

**THE GROWTH PLAN FOR
BARNSELY'S ECONOMY**

29 November 2007

CONTENTS

SUMMARY

1.	ABOUT THIS DOCUMENT.....	1
	Introduction.....	1
	What the Economy is and Who is it For.....	1
	The Scope of the Plan.....	1
	What Follows.....	2
2.	WHY THIS PLAN IS NEEDED NOW.....	4
	Introduction.....	4
	What Has Changed.....	4
	From Regeneration to Development for Growth.....	4
3.	WHAT THE EVIDENCE TELLS US.....	6
	Introduction.....	6
	Economic Recent History.....	6
	Where We Are Now.....	7
	Key Facts.....	7
	Learning Points.....	9
4.	IMPENDING PROSPECTS FOR GROWTH.....	11
	Some Background.....	11
	Development Projects Offering Growth.....	11
	Realising the Growth: Filling Space with Enterprises and Jobs.....	12
	The City Regions Perspective.....	13
5.	A 21 ST CENTURY MARKET TOWN AT THE CENTRE OF A PROSPEROUS BOROUGH.....	14
	Barnsley's Vision.....	14
	The Power of the Vision.....	14
	The Substance of a 21 st Century Market Town.....	14
6.	STRATEGIC THEMES FOR ACTION: ACCELERATING THE TRANSITION.....	18
	Our New Outlook.....	18
	Enterprise Transitions.....	18
	The People, Skills and Jobs Transitions.....	19
	Sites and Premises Transitions.....	20
	21 st Century Market Town Transitions.....	21
7.	FROM THEMES TO DELIVERY PLANNING.....	22
	Our Goal and Prime Objective.....	22
	The Target Outcomes.....	22
	Digital Connected.....	27
	Barnsley Welcome.....	30
	Barnsley Skills and Jobs Pledge.....	33
	21 st Century Market Town: Great Location, Great Places.....	38
	Planning Programmes' Delivery.....	41
8.	DELIVERING THE ECONOMIC PLAN FOR BARNSLEY.....	42
	Direction of Change.....	42
	Key Principle of Change.....	42
	Key Features of Change.....	43
	Change as Evolution.....	43

APPENDIX: BACKGROUND/WORKING PAPERS PREPARED

SUMMARY

SECTION 1: About this Document explains that the Plan is about and for the Borough of Barnsley, it belongs to everyone not just Barnsley Metropolitan Borough Council (BMBC). The Plan is concerned with the economy so has a specific scope and content. The ONE Barnsley Local Strategic Partnership joins up the economic, social and environmental aspects of wellbeing.

SECTION 2: Why this Plan is Needed Now shows that, since we started on Rethinking and then Remaking Barnsley, a lot has been achieved and is imminent. We do not need to change direction, but we can alter what we do and how to do it because most of the regeneration work is done, market forces are picking up our potential and we can raise our sights and widen our horizons.

SECTION 3: What the Evidence Tells Us records that the Barnsley economy is back to the size it was when once it specialised in coal. It is now a different shape, more diverse and with more opportunities. We show, with 5 key facts, that the economy's size is smaller than would be expected for a Borough like ours. The shortfall in our economy is equivalent to the growth that has happened in the last decade. In employment terms, this is about 10,000 jobs.

SECTION 4: Impending Prospects for Growth identifies that Remaking Barnsley holds out the scope for 5,000 new jobs in Barnsley by about 2012, half-way towards filling the shortfall. Remaking Learning in Barnsley will equip more people to take-up these and later jobs. When we think of our unique location in and between the city regions of Leeds, Manchester and Sheffield, a market the size of London and on our doorstep, we can see the potential to go further forward.

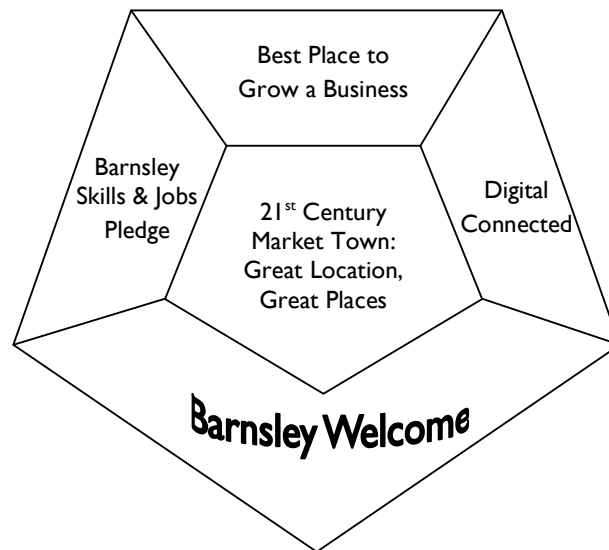
SECTION 5: A 21st Century Market Town at the Heart of a Prosperous Borough is the Barnsley Vision and the basis for our Plan for Barnsley's economy. This section defines what we mean by a 21st Century Market Town so that people can recognise it when they see it. This is:

- a market of domestic consumers;
- a market for businesses;
- a retail and leisure market;
- a cultural offer;
- an open to all market for knowledge and learning;
- a town serving a market hinterland of (at least) the Leeds, Manchester and Sheffield city regions;
- a connected town and Borough;
- an open and working labour market.

SECTION 6: Strategic Themes for Action: Accelerating the Transition is the starting point for our proposals. This section describes how we will accelerate the delivery and speed-up the outcomes for people and businesses, from an established economy to a 21st Century economy. It shows this transition for:

- enterprise development;
- people, skills and employment;
- sites and premises;
- 21st Century Market Town.

SECTION 7: From Themes to Delivery Planning provides the details of what we will do. It sets the prime objective of growing Barnsley's economy and provides measurable outcome targets. Five programmes are presented to accelerate delivery, deliver our vision, objectives and targets. They are shown below:



SECTION 8: Delivering the Economic Plan for Barnsley shows how we will operate in a new way to ensure the Plan is implemented. This involves a separation of strategy and brokerage from direct delivery. The Plan raises the stakes so we are raising our game.

I. ABOUT THIS DOCUMENT

Introduction

- 1.1 This is our Plan for the growth of the economy of our Borough of Barnsley. It is everyone's Plan, for people, communities, businesses, institutions, investors and agencies to help guide our decision making. It concentrates on our economy because it is economic growth and employment, delivered sustainably, which are fundamental for the whole range of features that make for a good quality of life in the Borough.

What the Economy is and Who is it For

- 1.2 But we have examined who must gain the most from this economic plan. It is not simply the economy for the economy's sake. The answer is simple. It is the people who live and work in Barnsley. Whoever they are, whatever they do or do not do, their economic and social welfare is ultimately what the economy is for. Born and bred in Barnsley, immigrant, rich or poor, young and old, long term unemployed or chief executive, we all need a vibrant economy from which to get goods and services, live our lives and, for most adults, earn a living. And the economy comprises:

- the personal sector – individuals, families, in their neighbourhoods;
- the business sector – locally owned, multiples, multi-nationals;
- the public sector – central, national and local in administration, health, social services, education, emergency services; and
- the third sector – voluntary and community organisations, social enterprise, housing associations, national and local charities, trusts, infrastructure bodies and local groups.

Distinctions between each sector are blurring all the time, but they all count in our Plan.

- 1.3 What this means is that the hard competitive edge of economic development for Barnsley is tempered by a 'golden thread' which will run through everything we propose and will do. This golden thread borrows from that in the Children and Young Person's Plan which is 'Every Child Matters'. For our Economic Plan, our fundamental conviction is:

PEOPLE AND BUSINESS MATTER

- 1.4 This is not merely a slogan for presentational purposes that leaders and chief executives sign up to while the world carries on as before. It will be upheld across all our working relationships and arrangements, drilled right down to the frontline and will respond to the messages relayed back from the frontline.

The Scope of the Plan

- 1.5 Our Plan, therefore, deals with the Borough of Barnsley and so includes all places and communities within our Borough. It recognises that Barnsley is not an economic island. We give to and take from the bigger economies around us and beyond. This is natural, normal and a huge economic and employment growth opportunity for businesses, workers and learners, in Barnsley, around us and beyond. Our horizons are broad while our focus is local.
- 1.6 We know that having a plan for our economy has to take on board a wider range of considerations while concentrating on enterprise and economic activity. A good education, choices in housing, standards of health, community safety and cohesion, caring for our environment, now and for the future, transport systems to connect people and places are all 'must haves'.

They enable economies to flourish, although they do not necessarily cause economies to flourish. They can be uplifted when economies perform strongly and where people and business matter.

- 1.7 Our ONE Barnsley Local Strategic Partnership has the mandate to promote economic, social and environmental wellbeing in the Borough. We do this through our Sustainable Community Strategy which provides the overarching framework to join up all the considerations and the separate plans for things like town and country planning, local transport, health, children and young people, housing investment and so on. Our plan for the economy of Barnsley has been prepared together with work on our new Sustainable Community Strategy. It provides the economic wellbeing element of our new Strategy rather than trying to attend to everything that is possibly relevant to the economy.
- 1.8 Work to prepare this Plan has been billed as the Barnsley Economic Masterplan. This was in order to get away from the usual practice of writing a strategy and then fitting existing projects requiring funding into the boxes provided by the strategy. What we wanted, and now have, is a Barnsley Plan, not a Barnsley Borough Council one, which is detailed about what we want to achieve for our economy and, more importantly, how we are going to achieve it, a plan of action. The only actions in the Plan are ones that will deliver what we want to achieve. This is a different kind of plan from one based on a map showing proposals of what will go or happen where. The economy is too complicated and the future always has uncertainties to permit this kind of plan to have any real and lasting effect.

What Follows

- 1.9 The rest of this document contains 4 short sections which explain our thinking:
- Section 2 says why we need this specific Plan now, which is because we can build on real progress and success to date and now have a new job to do.
 - Section 3 gives some of the evidence that shows the progress and success, and then provides 5 key facts that tell us what the new job to do now is.
 - Section 4 shows that there are imminent prospects of 5,000 more jobs in Barnsley; although they will not just happen and may not automatically connect to Barnsley people. It also shows that raised sights and widened horizons reveal 3 city regions on Barnsley's doorstep with an economy and a market equivalent to London.
 - Section 5 picks up the point about the market around us, shows the relevance of the vision of Barnsley as the 21st Century Market Town and then defines what such a market town is.
- 1.10 From these building blocks, the document moves into proposals. Section 6 specifies strategic themes for action to accelerate the transition from our established economy to a bigger, more modern, 21st Century economy. The transition point is important because we will not neglect what we have in pursuit of what we aspire to have in future. Being realistic, too, economic change and growth is not an overnight transformational quick fix. Managed transition leaves opportunity to adapt.
- 1.11 Section 7 is the detail of what is going to be delivered. It contains the prime objective for economic growth and sets outcome targets for 2016 which, once achieved, meet the objective. The ways these will be achieved are by organising work into 5 programmes:
- The Best Place to Grow a Business
 - Digital Connected
 - The Barnsley Welcome
 - Barnsley's Skills and Jobs Pledge
 - The 21st Century Market Town: Great Location, Great Places

This is the longest section because, for each programme, we set out what needs to be done, their benefits, immediate, short term and medium term actions, how things link up and some reasoned explanations.

- 1.12 Section 8 is a brief one but important because it spells out how we are changing the way we operate so that we can ensure the Plan is implemented.

2. WHY THIS PLAN IS NEEDED NOW

Introduction

- 2.1 Barnsley and its economy have gone through a lot of upheaval and change in the last 20 years or so. Later in this document we reflect (briefly) on what this has meant.
- 2.2 Now, though, we can see the fruits of an intense effort to regenerate our economy beginning to ripen. It was 6 years ago, as part of the Renaissance Towns Initiative, that we embarked on 'Remaking Barnsley', our fundamental rethink about the kind of economic success we wanted to achieve. The Strategic Development Framework we adopted in 2003 looked forward 30 years, the necessary time we thought to bring about change.

What Has Changed

- 2.3 In those 6 short years a lot has been achieved already, with much more that is imminent and will appear in the next few years. New developments and facilities in the town centre, in our communities and at our business zones have changed the way Barnsley is regarded by market-driven investors. The pride in Barnsley always felt by our citizens now has some solid substance behind it.
- 2.4 After a long time when attracting investment to Barnsley had to use the fairly generous public sector financial incentives for regeneration to make development viable, we have almost reached the point where the development economics usually stack up without subsidy. Developers and investors are now interested in Barnsley because of the qualities of our places and our location from which returns on investment can be made, not because grants are available. They have been particularly keen on residential development and this is fine, to a degree, but we cannot lightly allow too much of our industrial and commercial areas go for housing.
- 2.5 Barnsley is now on the brink of being a place where development works, but we are not out of the wood just yet. The recent and forthcoming development schemes for industry and commercial development represent carefully assessed judgements on the risks involved. Those schemes need to be consolidated first by securing occupiers and employees before the next wave of schemes is unleashed.

From Regeneration to Development for Growth

- 2.6 In talking about Barnsley's economy now, we can stop talking about a need for regeneration and public sector intervention with subsidies. We can start talking about development, growth and employment, our strengths and opportunities. Our Plan for Barnsley's economy, therefore, has a new job to do. In the immediate short term this involves:
 - seeing the main buildings projects through to completion;
 - managing the effects in the town centre of several major projects;
 - generating and attracting businesses who will use the new accommodation and create jobs;
 - sharpening the collective effort to improve local skills and levels of employment by capturing the opportunities the projects and businesses create;
 - celebrating and building on achievements through a positive media campaign.
- 2.7 Beyond the immediate term, all our evidence, analysis and consultations convince us that our approach, what we do and how we do it will need to be smarter and more sophisticated. Our determination is to become a real Market Town for the 21st Century and is confirmed in our Economic Plan. We have newly defined it, giving more substance to the vision.

- 2.8 Our Remaking Learning plan is breaking a mould in the Borough, recognised nationally as at the forefront and, we show later, vital for and inescapably about our economic destiny.
- 2.9 In Barnsley Borough, market forces are starting to work and, suitably guided, will help deliver our Plan for the Economy. We will achieve sustainable economic outcomes without relying on the big public sector handouts of the past.
- 2.10 Barnsley is now a place worth investing in where good returns on investment can be made; the returns will be more than profit and dividends for shareholders because the investment sought will be where people and business matter.
- 2.11 How we do this will be based on a new outlook which is borne out of a new confidence that Remaking Barnsley works and is starting to deliver the goods. It enables us to operate as an economic partner, marketplace and destination with the city regions based on Leeds, Manchester and Sheffield and it recognises how these new opportunities help to achieve growth which includes more of our businesses and citizens.
- 2.12 These are the reasons for a new growth plan now. We can build on success so far and need to set out a course to do this which recognises the job to do and the context are different from post coal regeneration and from the start of Rethinking Barnsley.

3. WHAT THE EVIDENCE TELLS US

Introduction

- 3.1 Preparing this Plan has drawn on a great deal of research and analysis, not just about Barnsley. We have taken into account what is around us, how other places fare and what the future may hold. And these findings have been discussed extensively. For many of us, the evidence contains some welcome surprises. But there are also several reality checks which make us stop and think.
- 3.2 We are not going to pack this Plan with pages of statistics. The detective work has been done and we have established where we have reached economically from where we have been. We know now what we have to build upon and what we must achieve through this Plan. There are 5 Key Facts itemised a little later.

Economic Recent History

- 3.3 Rehearsing our recent economic history sets the scene. This properly recognises the importance of the past but does not mean we are locked into looking backwards.
- 3.4 For much of the 20th Century Barnsley, as part of the Yorkshire Coalfield, had an economy based on coal and its supporting industries. This shaped our infrastructure, landscape and communities. It was a male-based economy, reasonably well paid, requiring specialist knowledge and skills. But it was also a dangerous industry and left a legacy of poor health for many. So our level of economic activity was fairly full but there was, too, a degree of higher than average social disadvantage. And, like other areas dependent on a major staple industry (eg ports, steel, shipbuilding), coalfield areas and communities felt a lesser need for educational qualifications and progression because jobs were often available (with training) that did not appear to require academic qualifications.
- 3.5 The 1980s and early 1990s saw the almost total end to mining employment. The Yorkshire Coalfield shed 67,000 male jobs in the industry. In the early 1980s, a deep economic recession had a negative impact on manufacturing industries and jobs, mostly in the Midlands and the North. A huge regeneration effort followed to rebuild an economic base that would offer a future for people and to eradicate the dereliction left by industrial decline. Barnsley has been at the forefront of this effort, with a lot of backing from Government and European funding, and through working together with neighbouring Districts. This effort has also had to try and tackle a deep seated legacy of deprivation for too many people.
- 3.6 Amongst the ways we did and did not achieve fuller growth over the past 10 years was:
- a favourable economic climate created conditions for growth;
 - huge public sector investment in economic development and regeneration;
 - a very large and successful uptake of resources for people, communities and learning, helping them to take part in the economy;
 - considerable improvements in our transport infrastructure to help people, businesses and goods move around;
 - a big increase in factories development (they make up much more of our commercial floorspace than regionally and a much higher proportion is new);
 - but we have much smaller amounts and proportions of retail and office accommodation and a lot less of our stock is new. These have been regional and national enterprise and employment growth areas and where we missed out;

- another 'but' is that our businesses have not taken up Barnsley's 'share' of the business support and skills development available from public funding and there is no acceptable reason why this should be so.

Where We Are Now

- 3.7 So much has been achieved in Barnsley that our economy is now back to its size of 25 years ago and our District's landscape is almost totally restored into an attractive environment. The regeneration job is almost a done job. In the last 10-15 years:
- claimant unemployment rates for men and women have fallen from 17.7% and 6.5% to 3.7% and 1.5%;
 - 10,700 more jobs exist in Barnsley, up by 17%;
 - 9,000 more Barnsley people are in work;
 - the number of locally registered businesses has grown by 400 – a 10% increase;
 - the annual rate of employment land development has tripled (12 hectares to 39 hectares).
- 3.8 This is tremendous news and there is a lot more besides, both as a result and as a cause. School aged education attainment has improved drastically, rates of house building have accelerated, the number of claimants of incapacity benefits and severe disability allowance has reduced by 3,000 (15%) in 18 months. These things are connected with the economic progress in Barnsley and the regeneration impacts.
- 3.9 Getting our economy back to the size it was when coalmining was so important does not mean it is now the same shape, nor the 'right' size. Our economic structure is now much more rounded and includes men and women much more than it did. Our employment and business structures are much like those of our neighbours, with a few differences at the edges. The notable differences are stronger representations in manufacturing and construction and a weaker show in business and financial services and in the private sector knowledge economy. And we have people travelling out of Barnsley to work in higher numbers than people travelling into Barnsley from other Districts.
- 3.10 It is the size of the economy within the Borough that we now need to address because size does matter. It is too small in relation to our population and so does not fulfil people's expectations or make a full regional contribution. We will not have sustainable communities and a sustainable Borough where our people have the chance for and choice of a job in Barnsley and our businesses have customers to buy their goods and services unless we grow the economy. We cannot rely only on our near neighbours to create jobs and markets for our people and businesses even though this helps all-round.

Key Facts

- 3.11 The economic shortfalls can be measured in several ways depending on what are sensible comparisons:

FACT No 1: we have 136,000 residents of working age and 94,000 residents in employment, not all of whom work in Barnsley.

Comment: this is an employment rate of 68.8% and is very low. Only Hull and Sheffield in our region are below Barnsley. If we matched our neighbour Wakefield (employment rate 76.3%), there would be another 10,000 Barnsley residents in work. There is little to gain from matching our South Yorkshire neighbours because their employment rates are low too.

FACT No 2: we have 85,000 jobs based in Barnsley. Not all of these jobs are filled by people from Barnsley.

Comment: Barnsley is the only sizeable urban District in the region with fewer jobs than people in work (see Fact No 1). Selby and the East Riding of Yorkshire are the region's other Districts where this occurs. Expressed as a jobs density (number of jobs per resident of working age), the ratio for Barnsley is 0.62; the region's lowest. Were we to match the levels of Doncaster or Wakefield, Barnsley would have an additional 15,000-20,000 jobs in the District.

FACT No 3: we have 36,000 people of working age who are economically inactive, a rate of 26.7%. This total includes full-time students, those looking after a home or family, people retiring early and those who cannot work (eg due to ill-health or disability).

Comment: Barnsley's rate is the region's second highest after Hull's and compares to 21.9% for the region. If we could match Wakefield (20.3%), the economically inactive total would be smaller by 8,400 people. We know that 11,900 inactive people in Barnsley say they want a job. This represents 8.9% of our working age population and is well above the regional equivalent (5.4%). We have an above average proportion of welfare benefit claimants of working age at 21.2%. This difference is entirely down to the higher number and share of incapacity benefit claimants in Barnsley. Sheffield Hallam University research estimates indicate that about a third of these in Barnsley represent 'hidden unemployment', equivalent to 5,000 people.

FACT No 4: Barnsley's stocks of employing establishments (5,120) and of locally registered VAT businesses (4,450) are small totals. If we had the same rates of enterprises for our population as the region, we would have 1,500 more businesses.

Comment: a relative lack of employers and businesses is a powerful explanation, but not the full explanation, of why we have the kinds of job shortfalls indicated in Key Facts 1, 2 and 3.

FACT No 5: just over 50,000 people of working age in Barnsley (37%) have no or low (level 1) qualifications. The regional and national equivalents are around 30%. The employment rates by the highest qualifications held for Barnsley and Yorkshire and the Humber are shown below:



Comment: this, with Key Fact 4, represents the critical feature. People from Barnsley with a Level 2 (or above) qualification have higher employment rates than for the region. The rates for Barnsley's people at these levels already meet and exceed the Government's aspirational target of an employment rate at 80%. Below these levels Barnsley people are at a severe disadvantage in the labour market. The chance of someone in Barnsley with no qualifications being in work is about half that of their neighbour with a Level 2 qualification.

If all we could achieve in Barnsley is the same proportion of people as regionally with a Level 2 qualification (12,250 people) and they had the same employment rate as everyone else with this qualification, there would be 9,750 more Barnsley people in work.

- 3.12 There is a clear pattern in these 5 Key Facts where the number of 10,000 people in work keeps coming up, however we do the sums, as the gap to close. This is the same number by which we increased employment over the last 10 years, so we know it is doable. But what we did not achieve over the past 10 years was 1,500 extra businesses. Instead it was less than a third. So efforts on this front must intensify.
- 3.13 The 2001 Census evidence on commuting flows in an important explanation of the bridge between Key Facts No. 1 and 2. Then 29,300 Barnsley employed residents (31% of total) were outward commuters. The inward flow was 14,900 taking up 17.5% of the jobs based in Barnsley. The net balance is an outward flow of 14,400. A lot of this is short distance commuting, for example into the Dearne Valley in Rotherham and by train to Sheffield. But the clear message is that Barnsley itself is short of local jobs which can be taken by local people, especially if they have the necessary skills.

Learning Points

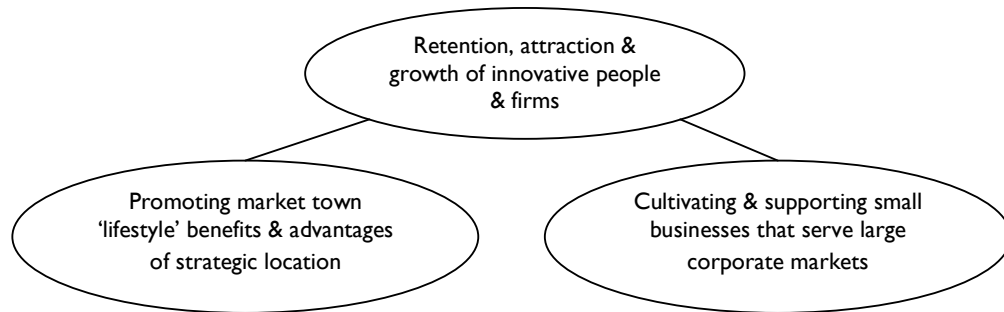
- 3.14 We can take several hugely important lessons from the evidence:
- what we started with Remaking Barnsley and Remaking Learning was the sea change in thinking and is even more right now than it was then;
 - most of the outcomes that have been achieved are equivalent to what is left to do to 'right size' Barnsley's economy. It has been done once, can be done again and is not a mountain to climb;
 - some conditions remain constant (the national economy remains strong), some have changed (less European money, more market investor interest) and Government suggestions on how RDAs and Local Authorities can work together reflect what Yorkshire Forward has been exploring with the Council. There is a solid, favourable platform now on which to build;
 - but catching up or closing the gap with our neighbours or with regional averages is not enough. Wakefield, Kirklees, Rotherham and Doncaster each have ambitious plans too and will be moving ahead. The momentum of Leeds is brimming over. Sheffield is determined to improve too. We applaud this because it is good for all of us;
 - Barnsley's economy is, therefore, chasing a moving target in trying to close the gaps with our neighbours. We show next how the short term Barnsley outlook will help go part-way to catching up;
 - but doing more of the same in the same ways in Barnsley will not accelerate our progress beyond the short term. Some things we have done are now approaching (if not already past) their sell-by-date. We must raise our game, speed-up delivery of outcomes and prepare to leapfrog beyond catching up to setting the pace.
- 3.15 Amongst the changes in behaviour and direction we take to heart are the findings in work by the Work Foundation for the Sheffield City Region and by Geoeconomics Ltd for the region on the knowledge economy. They expose the frailties of some of the specialist sectors being pursued from a tiny base. Our own evidence on Barnsley confirms this. A more diverse range of specialisms is preferable to the bandwagon and follow the leader tendency to emulate the economic glories of places far more richly endowed (or hyped) than our own. Lateral approaches, like exploiting the strong knowledgebase in and knowledge services required by our public sector, can drive a market response.

- 3.16 So we are not setting out for Barnsley to be like Cambridge, Stuttgart, Sophia Antopolis, Silicon Valley or Dubai; nor for that matter like Doncaster. We have our own destiny, right for us, the 21st Century Market Town at the centre of the prosperous Borough, fulfilling a distinct economic role for 3 city regions. And we know what this will mean so that, on arrival, the visitor recognises it. Our Plan takes us there.

4. IMPENDING PROSPECTS FOR GROWTH

Some Background

- 4.1 Our place making and place shaping agenda for Barnsley, devised under the Remaking Barnsley approach, had not started with a blank sheet. Over 70% of the Borough is, now, real Green Belt or in the Peak District National Park and our landscape and countryside are great assets in which to set our towns and villages. Our Urban Centre Integrated Development Plan (2000) was the breakthrough. Based on “*thinking small in a big way*”, it had 3 building blocks that stand the test of time:



- 4.2 Remaking Barnsley gave us a signature, a true urban renaissance from the decline of coal, using our great assets and a strategic location between Leeds, Manchester and Sheffield. It captured attention around the world such that the 21st Century Market Town is associated with Barnsley. It needed a kick-start with physical development as counterpoints to business parks in the Dearne Valley, towards the A1 corridor, near the M1 Junctions 36 and 37, and the Barnsley Business and Innovation Centre, its own remarkable success story.

Development Projects Offering Growth

- 4.3 We have schemes underway that will create over 5,000 new jobs, more than half the ‘closing the gap’ challenge we identified. Our work with our city regions partners shows that they too are on their own growth curves. We are all creating growth opportunities from which we can all benefit. It is not a race between us, nor are our plans carbon copies of one another, but Barnsley had the breakthrough thinking quite early and, amongst the Renaissance Towns, is showing the quickest early returns.
- 4.4 The town centre renaissance tone has been set with:
- the Westgate Plaza office scheme;
 - the new Digital Media Centre for small businesses;
 - a £24m new Transport Interchange, joining our very good public transport bus services network with trains to/from Leeds, Sheffield and Huddersfield.

Private sector investment in the town has followed: office development at Queens Court, a £70m mixed commercial office, retail, leisure, hotel and residential scheme at Gateway Plaza, and a striking new business park development at Capitol Park. Restoration of the Civic and the new Voluntary Action Barnsley building add to the mixed uses and a multi-cultural resource centre is also proposed. For the first time in ages, cranes are on Barnsley’s skyline. Barnsley College has exciting plans for a £60m town centre development and the University Centre, also in the town centre, plans to more than double in size with new accommodation. Local entrepreneurs and developers have completed profitable high-quality schemes. We are improving the public realm and the urban experience and car parking facilities.

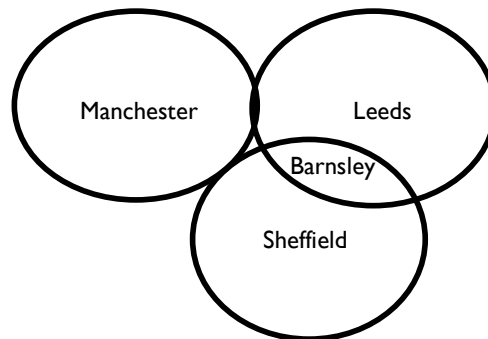
- 4.5 There is a lot more besides. Park Springs and Grimethorpe in the east of the Borough represent an exemplary and total regeneration and economic success story, accommodating locally grown firms and inward investors and rescuing a community from a downward spiral to a sustainable community of choice. Wentworth Castle and Stainborough Park Trust have secured £15m and completed phase I of a restoration programme in South Yorkshire's only Grade I listed park and garden. House builders are snapping up sites and selling homes very quickly. We are confident enough to resist second-rate development that would dilute our conviction.
- 4.6 There are 2 next big prizes in the pipeline. First is the town centre Markets retail project, being brought about through a partnership between 1249 (the developers), Yorkshire Forward and BMBC. This is a £250m development. It will create some 1,500 additional new retail and leisure jobs by 2011. It 'right sizes' our town centre, bringing modern retail facilities and operators to Barnsley who are not represented in the town, clawing back and drawing-in consumer spending which is currently leaking elsewhere. It will be a major injection of money, businesses and jobs and will make the town centre experience a rounded one, a destination to be proud of and to invite visitors to see and use.
- 4.7 Second is the £300m investment in 10 new Advanced Learning Centres, ready by 2011/12. This is a big part of Remaking Learning and is so much more than bricks and mortar or rebuilding existing schools. Open all year round and beyond 9-4, with space for sport, leisure and culture, for enterprise and for services to access and use, these will be destinations, in communities for all ages. They complete the learner's personal pathways into vocational, further and higher education in Barnsley.
- 4.8 This way we will equip our residents with the knowledge and skills to fulfil their lives and reach their potential in our Remade Barnsley. We will help eliminate the long tail of our working age population with no or low qualifications, the critical Key Fact No 5 highlighted earlier.

Realising the Growth: Filling Space with Enterprises and Jobs

- 4.9 At stake is how we seize these opportunities, make them tangible and get them embedded so that they create their own sustainable momentum. These prospects defy the economic projections for job growth in Barnsley to 2016, although the capital expenditure involved ought to draw on a strongly represented construction materials and building industry here. The economic projections show no change, in fact a small fall in employment. All projections are wrong and we will make this one wrong.
- 4.10 But then we have another set of projections in the Regional Spatial Strategy to 2021 which show employment growth of 3% over 15 years but an annual potential growth in jobs which, added up, would be a 30% increase. These too are puzzling messages.
- 4.11 So our plan for Barnsley's economy takes note of the projections but does not believe them. We can and must accelerate Barnsley's economic growth and connect our people to this growth and to wider opportunities. We will do this without covering our countryside with industrial estates because we will accelerate the change-over to a newer economy while and through retaining and improving what we have.
- 4.12 The challenges for Barnsley are to win more businesses, to create and grow more winning businesses and to triple the rate of the recent past. Only in this way will we fill the new accommodation with economic activity which requires people with skills to provide the goods and services for the customers of a 21st Century Market Town. And to have the people ready just in time for these opportunities, we absolutely must make the learning, skills and employment support systems (including mobility and accessibility) work better together so more people, who want to and who can, move from inactivity to activity, developing their careers along the way.

The City Regions Perspective

4.13 We do not underestimate these challenges but, first, Barnsley is on its way and, second, being a 21st Century Market Town between 3 city regions has raised our sights.



4.14 Together the Leeds, Manchester and Sheffield city regions represent a market around us equivalent to London; not as wealthy but not so expensive or congested. Barnsley in the 3 city regions is like Southwark and Lewisham in London, except we have a lot more open green space. Set out below are the identified economic drivers for each city region:

Leeds	Sheffield	Manchester
Financial & business services Electrical & optical equipment Bioscience, health & medical research Digital & creative industries Communications Public services (education & health) Environmental technologies Logistics & distribution Niche manufacturing (inc defence)	Robin Hood airport Growth centres Advanced manufacturing Cultural, creative & digital industries Business & financial services Universities & innovation Destination (visitors)	Manchester airport Financial, professional & legal services Life science industries Creative industries Manufacturing (electronics, chemicals & pharmaceuticals) Communications Higher education Science city

4.15 There is a lot of common ground here. It is not necessary for Barnsley to have established strengths in all of these or to seek to pursue any one in particular as a sole focus. Being frank and realistic, Barnsley is not the place, nor the economy, to be able to be a major player in some of these industries. Nor can everywhere in each city region be the centre of leading edge excellence in all of these sectors. All parts of each city region have their own distinctive contributions to the greater whole.

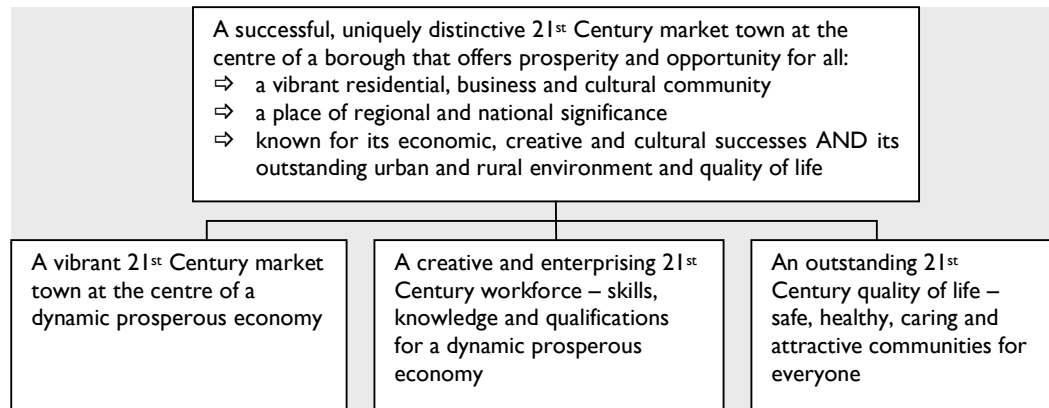
4.16 Within these identified economic drivers are a great many cross-sector service industries and which do not need, seek nor can they afford central, core city, locations. The economic driver sectors need materials and supplies (products, equipment, materials), works and repairs/maintenance, wholesale and transport/courier services, backroom support (data processing, brokering, renting, HR/personnel, advertising and packaging, technical and IT 'just in time' services). The 7.7m consumers need bread and cakes, new windows, want conservatories and patios, and like to go somewhere different for a day. Barnsley can be a natural base from which to reach out and help the city regions' markets achieve their potential and a natural destination and choice for people and businesses. And it can do this in a complementary way, as a town and borough which plays its part. Barnsley is central, but need not position itself as wanting to be the centre. Instead it is a centre, of a different kind, not like everywhere else.

4.17 The consequence is a different mindset, outlook, message and perceptions of Barnsley. It is a consequence which is the substance of being a 21st Century Market Town.

5. A 21ST CENTURY MARKET TOWN AT THE CENTRE OF A PROSPEROUS BOROUGH

Barnsley's Vision

- 5.1 We need to make no apology for upholding the vision and ambitions of ONE Barnsley's Sustainable Community Plan. Our evidence, consultations and what we have impending all substantiate the vision as the basis for our Plan for Barnsley's Economy. The vision and ambitions are:



The Power of the Vision

- 5.2 This applies to the whole Borough, not just the town centre. It recognises that a lot has been achieved in our outer former coalfield communities but, until recently, far less in the town of Barnsley. The core principle is that the urban centre is the economic driver for the whole Borough in ways that smaller places (Goldthorpe, Grimethorpe, Penistone, Wombwell etc) cannot achieve. This is not to neglect such places; they have their roles and contributions. Their turn will come; the gaze of market forces will give them new momentum. Their residents will be supported in accessing the Borough's opportunities. But, thinking about sustainable development too, it is Barnsley which is the most accessible place for most people in the Borough, especially those who rely on public transport and it is, therefore, Barnsley which has the most impact and influence on the economic opportunities for the whole Borough.

- 5.3 There is a strong recognition of and association with the concept of Barnsley as a 21st Century Market Town. It has been a powerful theme for Barnsley. An internet search of the term produces over 100,000 hits on Google. Scroll through the first dozen or so pages and they are almost all about Barnsley.

The Substance of a 21st Century Market Town

- 5.4 Going beyond the concept is the need to convey what Barnsley as such a town would look, feel and be like so that, when we arrive, we can recognise it. The concept has substance although some see it narrowly and others would like it to be defined.
- 5.5 All towns represent an economic market and are, inevitably, in the 21st Century. In this respect market towns are more than towns with a weekly or more frequent market of stall traders. Whether it is the stock market, a corn exchange, a cattle market or wholesale fruit 'n' veg market the essence is a place for competitive and commercial dealings, transactions and exchanges as well as a ready market represented by the town and its catchment area. In our case (as we showed earlier), this catchment area is the city regions of Leeds, Manchester and Sheffield.

- 5.6 When we talked with people while preparing our Plan for Barnsley's Economy, we got almost total backing for the 21st Century Market Town, with the proviso "*whatever that means...*". But for us this has never been an empty strap line. We have thoroughly thought it through. It is soundly based on urban development and new economic spaces as the necessary ingredient in the economic footprint of city regions. We will not fall for simple notions of clone towns and home towns where the obsession is with retailers.
- 5.7 We are relaxed about the association with Barnsley Markets. Ours is large, colourful and a draw from far and wide. And, after all, remember where Marks & Spencer and Sir Alan Sugar started. A market stall is a low cost way of getting into business (in effect, a business incubator) in a sector at which Britain and Yorkshire excels. Markets like ours may not be a high growth, high knowledge content cluster of businesses, but they are a cluster, provide a living, serve customers and add character. If we re-labelled them as souks they would become chic.
- 5.8 Because the strap line has solid substance, with meaning for investors, it is not amenable to description through a series of 'soundbites'. The markets provided and serviced by Barnsley remade in the 21st Century include:
- A domestic consumers market using Barnsley and comprised of:
 - ▶ more working people;
 - ▶ more working people with qualifications;
 - ▶ a more mixed/rounded socio-economic profile;
 - ▶ a demanding customer base to uplift a market (supply) response from consumer services industries;
 - ▶ an extended catchment (through accessibility, day/evening economy and a competitive offer) that claws back expenditure leakage and pulls in more;
 - ▶ a students' market, novel, mould-breaking, alternative to add 'buzz'.
 - A business market comprised of:
 - ▶ more growing firms, in economically competitive and additional sectors;
 - ▶ whose business, professional and finance services needs are increasingly met by local firms but are also 'fair game' for firms operating from cities;
 - ▶ who meet and network in conducive venues, across an extended space.
 - A retail and leisure market offer in Barnsley comprised of:
 - ▶ a modern and representative range of national and regional multiples, recognised destinations by shoppers and visitors;
 - ▶ locally-owned independent operators, niche, differentiated and market makers;
 - ▶ the distinct Barnsley Markets offer, a form of festival shopping, quality home produce, plugged into online trade, a low cost of entry retail incubator;
 - ▶ a destination for a day out, one that makes a change;
 - ▶ networks and fora upholding collective standards, acting in collective interests, backing events/festivals.
 - A cultural offer that 'makes life worth living' with:
 - ▶ variety of attractions, destinations, performances, venues, events and accommodation;
 - ▶ creations, products, services (eg agents and impresarios) showcased, utilised and procured;

- ▶ conducive networks for creative workers and industries, facilitating portfolio working approaches.
 - An open to all market for knowledge and learning which has:
 - ▶ a knowledge campus (Barnsley College, University Centre) for further/higher education and services to employers – physical and virtual;
 - ▶ learning pathways for individuals from their communities, via Advanced Learning Centres, Barnsley Learning Net, the town centre library to the knowledge campus;
 - ▶ private sector providers of knowledge, learning and training services and products;
 - ▶ the right 2-way linkages between Barnsley and the region's (as well as beyond) knowledgebase, including (but not only) Universities.
 - A town and Borough that serves its extended hinterland (North and beyond) through:
 - ▶ being a base, optimally located for businesses from which market horizons and customers can be economically fulfilled;
 - ▶ offering goods and services that are most economically and efficiently distributed to end-user customers (businesses and consumers);
 - ▶ taking full advantage of digital/ICT applications to extend market reach and develop new services for emerging markets.
 - A connected town and Borough:
 - ▶ internally meeting as much as possible of our own market needs through business to business (and public sector to business) supply chains and networks;
 - ▶ externally integrated into public and private sector business and skills development support services, demanding delivery in Barnsley and facilitating market entry to Barnsley customers.
 - An open and working labour market with:
 - ▶ appropriate support systems for matching local jobs and local people;
 - ▶ a recognition that labour market horizons extend well beyond Barnsley and in which people are free to choose who to employ and for whom and where to work;
 - ▶ public and other transport connectivity to enable those with currently constrained and local choices to exercise choice over wider horizons.
- 5.9 Historically, market towns had a bounded reach and were likely to be closed economic systems to a significant degree. The towns were walled or fortified in various ways. A 21st Century Market Town is, inescapably, an open economic system (in a digital age). Being more exposed and without historic defences requires being flexible and entrepreneurial.
- 5.10 Built form and urban structures can convey this 21st Century Market Town role and help in its realisation by creating places in which transactions and exchanges can occur. This is being achieved in Barnsley. Having got the physical capital in place or in the pipeline, the economic necessity is the underpinnings which foster the dynamics of market forces. These are information, intelligence, access to finance, networks/connections, human capital and brand consciousness.

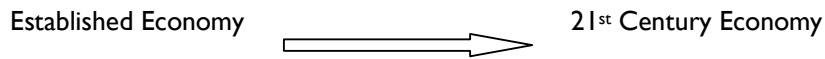
- 5.11 So we know we have a great product, right for Barnsley, in keeping with the city regions' partners rather than head-on competing. We are not going to change now. The hardware is there or coming. We should now pause on this front while the buildings work their way through. The next phase in our 30 year journey, where we have only travelled 6 years so far, is to bring about the necessary economic software to run the hardware which is nearly here.

6. STRATEGIC THEMES FOR ACTION: ACCELERATING THE TRANSITION

Our New Outlook

6.1 Having embarked on the 30 year journey to our vision we need to accelerate the delivery and speed up the outcomes for every person and every business. This is a transition, not an overnight transformation or cosmetic makeover.

6.2 Our whole economy comprises a spectrum:

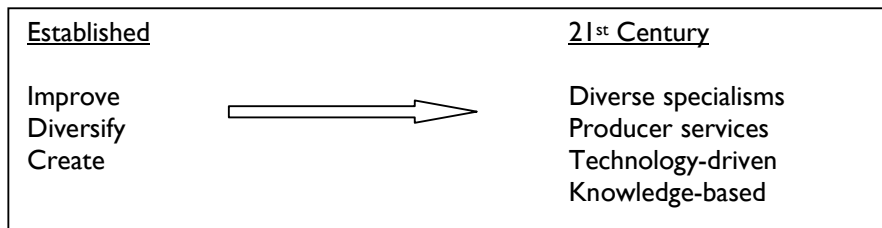


We must sustain and develop what we have in our established economy (sectors, businesses, employees, workforce) because this comprises most of what we have. At the same time we must invest in creating, developing and growing a bigger and 21st Century economy. It is not an either/or strategic choice. In the established economy, the effort is high volume and, mostly, light-touch. In the 21st Century economy, it is currently low volume, high value, high impact investment. For both, striving for a low carbon economy has become very important. The investment effort includes intelligence, influence, leadership, partnership and finance.

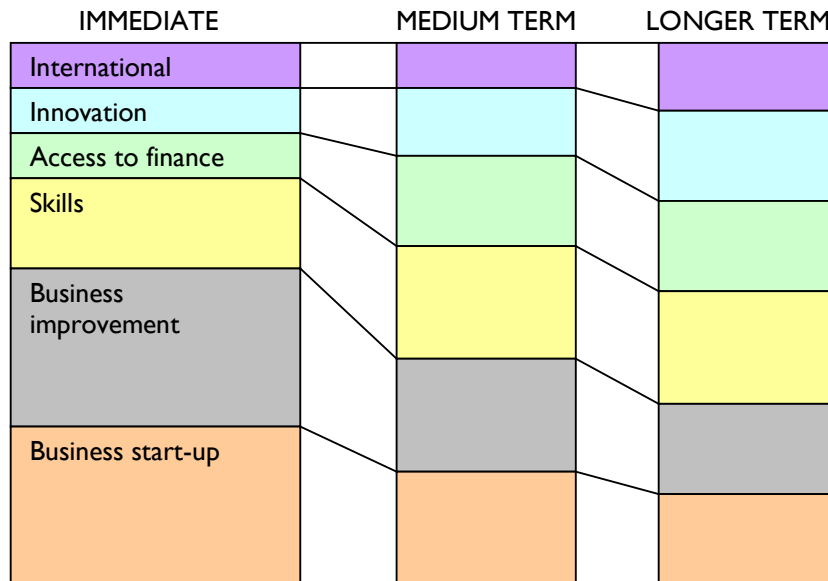
6.3 As outcomes are achieved, the whole economy spectrum moves towards a 21st Century economy and the balance of effort and attention shifts accordingly. Our plan is phased. It is designed to lead, ultimately, to a full sized, self-sustaining and renewing 21st Century economy, where markets work better, naturally and benignly so that every person and every business matters.

Enterprise Transitions

6.4 This principle applies to enterprise development, a key driver in our plan, not least as the source of demand for skills in the workforce:



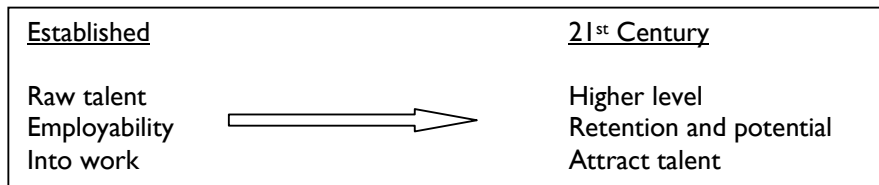
A generic portfolio of 'one to many' services will deliver to the established enterprise stock and new starts. An enhanced portfolio of 'one to few' or 'one to one' services will deliver to the 21st Century economy. The regional principles enshrined in the Better Deal for Business (ie the focus on the needs of customers and a seamless service to them) must be exemplified in Barnsley. After the Business Support Review which has simplified business support services into 6 themed programmes, we can indicate Barnsley's relative priorities now, for the medium and for the longer terms and this is as shown in the following diagram.



6.5 The diagram illustrates that in the immediate short term, we expect to see proportionately more attention to supporting businesses to start and to improve. As this delivers, by the medium term these can recede in relative significance and because we will have more and more demanding businesses, the emphasis given to skills and to access to finance will increase. In the longer term, we expect this approach to result in a need for a more balanced portfolio of business support services, notably through having a lot more growth minded businesses competing through innovation and in international markets.

The People, Skills and Jobs Transitions

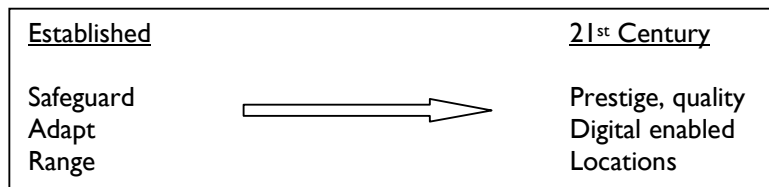
6.6 For people, their skills and their employment prospects, the enterprise driver has to be the main source to uplift demand from the economy for skills and qualifications. The Government's announcements on Skills Pledges and Jobs Pledges will be important to make work in Barnsley. There are, though (as shown previously), significant proportions of people who are out of the labour market and with low or no qualifications. Many face compounded additional barriers in their lives where support through health, social and other services is necessary first before becoming economically active is a feasible prospect. Along the skills spectrum there are, therefore, thresholds in the 'whole person' journey from pre-employment support through learning and skills acquisition to demand-led skills:



6.7 In the same way that the Better Deal for Business in Barnsley will ensure attention to business needs and a seamless service, people in (and about to join or re-enter) the labour market have the right to, and their own responsibility for, seamless services that enable their development and progress. The returns to the economy are demonstrable; the returns to individuals and society are vital.

Sites and Premises Transitions

- 6.8 To enable businesses to develop and grow, employing people, Barnsley requires a balanced mixture of sites and premises_for this to occur:



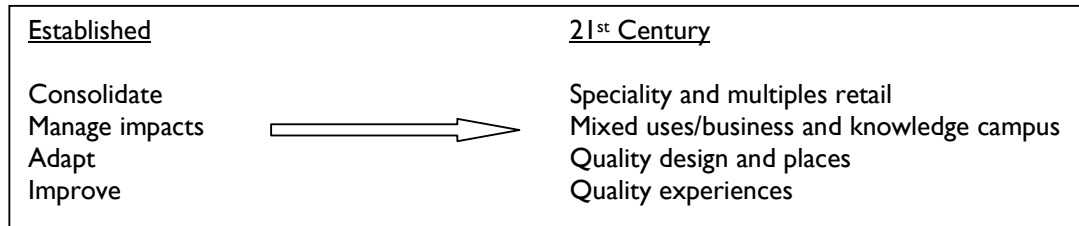
At the established range of the spectrum, some accommodation may be past its best, no longer acceptably located and capable of adaptation to new uses. Our older stock is, though, affordable for newly starting firms and is often appropriate for the types of businesses all economies and societies need, even if they are relatively unglamorous. Careful stewardship of our employment land and accommodation is, therefore, a continuing responsibility of our planning system. At the 21st Century end of the spectrum, our portfolio must be high quality, sustainably located and constructed to reduce our carbon footprint and digitally enabled to make fullest use of broadband ICT infrastructure. Smart, in every sense of the word, development and accommodation is required.

- 6.9 As noted previously, we have significantly modernised our factories accommodation but, until now, new commercial office and retail development has not kept pace, notably in the town centre. The schemes now underway and imminent need to be completed and occupied before full investor confidence to initiate further development can be assured. The planning work for further development should continue in readiness because capital projects are complex and take time, from the early ideas stages, to reach the point where work can start.
- 6.10 It is the role of the statutory planning system to ensure appropriate provision of land for economic development. This is a difficult and complex task as a lot of employment growth and change can occur within existing premises and locations without a need for constructing new buildings. Other variables include:
- the employment significance of sectors, eg retail, health, education and leisure which are not accommodated on industrial sites;
 - the amount of work performed now from home or which is mobile (construction jobs are a good example; a lot of IT services work is, increasingly, similar);
 - the inevitability of people choosing where to work and employers choosing who to employ means that people travel across local authority boundaries for jobs;
 - Barnsley is extensively covered by the designated Green Belt which is to be kept open in character and free from development;
 - trying to predict employment growth sectors who may favour Barnsley and then to convert this to accommodation needs is an imperfect art; some existing industrial sectors will need new, modern accommodation without being driven by job growth;
 - the suitability of our infrastructure, especially the highways network, and of utilities services places constraints on what can feasibly and satisfactorily be developed.

The Barnsley Local Development Framework will be the process through which the scale and location of economic and employment development is accommodated and managed.

21st Century Market Town Transitions

6.11 The 21st Century Market Town remains the bedrock of our economic plan for Barnsley. A Town Centre Action Area Plan for incorporation in the Local Development Framework has been prepared. Here is the clearest example of Barnsley already accelerating the transition of economic change. A lot of what we want to achieve economically will occur in the town centre. Progress needs to be paced carefully so as not to jeopardise market confidence but our early achievements set the tone. The further transitions involve:



6.12 There are clear plans and market momentum here so the challenge is a management one to keep the pace and the sequence soundly synchronised, to manage some of the development short term impacts on businesses and, above all, to generate and attract enterprises which use the spaces and buildings, creating jobs for which people are prepared.

6.13 There is a planning perspective here too because developer pressures for schemes outside the town centre which would dilute what we are achieving should be resisted. And care is needed, within the town centre, to secure development of a nature and a design quality which have positive impacts, including on surrounding housing markets.

7. FROM THEMES TO DELIVERY PLANNING

Our Goal and Prime Objective

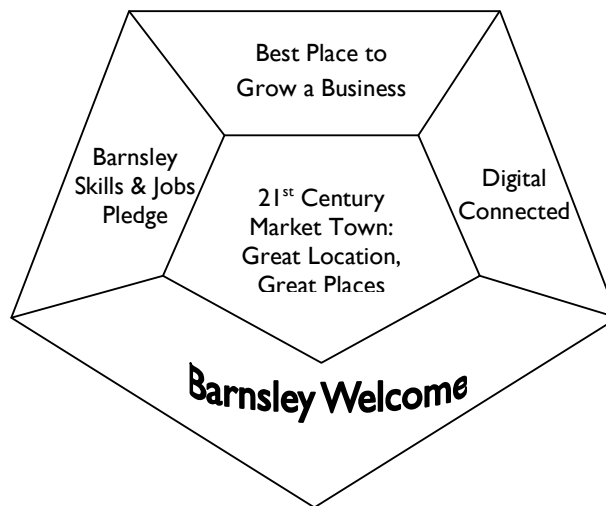
- 7.1 Pursuing the strategic themes to accelerate delivery has the overall goal of resizing the economy of Barnsley. The prime objective is to grow Barnsley's economy, by 2016, so that it contributes at least as much per capita economically as its neighbouring and similar Boroughs. Beyond then, our aspiration is to match the performance of Yorkshire and the Humber.
- 7.2 We will know we have achieved this 2016 objective by being able to measure a few simple things. In setting quantifiable targets to represent a 'right sized' Barnsley economy, we have taken into account:
- what we accomplished (and where we fell short) over the previous decade;
 - where we stand now compared to those around us;
 - what we have in prospect as a result of Remaking Barnsley and Remaking Learning;
 - the implications of regional and national targets.

The Target Outcomes

- 7.3 Our targets are ambitious, recognise that the benchmarks we use will be moving forward too, but are tinged with realism, notably in relation to the Government's plans (World Class Skills) for qualifications by 2011 and 2014. They are as follows:
- i. Increase the stock of VAT registered enterprises to 6,000 (a net increase of 1,550 from 2004).
 - ii. Achieve an employment rate of (at least) 75% of Barnsley's current resident working age population, a net increase of 10,000 people in employment and a total of 104,000 Barnsley people employed.
 - iii. Achieve a net increase of 15,000 jobs in Barnsley (job density of 0.73) and a total of 100,000 jobs located in the Borough.
 - iv. Reduce the proportion of economically inactive people currently of working age in Barnsley to at least the current regional average (21.9%), representing a fall of 6,200 people.
 - v. Raise the proportion of our retail floorspace built since 1980 to the regional average (35%), representing an increase of (at least) 30,000 sq m.
 - vi. Raise the proportion of our commercial office floorspace built since 1980 to the regional average (32%), representing an increase of (at least) 40,000 sq m.
 - vii. Uplift the levels of skills and qualifications and, therefore, employment prospects in Barnsley to Yorkshire class standards* which involves:
 - ▶ reducing the current number of adults of working age with no qualifications by 5,000 – a 20% reduction on 2005;
 - ▶ increasing the current population of working age with at least a Level 2 qualification by 14,000 – a 20% rise on 2005; 4,500 of this (as a minimum) will achieve Level 3.

* Simply to match regional levels of qualifications in the workforce would require a massive rise in attainment, especially at Level 4 and above where 9,300 people would have to reach this level, a 46% increase. To meet the world class aims set by Government for Level 3 by 2011 would involve 13,000 more Barnsley people at this level (a 45% rise) and for Level 4 by 2014 would mean 27,700 more Barnsley people at this level, a rise of 136%. Impacts from our Advanced Learning Centres start to kick in from 2011/12. College, University and other vocational provision needs a much stronger demand (from employers and learners) context to which to be able to respond and Barnsley has a legacy of low attainment to remedy.

- viii. Achieve parity with Yorkshire and the Humber gross weekly earnings for workplace and residence-based indicators for men and women (the current Barnsley gaps are 5% [workplace] and 3.5% [residence-based] for full-time employees).
- 7.4 Beyond these 8 main targets, there are lots of other important things to achieve as well, not all being solely economic. But we do not want a shopping trolley of targets to obscure our objective. Nor is it sound policy to try to fix targets for sectors and sub-sectors where our influence is at the margins and the pace of change is so variable. Other important indicators rely on there being accurate, timely and Barnsley-specific data; for fields like economic output, R&D investment, greenhouse gases, they are not currently available.
- 7.5 Our plan for delivery converts the strategic principles of acceleration, our goal and prime objective and our 8 targets into 5 integrated delivery plans as shown below.



- 7.6 Each one of these is equally necessary and important. They reinforce each other. Central to the Plan is the 21st Century Market Town: Great Location, Great Places. This is made a reality by the 4 programmes around it.
- 7.7 For each of the programmes making up our Plan, we have set out:
- what needs to be done;
 - the benefits;
 - necessary actions (immediate: 2008, short term: 2010, medium term: 2013 and lead roles);
 - links between programmes and with broader actions.

Within each programme narrative reasoned explanations are included.

The Best Place to Grow a Business

- 7.8 What needs to be done includes:
1. Change the working practices of business support services providers and regulatory authorities in Barnsley to ensure a universal service focused on business needs.
 2. Ensure a seamless service for businesses looking to start and grow in Barnsley.
 3. Require national, regional and sub/city regional business services and networks who are funded to deliver in and involve businesses from our Borough actively to reach into Barnsley.

4. Secure a strengthened and vigorous voice from our business community to represent business needs.
 5. Stimulate a greater enterprise culture in Barnsley.
 6. Build stronger relationships with the strategically significant businesses in the Borough.
 7. Enhance the competitiveness of Barnsley's businesses to operate in broader market horizons.
 8. Communicate the Barnsley locational opportunities to city region partners and to growing businesses looking to new serve the Leeds, Manchester and Sheffield conurbations and match this with an end to end thorough handling and aftercare service.
- 7.9 The golden thread in these 8 requirements as the main outcome is to make the support systems for enterprise formation and growth work a lot better and in the service of business needs. This relates to quality, intelligence, speed of delivery, response and referrals. In the best of the commercial and public administration worlds, using digital technologies, this is done in 'real time'. In the worst, the customer is passed from pillar to post. Levels of service and performance in Barnsley will be the best. We will be a beacon of the region's Better Deal for Business.
- 7.10 The benefits will include:
- a much better use of public money to achieve more 'bangs per buck';
 - clarity for pre start, existing and inwardly investing enterprises on service entitlements;
 - economic impacts from business support services penetrating the business market more than they do, meeting needs first and recording outputs last;
 - publicly funded and privately provided business support services complementing each other, planned and procured on a strategic market-driven basis;
 - many more Barnsley businesses plugged into local, sub/city regional and regional special industrial networks from which to learn, develop and win new business;
 - more enterprises forming, growing and investing, providing jobs, goods and services, locally and beyond, and using the assets of the 21st Century Market Town.
- 7.11 The universal orientation for all businesses is deliberate, it reflects the 'every business matters' principle we have adopted. We have communities where there are hardly any local enterprises (private, community or social) providing accessible jobs and daily necessity services for neighbourhoods. There are land-based and tourist-related businesses in our rural areas who, effectively, manage our environment and landscape assets whilst trading. Our manufacturing firms include established production industries as well as those fitting the modern definition of manufacturing to include research, design, development, logistics, marketing and services support to the end of their products' life. So it goes through the construction, consumer services and producer services industries; this is our established economy/21st Century economy spectrum.
- 7.12 Because Barnsley is short of enterprises and, consequently, of jobs, most forms of new enterprises grown in or attracted to the Borough will be economically additional for us and so made welcome and connected to the support services. We will not, therefore, focus exclusively on fashionable sub-sectors like bioscience, nanotechnology or other emerging technologies and their applications. Entrepreneurs, the science and technology base and the venture finance industry are best placed to calculate the potential in these. We do, however, expect a market and enterprise interest in growing the following sectors on a significant scale in Barnsley:

- retail, restaurants and commercial leisure;
 - selected financial and business services, notably those providing support activities for major commercial centres in large cities (Leeds and Manchester);
 - some producer services industries, knowledge-based, eg process engineering and control, sensors, materials expertise, applied in modern manufacturing.
- 7.13 One of Barnsley's significant enterprise and employment concentrations is in the construction supply chain from manufacture, through building to distribution and professional services. With the public and private sector physical development imminent in and around Barnsley, and the huge effect of the 2012 Olympics on the sector, possessing a competitive industry with expertise in sustainable construction has added significance for the Borough.
- 7.14 As Barnsley's private sector knowledge economy is undersized and outweighed by the knowledge intensity in the public sector, public sector procurement practices will be particularly important to grow business markets and supplier capabilities. Opportunities are in health, lifestyle and learning, security and privacy, and in analytical services industries. We have micro and small businesses in these fields who are at the forefront even if their numbers do not show through in statistics.
- 7.15 Like other areas around us, a lot of emphasis has been placed on cultural, creative and digital industries. Through our Digital Connected programme we will broaden the emphases to adoption of information and communications technologies in more of our businesses across all sectors and to a foresight approach which looks for pilot applications, enabled by next generation broadband infrastructure.
- 7.16 The necessary actions to take in order to make Barnsley be the best place to grow a business are:

IMMEDIATE

- i. Create and operate a Barnsley business support providers network, coordinating local services and providing the interface with regional and sub/city regional provision and Business Link operations. Lead role – BDA
- ii. Review the use, management and potential of Barnsley's network of publicly owned business centres (7 with 180 units) in the wider portfolio to include BBIC, DMC and Elsecarr Heritage as assets to be worked harder. Lead role – BMBC
- iii. Commence negotiations with Yorkshire Forward on Barnsley priorities for delivery of Business Link services, ie short term emphasis on:
 - ▶ Business Starts
 - ▶ Business Improvements
 - ▶ Skills

Agree operational protocols and knowledge management systems. Lead role – BDA
- iv. Map other business support services, eg MAS, SYIF, CICs, Graduates Yorkshire/ Graduate Entrepreneurship etc, their Barnsley caseloads and barriers experienced in delivery. Lead role – BDA
- v. Launch and extend the membership reach in Barnsley of the new Barnsley and Rotherham Chamber of Commerce, including the Young Chamber. Lead role – BRCC

- vi. Develop (through i. above) Barnsley proposals for ERDF support for business development relating to:
 - ▶ investor development and aftercare (including Key Accounts and JOBMatch);
 - ▶ Enterprising Barnsley covering:
 - ⇒ micro acceleration programme;
 - ⇒ enterprise Connect supply chains;
 - ⇒ network development.

Lead role – BDA
- vii. Review Round 2 LEGL application and prepare proposals, based on this Plan, for use of Working Neighbourhoods Fund. Lead role – BMBC/ONE Barnsley

SHORT TERM:

- i. Plan, launch and coordinate an Enterprising Barnsley culture campaign, plugged into regional and national programmes. Lead role – BRCC/BDA
- ii. Pull together and subsume all the business start-up support schemes in Barnsley into one customer-focused, not products-led, offer and using the Business Link Gateway. Lead role – BL/BDA
- iii. Establish a coherent small firms accommodation resources ladder, using all the premises (public, private and other) for real pre-incubation, incubation and growth. Lead role – BDA
- iv. Actively foster business membership of dynamic local, sub/city regional and regional networks with clear route maps and business to business supply chains. Lead role – BDA
- v. Reinstate the Barnsley Partnership approach launched in 1993 to administering regulatory functions (trading standards, environmental health, planning and building control, fire and safety etc) in a 'business friendly' manner. Lead role – BMBC
- vi. Launch the Barnsley delivery of business improvement and workforce skills programmes brokered by Business Link. Ensure a micro accelerator programme is part of the portfolio. Lead role – BL/BDA
- vii. Re-engineer the proliferating employer engagement teams (operating in business support and in employment, training and education) to a pooled 'no wrong door' service. Lead role – Barnsley Work & Skills Board
- viii. Create a new, added value, inward investment support development, aftercare and JOBMatch service, with matrix working to speed up outcomes. Lead role – BDA/BMBC/YF
- ix. Elevate and take responsibility for Key Account Management of strategically significant businesses in Barnsley. Lead role – BMBC
- x. Review procurement policies and services needs in public sector organisations where private sector knowledge-based suppliers can add value. Lead role – BMBC/PCT/ Barnsley College and others (collectively)
- xi. Consult with the construction industry supply chain on business and skills development needs so as to be fit to compete for Barnsley and Yorkshire (at least) foreseeable contract opportunities. Lead role – BDA
- xii. Establish the Barnsley business' carbon footprint and initiate a low carbon business futures programme. Lead role – BRCC/Carbon Action Yorkshire
- xiii. Perform a full participative role, for Barnsley, in city regions and other regional partnerships to work on common ground and achieving collective critical mass. Start with Leeds financial services and regional digital media. Lead role – BDA

MEDIUM TERM:

- i. Review and renegotiate delivery priority emphases of Business Link services in Barnsley, as indicated in section 6, increasing the intensity of skills brokerage, access to finance and innovation. Lead role – BL/BDA
- ii. Assess enterprise trends by sectors and determine evidence for a switch to greater selective targeting. Lead role – BDA/City Regions Partners
- iii. Investigate feasibility of increased volumes of support for knowledge starts, having allowed for the University Centre's presence and graduates output. Lead role – BDA/University of Huddersfield
- iv. Use established vibrant business networks to canvass clear messages on business prospects, emerging and unmet needs for future development. Lead role – BRCC

7.17 The links between this programme and the other 4 programmes are:

- Digital Connected: stimulating business demand for ICT applications and growing Barnsley's knowledge economy.
- Barnsley Welcome: securing and embedding inward investment.
- Barnsley Skills and Jobs Pledge: growing employer/enterprise demand for people and skills.
- 21st Century Market Town: generating business occupancy, commercial vibrancy and competitiveness.

7.18 The links to wider policies and programmes include:

- Local Development Framework and Local Transport Plan on employment land, locations, accessibility planning, transport investment.
- Development Control practice and processes to determine business development applications, including change of use.
- ONE Barnsley Sustainable Community Plan, particularly the links with school and pre school education and with 21st Century Quality of Life.
- City Regions Development Programmes and Multi-Area Agreements.
- Yorkshire and the Humber (ERDF) Operational Programme.

Digital Connected

7.19 What needs to be done includes:

1. Make progress on the Digital Region (next generation broadband) project.
2. Increasing the demand from and capabilities of businesses and employees for applying and exploiting digital technologies.
3. Supporting the growth of independent expertise in ICT support services industries as solutions suppliers.
4. Using the ICT/digital support needs and the e-services delivery requirements of the public sector to procure innovative digital services from providers.
5. Ensuring wired and connected business accommodation, schools and community venues.
6. Latching onto digital foresight exercises for their potential pilot and demonstrator applications, operable in a Digital Region.
7. Ensuring greater digital literacy amongst Barnsley's workforce.

- 7.20 The Digital Region project aims to create a 'wholesale platform' from a next generation broadband infrastructure in South Yorkshire. It represents a 'leapfrogging' economic development intervention to enable new applications in business and public services. The 21st Century Market Town vision for Barnsley has the sub-text "*in the digital age*". The significance of infrastructure is that it is a necessary but not sufficient condition for economic growth. It is the application of the technologies in businesses which count and the potential across the whole economy is much more pervasive than a policy focus on creative and digital industries implies.
- 7.21 So the important theme in Digital Connected, while pursuing the Digital Region project, is to foster conducive conditions in which more businesses and employees can use new digital technologies to their competitive advantage. Ideas for innovative uses of technologies are being developed by specialist horizon scanning and futures units and through the Government's Digital Challenge. Barnsley and the Digital Region will need to pursue these; waiting for them to find us is not the right attitude. The developing world is using wireless and distributed infrastructure as well as open source software to leap ahead without major public infrastructure projects.
- 7.22 The benefits will include:
- an indigenous business market ready to use the Digital Region infrastructure when it comes;
 - an indigenous business market developing new knowledge-based services in response to the procurement needs of public sector organisations;
 - a stronger business case for the funding of the Digital Region project;
 - investment in ICT hardware, software and skills as a driver of economic growth;
 - Barnsley's 21st Century Market Town catchment area being hugely extended, capable of competing (where it matters) globally;
 - compelling propositions for major corporations whose business model is digitally based to investigate the Digital Region as an investment location;
 - enriched, interactive services for citizens, communities, politicians, institutions and business, whether for work, learning or play.
- 7.23 As a programme, Digital Connected is more oriented towards the 21st Century economy end of the development spectrum. This is not, though, exclusively so. Adopting and applying digital technologies in the established economy enables progression and growth. Every Barnsley Market stallholder can have an e-commerce enabled website, just as many Barnsley people buy and sell goods on eBay. It can be made to be commonplace. It is as relevant, potentially, to the housebound incapacity benefit claimant as to the mobile executive with a Sat-Nav and whose office is at home in the Pennines. Importantly, Digital Connected goes well beyond the creative and digital industries defined as media and new media, design, ICT, printing and packaging. These industries usefully employ 1,500 people in Barnsley, ie 1.8%. Most of our world-leading enterprises using digital technologies are not within the creative and digital industries classification.
- 7.24 Many of the necessary actions to progress the Digital Connected programme are specific versions of more general actions under other programmes in this Plan. But the digital dimension cannot be left to be attended to under the general as to do so risks it being underrepresented. The actions are:

IMMEDIATE

- i. Work with partners to assess and progress the financial case for the Digital Region project. Lead role – BMBC

- ii. Instigate a digital buildings kite mark process and branding exercise. Lead role – BDA
- iii. Negotiate with Yorkshire Forward on Barnsley priorities for Business Link services on:
 - ▶ targeted promotion and delivery of e-Business Unlimited under the Business Improvement theme;
 - ▶ Digital 2010, the region's digital skills Action Plan.

Agree operational protocols and knowledge management systems. Lead role – BDA
- iv. Invite and arrange presentations from e-skills UK and Skillset Sector Skills Councils for businesses, learning providers and intermediary agencies. Lead role – Work and Skills Board
- v. Start to investigate digital foresight studies and EU 7th Framework Programme, their potential relevance to public sector services development and to the Digital Region project. Lead role – BMBC, Digital Region South Yorkshire and Thales
- vi. Ensure the review of the Sustainable Community Strategy incorporates priorities for digital inclusion. Lead role – ONE Barnsley Strategic Partnership

SHORT TERM:

- i. Resolve the case for, partners in and implementation of the Digital Region project. Lead role – South Yorkshire partners
- ii. Achieve 100% digital buildings kite marking for BMBC business centres, BBIC and DMC. Lead role – BDA
- iii. Foster collaborative networks in both city regions around common interest agendas on digital developments, ensuring complementarity and achieving critical mass. Lead role – BMBC
- iv. Launch the Barnsley delivery of agreements reached relating to e-Business Unlimited and Digital 2010. Lead role – BDA
- v. Review employer demand and individual learner needs relating to ICT skills, including vendor qualifications, to map against learning institutions' and training providers' provision and capacity so as to establish development needs. Lead role – Work and skills Board
- vi. Prepare a feasibility study into the case for and viability of a Barnsley Markets online capability. Lead role – BMBC
- vii. Take stock, in the light of digital foresight investigations, of public sector organisations' needs for ICT support services and scope for digital-based interactive services delivery, instigating procurement practices accordingly. Lead role – BMBC/PCT/Barnsley College and others (collectively)
- viii. Explore with the 3 relevant CICs (Design Futures, Digital Print, Wireless Technologies) their exposure to and penetration into Barnsley-based businesses using/developing relevant digital technologies. Lead role – BDA

MEDIUM TERM:

- i. Review progress achieved on the Digital Region project to determine future action plans. Lead role – South Yorkshire partners
- ii. Review and renegotiate delivery priority emphases of Business Link services in Barnsley relating to digital applications and digital skills. Lead role – BDA
- iii. Complete the coverage of digital buildings kite marking to include all of Barnsley's strategic business park developments. Lead role – BDA

- iv. With city regions partners, jointly evaluate progress and impacts achieved from digital industries as economic growth drivers and agree future programmes. Lead role – BMBC
- v. Subject to iv. above, including performance of the DMC, investigate the economic case for any further digital use development on the Knowledge Campus (see 21st Century Market Town Programme below). Lead role – BDA

7.25 The links between this programme and the other 4 programmes are:

- Best Place to Grow a Business: creating an ICT infrastructure platform on which businesses can grow.
- Barnsley Welcome: providing a unified Barnsley presence and identity on the web.
- Barnsley Skills and Jobs Pledge: enabling ICT-based learning and stimulating formation of ICT/digital skills.
- 21st Century Market Town: providing the digital reality to extend the market reach and intensify the connections within the Borough.

7.26 The links to wider policies and programmes include:

- ONE Barnsley Sustainable Community Plan
- Remaking Learning
- Leeds and Sheffield City Regions Development Programmes and Multi Area Agreements
- Digital 2010 Action Plan
- Yorkshire and the Humber (ERDF) Operational Programme

Barnsley Welcome

7.27 What needs to be done includes:

1. Devise, adopt and apply a communications strategy to convey confident, clear and consistent messages, paced over time for reinforcement, that Barnsley really welcomes visitors, investors, businesses and partners.
2. Ensure that the realities of the products and the service delivery processes live up to the promises in the marketing messages, so that successful sales follow naturally.
3. Get all the basics right: signage, gateways and corridors, information, condition of and care for the urban realm etc.
4. Give a Barnsley Welcome priority to managing the effects of redevelopment in the town centre.
5. Through cultivated, welcoming relationships with strategically significant businesses and investor support services, enlist ambassadors to provide testimonials.
6. Establish the web presence for Barnsley, letting successes and achievements speak for Barnsley.
7. Give more emphasis now to attracting and welcoming talent, including the University Centre and the lure of residential, environmental and cultural amenities.
8. Recognise the different audiences for the Barnsley Welcome, especially the welcome (home and away) provided by residents and local workers.

7.28 Strip-out some of the rhetoric in the language about branding and brand values and we can recognise the fundamental truth that successful businesses, organisations, local economies and places know their customers and exceed their expectations. Market-making businesses, organisations, local economies and places go the critical step further by learning from their customers. The Barnsley Welcome is how we convey the value we place on our customers. The Barnsley Welcome should become as well known as the Barnsley Chop and is grounded in the best features of the Yorkshire character. In the 21st Century, the use of digital technologies in anticipating and responding to customer needs has given leading private and public sector organisations improved services for customers and greater customer loyalty. The Barnsley Welcome is, therefore, a customer service charter, adopted by all organisations working on this Plan.

7.29 The benefits will include:

- one clear, positive and differentiated message from Barnsley that connects with customers and their needs;
- a basis for all organisations working on our Plan to uphold and embed the customer service ethos in their operations;
- a means to recruit partners and ambassadors through showcasing what is achieved from Barnsley;
- a purposeful state of mind for all those operators affected by and aiming to maximise the impacts on the town centre of the Barnsley Markets project;
- a role in Barnsley for everyone (receptionists, taxi and bus drivers, shop assistants, waiters, Barnsley Football Club and supporters, neighbours etc) in helping to achieve our Plan;
- an opportunity to apply and learn from best practice techniques in e-commerce.

7.30 These are important aspects of what constitutes a competitive 21st Century Market Town. Knowing about Barnsley is not enough. Knowing and appreciating what Barnsley has to offer turns knowledge into interest. Experiencing a reality which is a true Barnsley Welcome converts the interest into commitment, to come again, stay longer, join in, be involved, invest and grow. The Barnsley Welcome has to be made an end to end experience.

7.31 The necessary actions to make the Barnsley Welcome real and recognised include:

IMMEDIATE

- i. Incorporate the Barnsley Welcome theme into the work underway on the town centre impact management plan and the broader town centre transition plan (see 21st Century Market Town programme). Lead role – BDA
- ii. Carry out a review of Barnsley websites (content, currency, navigation and links). Lead role – BMBC
- iii. Compile and review the current relevant performance indicators relating to customer service standards relevant to the scope of the Barnsley Welcome. Lead role – BMBC
- iv. Consult the Community Partnerships on their potential contributions to Welcome Barnsley. Lead role – ONE Barnsley Strategic Partnership
- v. Review relevant service level standards (eg signage, lighting, maintenance, repairs and information services), compile lists of committed and planned improvements and identify shortfalls. Lead role – BMBC

- vi. Establish with Destination South Yorkshire its progress in, priorities for and activity in Barnsley relating to the visitor experience and destination management. Lead role – BMBC
- vii. Explore with the University Centre additional practical ways in which HE students can experience and contribute to the Barnsley Welcome. Lead role – BMBC/University Centre

SHORT TERM:

- i. Establish a Barnsley Welcome task and finish group comprising communications and service standards practitioners to assess results from the immediate actions (above) and report to ONE Barnsley on conclusions and proposals. Lead role – ONE Barnsley Strategic Partnership
- ii. Mandate the task and finish group (reconstituted as necessary) to prepare action plans relating to:
 - ▶ websites overhaul and common messages;
 - ▶ showcasing Barnsley successes;
 - ▶ streamlining key performance indicators;
 - ▶ prioritising shortfalls in service level standards and/or gaps in forward commitments;
 - ▶ appraising proposals from community partnerships;
 - ▶ shortlisting proposals for action relating to key Barnsley destinations and to attracting and welcoming talent to the University Centre.

Action plans to be presented to ONE Barnsley Strategic Partnership. Lead role – ONE Barnsley
- iii. Enlist strategically significant business leaders as ambassadors for Barnsley. Lead role – Barnsley and Rotherham Chamber of Commerce

MEDIUM TERM:

- i. Initiate a mystery shopper programme for voluntary participation by key destinations and attractions, supported by certification, publicity and, where relevant, advice on improvement. Lead role – ONE Barnsley Strategic Partnership
- ii. Evaluate impacts from Barnsley Welcome and refresh the approach accordingly.

7.32 The links between this programme and the other 4 programmes are:

- Best Place to Grow a Business: the customer service orientation for business support and the services for inward investors.
- Digital Connected: embed the welcome in Barnsley's web presence.
- Barnsley Skills and Jobs Pledge: welcoming talent, eg university students and newcomers to Barnsley.
- 21st Century Market Town: providing the quality experience to make visitors want to return.

7.33 The links to wider policies and programmes include:

- Corporate and Business Plans of the main Public Service Organisations
- Barnsley Town Centre Area Action Plan (part of the Local Development Framework)
- ONE Barnsley Sustainable Community Plan

Barnsley Skills and Jobs Pledge

7.34 What needs to be done includes:

1. Gaining a universal recognition and support for Remaking Learning as **the** long term change to a learning culture in Barnsley and the necessary foundation for skills formation.
2. Acceptance that policy (In Work, Better-off: Next Steps to Full Employment and World Class Skills: Implementing the Leitch Review) is established, getting behind it to make it work in Barnsley and singling out where any local adaptation is necessary.
3. Challenge widespread beliefs (which are assuming myths proportions and at risk of becoming excuses), about skills and jobs in Barnsley, eg:
 - ▶ Barnsley has a disproportionately high stock of micro firms – it does not.
 - ▶ Barnsley employers do not invest in training – they do, as much as in Yorkshire and the Humber.
 - ▶ Economically inactive people in Barnsley do not want a job – a higher proportion in Barnsley want to work than regionally.
 - ▶ There are few jobs available in Barnsley – approaching 10,000 job slots (replacement demand) occur in Barnsley each year.
 - ▶ Barnsley people will not travel to job opportunities – 31% of Barnsley people in work travel to a job outside the Borough; 29% have a journey to work over 10km.
 - ▶ Barnsley businesses will not get engaged – they will and do if there is a clear and relevant proposition, although business membership of special industrial networks is low (17% compared to 31% regionally).
4. Simplify and streamline partnerships, delivery arrangements, strategies and programmes in Barnsley for:
 - ▶ employer-led needs and services;
 - ▶ people-focused services, ensuring appropriate cross-overs into employment.
5. Enlist support from Barnsley's larger employers (public and private) and participation in responding to the Jobs and Skills Pledges announced by Government in summer 2007. (There are fewer than 100 employing establishments with over 100 employees and around 25 with over 250 employees.)
6. Supporting and making full use of the contributions and developments plans of the College and the University Centre as assets for skills acquisition in Barnsley.
7. Accept the scale of worklessness in Barnsley as a policy priority but where, for some people, profound and complex conditions preclude early involvement in employability programmes and require different forms of personalised support.
8. Anticipate the job creation, replacement demand and skills needs outlooks in manufacturing, retail, health and care, commercial leisure, construction and business/professional services industries, work with Sector Skills Councils and engineer appropriate provision including skills for life and ICT literacy.
9. Ensure that enterprise, management and leadership skills provision is available in a scale and a form sufficient to enable business formation, survival and growth in the volumes to which Barnsley aspires.

7.35 Skills are an acknowledged driver of productivity, increasingly essential to have in order to get a job, and having a job, for those who can work, is the best route out of poverty and disadvantage, especially where this is sustainable employment with training and development.

These represent established policy doctrines, recently reinforced by emphasises on expectations (a balance of rights and responsibilities), a demand-led approach (from individuals and from employers) for skills and a newly integrated employment and skills agenda through the new Adult Careers Service. Qualification levels are used as indicators of skill.

- 7.36 Several realities in places like Barnsley and much of the UK outside the South East have foiled achievement of national targets for skills (or qualifications). Blanket approaches to qualifications targets as routes to skills and employment need to be overlain with locally customised practices. This is to reflect individuals in households and in neighbourhoods and their local labour market contexts where the sectoral composition of the economy and the wages it pays send out different signals about types of skill and level of qualification and occupations. Nor is Barnsley unique in having a proliferation of employer engagement teams who are product-led yet could be mobilised to be customer needs focused. Responsive institutions providing general and specific employment and skills support need to have flexibilities (and good real-time intelligence including about one another) to be able to adapt to local circumstances. Getting all this effort to row in with the other programmes will enhance the prospects of success. Having a strongly performing College and a University presence are critical factors for long term success.
- 7.37 But, being realistic while being ambitious, the Government's national targets for world class skills, measured by qualifications, do not look to be achievable in Barnsley by 2011/14. Remaking Learning in Barnsley will take longer to show up in statistics for qualifications amongst the working age population. We start from a lower base than most and have to recognise that a reluctance, amongst some employers and some individuals, to invest in skills and employability can reflect what, for them, are often goods reasons.
- 7.38 There remains, amongst some operators in employment and skills support, a lingering expectation that analysis and projections can specify the types and quantities of jobs, skills and qualifications needed in the future. All that would then be necessary would be to produce the goods. Not only does this not work because it is too simple, in Barnsley's context the enterprise, employment and skills shortcomings are linked with one another which is why Barnsley as the Best Place to Grow a Business is so important.
- 7.39 In the meantime, while planning for jobs and skills of the future, a short term priority relates to today's jobs and skills in the Borough. Replacement demand (people who retire, leave, want to switch for a change, become ill etc) generates thousands of job slots in Barnsley yearly. These are disproportionately in manufacturing, construction, retail and care and amongst sales, operatives and elementary occupations where Barnsley has a lot of its jobs. Filling these job slots and providing people who are/at risk of becoming workless with the chances to take the jobs are doable and can be speeded-up by changing practices, procedures and fragmented systems.
- 7.40 The benefits from this programme and its outlook will include:
- The changes to the landscape and the learning, skills, employment and enterprise psychologies of Barnsley from the 10 new Advanced Learning Centres and the learning pathways they, the College and the University Centre represent.
 - A galvanised and collective approach from local and new providers and intermediary organisations to use to the full the new proposals from Government for full employment and world class skills without necessarily wanting to devise new solutions for Barnsley.
 - A new ethos and operating style in Barnsley which uses real time evidence to penetrate employment and skills issues and apply what works in skills for jobs so that uptake in Barnsley punches its weight.

- Barnsley should become the local economy providing the best Better Deal for Business and for People, meeting customer needs where there is no wrong door and the customer experience is seamless and fulfilled, representing real outcomes.
- Barnsley's adults will be maximising the potential of Skills Accounts and Barnsley employers will be fast adopters of Jobs Pledge, because we have changed how we work.
- The ranges of barriers to employment facing workless individuals and families will be sensitively tackled and targeted in coordinated and personalised ways by working at the frontline with the best of the public, private and third sector approaches.
- Particular effort and agreement on the important sectors for jobs and skills in Barnsley will do more of relevance for local economic inactivity and local employers in the short term than speculating over sunrise industries and jobs weakly represented here.
- More people in Barnsley will have the competences and knowledge to form and run businesses, grow them and unlock talent in the workforce.

7.41 Several important additional features drop out from these benefits. The main one is a consequence of a shift in outlook amongst the jobs, learning and skills support infrastructure to a more 'can do' attitude, determined, innovative and responsive, able to communicate to employers and to individuals what is expected of them and able to engineer the support that is needed by customers without being hamstrung by what is prescribed by policy and programmes. As a result of working this way, the next time a local employer has to shed jobs or an existing or new employer wants to recruit significantly, the Barnsley Work and Skills system can swing into action promptly and efficiently.

7.42 The benefits of an admitted and necessary focus on Barnsley recognise that those who can will choose who to employ and from wherever, or to work where and for whom they want. Those who cannot, and there are a lot in Barnsley, include hard to reach employers, people with low or no qualifications, many who are economically inactive and relying on different types of benefit, lone parents, older people, young people leaving care, some in ethnic minority groups, new migrant workers and other people whose life circumstances are problematic. To achieve sustained economic growth and social inclusion in Barnsley will need an active, growing and capable workforce. Uplifting the participation in jobs and skills from these sources is economically efficient and a social imperative.

7.43 The necessary actions for the Barnsley Skills and Jobs Pledge include:

IMMEDIATE

- i. Instigate a review of the portfolio of jobs and skills support provision and their suppliers, including employer engagement teams, to identify best practice, niche specialisms, higher performance, gaps, contracting models and targets, coordination arrangements and formulate proposals accordingly. Lead role – Work and Skills Board
- ii. Define and position the specific propositions of the ALCs relating to adult skills, qualifications, employment, guidance and enterprise which are additional to statutory school age provision. Lead role – BMBC
- iii. Negotiate and design a new Barnsley Jobs and Skills Compact to define organisational roles, rights, responsibilities and working arrangements to be more streamlined and customer-focused. Lead role – Work and Skills Board

- iv. Use preparatory spatial (ward-based) analyses of needs compiled for LEGI Round 3 to identify target areas of needs, ALC roles where relevant and devise proposals for use of existing and emerging (eg Working Neighbourhood Fund) resources. Lead role – Work and Skills Board
- v. Interrogate 'In Work, Better Off' and 'World Class Skills' proposals for pilots and consider where Barnsley could make a contribution. Lead role – Work and Skills Board
- vi. Compile and disseminate periodic, evidence-based 'myth busting' bulletins on Barnsley's labour market and skills indicators in order to challenge conventional practices and wider perceptions. Lead role – BDA
- vii. With city regions partners achieve an integrated fares and ticketing system for the 2 PTA areas to enable effective travel to work by public transport in both Leeds and Sheffield city regions. Lead role – BMBC

SHORT TERM:

- i. Embark upon 2 Barnsley campaigns:
 - ▶ to recruit employers (including local outlets of national firms already signed up) to the Jobs Pledge;
 - ▶ to promote Skills Accounts to individual adult learners.

Lead role – Work and Skills Board
- ii. Showcase, in the first ALCs and then, progressively, the Remaking Learning difference in joined-up delivery. Lead role – BMBC
- iii. Ensure that the development plans of the College and the University Centre are progressed expeditiously and that the contribution of the 2 institutions is maximised. Lead role – Barnsley College, University of Huddersfield and BMBC
- iv. Establish a commissioning process and prospectus for priority proposals agreed from the Immediate Action reviewing the existing portfolio. Lead role – Work and Skills Board
- v. Interrogate the IB claimants database to assess flows on and flows off the claimants register, pinpoint neighbourhoods of concentrated clients and target available resources on support to claimants not required to go through the Pathways to Work programme. Lead role – Work and Skills Board
- vi. Use the 'myth busting' bulletins, which will quantify and categorise replacement demand, to organise a programme of SSC briefings (as happened in August 2007 with Skillsmart) on demand-led approaches to skills formation. Current evidence suggests:
 - ▶ Asset Skills (property, housing, facilities management)
 - ▶ Construction Skills
 - ▶ Financial Skills
 - ▶ Improve (food and drink)
 - ▶ People 1st (hotels, restaurants, caterers, visitor attractions)
 - ▶ SEMTA (metals and engineering)
 - ▶ Skills Active (sport, recreation etc)
 - ▶ Skillsmart (retail)
 - ▶ Skills for Care and Development (social, children, families and young people)

Ambitions of Barnsley suggest:

- ▶ Creative and Cultural
- ▶ e-Skills (IT, telecoms and contract sectors)
- ▶ Skillset (audio-visual)

Lead role – Work and Skills Board

- vii. Work with SSCs, as a result of the briefings programme, on orchestrating skills provision towards meeting and stimulating a demand-led voice from employers and response from suppliers. Lead role – Work and Skills Board
- viii. Step-up a systematic approach to enterprise learning throughout the learning infrastructure and to management and leadership skills provision to ensure cumulative development of entrepreneurial skills. Lead role – ONE Barnsley Learning Partnership

MEDIUM TERM:

- i. Complete the ALCs programme and evaluate early impacts of the first ALCs. Lead role – BMBC
- ii. Refresh the Barnsley Jobs and Skills compact and orchestrate transitions in:
 - ▶ geographic targeting to take on the next most needy neighbourhoods;
 - ▶ performance on the Jobs Pledge and Skills Account towards a greater knowledge economy orientation;
 - ▶ town centre business competitiveness, employment and skills needs consequent upon completion of the Markets, Gateway Plaza and other key schemes.

Lead role – Work and Skills Board

- iii. Anticipate the nature of the next phase of investment, development and growth for the jobs and skills implications and prepare accordingly. Lead role – Work and Skills Board

7.44 This links between this programme and the other 4 programmes are:

- Best Place to Grow a Business:
 - ▶ more people with enterprise skills and knowledge and other competences, able to form or work in new enterprises.
- Digital Connected:
 - ▶ in particular, more people with vendor qualifications able to help businesses make the most of ICT investment and ALCs connected digitally.
- Barnsley Welcome:
 - ▶ the generic customer care skills that are valued.
- 21st Century Market Town:
 - ▶ people prepared to take-up the employment, enterprise and Knowledge Campus learning opportunities in the town centre.

7.45 The links to wider policies and programmes include:

- Remaking Learning
- Corporate plans of Barnsley College, University Centre and funding/parent bodies

- The South Yorkshire Consortium City Strategy Business Plan
- City Regions Development Programmes and Multi-Area Agreements
- Y&H (ERDF) Operational Programme and ESF Framework

A critical milestone event may be in 2010 when the Government will review whether a legal entitlement to workplace training is necessary and appropriate.

21st Century Market Town: Great Location, Great Places

7.46 What needs to be done includes:

1. Stick to the vision and the principles of the Strategic Development Framework.
2. See through to completion and occupation the current schemes for the town centre.
3. Have a management plan for the transitional impacts of the Markets project.
4. Preparing the remainder of the Courthouse complex for development as Barnsley's Knowledge Campus.
5. Devising a concept for the Southgate District of the town centre.
6. Preparing a programme and resourcing plan for the 'finishing touches' to the urban realm of the town centre to blend the old with the new.
7. Upon consolidation of the town centre projects and programme, securing complementary developments of a renaissance calibre in the smaller centres, eg Cudworth, Penistone, Wombwell and the 3 areas (Goldthorpe, Thurnscoe and Bolton-on-Deerne) the subject of the Renaissance Market Towns initiative.
8. Reassess the economic potential within the wider Barnsley Urban Centre and how this is or could be better connected, spatially and functionally, with strategic and neighbourhood opportunities.

7.47 This programme has taken the strategic choice to focus activity and attention to the town centre of Barnsley because doing so is the quickest and most effective way of securing impacts of significance for and accessible to the whole Borough. Furthermore, this represents Barnsley's key contribution to the Leeds and Sheffield city regions. We do not want to dilute this by making everywhere, and therefore nowhere, a priority. It is, though, a progressive programme which, in time, sees other centres picking-up their own pace. A focus in this programme, on Barnsley town centre, needs to be regarded along with the other 4 programmes in our Plan which are not solely focused on the town centre in the same way.

7.48 The benefits will include:

- clarity of intent about priorities and expectations for investors, developers and businesses;
- reinforcing the acknowledged strength and distinctive profile of Barnsley: the 21st Century Market Town;
- the main means of accelerating the economic transition of the Borough to a modern 21st Century economy;
- the major contributor to delivering the outcome targets for businesses, jobs, property, skills and incomes;
- delivering for Barnsley what the Rethinking Barnsley renaissance process showed was wanted, and needed;
- providing a regional and national demonstration of successful place-making;

- resulting in the conditions in the Borough where other places and locations can, naturally, define and fulfil their own economic roles.
- 7.49 The 21st Century Market Town, made real, is foreseeable. Completion and occupation of the developments underway creates a destination where investors, businesses, employees, shoppers, visitors, students and residents choose to be. When asked what form of town centre development they wanted through Remaking Barnsley, people were clear about having the household names that other towns have in their centres, making the very best of Barnsley Markets and having a scheme which is open and part of the streetscape, not a mall whose doors only open between 9-5. That is what is being delivered, along with the other physical schemes which provide the complementary spaces, accommodation, uses and activities.
- 7.50 The next priority in making progress towards the vision has most of the ingredients already. The current Courthouse campus can now be reconceived as a knowledge campus, accommodating the Digital Media Centre, Voluntary Action Barnsley, the rebuilding of much of Barnsley College, the University Centre's expansion and other facilities and services. There is space here for more business development, drawing on the College and University and complementing the Digital Media Centre (and Gateway Plaza). The necessary project-making preparations are required now so that the area is ready when it is needed.
- 7.51 The Southgate District of the town centre represents the remaining significant opportunity although, in phasing terms, this may be some way off. Yet it could be an opportunity that is not fully realised if left to incremental developments initiated speculatively. The necessary work on analysing this area's potential, devising a concept, the framework principles and the keynote schemes should start soon so as to guide investors. On the other side of the town centre, the Oakwell Masterplanning exercise is underway and its proposals should reinforce the town centre.
- 7.52 The 'finishing touches' will be necessary to blend the old with the new. This involves the simple things like pavements, lighting, signage, other street furniture, accessibility for all, cleansing and attention to maintenance and repair. Shoppers, visitors, town centre workers, business and investors expect these things. Where they are neglected, customers neglect to return.
- 7.53 All of these themes for transitions are interdependent; the outcomes on any one of the spectrums of transition are necessary for progress on the remainder. The full package will be pursued as a campaign across all themes, speeding up transitions and securing just in time delivery.
- 7.54 Our people will be work-ready in time for the jobs which enterprises will create. The sites and premises will be ready for business occupants and their employees. The 21st Century Market Town's delivery will force the pace across the Borough. Places like Cudworth, Wombwell, Penistone, Goldthorpe etc will adapt and change together and in complementary ways. So, too, will the places around us in the city regions.
- 7.55 The necessary actions for this guidance are:

IMMEDIATE

- i. Fill the Digital Media Centre, complete the Civic, Voluntary Action Barnsley Centre and Gateway Plaza, and secure their occupation. Lead role – BDA
- ii. Prepare a transitions management plan for the demolition and construction processes involving the Markets project and its effect. Lead role – BMBC and Developer

- iii. Consolidate the vitality of the town centre through the changeover, working with existing businesses. Lead role – BDA
- iv. Prepare for the inward investment of new retail and leisure businesses and their skills needs. Lead role – Developer, BDA, Work and Skills Board
- v. Anticipate and have in place mitigation measures to cope with changing accommodation patterns in the town centre. Lead role – BDA
- vi. Foster retail business incubation in the town centre. Lead role – BDA
- vii. Support, subject to appraisal, appropriate and complementary town centre and other Barnsley centres development projects. Lead role – BMBC
- viii. Plan and have the management and working practices in place for other 'meanwhile' uses, eg street market, events, festivals etc. Lead role – BMBC
- ix. Prepare (in partnership) a town centre audit/health check, updated annually. Lead role – BDA
- x. Conclude the Oakwell Masterplan proposals to ensure compatibility with the town centre. Lead role – BMBC
- xi. Establish a European transnational learning exchange network of 21st Century Market Towns. Lead role – BDA

SHORT TERM:

- i. Prepare scheme plans and necessary utilities infrastructure for the Courthouse complex as Barnsley's Knowledge Campus, holding space for commercial office development in reserve for after completion and occupation of the Digital Media Centre and Gateway Plaza. Lead role – BDA
- ii. Start to plan the publicity and promotions campaign for the opening of the Markets project. Lead role – Developer and BMBC
- iii. Complete a Southgate District development concept plan, capable of being used as a Supplementary Planning Document. Lead role – BDA
- iv. Conclude the Barnsley Town Centre Area Action Plan as a statutory component of the Local Development Framework. Lead role – BMBC
- v. Devise a work and maintenance programme and resourcing plan to upgrade the rest of Barnsley town centre's streetscape to quality standards matching the new urban realm from Renaissance projects. Lead role – BMBC

MEDIUM TERM:

- i. Assess with businesses and owners the case for a Barnsley Town Centre Business Improvement District as a vehicle to sustain town centre quality and vibrancy. Lead role – BMBC and BRCC
- ii. Consider the potential in Barnsley's outlying smaller centres, their unmet needs/ unfulfilled contributions and the cases for intervention and a programme. Lead role – BMBC, BRCC and Barnsley Community Partnerships
- iii. Undertake an assessment of development sites and local centres in the Barnsley Urban Centre to identify their longer term roles. Lead role – BMBC

7.56 The links between this programme and the other 4 programmes are:

- Best Place to Grow a Business: the town centre development schemes offer the spaces for this to occur.
- Digital Connected: the vision of the 21st Century Market Town in the digital age warrants a digital platform to make this real.

- Barnsley Welcome: the town centre and its businesses will compete more effectively by the quality of the place and the welcome.
- Barnsley Skills and Jobs Pledge: this is where most new jobs will be and where our key learning providers post 16 are located.

7.57 The links to wider policies and programmes include:

- Local Development Framework and Local Transport Plan
- ONE Barnsley Sustainable Community Plan (especially relating to culture and creativity)
- City Regions Development Programmes and Multi Area Agreements
- Y&H (ERDF) Operational Programme

Planning Programmes' Delivery

7.58 The programmes are designed to provide a progression route to beyond the medium term where immediate actions lead into short and, then, medium term actions. The actions include very specific timed projects as well as activities to create a framework for further thinking and action. Collectively they are packages of things to do rather than a rigid instruction manual. This is because, inevitably, things will change.

7.59 Each programme will, however, have an implementation plan prepared and then used for managing delivery. These plans will cover:

- who is responsible;
- what tasks to conclude and their outcomes;
- milestones, sequences and where tasks and programmes may be interdependent;
- involvement and roles of partner agencies, suppliers and providers;
- risks assessment;
- monitoring, evaluation and review.

These implementation plans will be concise, used as aids to making progress and will not become processes mistaken for progress.

8. DELIVERING THE ECONOMIC PLAN FOR BARNLSLEY

Direction of Change

- 8.1 During work on this Plan, we have already set in train a process with our partners to make changes in how we work and reach clear propositions on priorities. This will come together quickly.
- 8.2 Our Plan has been a catalyst for necessary change in how we pursue and achieve economic objectives. We have accumulated structures, processes and systems designed for a regeneration context and one with substantial public sector resources available to secure implementation. This has resulted in expertise in bidding, a solid performance management framework and reputation and good multi-sector/multi-agency working, often crossing administrative boundaries. These are strengths to retain.
- 8.3 They are, though, strengths to deploy now in different ways, to a new purpose and in an era of fewer public sector financial resources, where market investment is emerging. The forward agenda in our Plan is more complex than it has been and the landscape of delivery agents to the frontline is not a neat end-to-end chain. Nor is our Plan a 'big bang' overnight fix. The programmes are deliberate in their purpose and their sequence of actions.
- 8.4 Plans only count for anything if they are implemented and, in a multi-agency/sector context, this is not a command and control, direct delivery environment by one executive agency. That is why so much attention has been devoted to:
- analysing and discussing the evidence;
 - determining the types of change required;
 - talking with partners and operators on change, commitment and alignment;
 - building on capabilities, capacity and what works.
- 8.5 What we have always had is the agreed vision for Barnsley and the committed leadership and senior management to see it through. Now, though, the consensus is that delivery requirements need organizational change. First and foremost is a change in orientation, roles, responsibilities and skill sets. This can be as hard to achieve through existing arrangements as it is through creating new institutions. We have opted for changing and adapting the Barnsley Economic Forum and the Barnsley Development Agency, because the people involved agree with the agenda and the necessary change, rather than creating wholly new structures.

Key Principle of Change

- 8.6 The key principle to run through the change process is separation. This separates leadership, strategy, accountability, monitoring and evaluation from delivery and will require that strategy speaks to and listens to delivery agents. In industry and commerce this is partnership sourcing where there is clarity about expectations yet flexibility over means of delivery.
- 8.7 This principle of separation will be drilled through the architecture of Barnsley's working practices, partnerships, coordinating groups and in representation in wider (eg city regions) networks. It will have to be based on clarity about and transparency over rights, roles and responsibilities. This will not always be easy because people and partners involved may be wearing a leadership and strategic hat and have direct delivery interests as well. So we will have documented protocols of behaviour and peer group challenge to ensure checks and balance.

Key Features of Change

- 8.8 Names and branding of working arrangements (eg Barnsley Economic Forum, Barnsley Development Agency) and constituted status may or may not need to change. But the key features need to include:
- A partnership of strategic stakeholders with genuine influence and acting as convenors.
 - Roles for the partnership to fulfil are:
 - ▶ representation, accountability and upholding the vision and the Plan;
 - ▶ decisions on policy, strategy and resources priority;
 - ▶ coordination/navigation through delivery agencies;
 - ▶ facilitation, enabling, influencing, delivering;
 - ▶ advocacy, lobbying and brokering;
 - ▶ communications.
 - Executive support for the partnership to provide:
 - ▶ project and programme design;
 - ▶ negotiation with fund holders and regulatory services;
 - ▶ strategic intelligence and policy analysis including resources monitoring;
 - ▶ brokerage and connections to mainstream services and wider networks;
 - ▶ commissioning and appraisal of delivery proposals;
 - ▶ performance management and embedded self-evaluation;
 - ▶ a foresight and networking capability;
 - ▶ rapid response capability for unforeseen events.
- 8.9 The partnership vehicle and the executive support are absolutely necessary success factors if the skills, knowledge and energies of suppliers and providers are to be channelled to the Plan's objectives. Unless there are clear statutory responsibilities and direct executive roles for implementation or clear evidence of supplier and provider capability shortfalls (market failure), the presumption is that third party organisations are the suppliers who will be commissioned to deliver the outcomes. A prospectus approach for commissioning delivery, including through pilots and prototypes, modules and projects, will be pursued. This will be enabling rather than prescriptive about the means of delivery so as to foster efficiency and innovation to achieve the outcomes sought.
- 8.10 The closing paragraphs in section 7 (Planning Programmes' Delivery) specify what these working arrangements will now concentrate upon so as to convey the clearest of signals to partners, providers and suppliers.

Change as Evolution

- 8.11 In the short term, this revised approach will be achieved through a quick evolution of structures and working practices to adapt arrangements and systems so they are aligned with the purpose of our Plan. As a result, our organisational arrangements will be strategy-led, not funding-led anymore. The outlook is one of investment, with returns on that investment, rather than needs-based grant funding. We will, therefore, become a lot more curious about new ways of approaching and identifying issues, of working, finding out what works well and why. We have, too, to be decisive about priorities across the board. We have shown this with the 21st Century Market Town. If everything and everywhere is a priority, then nothing and nowhere can be.

8.12 The time is right for this shift in emphasis and approach to delivery. We have moved in this direction during Remaking Barnsley so it is a natural evolution already underway. Our Plan for the Barnsley Economy is to raise the economic performance of the Borough and, to do this, we are raising our game. Local, sub/city-regional, regional and national partner agencies and institutions recognise our resolution and are partners in helping make it happen.

APPENDIX:

BACKGROUND/WORKING PAPERS PREPARED

- Barnsley Economic Facts and Figures
- Barnsley Employment Location Quotients
- City Regions Perspective
- Enterprise Indicators
- 21st Century Market Town
- Policy Products Review
- Comparator Boroughs Analysis
- Navigating Through Policies
- Other data sources supplied via Yorkshire Forward:
 - ▶ Indices of Deprivation Analysis
 - ▶ Industrial and Commercial Analyses
 - ▶ Lifestyle (Acxiom) Survey Data
 - ▶ Regional Economic Trends Survey Data
 - ▶ RES Targets and Performance Indicators
 - ▶ Regional Econometric Projections
 - ▶ Workers Registration Scheme Statistics
- Other BDA supplied data, socio-economic and sectoral research