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MEETING:	Overview and Scrutiny Committee - People Achieving Their Potential Workstream
DATE:	Thursday, 9 July 2020
TIME:	2.00 pm
VENUE:	THIS MEETING WILL BE HELD VIRTUALLY - https://barnsley.public-i.tv/core/portal/home

AGENDA

People Achieving their Potential Workstream

Councillors T. Cave, Ennis, Felton, Frost, Griffin, Hayward, Lodge, Makinson, Mitchell, Newing, Tattersall, and Williams.

1 Apologies for Absence - Parent Governor Representatives

To receive apologies for absence in accordance with Regulation 7 (6) of the Parent Governor Representatives (England) Regulations 2001.

2 Declarations of Pecuniary and Non-Pecuniary Interest

To invite Members of the Committee to make any declarations of pecuniary and non-pecuniary interest in connection with the items on this agenda.

3 Minutes of the Previous Meeting *(Pages 3 - 6)*

To note the minutes of the previous meeting of the Committee held on 9th June, 2020 (Item 3 attached).

Overview and Scrutiny Issues for the Committee

4 Impact of COVID-19 on Adult Social Care and Care Homes In Barnsley *(Pages 7 - 16)*

To consider a report of the Executive Director Core Services and the Executive Director Adults & Communities regarding the impact of COVID-19 on Adult Social Care and Care Homes in Barnsley (Item 4a attached) and the Barnsley Care Home Plan Letter (Item 4b attached).

Enquiries to Anna Marshall, Scrutiny Officer

Email scrutiny@barnsley.gov.uk

To: Chair and Members of Overview and Scrutiny Committee:-

Councillors Ennis OBE (Chair), T. Cave, Felton, Frost, Daniel Griffin, Hayward, Lodge, Makinson, Mitchell, Newing, Tattersall and Williams together with Statutory Co-opted Member G. Carter (Parent Governor Representative)

Electronic Copies Circulated for Information

Sarah Norman, Chief Executive

Shokat Lal, Executive Director Core Services

Rob Winter, Head of Internal Audit and Risk Management

Michael Potter, Service Director, Business Improvement and Communications

Martin McCarthy, Service Director, Governance, Members and Business Support
Press

Witnesses

Item 4 (2.00pm)

Wendy Lowder, Executive Director Communities, BMBC

Sharon Graham, Head of Service – Commissioning, BMBC

Cllr Jenny Platts, Cabinet Spokesperson – Adults & Communities, BMBC

Jane Sivakumar, Chief Nurse, Barnsley CCG

Gill Stansfield, Deputy District Director General Community, SWYPFT

MEETING:	Overview and Scrutiny Committee - Thriving and Vibrant Economy Workstream - available virtually on https://barnsley.public-i.tv/
DATE:	Tuesday, 9 June 2020
TIME:	2.00 pm
VENUE:	VIRTUAL

MINUTES

Present

Councillors Ennis OBE (Chair), Gollick, Hunt, Lofts and Sumner, Pickering, Clarke, Green, Hunt, Richardson and Noble.

24 Apologies for Absence - Parent Governor Representatives

No apologies/Apologies for absence were received in accordance with Regulation 7(6) of the Parent Governor Representatives (England) Regulations 2001.

25 Declarations of Pecuniary and Non-Pecuniary Interest

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

26 Minutes and Notes of Previous Meetings

The minutes of the meeting held on 12th May 2020 were received.

27 Impact of Covid-19 on the Barnsley Economy and Glass Works Development

The following witnesses were welcomed to the meeting:

- Matt Gladstone, Executive Director - Place Directorate
- David Shepherd, Service Director, Economic Regeneration & Culture, Place Directorate
- Councillor Tim Cheetham, Cabinet Spokesperson - Place Directorate

A presentation regarding the report of the Executive Director Core Services and the Executive Director Place regarding the Impact of COVID-19 on the Barnsley Economy and Glass Works Development was delivered to Members.

Key items to note included:

£39m in grants has been distributed to 3500 businesses to date, with an additional £2.3m of discretionary grants in progress. Economic modelling scenarios indicate that in the 'worst' case scenario the economy in Barnsley is predicted to contract by 15%, with a 7% contraction for a 'medium' case scenario and an associated impact on jobs, businesses and GDP.

Five key priority areas have been identified for recovery: sectoral business support; retail and urban centres; digital campus; commercial property and the Market.

In terms of the employment and skills priority, it is likely that there will be increasing volumes of high unemployment, insecure work and in-work poverty, with older workers (50+) and new entrants to the labour market most likely to be impacted. Plans are in place to address these areas and to develop new skills and resilience in the workforce to keep pace with technology and business process re-engineering.

The Glass Works experienced temporary suspension of work in line with Government guidance, with an exemplary phased return to work from 6th April. Productivity is now back to almost 80% productivity but there will be an inevitable impact, with opening moved out by a couple of months to Autumn 2021.

Existing signed tenants are actively working with the Council to mitigate impacts and along with incoming tenants have stated their continued commitment to the scheme, with plans for social distancing in place. New tenants are also coming on board. Cllr Cheetham gave credit to officers and partners, particularly Henry Boot, in reaffirming commitment to the scheme and planning for recovery. Weekly discussions take place with Government around the recovery, in which the Sheffield City Region (SCR) is also playing a key role.

Members carefully considered the report and presentation, providing challenge through detailed questioning. In the ensuing discussion the following points were raised: -

Over 60% of the scheme by lettable area is currently let or in solicitors' hands, with further lettings expected and several leads being actively followed up, particularly on the 'food' side in terms of restaurants etc, with interest in part raised due to the signing of key leisure providers such as Cineworld and Superbowl. Several retailers have already approached the Council about future lettings and reserve plans are in place. The leasing strategy is being revised, with back up plans for potential vacant space in the scheme is being considered for high quality cultural space, education space and working with health care partners, building on the success of the Library at the Lightbox, which has proven to be a highly innovative scheme which has drawn people in. Members will be provided with financial information in relation to the current income secured and the overall income forecast for the scheme. The Council remains committed to letting further space in the Glass Works on a commercial basis and ensuring income maximisation remains a key driver of the leasing strategy as the scheme moves towards completion in late 2021. Members will be provided with financial information in relation to the current income secured and the overall income forecast for the scheme. The Council remains committed to letting further space in the Glass Works on a commercial basis and ensuring income maximisation remains a key driver of the leasing strategy as the scheme moves towards completion in late 2021.

All signed tenancy agreements have been reviewed with assurances given that even in the worst-case scenarios, 'long stop' dates will be met to ensure exit clauses are not invoked. Where timescales have been tight, personal discussions have taken place with operators with extensions to dates agreed which have been followed up with legal agreements.

Discussions have taken place with operators who have signed agreements around their plans moving forward, incorporating concerns about insolvency and what will happen when the 'furlough' scheme comes to an end. To date no difficulties have been identified. There is a lot of volatility on the High Street nationally, with many big names folding in the restaurant sector but with others waiting to bring forward new formats etc. A number of operators, including those in the leisure sector, have expressed an interest in bringing forward a 'family oriented' scheme for the Glassworks and which is appropriate for Barnsley. This is unlikely to change. Operators such as casinos and purely drinking establishments will not fit within the family market which is being pursued. The local demographic is vitally important to the Glassworks and may mean that Barnsley bounces back sooner than expecting, with people staying locally for retail and leisure opportunities rather than travelling further afield.

There has been volatility in the cinema market particularly in terms of share price. Cineworld was initially affected but the company share price has now rallied and long-term plans are in place to bring forward socially distanced cinema across the world. Cineworld continues to be a strong worldwide operator and has reaffirmed commitment to Barnsley, viewing Barnsley as a great opportunity as there are 340,000 potential customers in the Barnsley catchment area without competition. Offers from other cinema providers have been turned down. Members were reassured that by the time the Glassworks opens, Cineworld will have very slick arrangements in place having learned from the experience of the global lockdown easing.

GDP is not an effective 'stand-alone' measure of the economic impact of Covid 19, as in some instances as it can mask the impact of job losses and business closures. This is why economic impact is measured in a variety of ways, not just GDP. Plans are being developed to address the impact on employment, but the priority at the start of the crisis was to put £40m into Barnsley's business bank accounts whilst ensuring all businesses had access to high quality advice through Enterprising Barnsley (both online and over the phone) together with specific employment support advice (Tom Smith). Recovery plans are aligned to SCR plans to ensure recovery across the region as a whole.

Companies who have been identified as 'at risk' of job losses are being tracked through the 'Gold' arrangements. Inward investment enquiries continue to come in and Barnsley has been praised for not using Covid 19 as an excuse. Henry Boot only paused for a couple of weeks and along with many other companies were soon back up and running with social distancing in place to ensure safety.

Although it has been suggested that there could be as many as 2000 job losses in Barnsley, this is from other parties' economic modelling. Barnsley is not predicting the number of possible job losses but rather attention is focussed on supporting specific sectors such as a strong construction sector, hotel, retail, hospitality and leisure sectors and ensuring they are able to move forward. The 2008 recession saw lots of new jobs in the retail and hospitality sector, which may (or may not) happen again. There is a recognition that there is a need to support local employers now and supported employment schemes are being actively explored across all sectors. The Future Jobs Fund model has been problematic in relation to private sector

engagement, but this is now further considered in conjunction with SCR although there are some technicalities to face.

DMC2 is working with Barnsley College and Sheffield Hallam University around the digital jobs' agenda, both for now and planning for the future. Tech businesses are connecting with local businesses to plan for the future together, which will have a significant positive impact across the Borough.

Apprenticeships are highly valued in Barnsley, with performance higher than the Yorkshire and Humber average. There is a degree of potential risk, but Barnsley College and other providers are working together to ensure there will be a good offer for the new academic year in September for current Year 11 students.

A report has been prepared and a press statement issued regarding a review of Barnsley Markets, encompassing rental agreements, flexible arrangements, use of artwork, and other lessons learned, particularly from the Market Kitchen. The review highlighted the importance of the Market Kitchen in the recovery, as this acts as a key footfall driver and was doing well before the lockdown.

Market Traders have been involved in discussions around the recovery arrangements. Further lessons will be learned from Monday when 'non-essential' traders will be able to open in a safe and managed way. Intuitive signage and social distancing measures and advice will be in place. Officers are in touch with the Market Traders Federation and have asked for interested traders to come forward to be part of a steering group which is being set up.

RESOLVED that:

- (i) Officers be thanked for their attendance at the meeting, their hard work and contribution to driving forward the recovery of Barnsley from the Covid-19 pandemic;
- (ii) Thanks be extended to staff who had worked hard to ensure the smooth running and public webcasting of the meeting;
- (iii) Members will be provided with financial information in relation to the current income secured and the overall income forecast for the scheme.
- (iv) Markets report will be provide with a redacted version of the Markets review report.

Chair

**Report of the Executive Director Core and
the Executive Director Adults & Communities
to the Overview & Scrutiny Committee
on 9 July 2020**

The Impact of COVID-19 on Adult Social Care and Care Homes in Barnsley

1.0 Introduction

- 1.1 The purpose of this report is to inform the Overview & Scrutiny Committee of the local authority's recent submission to government outlining Barnsley's system wide offer to care homes as part of the response to COVID 19.
- 1.2 Although the report focusses on the impact COVID 19 has had on care homes in Barnsley and the response from services across health and social care, a short presentation will be given on the day to provide an update on how adult social care has been impacted in the wider sense.

2.0 Background

- 2.1 Barnsley care homes support over 1,800 residents across 72 homes. A large number of homes are occupied by elderly residents who are classed as vulnerable to COVID 19, as such the need to wrap those homes with support is essential in response to the COVID 19 outbreak.
- 2.2 Care homes also play an invaluable role in the 'Discharge to Assess' model, ensuring fast discharges from hospital beds to ensure there is capacity to support those needing acute care as a result of COVID 19.
- 2.3 Very early into the COVID 19 outbreak adult social care and health professionals recognised the significance of getting alongside both the care home market and the home care market in Barnsley to ensure their preparedness for COVID 19; to share understanding of the potential risks and what could be done together to reduce them. This ensured that teams across adult social care; community health; the hospital; and public health were doing all that could be done to keep residents and staff as safe as possible.
- 2.4 Barnsley's approach to supporting its care homes ensures that care homes are given the support; advice; guidance and tools they need to safely support residents through this outbreak and to ensure staff working in care homes are supported to continue their caring role.
- 2.5 As a response to the challenges within the care sector the government launched the Adult Social Care plan which described the four pillars:
 - 1) Controlling the spread of infection
 - 2) Supporting the workforce
 - 3) Supporting independence, supporting people at the end of their lives, and responding to individual needs
 - 4) Supporting local authorities and the providers of care

3.0 Current Position

- 3.1 Following increasing media coverage of care homes during COVID 19, the government issued further guidance and communications to councils with a requirement that each council, working

alongside health partners, develops a care home plan to evidence how care homes are being supported. The planning return was submitted by the deadline of 29 May.

3.2 The return consisted of a letter (Item 4b) that sets out a short overview of activity at that time along with a forward plan. In addition, a short template had to be completed, reporting on the number of homes accessing the support offer at that time, covering the following areas:-

- Infection prevention & control measures - including isolating residents and restricting the movement of staff
- Testing - including testing all residents and asymptomatic staff and testing those discharged from hospital
- Access to Personal Protective Equipment (PPE) and clinical equipment
- Workforce support – including appropriate training and individuals returning to the workforce
- Clinical Support – including named clinical leads and access to mutual aid

Because the figures reported in the template were subject to change as the response to COVID escalated, the document has not been attached but a brief update will be given at the meeting.

3.3 The care home plan is reflective of a system wide approach to supporting care homes. The plan was produced with representatives from Barnsley Metropolitan Borough Council; South West Yorkshire Partnership Foundation Trust (SWYPFT); Barnsley Clinical Commissioning Group (CCG); Barnsley Healthcare Federation (BHF) and Barnsley Hospital NHS Foundation Trust (BHNFT).

3.4 Engagement with the residential care sector was undertaken to enable the plan to be collated and 100% of the homes in Barnsley participated in the completion of the plan. The return includes homes that the local authority does not directly commission from, as well as details of issues and support needs.

3.5 Care home plan submissions are being reviewed through the regional Better Care Fund team and formal feedback will be provided. Where required the plan will be amended subject to this feedback.

3.6 Each Local Authority is required to publish their Care Home Plan alongside transparent data regarding rate uplifts and other extra funding available to care providers e.g. cash flow support, and this information was published by 29 May 2020.

3.7 Data from the return will be incorporated into Barnsley's broader care home assurance and delivery plan. The governance of this plan will be overseen by the Bronze health and social care cell and reported to both Cabinet members and Barnsley Clinical Commissioning Group's (CCG's) governing body as required.

3.8 All care providers are being sent a regular information bulletin with updates on guidance, links to useful information and information relating to Barnsley's COVID-19 response plan.

4.0 Government Funding

4.1 The Council was allocated COVID 19 funding to support key frontline services including adult social care as well as an additional infection control funding of £3m to specifically support care providers to reduce the rate of transmission in and between care homes and to support workforce resilience.

4.2 The total payments made to date (and committed) as direct support to care providers in Barnsley against the impact of the COVID 19 pandemic is £7.0M, analysed as follows:

Whom	Purpose of Funding	£
Care home providers	Infection control: to reduce the rate of transmission in and between care homes	2.3M
Domiciliary care & Supported Living providers	Infection control: to support wider workforce resilience in relation to Covid-19 infection control measures	0.7M
All care providers (including care homes)	Support to care sector to ensure financial resilience and to cover additional cost pressures arising from: use of temporary staff; increased statutory sick pay; cost of procuring personal protective equipment (PPE)	3.1M
Care homes providers	On-going payment for voids as a result of the deaths in care homes during the pandemic period	0.7M
Domiciliary care & Supported Living providers	Providers are being paid 'on plan' i.e. based on the planned care hours (rather than actual hours of care provided)	0.2M

Infection Control Funding

- 4.3 The Infection Control Funding is ring-fenced for adult social care. The grant conditions require 75% of the funding (£2.250m) to be paid directly to care home providers (on a per beds basis) and must be used to fund a range of infection control staffing costs, including paying the wages of staff self-isolating; recruitment of additional staff; limiting staff to segregated COVID-19 residents; limiting the use of public transport by staff; and providing accommodation for staff to limit social interaction outside work.
- 4.4 Consideration is currently being given to allocating the balance of the infection control funding £0.752m to other care providers (domiciliary care, supported living, etc.) to support wider workforce resilience in relation to Covid-19 infection control measures.
- 4.5 The funding is conditional on care home providers completing the NHS Capacity Tracker on a consistent basis. Funding is allowed to be clawed back from providers if it is unused or has not been applied for infection control purposes. The Council is required under the grant conditions to submit a certified statement on the use of the funding on the intended measures by 30 September 2020.

5.0 Invited Witnesses

- 5.1 The following witnesses have been invited to attend to answer questions from the committee:-
- Wendy Lowder, Executive Director Communities, BMBC
 - Sharon Graham, Head of Service – Commissioning, BMBC
 - Cllr Jenny Platts, Cabinet Spokesperson – Adults & Communities, BMBC
 - Jane Sivakumar, Chief Nurse, Barnsley CCG
 - Gill Stansfield, Deputy District Director General Community, SWYPFT

6.0 Possible Areas for Investigation

- 6.1 Members may wish to ask questions around the following areas:-

- What have been the biggest challenges in responding to the pandemic?
- What are your key concerns for the future for both the community and the organisations providing care?
- What lessons have been learned as a result of responding to COVID 19?
- How has Barnsley fared in comparison to other local authorities in the region?
- Do you think adult social care responded to the pandemic quickly enough in Barnsley?
- What is being done to ensure that front line staff feel safe?
- How has the movement of agency staff been managed to prevent the spread of infection between homes?
- How do you know whether care homes are compliant with infection control measures?
- What infection control measures are in place for domiciliary care and how many cases have been identified in this section of the community, either those working in this area or those in receipt of services?
- What measures were put in place to ensure that existing care home residents were not put at risk when admitting patients discharged from hospital?
- What feedback have you received from the Better Care Fund team regarding the care home plan?
- Can you give examples of how you have provided tangible support for people with learning disabilities and those in assisted living accommodation?
- How are care homes overcoming the challenges relating to COVID-19 when dealing with people with dementia?
- Have all 72 care homes in Barnsley taken part in the testing scheme and are all homes reporting data? If not, why not?
- How often is testing carried out and how quickly are results reported back?
- What can members do to support adult social care and care homes in responding to COVID 19?

7.0 Background Papers

Item 4b – BMBC Care Home Plan Letter

Department of Health Quick Guide – Discharge to Assess Model:-

<https://www.nhs.uk/NHSEngland/keogh-review/Documents/quick-guides/Quick-Guide-discharge-to-access.pdf>

Department of Health & Social Care Policy Paper – Action Plan for Adult Social Care

<https://www.gov.uk/government/publications/coronavirus-covid-19-adult-social-care-action-plan/covid-19-our-action-plan-for-adult-social-care>

8.0 Glossary

ADASS	Association of Directors of Adult Social Services
BHF	Barnsley Healthcare Federation
CCG	Clinical Commissioning Group
CQC	Care Quality Commission
ICS	Integrated Care System
IPC	Infection, prevention & control
LGA	Local Government Association
PPE	Personal Protective Equipment
SWYPFT	South West Yorkshire Partnership Foundation Trust
SYB	South Yorkshire & Bassetlaw

9.0 Officer Contact

Anna Marshall, Overview & Scrutiny Team
01 July 2020

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Sarah Norman
Chief Executive

BY E-MAIL

CareandReform2@communities.gov.uk

My Ref: CEX/AH

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Barnsley's Care Home Plan

This covering letter outlines the partnership arrangements in place in Barnsley to ensure care market resilience, the enhanced offer of support to all Care Homes and our forward plan as per the request.

Introduction

Care homes provide invaluable support to some of Barnsley's most vulnerable elderly and disabled residents.

Very early into the Covid-19 outbreak, partners across health and social care recognised the significance of getting alongside the care sector to support their response to Covid-19, sharing an understanding of the potential risks and considering what we could do together to manage those risks. This ensured that across adult social care, community health, the hospital and public health, we were doing all that we could to keep residents and staff as safe as possible.

In developing Barnsley's Care Home Support Plan, we have utilised the existing joint commissioning arrangements and partnership agreements across health and social care.

The plan has been aligned to the Enhanced Health in Care Home Framework, ADASS Confidence Matrix, the NHS response to Covid-19 and key principles for care homes to form a shared assurance and delivery plan for Barnsley. It details Barnsley's support offer in its entirety, including key areas such as infection, prevention and control (IPC), Personal Protective Equipment (PPE), workforce and financial sustainability and aligns with all current regional and national guidance.

Executive leadership has been driven by the Director of Adult Social Services, Director of Public Health and the CCG's Chief Nurse.

A Care Home Assurance and Delivery Group has been established with senior representation from key partners. This group is responsible for ensuring all operational requirements within the plan are delivered, identifying gaps in support and proposing new developments/opportunities.

The group currently reports into a Bronze health and social care cell, escalating challenges/barriers as necessary.

Engagement with care homes during the Covid-19 outbreak has been integral to the development of Barnsley's plan. Long term the plan will form part of Barnsley's Excellence in Care Programme, and providers will play an active role in its further development and implementation.

Confidence Level

A number of elements of support detailed in the plan have been implemented and there are established assurance and governance arrangements in place to oversee this.

Data Collection

All care homes are contacted daily by telephone from a member of the Virtual Care Home Team. This call includes data collection to be added to daily reports which are shared with all partners alongside offering advice, guidance and support to care homes as required.

Data collected via this call focuses on the presence of Covid-19 within the care home, resident deaths and recovery.

Barnsley's joint commissioning team carry out further data collection to inform occupancy rates, PPE stocks and staff capacity. This data is used to form a care home dashboard.

Additionally, all care homes have an allocated Contract Officer within the Joint Commissioning Team.

Contract Officers act as a point of contact for Registered Managers and escalate queries/concerns via the Head of Service who forms part of the Bronze cell. The Bronze cell is chaired by the CCG Chief Nurse and attended by colleagues from South West Yorkshire Partnership Foundation Trust, the local GP Federation, Barnsley Hospital National Foundation Trust and Barnsley Council.

Significant work has been done in recent weeks to increase the number of care homes providing data via the NHS Capacity Tracker. Once implemented, other data collection will be stood down and the tracker used as the main source of data.

Financial Support

Through its joint commissioning arrangements Barnsley has a history of working in partnership with its care providers.

The following details Barnsley's current approach to addressing financial pressures in the care home sector:

- In 2018 work was undertaken to determine the average cost of residential care across the borough. The outcome of this work led to a 14.9% increase in weekly residential/nursing fees between 2017 and 2019.
- An interim uplift of 5.2% has been implemented from April 2020 to reflect the changes to National Living Wage however there is a current proposal to increase fees by a further 8.2%. This is subject to an agreement that the increase will be passed to care workers and is currently subject to negotiation with care home providers.
- In response to the Covid-19 crisis and to address costs pressures facing care home providers, the council has made one off payments to all care homes it did business within the financial year 2019/20. Payments, ranging from £5000 to £50000, were made in March 2020 and reflect an increase in excess of 10% of profiled 3-month payments to care providers in 2019/20. This is in line with Association of Directors of Adult Social Services (ADASS) and Local Government Association (LGA) advice / guidance.
- The council has additionally committed to a payment to plan position including the temporary on-going payment of voids caused as a result of the death of a service user funded by the council at the time of death.
- We will shortly be issuing payments to all care homes via the Infection Prevention Control grant allocation based on CQC registered bed numbers.

Partners will continue to review this position and have given a clear message to all providers that should they be facing financial pressures they should contact us directly to discuss further support.

Alternative accommodation

The majority of care homes in Barnsley have to date had the capacity and capability to isolate residents returning from the hospital in line with the national guidance on Infection Prevention and Control.

Concerns have been addressed on a case by case basis. They have included alternative approaches such as an extended stay in the hospital for those testing positive for Covid-19 until the risk of transmission is reduced.

Commissioners have additionally secured twenty beds in one care home with the ability to operate hot and cold units. The beds have been commissioned under a short-term block contract agreement and reflect an Intermediate Care offer.

Several other homes have 'empty' units which can be secured at short notice should the demand arise.

Workforce

Barnsley is part of the South Yorkshire and Bassetlaw Integrated Care System 'Bring Back Staff' (BBS – wave 2) to care homes process led locally by the CCG Chief Nurse.

Should a person wish to return to work in a care home in Barnsley, the Chief Nurse would work with the Joint Commissioning Team to ascertain where the individual would best be placed, based on need at any given time.

To date, there have been no cases of returning staff expressing an interest in working in a care home and little demand from care home providers with providers utilising their own staff to cover absences to reduce the risk of covid transmission in the home.

Our enhanced offer to care homes does include the use of volunteers to support with non-care tasks; such as administration to reduce the burden of care homes. The council also has an emergency resilience team on standby should the need arise and Commissioners have issued a shared Memorandum of Understanding across all care homes to support access to staff from other homes where this is required and safe to do so.

As requested, this letter gives a brief summary of our current and long-term approach to supporting care homes across the borough. It is backed up by a detailed and comprehensive plan that will be used to further develop our partnerships with care homes and improve on the quality of care being delivered.

We would welcome further discussions with colleagues from the national team regarding this plan to contextualise Barnsley's offer.

Yours sincerely



Sarah Norman
Chief Executive

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