
- the multi-award-winning Experience Barnsley Museum;
- the Gateway Plaza mixed-use development including offices, flats and hotel;
- new Council offices at Westgate Plaza; and
- the new St Mary's campus of Barnsley Sixth Form College.

Barnsley Council has invested in the Glass Works consolidating new and diverse activity around Barnsley markets and the Library @ Lightbox, including Market Kitchen, a new 13-screen cinema, Superbowl complex, café restaurants and a new retail offer.

Our early-evening and night-time economy will bring valuable economic, social and cultural impact to our town centre. Supporting our Healthy Barnsley and Growing Barnsley ambitions, the town centre will create an environment that is safe, secure and healthy, a place for everyone to enjoy. With careful management and key collaboration, the town centre economy will continue to grow and adapt to the needs of the borough, a place to shop, enjoy leisure time and live.

Moving forward, Barnsley Town Centre has major growth opportunities which can support the long-term vitality and viability of the town centre and facilitate local employment growth – particularly in higher-value business-to-business service sectors. This includes growing and diversifying town centre economic activity around the established cluster of digital and creative enterprise around:

- DMC01 - high quality collaboration space and home to a variety of start-up and scale-up businesses.
- The recently opened DMC02 grow-on space, providing larger office space, co-working membership and a makerspace lab for innovation; and
- Barnsley College's Sci-Tech building.

Barnsley town centre has more investment opportunity in its transition towards being a regionally-significant economic centre with a continued reputation as a top-class place to start and grow a business – with a 21st century culture, leisure and living environment.

3.3. CONNECTED VISION: Accessible, better connected and sustainable - 'Easy to Get To, Easy to Get Around'

Access to and within Barnsley Town Centre is key to the success of the town. We need to ensure that any development which generates a large number of passenger movements should be in locations which provide convenient access on foot, by cycle and public transport, especially for those without access to a car, or disadvantaged groups.

Traffic and Congestion

Over the last few years, there has been a significant growth in the number of traffic movements within Barnsley Town Centre, especially along the main routes leading into the Town Centre. Road congestion is the main source of air pollution within the town centre. Most of the hot spots of poor air quality are located along the main junctions and road corridors within the borough. These locations are also likely to experience the highest noise levels

All traffic travelling east / west and north / south through the borough must pass through the town centre via the A61, A628, A635 and A633. This creates bottlenecks at key junctions and impedes the movement of pedestrians and cyclists and for bus journey times. The queues are caused by a lack of capacity at these major junctions and roundabouts and unauthorised parking at key locations. The proposals outlined below will increase the demand for access to the town centre; hence measures will be necessary to reduce congestion and more effectively manage the flow of traffic.

Accessibility

The town centre is relatively compact in nature and most places of interest are within reasonable walking distance. However, pedestrian and cycle access to the town centre is restricted due to the configuration of the existing road layout. Subways are perceived to be unsafe to use, particularly after dark. At-grade pedestrian crossing facilities are often poorly located and delay pedestrians.

Pedestrian access around the town centre is poor for a number of reasons.

- the lack of clear and obvious routes;
- inadequate signage;
- safety issues due to pedestrian and vehicular conflict; and
- poor lighting and surface treatments at some points along the routes.

Special regard should be paid to the requirements of people with impairments, such as disabled people, in all future development proposals.

Public Transport

Delays associated with traffic congestion are leading to poor bus reliability and longer journey times. There is a need to improve public transport access to the town centre and our Principal Towns and beyond. So, therefore, the main thrust of the vision for transportation in central Barnsley is to remove through and non-essential car traffic from the town centre and maximise accessibility for all users, especially by public transport.

Movement Hierarchy

We need to develop a ‘movement hierarchy’ to inform the planning and design processes for new developments and proposed traffic management schemes within the town centre:

- Pedestrians
- Cyclists
- Public transport users
- Private car-users

The purpose of the hierarchy is to make sure that the needs of pedestrians, public transport users and cyclists, especially those with mobility and visual impairments and other vulnerable road users, are fully addressed in future development proposals within the town centre, thereby encouraging a shift away from private car dependence.

We will also explore opportunities to extend the cycle network and pedestrian priority areas within the town centre.

Key Town Centre transport aims:

- Improved Transport Interchange
- Extensions to the platforms at the rail station

- Better pedestrian / cycle links to the Metrodome / Football stadium
- Creation of the Active Travel Hub
- Key routes from Principal Towns converge
- Bus priority on our key routes into Town
- Create walking / cycling routes through the town centre from the Trans Pennine Trail and other active travel routes
- Roads closed to through traffic
- The Net Zero Transport is the aim!
- EV charging points at key sites around the town and wider Borough, including all Principal Towns

Car Parking

The Town Centre Parking Strategy 2025 was adopted in 2019 (CAB.247.2019/8) the aim is to make it easier for visitors using cars to visit Barnsley and support the Glassworks and wider Town Centre. Congestion and carbon will be reduced by making access to dedicated car parks safer, quicker, and easier for visitors to find a convenient parking space. The strategy is in 3 phases which will offer value for money, improve the customer experience, and maximise the effective use of parking assets and investment in the town centre

Phase 1 of the Car Parking strategy was implemented in September 2021 and defines parking into two zones '*Retail and Leisure*' and '*Commuter & All-Day Parking*'.

This ensures that those wishing to use the retail and leisure facilities of the Town Centre can park close to the attractions where the Commuter car parks would be 3-5 minutes' walk from the Town Centre and are priced cheaper for all day parking.

Smart signage will be introduced in April 2022 to provide gateways into the town directing visitors to the various car parks via repeater signage to allow them to land at their car park of choice.

A balance will be encouraged between providing adequate levels of car parking within the town centre to meet the needs of visitors, commuters and local businesses whilst also encouraging alternative forms of transport (such as public transport and cycling) to support a '*Sustainable Barnsley*' reduce congestion and traffic movements.

To achieve this, we will:

- Introduce variable car parking message signage directing drivers efficiently to their car park of choice reducing unnecessary carbon emissions
- Support the recovery and growth of the Town Centre post Covid Pandemic
- introduce more short stay parking for retail and leisure visitors and reduce the amount of long stay car parking within the town centre.
- introduce parking measures supported by efficient new IT to directly enforce resident parking restrictions, reduce illegal parking, and enhance traffic and pedestrian access.
- make provision for the disabled as part of the Blue Badge Holders National Scheme.

Any new car parks outside the town centre must be easily accessible from the main highway network. Short stay parking will generally be located within the town centre to enable shoppers and visitors to visit the town centre. Long stay car parking will generally be located on the outskirts of the town centre along the key transportation corridors.

Wayfinding

Pedestrian and cycle links to/from the station to the town centre and to/from key attractions will be enhanced through clearer signage, public realm improvements, and the upgrading of existing routes. Within the town centre we will:

- widen and promote pedestrian access through better signage and lighting.
- reduce street clutter
- enhance the public realm through high quality design (e.g., soft planting, new street furniture, better lighting, and signage)
- introduce variable message signs at key road junctions as a means of providing directional signage to guide vehicles into off-street, car parks.

3.4. EXPERIENCE VISION: A welcoming, safe, attractive, and exciting family-first town centre

This element of our vision focusses on the user experience. Here we outline what we will do to deliver an effective place management function that is inclusive, people-centred and creates an atmosphere where people feel at home.

Welcoming:

If we address the issues needed to make the Town Centre safe, attractive and exciting and seek to really understand the issues from all the different perspectives, really think about being inclusive, and genuinely engaging people, we will be well on the way to having a welcoming Town centre.

We need to think about ways that we can ensure that people coming to our Town Centre can receive excellent customer service and have a great experience - so that we can foster loyalty and repeat visitors- hopefully for generations to come and develop ownership and respect of the space.

Feeling Safe

We want everyone to be safe and to feel safe at all times and that means right across the Town – in all areas – not just the new smaller Town Centre footprint. Unfortunately, perceptions of safety within the town centre remain poor, this is exacerbated by the entrenched behaviours of a small group of individuals who frequent key gateway sites and high footfall areas, these behaviour s are managed and contained where possible, are displayed by only a small minority, but they do contribute to an overall negative perception.

Already some of the outlying areas are looking “shabbier” and less well-kept and this also reinforces poor perception which in turn encourages poor behaviour, contributing to the continued negative online narrative which accompanies posts relating to the development of the Town Centre and other positive activities.

However, great strides have been made by colleagues to mitigate these activities and individuals through interventions and initiatives undertaken by BMBC and partners. Examples include the award of Purple Flag Status <https://www.atcm.org/purple-flag>; the progress of “Joining Forces” a flagship collaboration of uniformed services. These initiatives have contributed to the delivery of key Town Centre safety action plan outcomes including the introduction of night-time marshals, the relaunch of the Best Bar None Initiative, hosting designated safe spaces as well as both age and dementia friendly areas.

It is key that we secure the Town Centre’s reputation going forward. We need to continue to:

- ensure actual recorded crime and antisocial behaviour trajectories in our Town Centre remain relatively low
- ensure control measures to set acceptable standards of behaviour and enable the appropriate tools and powers to enforce these standards are reviewed and developed dynamically.
- consolidate then broaden the reach of the “Joining Forces” initiative ensuring all uniformed services operating within the town centre contribute towards the guardianship of the space.
- ensure we consider safety in all our physical design ambitions and ensure our CCTV and communications infrastructure is aligned and utilises cutting edge technology.
- explore and understand the reasoning behind the continued perception of the Town Centre as “unsafe” and reinforce the concept of “safe” through targeted actions and messaging to breakdown the perceived illusions.

It is also imperative that we ensure support and assistance to those town centre users who may have underlying housing and health problems which contribute towards them acting in a way which causes alarm to others

It is important that control measures to Safety within the town centre environment are not exclusively felt by visitors. Business owners and employees also need to feel safe and secure – the implementation of “built environment” features to incorporate counter terrorism measures and considered licensing applications also contribute to “operational safety”. Continued consultation and action are key to the planning of how we need to manage the space for all users.

Attractive

Without a doubt our Town Centre needs to look visually amazing, “continually current” and inspiring – all areas need to be clean and well-kept to further enhance that overall perception and contribute to civic pride. Our planning policies, local plan and design guides provide us with tools to ensure that future development of the Town Centre is managed

Significant investment has been made in the Town Centre’s regeneration, in public realm and public art to begin to create the current vision. The introduction of initiatives such as smoke free zones and active travel areas are raising aspirations and challenging the “norm” as well as enabling people to be healthier and the Town Centre to be more environmentally sustainable.

The Eldon Street Heritage Action Zone gives us an opportunity to really lift this designated historic high street which is a key landing point and critical avenue in joining the “old town” conservation area with the new Town Centre development. The project will engage people in the history of their area and reveal stories building civic pride, it will also improve and create more active frontages, help to address some of the issues facing modern high streets, such as diversity of offer and alternative uses for empty upper floors. Learning from the project can be applied to the wider town centre and across the borough.

Exciting

We have a very strong cultural offer with a clear spine of venues bridging the old and new aspects of the Town Centre; Experience Barnsley, Cooper Gallery, the Civic and the Lampproom plus the Library@Lightbox and the cultural units in the Glass Works.

Elements of the footprint provide a canvas for public art, but the new landscape and public realm provides the opportunity to use the whole town centre as a canvas to animate and bring

locations to life through interventions and activities, quirky animations and installations. Initiatives such as seasonal sculpture trails and events also encourage the transfer of footfall around the town.

We have a rich sporting offer with Barnsley Football Club and the Metrodome with its water sports and indoor activities, both of which need to be better connected with the town centre.

With the re-development of the outdoor market, we need to allow for evening markets, street food and animation throughout the streets. There is a strong indoor market offer with fresh good quality produce, opportunities for enterprise and creative spaces, as well as the game changing Market Kitchen food offer.

We aspire to develop a unique and independent retail, leisure and services offer throughout the town, with key nationals to balance the demand. The Glass Works development introduces opportunities for additional leisure and hospitality, all of which will boost the overall vibrancy of the town and support the development of the evening and night-time economy.

3.5. NARRATIVE VISION: Winning hearts and minds: a well promoted town centre with great stories to tell

Alongside the extensive physical redevelopment works taking place in the town centre there needs to be a cohesive town centre brand that brings the offer to life.

The beating heart of Barnsley is its people – we need to celebrate the personality of its people and the town whilst using the offer and the new infrastructure such as the new public square to portray a lifestyle and provide a place where people can create memories and enjoy shared experiences.

We need to give the town centre a voice and bring out its personality by using the people that use it and are a part of it. People who live, work, shop, study, socialise and relax in the town centre need to be the ones telling their stories and sharing their experiences. This extends to people who visit and have positive experiences of town centre – we want them to tell the world about what they enjoyed in Barnsley. This is essential in a digital age.

We are developing a cohesive town centre brand that brings the offer to life and conveys the message that it is a great place to live, learn, work, shop, discover, relax and play. The brand will create an identity for the town centre that looks forward to a positive future and resonates on a local, regional, national and international level, enhancing its personality and distinctive characteristics. It will be rooted in an authentic sense of place, but also begin to address some of the negative perceptions of Barnsley that can influence people's decision-making and cause them to go elsewhere.

The brand narrative will also focus on the people who are advocates and champions for the town centre and the many and diverse experiences it offers. We will work with our ambassadors and advocates informally to develop campaigns and approaches which use their informal networks and reach to share positive experiences of our town centre far and wide.

The combination of physical regeneration and place branding will aim to increase the competitive positioning of Barnsley town centre and the ambition to transform the reputation of town centre with residents, visitors and investors.

4. WORKING TOGETHER: A CONNECTED WAY OF WORKING

The Town Centre Programme board have identified that the best way of achieving our vision for the Town Centre is to have:

- A clearly defined strategy and action plan for the Town Centre that connects existing assets into one town centre vision and values
- Golden thread alignment with Regional Strategy
- A supportive governance structure which promotes cross working and ensures we remain aligned to our strategic aspirations
- A Town Centre management function supporting businesses and coordinating operational resource
- Consistent and sustained messaging/identity for the Town Centre
- Sustained direction of travel

Fundamentally, there is a need for ‘a connected way of working’ enabling teams to work out of their own expertise and disciplines but to maximise collaboration through internal and external networks and coordination groups.

- We will be flexible in how we work and be agile.
- We will accept things will change and be flexible.
- We will commit to our goals and to agreed future ways of working.
- We will be brave and take risks, while keeping the risk appetite mitigated by intelligence and knowledge. We will support and advocate for ideas.
- We will take our private sector partners on a journey with us and encourage them to fund some of the development, so the Council is not the sole investor.

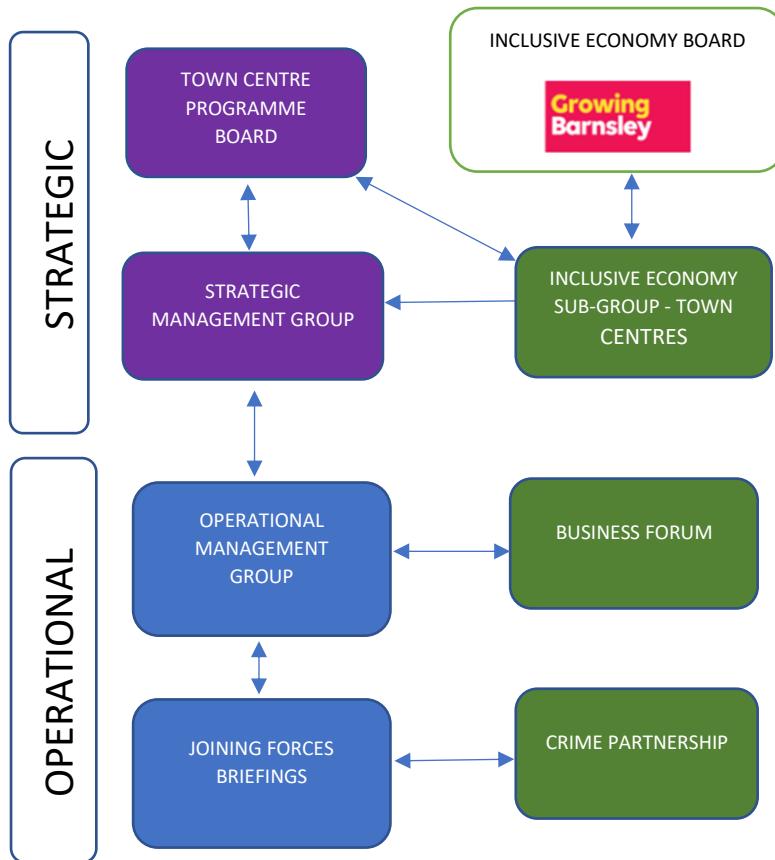
Our Core Principles

- Connect what’s already here and embed a vision and values
- Understand towns of the future will need experiences, and better understand our people
- Create space for ideas and spaces for users
- Ensure there are visible touch points and entry points for all users of the town centre
- Use technology to understand and inform decision making

Town Centre Governance

The Town Centre Programme Board is responsible for oversight of this plan and ensuring the plan is embedded with our town centre stakeholders. The strategic delivery of this plan will be overseen by the Town Centre Strategic Management Group. Both groups will be guided by the Town Centres Subgroup of the Inclusive Economy Board. The Town Centre Strategy Group will also be responsible for the delivery of the Town Centre Action Plan, reviewing progress at each meeting.

The Town Centre Operational Management Group will coordinate and oversee delivery of all activity in the town centre. A weekly Joining Forces briefing will take place to ensure all town centre teams are connected and aware of all activity planned in the town centre. The town centre business forum and the crime partnership will provide the basis for the wider stakeholder engagement.



5. MEASURING WHAT MATTERS - Data, Intelligence and Reporting

This section focusses on:

- Barnsley 2030 ambitions and metrics – specifically looking at our new Council Plan (2021-24)
- The metrics we will use to measure – place quality, employment, skills development, businesses in the town centre / vacancy rates, visitor, and user experience, etc

Barnsley 2030

In January 2020, we asked people what their future Barnsley could look like by the year 2030; the challenges they feel they may face; and their ambitions for the borough where they live, work or visit. Our employees, councillors, residents, businesses and partner organisations all offered their views about the future of Barnsley. This feedback has been used to influence the latest iteration of our Council Plan (2021-24) through using the Barnsley 2030 themes as new priorities for the Council.

The Barnsley 2030 vision, 'Barnsley the Place of Possibilities' builds on our past which has influenced the fabric of the borough and experiences of many Barnsley residents, and the borough's success over recent years. We will also use the vision for the Council Plan to demonstrate our commitment to making it happen. Our residents and organisations across the

private, public, voluntary and community sectors have an important role in working together to achieve this vision of Barnsley's future and our long-term ambitions. By 2030, we want everyone to benefit from, and contribute to, making our borough a thriving place of possibilities.

This vision needs to manifest itself in our town centre. It too needs to be a place of possibilities, for residents, learners, visitors, businesses and their workforce.

Council Plan (2021-24)

Our Council Plan reflects the recovery process through the Critical Success Factors that will make the plan a success, and we will track progress on recovery through quarterly reviews with senior officers in the council, cabinet members and then share the results with you, the public, through our 'How we measure performance' web page. We will also publish snippets of information through our social communications each quarter when we release our latest report. This makes us accountable to the public we serve.

The infographic, below, shows the five themes of our Council Plan, and the thirteen outcomes which underpin them. Our Town Centre metrics and reporting will be intrinsically linked to this, particularly through the 'Growing Barnsley' theme.

Barnsley - the place of possibilities			
Healthy Barnsley	Learning Barnsley	Growing Barnsley	Sustainable Barnsley
People are safe and feel safe.	People have the opportunities for lifelong learning and developing new skills including access to apprenticeships.	Business start ups and existing local businesses are supported to grow and attract new investment, providing opportunities for all.	People live in great places, are recycling more and wasting less, feel connected and valued in their community.
People live independently with good physical and mental health for as long as possible.	Children and young people achieve the best outcomes through improved educational achievement and attainment.	People have a welcoming, safe and enjoyable town centre and principal towns as destinations for work, shopping, leisure and culture.	Our heritage and green spaces are promoted for all people to enjoy.
We have reduced inequalities in health and income across the borough.	People have access to early help and support.	People are supported to have safe, warm, sustainable homes.	Fossil fuels are being replaced by affordable and sustainable energy and people are able to enjoy more cycling and walking.

Enabling Barnsley We are a modern, inclusive, efficient, productive and high-performing council

WHAT WE KNOW NOW – CURRENT MEASURES OF OUR TOWN CENTRE'S SUCCESS

Theme	Metric	Source	Data Owner
Premises Vacancy Rates	% void	Bespoke data counts	Economic Development
Footfall	Town Centre Footfall	Springboard data Geolytix data	Economic Development Facilities Management (TGW)
Public Transport / Connectivity	Bus Passenger Numbers Rail Passenger Numbers	SYPTE / Operators Office for Rail and Road / DfT	Strategic Transport
Mode Shift – Cordon Counts	Method of Transport into/out of Town Centre	SYPTE	Strategic Transport
Journey Time Reduction	Journey Time Analysis on Key Routes in/out of Town Centre	SYPTE Data Analyst / DfT	Strategic Transport
Visitor Economy	Visitor Numbers at Museums and Heritage Sites	Counts	Culture & Visitor Economy
Safety	Crime / ASB Levels in Barnsley Town Centre	South Yorkshire Police	Safer Communities
Car Parking	Car Parking Usage / Revenue at Key Locations	SAP	Commercial & Operational Services

WHAT WE COULD KNOW – ASPIRATIONS FOR FUTURE MEASURES OF OUR TOWN CENTRE SUCCESS

Theme	Metric	Source	Data Owner
Business survival and start-ups	Percentage of new businesses surviving first two years Number of new businesses in the town centre	Bespoke data counts	Economic Development
Customer / Visitor satisfaction	Net promoter score	Town Centre Surveys	Economic Development Facilities Management (TGW)
Business owner Satisfaction	Net promoter score	Town Centre Surveys	Economic Development
Spend	Average spend per visit	MK Dashboard Mi Rewards / Gift Card	Economic Development
Events programme	Net promoter score Footfall Spend	Town Centre Surveys Springboard	Economic Development Facilities Management (TGW) Culture & Visitor Economy
Digital connectivity	Gigabit broadband capability / coverage Lapsed / non-users of the internet Number of businesses using e-commerce	Town Centre Survey ShopAppy Yoello	Economic Development
Public Transport / Connectivity	Cycle routes and public rights of way improvements		Strategic Transport
Visitor Economy	Coach trips	Bespoke data counts	Economic Development
Safety	Perception of safety	Town Centre Surveys Walkthroughs / Ethnography	Safer Communities Economic Development