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MEETING:	Overview and Scrutiny Committee - Full Committee Meeting
DATE:	Tuesday, 12 May 2020
TIME:	2.00 pm
VENUE:	THIS MEETING WILL BE HELD VIRTUALLY

AGENDA

Full Meeting of the Overview and Scrutiny Committee

Administrative and Governance Issues for the Committee

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 Meetings (*Pages 3 - 22*)

To receive the minutes of the previous meeting of the Committee held on the following dates:-

- Full Committee meeting held on 7th January, 2020 (Item 3a);
- Thriving and Vibrant Economy Workstream meeting held on 4th February, 2020 (Item 3b);
- People Achieving Their Potential Workstream meeting held on 10th March, 2020 (Item 3c).

Overview and Scrutiny Issues for the Committee

4 Covid-19 Response (*Pages 23 - 42*)

To consider a report of the Chief Executive and the Executive Director Core Services (Item 4 attached) regarding the Council's response to the Coronavirus (Covid-19) pandemic.

Enquiries to Anna Marshall, Scrutiny Officer

Email scrutiny@barnsley.gov.uk

To: Chair and Members of Overview and Scrutiny Committee

Electronic Copies Circulated for Information

Sarah Norman, Chief Executive

Andrew Frosdick, 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

Cllr Sir Steve Houghton, Leader of the Council, Barnsley MBC

Sarah Norman, Chief Executive, Barnsley MBC

MEETING:	Overview and Scrutiny Committee - Full Meeting
DATE:	Tuesday, 7 January 2020
TIME:	2.00 pm
VENUE:	Council Chamber, Barnsley Town Hall

MINUTES

Present

Councillors Ennis OBE (Chair), Bowler, Carr, T. Cave, Clarke, Felton, Fielding, Gollick, Green, Daniel Griffin, Hand-Davis, Hayward, Higginbottom, Hunt, W. Johnson, Leech, Lodge, Lofts, Makinson, McCarthy, Mitchell, Newing, Noble, Richardson, Smith, Stowe, Sumner, Tattersall and Williams together with co-opted members and Ms. G Carter

12 Apologies for Absence - Parent Governor Representatives

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

13 Declarations of Pecuniary and Non-Pecuniary Interest

Ms Gemma Carter declared a non-pecuniary interest in connection with Minute No. 15 due to her being a Director of an alternative education provider.

Councillor Lodge declared a non-pecuniary interest in connection with Minute Nos. 15 and 18 due to his membership of the Schools Forum and his work with care leavers.

Councillor Newing declared a non-pecuniary interest in connection with Minute Nos. 15 and 18 as she is employed by the NHS.

14 Minutes of the Previous Meeting

RESOLVED that the minutes of the following meetings be approved as a true and correct record:

- (i) Full Committee, held on 10th September, 2019
- (ii) Thriving and Vibrant Economy, held on 1st October 2019
- (iii) People Achieving Their Potential, held on 5th November
- (iv) Strong & Resilient Communities, held on 3rd December 2019

15 LGA Corporate Peer Challenge - Outcome and Actions

The following witnesses were welcomed to the meeting:

- Sarah Norman, Chief Executive of Barnsley Council
- Julia Burrows, Director of Public Health
- Rachel Dickinson, Executive Director - People
- Andrew Frosdick, Executive Director - Core Services

- Matt Gladstone, Executive Director - Place
- Wendy Lowder, Executive Director - Communities
- Neil Copley, Service Director - Finance
- Michael Potter, Service Director - Business Improvement, HR & Communications
- Cllr Stephen Houghton, Leader of Barnsley Council
- Cllr Robin Franklin, Cabinet Support Member - Core Services

Members of the Overview and Scrutiny Committee were provided with a report outlining the key findings arising from the Corporate Peer Challenge (CPC) together with an update on the progress of the Action Plan developed in response to the recommendations of the final report received in April 2019.

In the ensuing discussion, and in response to detailed questioning and challenge, the following issues were highlighted:

The Peer Review had highlighted concerns that the retirement of the previous Chief Executive had heightened anxiety for some staff who were concerned that the direction and ethos of the Council would change and that the upcoming retirement of two more longstanding Executive Officers would cause further concern. Members were reassured that Mel John-Ross had been appointed to the post of Executive Director (Children's Services) from May 2020. Although this is still a significant change, Mel John-Ross is already well known to staff and this will provide continuity. The Executive Director (Core) will be an external appointment but the postholder will undergo a 'back to the floor' induction similar to that followed by the new Chief Executive. Recruitment to both Executive Officer posts involved front line staff to ensure that the successful candidates are well received.

There is some disparity of services across Area Councils, which is to be expected as an inevitable consequence of local democracy and the uniqueness and differing priorities of individual areas. On some issues it makes sense for Area Councils to work together – for example on advice services where a more 'joined-up' approach might be beneficial. What is essential is that Area Councils continue to explore innovative solutions to tricky problems and share good practice with each other, as a great idea which has been successful is generally replicated. Members were reminded that core services are Borough wide and haven't been separated out as this has caused problems in other areas.

Members expressed concern that the reduction in workforce may have an adverse impact on staff health and wellbeing and in particular their mental health. The Council has an in-house Occupational Health Unit and counselling service but recognises the need to continue to do more to promote the wellbeing of staff, which is included in the Investors in People process. A staff workplace health assessment was sent out to all staff which provided rich data and which will be used to develop targeted support for staff around mental health and emotional wellbeing. The Trade Unions are also involved with this.

A Customer Services Charter is being developed to ensure consistency of approach and clarity in terms of access to services, building on the Digital First agenda. It was acknowledged however that there may be some customers who are unable to access services via electronic/digital means.

In terms of risk management, the Council faces a number of risks, such as financial uncertainty around future government funding arrangements; the impact of BREXIT; the Council's reputation and decision making; management of significant events that impact on the community; demographic changes associated with an ageing population; climate change and data protection/ information security. Members were reassured that the Council closely monitors these and other risks which filter down the organisation and has robust processes and systems in place to respond to them. The Risk Management Framework is lean and coherent and is shared with the Audit Committee as part of the Annual Governance Statement.

Financial uncertainty can never be removed, but robust, sensible and affordable plans are in place to address any eventuality. This is the case with all Local Authorities across the country. The Government's focus on using business rates to fund services is a particular concern for Barnsley. It would be a struggle to fund services from Council Tax and Business Rates alone; therefore lobbying is taking place to counteract this.

It was reiterated that the peer review was a very positive report, identifying Barnsley as a 'high performing' Council. Considerable progress has already been made on the action plan, which is deliverable, affordable and the benefits of which outweigh the costs. There are many aspects within the peer review report to be proud of but first and foremost it is about delivering against the ambition to make life better for people of Barnsley and improving their quality of life, which includes social care and educational achievement to name but a few.

There is now a need to work with partners to take stock of Barnsley's priorities for the next decade and develop a strong place-based vision to inform what work the Council needs to do next to deliver the Barnsley 2030 vision. The 2030 consultation will identify needs and aspirations of local people and the Council and partners will be organised to deliver against that vision. Members can help with the 2030 vision, attending 'talkabouts' and using the toolkit in their own areas to have an honest dialogue with the public.

There is a need to develop a more inclusive economy through joined-up working across Directorates and partner agencies to understand what poverty looks and feels like. Initiatives such as volunteering and supporting those with a learning disability need to be further developed alongside better transport options (particularly rail); access to housing (including affordable housing) and improving educational opportunities whilst taking into account the impact of adverse childhood experiences (ACEs). The Local Plan opens up a huge amount of land for growth, particularly at Junction 36/37. The Employer Pledge has already been signed by more than 150 businesses and will put more back into the local economy. Barnsley College has been heavily involved in providing career inspiration for young people, connecting with digital companies to redesign course content. Adult Education is a good way to tackle poverty in the Borough as it provides life skills, increases employability and can make a real difference in communities. In some areas the Community Shop provides adult and community learning. There is a need to persuade Sheffield City Region (SCR) and Central Government to increase funding for this.

Witnesses were congratulated on attaining such a positive result from the LGA Corporate Peer Challenge and for their attendance and contribution.

RESOLVED that the report be noted.

16 Provisional Education Outcomes in Barnsley 2019

The following witnesses were welcomed to the meeting:

- Nick Bowen, Executive Principal of Horizon Community College and Joint Chair of Barnsley Alliance
- Rachel Dickinson, Executive Director - People, BMBC
- Nina Sleight, Service Director, Education, Early Start & Prevention, People Directorate, BMBC
- Richard Lynch, Head of Barnsley Schools' Alliance, People Directorate, BMBC
- Jane Allen, Service Manager, Pupil Inclusion, Attendance & Education Welfare, People Directorate, BMBC
- Liz Gibson, Virtual School Headteacher for Children Looked After (CLA), People Directorate, BMBC
- Councillor Margaret Bruff, Cabinet Member for Children's Services

Members of the Overview & Scrutiny Committee were provided with a report detailing the provisional education outcomes for children and young people in the borough at each stage of the National Curriculum, from Early Years Foundation Stage (EYFS) (age 4/5) to Key Stage 5 (A-level) for 2019, including Children Looked After (CLA) and those with Special Education Needs & Disability (SEND).

In the ensuing discussion, and in response to detailed questioning and challenge, the following issues were highlighted:

The Early Years sector has worked closely with children from deprived backgrounds for many years. There is a forensic analysis of data locally so that children are targeted individually for intervention as well as within cohorts. Comparisons are also made with national results and how they relate to Barnsley. Robust partnership arrangements are in place, working closely with families to ensure settings support children in the best possible way. Pupil Premium is used to deliver educational outcomes of those children who are most vulnerable, in attachment-friendly settings to enable a child to be ready to learn when they start school.

Barnsley should be particularly proud of its Key Stage 4 outcomes, good buildings and strong leadership. Barnsley schools are no longer at the bottom of the league tables and are now well above average, ahead of Rotherham, Doncaster and Sheffield, in some areas, which is a huge shift. There is still improvement to be made in terms of Progress 8 and Attainment 8, although performance on the latter is now close to the national average. Disadvantaged students are achieving higher results in Barnsley than non-disadvantaged students elsewhere. Out of 10 secondary schools in Barnsley, 8 are at average or above, with just 2 below average. The latter will be supported by the Barnsley Schools Alliance (BSA), which offers tailored support for schools who need help in making progress and in realising their ambitions using data to identify areas for improvement. Stronger schools will work with the leadership team, sharing good practice and challenging how the schools are

run. There is an ambition that wherever you live in Barnsley you will be guaranteed a good school.

Although English and Maths are important, the new OFSTED framework now focuses on a broader and more balanced curriculum, which is more appropriate for some students. In some instances in Barnsley, those schools with a broad and balanced curriculum are now performing better than those with a narrow focus on English and Maths.

Performance data suggests that girls perform better than boys, which is in line with national data. The reasons for this are unclear and are multi-faceted: they could relate to a poor start in life; pre-school/nursery experience; the pace of the curriculum; family expectations and parental education. What is crucial is that all children receive learning and support tailored to their needs.

Early Years outcomes and school attendance are Alliance priorities as they make such a difference to future lives. Another area of focus is the attainment of children with additional needs and inclusion. This includes attitudes around poor behaviour and how it is dealt with to ensure standards and attainment are high.

Members were reassured that the previous increase in fixed term exclusions is not linked to academisation. In fact, there has been a significant reduction in fixed term exclusions and academies have made significant progress along with other schools. There are a number of workable and helpful alternatives to excluding pupils such as an on-site wellbeing centre, nurture provision etc to ensure students' needs are met in school. Provision for excluded pupils depends on the individual circumstances of the pupil. When a child is excluded there is a statutory responsibility to ensure the pupil has 25 hours of education in place by day 6 of the exclusion. Wellspring Trust is commissioned to provide this. In addition, a Fair Access Panel meets every month to find excluded pupils an alternative place. Each case is examined in detail and tracked to make it fair. Pupil Referral Unit (PRU) placements are also commissioned around the Borough. It was pointed out that some pupils may be unable to attend school for physical reasons or refuse to attend due to anxiety issues.

Academies have been an overwhelming success in Barnsley and have taken school performance to a new height, which is not the case in other areas. All academies are part of the Barnsley Schools Alliance, are fully engaged and carry the expectation of challenge and support. All schools go through the same process regardless of their status. This partnership approach is the envy of other areas and demonstrates the strength of a sector led approach.

The Barnsley Schools Alliance works with individual schools to develop a package of tailored support for head teachers and other staff which is based on individual circumstances. New Headteachers are supported with their professional development. This is also the same with the Early Years service and includes childminders and Nursery settings.

The complexities of Elective Home Education (EHE) and how it works was explained to Members. When parents decide to home educate they must notify the school that they wish to remove their child from school. An advisor visits parents at home to explain how it works and what is expected. If the level of education provided is not of

a good standard, the advisor will work with parents to improve standards or look at supporting a move back in to mainstream education. An unhealthy culture is springing up around EHE, with unofficial Facebook pages offering advice to parents. There are many reasons given by parents as to why they wish to educate their children at home. Information as to the reasons are always recorded but they do vary. In some instances it is because of dissatisfaction around the current school. Efforts are always made to try to dissuade parents from this course of action.

The number of children in residential care refusing to attend school has fallen from a significant number around 4 years ago to just single children here and there. The Looked After Children Engagement Mentor works out of Springwell to encourage children back into the school setting. Pupil premium is also used to enable the child to engage. In the case of anxious and phobic children, the PRU within school is often used. School attendance of every Looked After Child is monitored daily and is improving year on year. Problems with non- Barnsley children are passed to the placing authority .

Transition from primary to secondary school is an area of concern, particularly for children with an EHCP in place. There is a need to ensure that for these children their plan is up to date to support the child effectively through transition. However, some schools are developing excellent practice, especially in the Dearne, where a SENCO has been recruited from the primary sector for pupils moving up to secondary school which helps to break down barriers between primary/secondary and change perceptions. Many children struggle when moving from a small primary school to a much bigger secondary school. This transition is part of the journey to independence and adulthood, with some children unable to cope and needing better support systems in place from an earlier age to ensure an easy transition. It is essential that although schools may do things differently, there is good engagement between primary and secondary schools and good practice is always shared. Services for children needing emotional and mental health support are provided by the CCG. Waiting times for treatment are reducing but still require further improvement.

The Chair congratulated witnesses on the performance of Barnsley schools and the role of the Barnsley Schools Alliance in driving forward performance and achieving better things for Barnsley children.

RESOLVED that witnesses be thanked for their attendance and contribution.

17 Referral to Sheffield City Region (SCR) Mayoral Combined Authority Overview and Scrutiny Committee (OSC) Regarding Transport in Barnsley - Item For Information Only

Members were provided with an update report regarding the referral made by this Overview and Scrutiny Committee (OSC) to Sheffield City Region Mayoral Combined Authority Overview and Scrutiny Committee (SCROSC) regarding transport in Barnsley, highlighting the opportunity for Barnsley OSC members to share further comments with Cllr Ennis to shape this work prior to his meeting on 25th January with Clive Betts MP who is chairing a review of transport in the region.

RESOLVED that

(i) Members note the report, and

(ii) Contact the OSC Chair by email with any concerns they have regarding transport so that they can be raised with Clive Betts MP at the forthcoming meeting.

18 Exclusion of the Public and Press

RESOLVED that the public and press be excluded from the meeting during the consideration of the following item because of the likely disclosure of exempt information as defined by Paragraph 1 of Schedule 12A of the Local Government Act 1972 (as amended).

19 Children's Social Care Performance

The following witnesses were welcomed to the meeting:

- Mel John-Ross, Service Director, Children's Social Care & Safeguarding, BMBC
- Cllr Margaret Bruff, Cabinet Spokesperson – Children's Services (formerly People - Safeguarding)

The Chair congratulated Mel John-Ross on her recent appointment to the post of Executive Director, Children's Services.

The Service Director, Children's Social Care and Safeguarding, introduced this item and provided Members with the monthly children's social care report, which contained an overview of the major performance indicators for children's safeguarding and social care for Quarter 2 (2019/20). The report included a summary section with an overview of performance, using RAG (Red, Amber, Green) ratings and direction of travel for most indicators. Barnsley's historical performance and comparisons with other local authorities were also included.

Issues discussed included re-referral rates, the Neglect Strategy, the Graded Care Profile, adoption timescales, agency workers, recruitment and increased social worker caseloads. Implementation of the Neglect Strategy has seen over 900 practitioners trained, increased awareness of the impact of neglect and more cases being referred.

Members were reassured that decision making is sound whilst acknowledging that poverty is complex and multi-faceted. It was also highlighted that re-referral rates for this period have come down and are now below benchmarking targets.

RESOLVED that: Members note the update and witnesses be thanked for their attendance and contribution

Chair



MEETING:	Overview and Scrutiny Committee - Thriving & Vibrant Economy Workstream
DATE:	Tuesday, 4 February 2020
TIME:	2.00 pm
VENUE:	Meeting Room 11, Barnsley Town Hall

MINUTES

Present

Councillors Ennis OBE (Chair), Clarke, Fielding, Gollick, Green, Higginbottom, Hunt, W. Johnson, Lodge, McCarthy, Noble, Richardson, Smith and Tattersall together with co-opted member Ms. G Carter

5 Apologies for Absence - Parent Governor Representatives

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

6 Declarations of Pecuniary and Non-Pecuniary Interest

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

7 Minutes of the Previous Meeting

The minutes of the meeting held on 7th January 2020 were received.

8 Barnsley Council's Digital First Programme

The following witnesses were welcomed to the meeting:

Andrew Frosdick, Executive Director – Core Services
 Dave Robinson, Service Director, Customer Information & Digital Services
 Kay Deacey-Coulton, Head of IT Service Improvement

Members of the Committee were provided with a report informing them of the reasons for establishing the Council's Digital First programme; the structure and governance of the programme and the progress of the workstreams so far, together with details of the future activities and next steps that will be taken along the digital improvement journey.

In the ensuing discussion, and in response to detailed questioning and challenge, the following issues were highlighted:

There are a number of risks associated with the programme which were discussed in detail. These include cultural aspects of the programme around change management, which can take time to embed, employee engagement and adoption of the programme by customers. Members were reassured that there is a robust risk

monitoring system in place to deal with all identified risks and dedicated Change Management Officers and change management framework in place.

It was highlighted that employee engagement and adoption of technology and new ways of working isn't controlled by the programme but extensive change management and adoption work has taken place using new approaches such as digital campaigns, the new Spotlight on Digital Skills site, Digital Support Clinics, creation of 'digital personas' and introduction of videos on the DigitalFirst YouTube channel to support the workforce through change and try to mitigate the risk of non-adoption. Introduction of the SAP system for finance (mileage and expenses claims etc.) was successfully rolled out, with a robust programme for system users and lessons were learned from this and applied to future projects.

Communication is key and there is a need to engage with everyone through diverse means, ensuring that everyone gets the right information at the right time. The programme has a comprehensive communication and engagement plan in place.

Microsoft Office is being superseded by Office 365. It was explained that previously Microsoft supported BMBC running Office 2010 on its own servers but this is now changing to cloud storage and an entirely subscription based model. Although there is a cost attached to introducing Office 365, this will bring about savings in the long term as consolidated databases will be put on the cloud, which doesn't require maintenance. Employees are being supported to migrate data and more than 3000 devices are to be upgraded at a rate of around 40 per day. Resources for refreshing existing devices have been earmarked in budgets.

There will be tangible differences for customers. The service is currently redesigning forms within the customer portal so that the processes of reporting and transacting are much easier. Customer data will be consolidated so that there is one place for everything. This will be rolled out over the next 12 months. This should create capacity in contact centres, where other improvements are being made. For example, 'chatbots' are being created, which will free up capacity in contact centres for more complex cases. Customers are at the core, with opportunities for the public to make suggestions for improvements and to ensure the system meets their needs. There is currently a mobile phone app for customers to use. The design process will involve citizens at all levels of capability. Customers will only have to log in if they want to track progress on queries but more verification will be needed for more complex transactions. A Member suggested that the house number could be used as a unique identifier for information relating to a property but this could be a problem if the information was accessed by the wrong person and could potentially compromise GDPR regulations.

Partners are also classed as customers, and it is important to consider how to work effectively with them and their systems. Services such as shared care and population health management will be looked at in the next stage.

The Council holds PSN (Public Services Network) accreditation, which it achieved on the basis of total transparency and cyber security threat protection. This accreditation ensures that the Council can access information from government departments. Endpoint protection is to be upgraded and there is a prerequisite list of similar accreditations for the cloud. The Council works hard to protect on-premise

and off-premise data. Egress, the current secure mail system, will continue to be used until it is phased out once testing has been carried out on Microsoft's equivalent system.

Bi-monthly meetings take place with Officers from the other South Yorkshire Authorities. Barnsley appears to be ahead in terms of rolling out Office 365, web transactions and process automation.

Members requested to be kept up to date with the progress of this programme and the officers advised they will plan to bring an information station to Members in due course.

RESOLVED that

- (i) Witnesses be thanked for their attendance and contribution, and
- (ii) A Member briefing be held at the start of the new Municipal year to update members on progress.

9 Barnsley - Digital as a Place

The following witnesses were welcomed to the meeting:

David Shepherd, Service Director, Economic Regeneration, Place Directorate
Paul Clifford, Head of Service, Economic Development, Place Directorate
Tracey Johnson, Business Incubation Strategy Centre Manager, Place Directorate
Tom Smith, Head of Employment & Skills, Place Directorate
Dave Robinson, Service Director, Customer Information & Digital Services

The Head of Service for Economic Development introduced the report, providing Members with an overview of Barnsley as a 'digital place', describing the local picture in relation to business; infrastructure; partnership working and the digital skills of people.

The focus of work has been with local universities rather than national and a relationship has been developed with Sheffield Hallam University, creating a digital skills pathway to protect local talent and create good quality local jobs. It was highlighted that Degree Apprenticeships are an opportunity to work with businesses.

The digital journey needs to start as young as possible and local primary schools have a part to play in this. The Digital Media Campus (DMC) have an open door approach and have already built relationships with the Employment and Skills Team. Workshops have been held with young people in terms of problem solving and how best to support them.

In secondary schools, digital is embedded into the whole curriculum and is not uniformly taught as a discrete subject but as a transferable skill. There is a need for careers advice, raising aspirations amongst young people in terms of digital skills being essential and bringing with it opportunities to specialise within the digital sector.

It was highlighted that DMC2 will play a key role in providing grow-on space for existing businesses in DMC1 and also attracting new digital businesses, in collaboration with digital neighbours. DMC2 is currently going through a rebrand to attract tenants and get buy-in. Prices for DMC2 have just been agreed and a bold marketing campaign will be scaled up over the next 3 to 4 months to bring the right businesses in to Barnsley.

Barnsley has to work harder to attract businesses, keep momentum going and stay at the forefront of the digital agenda without a university, which other areas have. However, Barnsley has a lot to learn from Europe and good practice there, staying ahead of the curve and making it relevant for Barnsley and has succeeded in bringing corporate investment in from overseas partners and building infrastructure from the ground up. The Rotherham manufacturing parks provide a further opportunity for partnership working with AMRC and benefits for all.

It was acknowledged that although digital jobs in Barnsley are now growing and account for 2.1% of all employee jobs, this is behind the regional (3.5%) and national (4.8%) digital employee levels. To get to the national average as a minimum standard is challenging. The Sheffield City Region (SCR) is lagging behind and needs to be ambitious and generate as many jobs and businesses as possible. Jobs created won't just be digital, but will be cross industry, including the public sector, voluntary and health sector.

The impact of Brexit is not yet known. There are a small number of companies in the IT sector who contract at European level and have taken offices outside the UK. The long term agenda needs to be around 'growing our own' at regional and national level to minimise any risk. Barnsley has a good reputation, is forward thinking at UK level and is still engaged at EU level. Much can be learned from smaller European cities and they give an umbrella view of what smaller places can do, what works and what doesn't work. Over £2m of investment has come from SCR, with a direct link to work done in collaboration with Europe and which has generated investment.

Embryonic work is currently underway on building an inclusive knowledge economy, working with partners in London and learning from London Boroughs, linked to the Barnsley 2030. This will include building a base of digital jobs in the voluntary sector.

Barnsley needs to be more creative and aspirational going forward, exploring opportunities in how we work and what we do using an agile approach with constant horizon scanning and modifying with people who understand the landscape. Work is underway to secure a number of projects to make sure the business support offer is shored up though a number of different streams.

SCR is currently reviewing its strategic economic plan, with a dedicated digital field in there, which Barnsley is able to influence. The South Yorkshire Digital Strategy has just been adopted and all partners are behind the digital agenda. It was reiterated that it is not just about new businesses but also about drawing down funding to support existing and smaller businesses.

DMC2 will deliver the biggest impact for the smallest investment and will be on stream in June, with an expansion pack for existing businesses. There is a need to

work with commercial bodies on the digital infrastructure which is lacking in terms of fibre and future 5G provision.

There are barriers which may prevent Barnsley residents from engaging with the digital skills pathway. Some may be reluctant and may not have access to equipment at home, therefore it is essential to work with education providers such as Barnsley Council's Adult and Community Learning Service, Barnsley College, Northern College and others to offer free, basic digital skills training. Barnsley College are drawing down SCR money to redevelop the SciTech building and offer digital skills training.

Members were aware of a training programme commissioned by Dearne Area Council to get people back into work, but felt that this should also be followed up by Maths and English. Central Area Council is also looking at employability and skills with a view to commissioning a service. It was felt that all area councils need to think about gaps and needs in learning and skills and how to connect to local businesses.

Members are of the view that there will always be a core group of people who do not have any digital skills and this limits their employability and thus their quality of life. There are also isolated elderly people who would be unable to access services digitally. Work is ongoing with providers in Barnsley around increasing engagement and it is still possible to access European Social Fund money for the next 2 years for digitally excluded groups.

The Library at the Lightbox is a welcoming setting for digital learning but there are areas in Barnsley which do not have a library or suitable resources and infrastructure to offer digital learning. Communities need to be part of the conversation and come together to identify need and how it can be met, looking at other buildings and being creative in getting provision into areas that need it most.

There is no doubt that the digital agenda is contributing to the success of the Glassworks and business regeneration in many ways. Barnsley Market is embracing the 'shop appy' mobile phone app and 'click and collect', the library is very citizen centric and the wider development of the digital campus will help to unlock further potential for retail and leisure.

RESOLVED that witnesses be thanked for their attendance and contribution.

Chair

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MEETING:	Overview and Scrutiny Committee - People Achieving their Potential Workstream
DATE:	Tuesday, 10 March 2020
TIME:	2.00 pm
VENUE:	Reception Room - Barnsley Town Hall

MINUTES

Present Councillors Ennis OBE (Chair), Carr, Frost, Hayward, W. Johnson, Lodge, Mitchell, Newing, Pickering, Tattersall and Williams.

8 Apologies for Absence - Parent Governor Representatives

Apologies for absence were received from Ms G Carter in accordance with Regulation 7(6) of the Parent Governor Representatives (England) Regulations 2001.

9 Declarations of Pecuniary and Non-Pecuniary Interest

Councillor Williams declared a non-pecuniary interest in minute number 11 due to his membership of the YMCA and his position as staff representative on the JNC that sets the standards for youth and community work.

10 Minutes of the Previous Meeting

The minutes of the meeting held on 4th February, 2020 were received for information.

11 The Local Youth Offer in Barnsley

The following witnesses were welcomed to the meeting:-

Nine Sleight – Service Director, Education, Early Start & Prevention, People Directorate;
 Julie Hammerton – Early Intervention & Prevention Service Manager, People Directorate;
 Rachel Payling – Head of Service, Stronger Communities, Communities Directorate;
 Angela Kelly – Early Intervention and Prevention Service Operational Manager, People Directorate;
 Emma Baines – Youth Voice and Participation Operations Manager, People Directorate;
 Alyssa Butler – Young Mayor of Barnsley and Barnsley Youth Councillor;
 Councillor Margaret Bruff – Cabinet Member for Children’s Services.

By way of introduction Members received a brief presentation focusing on the offer in Barnsley and associated performance information.

In 2019 2,125 young people had accessed provision, with 32,544 attendances which included consultation such as ‘Make Your Mark’. Figures related to young people

aged 11-19, and those aged up to 25 with additional needs. 1,048 young people had accessed more than 8 hours of provision. 17 had accessed the children's rights service, which provided advocacy for children in care. 165 individuals had attended sexual health services, with 1,323 attendances. 187 young people had accessed one-to-one support through the Early Help Pathway. Members were also made aware of the nature of help being sought, with 'physical health', to 'establish and build relationships', and 'achieving personal and social development' being most common.

The impact and quality of interventions was measured through a number of tools including 'outcomes star', and 'this is me'. Members were made aware that the service was subject to continuous improvement, quality assurance and contract management arrangements. In addition, service user feedback was taken into account in service design.

Members were made aware of the outcomes for young people and for the wider community. Noted was the reduction in first time entrants to the criminal justice system and reduction of re-offending rates. 9,554 young people had voted in the annual 'Make Your Mark' campaign. A focus on early help had reduced the need for more intensive support, and flexible and proactive diversionary services had helped to prevent nuisance and anti-social behaviour.

Thanks were given for the presentation and report received and questions were invited from Members. In the ensuing discussion and in response to detailed questioning and challenge, the following matters were highlighted:-

The Youth Mayor was asked about the quality of the service from the perspective of a service user. It was felt that the service was very engaging and positive, which provided support to young people who may have otherwise struggled. The service assisted young people to learn skills and progress as a person.

With regards to the provision of a 'Youth Hub' Members heard that discussions were taking place with 'Youth Zone' and that a Cabinet report would be forthcoming in due course. Assurances were given that the service would work with any partners to ensure services were complementary.

Noted was the need for the local authority to provide 'sufficient educational and recreational activities'. Though the provision of a 'Youth Zone' would complement this, it was not part of consideration of the configuration of the service. In light of the difficult financial situation, there continued to be a borough wide offer, which included the provision of I Know I Can (IKIC) Centres and detached youth work. Members acknowledged that Barnsley had always given a high priority to this area, and although there was always more that could be done, the service continued to be high quality, and to make a difference, working with partners and providers.

In relation to work with young people from refugee or migrant families Members noted that there wasn't any specific offer tailored to this demographic, but support was given for any young person to access the service.

Questions were raised about how Barnsley's offer compared with neighbouring South Yorkshire Authorities. Barnsley continued to be in a positive position, having a high quality offer, working alongside and coproduced with young people. It was

acknowledged that Barnsley does not have the same issues as seen elsewhere in the county, but that work continues with South Yorkshire partners in areas such as Child Criminal Exploitation (CCE).

Noting that the CCE funding was time limited, Members questioned the impact of the funding ending. Assurances were given that legacy work had been factored in to planning of the project, and though some functions may cease, important parts would be mainstreamed.

Members challenged how representative the Youth Council was, and Members heard that representatives were democratically elected, but that current representation included that from the BME community, Looked After Children, and those who have a Special Educational Needs plan. A number of children in care and those attending Greenacre and Springwell schools were also co-opted. Members of the Youth Council also attended the LGBTQ forum in order to ascertain the views of this group.

Examples from other authorities where surpluses from commercial activities were reinvested in youth services were discussed. Whilst this practise did not currently occur in Barnsley, it was something that would be considered. However, it was important that commercial activities did not alter the focus and compromise the delivery of the core service. Members were made aware of the Excel programme, which had been developed in partnership with schools and was currently being piloted. If successful, this would be rolled out further and could become income generating.

Members discussed the work of Central Area Council in supporting voluntary organisations who were interested in undertaking Youth Work. This was supported by officers, recognising the benefit of peer support. The offer was made to work closely with Area Councils on projects such as this.

The importance Area Councils placed on services for young people, and the investments made was stressed. The important community leadership role of Members was acknowledged and the valued services the Area Councils commission. It was suggested that communication between the Area Councils and youth services needed to be more frequent going forward, and the need to strengthen the links to work more closely strategically and operationally.

How Council services worked with community groups was discussed, and Members heard how there were 9 lead workers in place across Barnsley. Part of their role was to understand the full offer in their area to ensure services were complementary. Young people were encouraged to join appropriate activity, and the views of these groups were listened to.

Members noted the need for all services to work together in partnership. A case study providing an example of good practice was provided. In response to an area of concern, reactive workers were deployed. Working with partners, and though investment with CRT for football coaching, this had resulted in a positive outcome, with young people now engaged and had taken part in a national football tournament.

A discussion took place regarding the 'Make Your Mark' exercise. 9,954 had taken part. This had resulted in 2 national campaigns being supported, in addition to 3 local

campaigns. Nationally the issues selected were 'protect the environment' and 'put an end to knife crime'. Locally 'the effects of drug use in communities', 'Young people's access to transport (the offer)', and 'Community safety, including anti-social behaviour (ASB), crime, gangs and policing' had been agreed.

The results of 'Make Your Mark' had been discussed in various forums, including the Children's Trust, and Community Safety Partnership. Discussions had taken place with secondary head teachers about the issues, and how future voting numbers could be increased. Work had also taken place with the SEND Youth Forum to understand the views of these young people and this was being shared with schools and partners.

A challenge was made about how the service was promoted, and whether families and young people would be aware of the offer. It was noted that this was advertised in schools, and community organisations. There was also a strong digital presence, with some young people choosing to self-refer as a result of information they had seen online.

Members noted that young people would also be referred to the service through work with families through services such as early help.

Whilst the promotion of the service to those engaged was acknowledged, questions were raised how the wider community would be made aware. It was noted that this was an ongoing process, with normal channels being used, including word of mouth and through building relationships with people of influence. The support of Members was appreciated with this.

Members noted that the Communications Department assisted with campaigns, but more could be done, such as celebrating achievements and promoting positive work. This could help to challenge perceptions, with an example being Barnsley's significant progress with regards to improving educational outcomes.

Members questioned what assessments the Service was subject to, whether it was audited or self-assessed and what officers felt the next potential inspection outcome could possibly be.

Members noted that there were regular audits held on planned activities, action plans and targeted 1:1 support with young people and also that Service Improvement Plans were in place to work towards early prevention. However, the Targeted Youth Services were not subject to their own inspection but were part of the Children's Services Inspection, Youth Justice Inspection and the inspection of SEND Services. There were a range of Frameworks in place to meet the needs, standards and continued service improvement plans to help Services understand where not only they need to improve but also how to build on what they already did well including feedback from young people through their voice and participation.

Members raised a question regarding the wellbeing of staff and whether the support was adequate enough for those who work unsociable hours whilst undertaking face to face support. Officers informed members that for full time employees, group staff supervision sessions were held on a regular basis to enable them to talk about any issues they had. 6 weekly supervision sessions with the Manager were being held and the Council's Personal Development Sessions were carried out on a regular

basis. The part time staff that work nights both detached and centre based were given a de-brief after every session and all staff were made the offer of wellbeing support. In response to queries around staff being given adequate personal development opportunities, members were informed that staff were given regular training through the Council's online POD system which holds a range of training programmes which they had access to as and when required.

Members praised the Take Away Programme from the Youth Service and its wrap around care for the whole family in conjunction with other agencies. It was felt that the continued work to build links across departments within the Authority and involving Area Councils could build even further to ensure the Youth Service grows from strength to strength.

RESOLVED:-

That thanks be given to all officers for their attendance at the Committee and the work undertaken with young people throughout the borough;

That work is undertaken to strengthen the links between the service and Area Councils, including the services they commission.

That work is undertaken to better promote Youth Services available in the Borough both to those who are eligible to access them, as well as amongst the general population so they are aware of support services in place.

Officers provide a break down to each Area Council of the issues raised by young people in each local area who participated in the 'Make Your Mark' Campaign.

Chair

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Item 4

**Report of the Chief Executive
and the Executive Director Core Services
to the Overview & Scrutiny Committee (OSC)
on 12 May 2020**

BARNSELY COUNCIL'S REPOSE TO THE CORONAVIRUS (COVID-19) PANDEMIC

1.0 Introduction

- 1.1 The purpose of this report is to update the Overview & Scrutiny Committee (OSC) on Barnsley Metropolitan Borough Council's (BMBC's) response to the ongoing Coronavirus (COVID-19) pandemic.
- 1.2 The report describes the response in the context of the wider Barnsley and South Yorkshire response structures and includes information on data and intelligence, risks and mitigating actions.
- 1.3 Given the ongoing changes in relation to the Coronavirus pandemic, updates regarding key information will be provided at the OSC meeting.

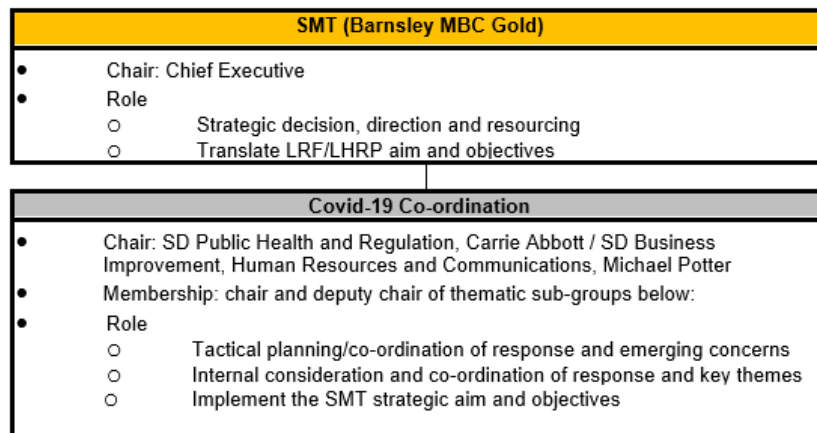
2.0 Background

- 2.1 On 19 March 2020, in response to the significant challenge facing everyone in the borough, the Council declared the Coronavirus (COVID-19) a major incident.
- 2.2 Declaring a major incident in this way meant that the Council put in place new structures and ways of working, with partners such as Barnsley Hospital; with local people and communities; and with local businesses, to respond to the pandemic and ultimately protect lives.

3.0 Response Arrangements

- 3.1 At the outset of the pandemic, the 'Gold Strategy' was developed, which begins by describing the high-level aims of the organisation. These are:
 - to co-ordinate the Council's activity, as a category one responder under the Civil Contingencies Act 2004
 - to endeavour to save lives and minimise the impact of Coronavirus (COVID-19) in Barnsley
 - to support Barnsley to move forward post-pandemic
- 3.2 The strategy was developed and signed off by the Gold Strategic Group, the membership of which mirrors the Senior Management Team (SMT) of the Council.
- 3.3 The aims and objectives of the Gold Strategy can be found in Appendix 1 (attached).
- 3.4 As part of the response arrangements, the 'Silver Tactical Response Plan' outlines the structure in place to implement the strategy. It includes a number of thematic subgroups, co-ordinated through a Silver Tactical Group with strategic management and direction provided from the Gold Strategic Group.
- 3.5 The diagram below shows the work of the subgroups and section 4 of this report describes the work in detail:

BMBC Response Structure

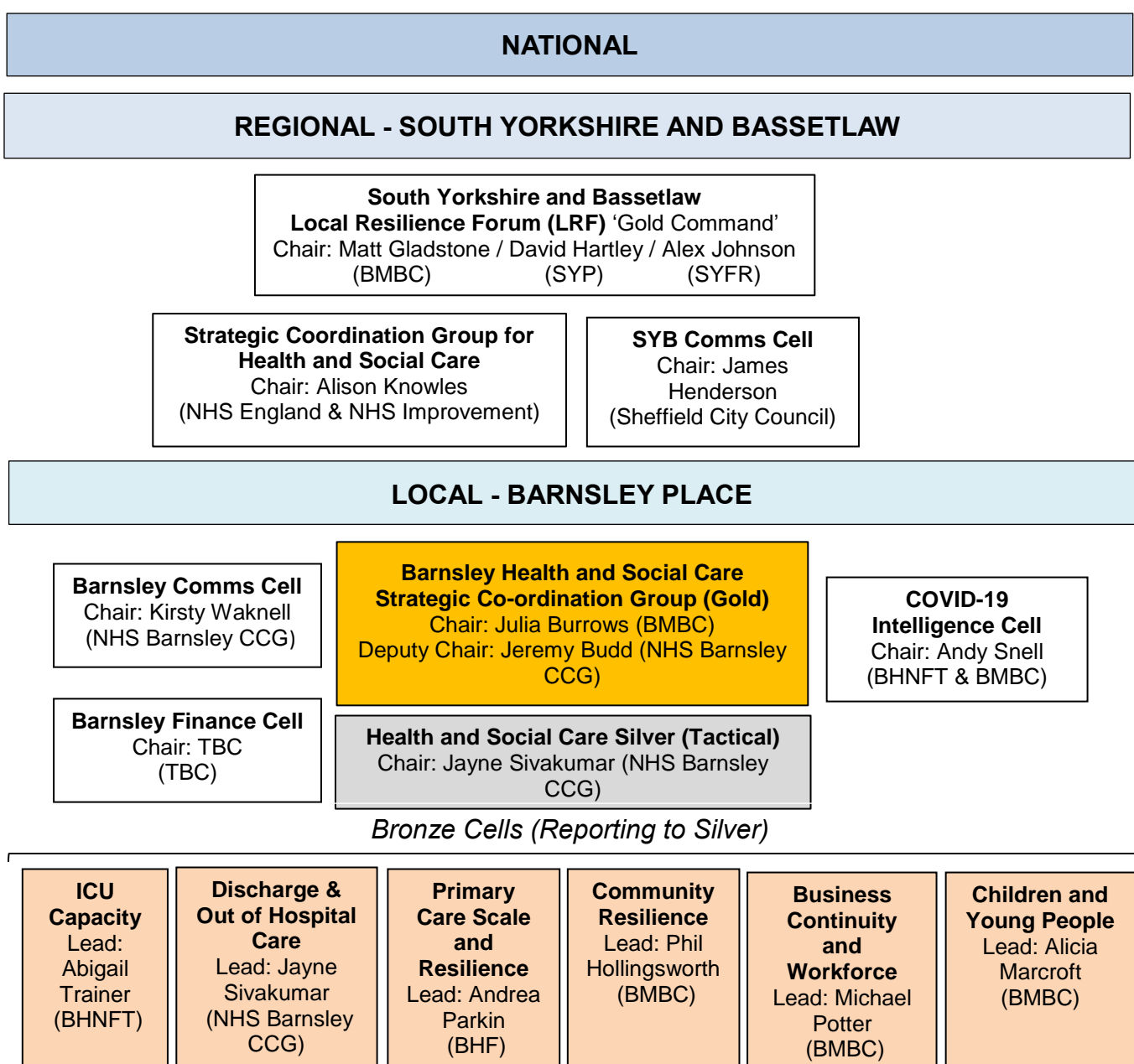


Health	Adult Social Care	Communities	Mental Health and Resilience	Business Intelligence	Business Continuity	Communications	Excess Deaths	Children and Education	Business and the Economy	Finance and Legal
<p>Chair: Head of Public Health Alicia Marcroft</p> <p>Deputy chair: Tracy Letchford, Service Manager 0-19 Service</p>	<p>Chair: SD Adult Social Care and Wellbeing, Julie Chapman</p> <p>Deputy chair: Head of Service, Liz Taylor</p>	<p>Chair: SD Stronger, Safer and Healthier Communities, Phil Hollingsworth</p> <p>Deputy chair: Head of Service Stronger Communities Rachel Payling</p>	<p>Chair: Head of Public Health, Diane lee</p> <p>Deputy chair: Senior Public Health Practitioner, Phil Ainsworth</p>	<p>Chair: Head of Business Improvement & Intelligence Malachi Rancecroft</p> <p>Deputy chair: Senior Public Health Principal, Rebecca Clarke</p>	<p>Chair: SD Business Improvement, Human Resources and Communications, Michael Potter</p> <p>Deputy chair: Head of Corporate Health Safety and Emergency Resilience, Simon Dobby</p>	<p>Chair: Head of Communications and Marketing, Katie Rogers</p> <p>Deputy Chair: Communications and Marketing Manager</p>	<p>Chair: SD Environment and Transport, Paul Castle</p> <p>Deputy chair: Group Leader Bereavement Services, Anthony Davenport</p>	<p>Chair: SD Education, Early Start and Prevention, Nina Sleight</p> <p>Deputy chair: Head of Children in Care Services, Jonathan Banwell</p>	<p>Chair: SD Culture and Regeneration, David Shepherd</p> <p>Deputy chair: Head of Service, Paul Clifford</p>	<p>Chair: Head of Finance, Steve Loach</p> <p>Deputy chair: Head of Strategic Commissioning, Contracts and Procurement, Chris Arnold</p>
<p>Themes Liaison with health partners</p>	<p>Themes Commissioned services Home care</p>	<p>Themes Waste and street cleansing Community safety Provision of food to the most vulnerable Medicines distribution Social isolation Financial hardship Homelessness Asylum provision</p>	<p>Themes Mental health support Bereavement support</p>	<p>Themes Business intelligence COVID-19 performance indicators Handling ad-hoc BI requests</p>	<p>Themes Human Resources IT Assets/ facilities management Events Information governance Business intelligence and data Customer Services</p>	<p>Themes Public messages Staff messages Elected members</p>	<p>Themes Bereavement Services Registration Service Intestate deaths</p>	<p>Themes Early start Community schools Academies liaison Children's Social Care</p>	<p>Themes Business resilience Economic impacts Wider South Yorkshire economic impacts and liaison with Sheffield City Region</p>	<p>Themes Finance Legal Procurement Governance</p>

- 3.6 The Council's Coronavirus (COVID-19) response arrangements align with the wider Barnsley Health and Social Care Gold, Silver and Bronze structures. The Council is represented as follows:
- The Director of Public Health chairs the daily Health and Social Care Gold meeting
 - We have representatives on the Health and Social Care Silver meeting
 - Our Service Directors (SDs) chair the Business Continuity and Workforce Bronze, the Community Resilience Bronze and the Children and Young People Bronze meetings
- 3.7 The diagram below shows the full governance and workstreams structure chart for health and social care in Barnsley:

Governance and Workstreams - Barnsley Place Response to COVID-19

NOTE: Organisations have their own Gold/Silver/Bronze structures in place, those under 'Local' below refer to those in place for the Barnsley Health and Care Partnership.



Version 2.2 – 8 April 2020

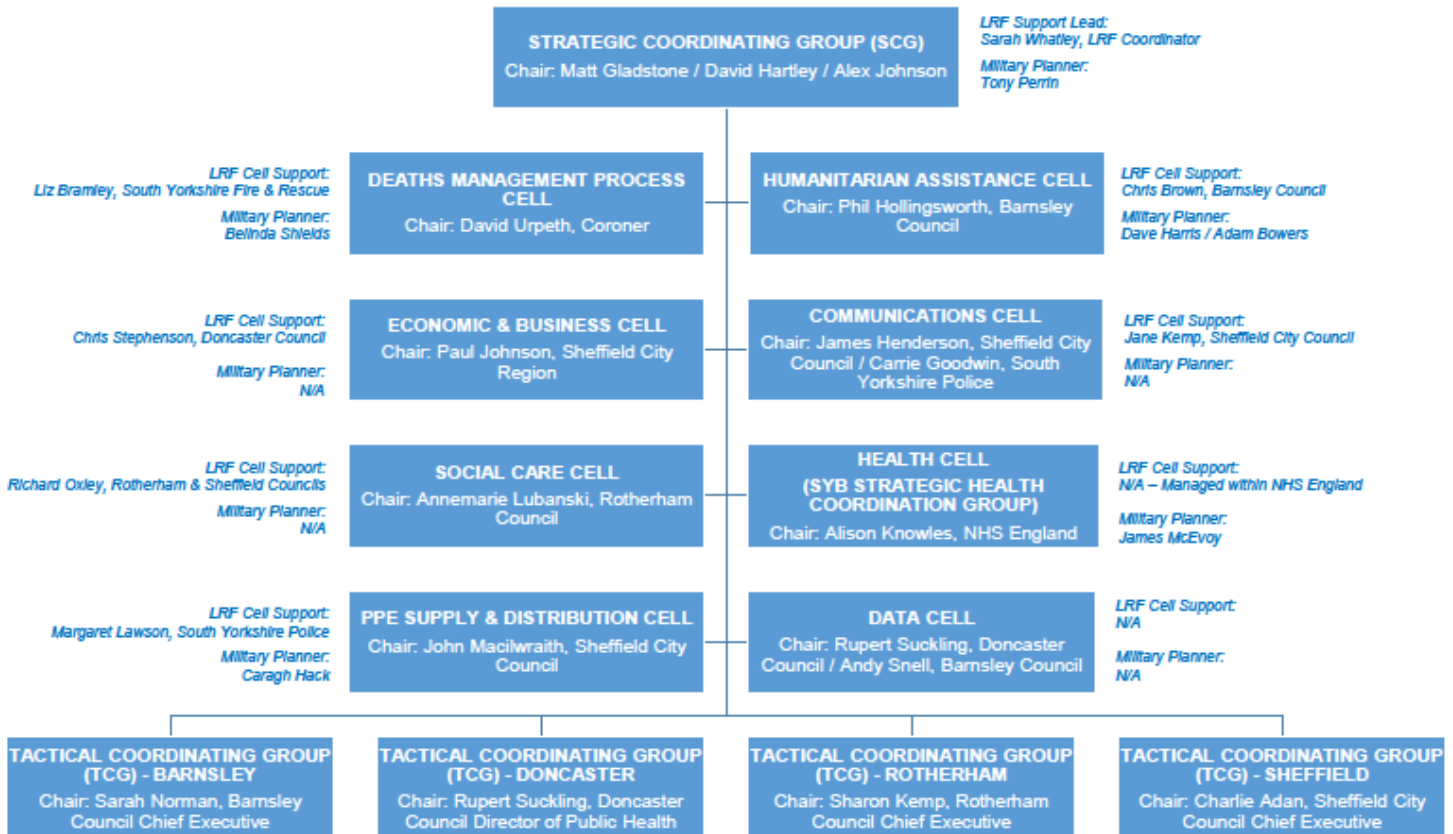
3.8 The Council is also connected to, and a key partner in, the overarching South Yorkshire Local Resilience Framework Command, Control and Communications (C3) structure. The Executive Director Place co-chairs the Strategic Co-ordinating Group (SCG) and the Safer, Stronger, Healthier Communities Service Director chairs the Humanitarian Cell.

3.9 Council representation on other cells within the structure is outlined in the diagram below:

OFFICIAL



South Yorkshire LRF COVID-19 C3 arrangements



4.0 Current Position

4.1 The following section provides up to date information on activity and performance for each of the ‘Silver’ subgroups as identified in the diagram at paragraph 3.5.

Adult Social Care

4.2 The Adult Social Care subgroup continues to:

- develop the discharge model they have implemented which operates 8am-8pm, 7 days per week, to support the acute hospital in maintaining safe and effective patient flow
- commission additional residential care capacity with Barnsley Clinical Commissioning Group (CCG) to support discharge arrangements
- offer support where family members are sick or self-isolating
- provide appropriate support to family carers, personal assistants, shared lives and the external care market
- ensure residential care homes are protected and supported
- closely monitor staffing levels. Staffing levels are currently high in social care, staffing levels and safeguarding work is prioritised

Communities

- 4.3 67,000 people have been identified who may need extra support due to Coronavirus (COVID-19) which includes:
- 6,000 people who have been recognised by the NHS as people who should be shielded from Coronavirus (COVID-19)
 - 2,000 people we've identified as being highly vulnerable
- 4.4 Data has been used to help recognise and contact those who may be at risk. This means the organisation can make sure that resources and community volunteers are mobilised in the most effective way.
- 4.5 All 67,000 people will receive a letter shortly, giving them information on who they can contact if they need some help. Calls will also be made to the 2,000 people identified as being highly vulnerable to help identify the support they might need.
- 4.6 A great strength of Barnsley is that there is already a robust and well-established community infrastructure. As a result, a significant volume of support activity is taking place across communities through existing commissioned activity and voluntary groups. The primary focus is providing early help wherever possible.
- 4.7 For emergency help and support, the Coronavirus (COVID-19) emergency support line continues to provide a 7-days a week response to the pandemic (all data correct as at 23/04/20):
- 1,638 calls have been received via the Coronavirus (COVID-19) Emergency Contact Centre
 - of these calls, 77% of people require help with food, 22% help with prescriptions, and 7% are calling due to social isolation
 - 1,082 Community Responders have been recruited
- 4.8 Barnsley Community Responders are volunteers supporting Barnsley Council and Barnsley Community and Voluntary Services in delivering vital emergency assistance to individuals and families. The volunteers play a vital role in supporting the many residents that may need support to cope with disruptions due to Coronavirus (COVID-19).

Health

- 4.9 In addition to the Barnsley Health and Social Care Gold and Silver arrangements described above, the health subgroup reports that:
- there is a mutual aid response in place, coordinating staffing and resources required to address the increased demand on health and social care services
 - they are proactively contacting children, young people and families to make sure that they continue to offer support and signposting to sources of online advice, with a focus on emotional health and wellbeing
 - the reduction in people presenting at A&E and other hospital departments is a significant cause for concern. It's very important that people still go to hospital for help if they need it. As a result, work has been done with health partners to create communications messages around how and when people should access health services
 - some health services are being centralised. The South Yorkshire and Bassetlaw Integrated Care System (SYAB ICS) COVID-19 Strategic Coordinating Group is established to coordinate the health response across South Yorkshire. It is overseeing the consolidation of some services across the patch as a temporary measure to make sure all areas can respond to the Coronavirus (COVID-19) pressures. For example, temporary changes to

children's hospital services means that all emergency children's surgery will take place at Sheffield Children's Hospital.

- Barnsley Hospital have established a local testing facility, initially this was for NHS staff, however this has now been extended to include the wider NHS, social care and key worker workforce. Local arrangements are now in place to allow the testing of employees who both meet the criteria for testing and are involved in delivering a critical role. The process for testing is provided through two routes:
 - via Barnsley Hospital and South West Yorkshire Partnership NHS Foundation Trust (SWYPFT) with a local testing point in Barnsley at Barnsley Hospital
 - via South Yorkshire and Bassetlaw Integrated Care System with a regional test centre at Doncaster Sheffield Airport

Personal Protective Equipment (PPE)

- 4.10 Personal protective equipment (PPE) is protective clothing. In the case of Coronavirus (COVID-19) it may include masks; face shields; gloves; aprons; gowns; and other equipment designed to protect a person from infection.
- 4.11 Nationally, the supply of PPE continues to present a considerable challenge. Continuous efforts are being made locally, and regionally at the South Yorkshire Local Resilience Forum, to secure the PPE needed in Barnsley. Issues regarding supply, guidance and staff concerns across partner organisations are being managed as the safety of staff is taken as seriously as that of residents. Guidance and processes are in place for ordering and distributing the supply of PPE. Mutual aid across health partner organisations locally and regionally is in operation and we will continue to work together to manage the risk of a shortage of supply.

Mental Health & Resilience

- 4.12 The current pandemic will impact on the mental health and resilience of people who live and work in Barnsley. Due to the cross-cutting nature, the Mental Health and Resilience subgroup comprises membership from across the Council and several local partners. The focus of the group ensures that residents' mental health and wellbeing is at the forefront of our Coronavirus (COVID-19) response and forward planning work.
- 4.13 The group will continue to work with the Coronavirus (COVID-19) Emergency Contact Centre to monitor the mental wellbeing of residents through the pandemic. In addition, the group will provide advice and guidance to employees, the voluntary sector and to external businesses, to enable them to successfully support employee mental wellbeing.
- 4.14 In direct response to the pandemic, in partnership with South Yorkshire and Bassetlaw colleagues, a local bereavement support service has been commissioned which will be available to everyone. The service went live on Monday 20 April 2020 and is available to anyone in the South Yorkshire and Bassetlaw area. There is an initial 8-week pilot period. Calls will be monitored to identify a need and inform future service provision. BMBC's Communications and Marketing team are promoting the service across various communications channels.
- 4.15 The Mental Health and Resilience subgroup is working with BMBC's Communications and Marketing team on a 'Kindness' campaign - the theme for this year's Mental Health Awareness Week (18 - 24 May 2020).
- 4.16 Being in a lockdown situation is immensely difficult for us all, but it can be particularly worrying for those who are isolated with abusive people whose behaviour may escalate due to increasing uncertainty, pressure on finances and cramped conditions. The Council's partner, Independent Domestic Abuse Services (IDAS), is providing support in several ways, including:
- online video support sessions
 - WhatsApp messaging

- telephone calls
- online live chat on our website
- email

Children & Education

4.17 The Children and Education subgroup continue to ensure that:

- children known to Children's Social Care and Early Help Services are supported and visited, so that, as a minimum, statutory timescales are being met. In many cases, contact may be more frequent
- children in care placements are being maintained (notwithstanding the potential for future challenges) and personal education plans are in place
- the Coronavirus (COVID-19) operational guidance has been issued to Children's Social Care and Early Help Family Support Workers. Vulnerable children's guidance has also been issued to schools
- the children's workforce is working with parents to support more vulnerable children to attend school
- the vast majority of schools and 115 early years settings are open to vulnerable children and those children of key workers (this included over the Easter holiday period)
- free school meal provision and the national voucher scheme is available to eligible families (including over the Easter holidays) with many schools going beyond the expectation and issuing food parcels
- there's a continued education offer via digital resources and home learning through schools to all pupils. Concerns for families who cannot access digital resources has been escalated to the Department for Education (DfE). Locally, schools are identifying children who have not accessed online learning, and are developing ways they can access, either in school or through the provision of a device if available

Business Continuity

4.18 The Business Continuity subgroup has a broad remit. However, focussing on human resources, staffing, redeployment and securing frontline service delivery, it can report that:

- 309 staff are currently absent or self-isolating. 175 of these are Coronavirus (COVID-19) related: 163 self-isolating fit for work but cannot work and 2 with Coronavirus (COVID-19). 160 staff are in COVID isolation but working from home (not included in overall absent figure)
- a new Human Resources framework has been launched and agreed with the Trade Unions for deployment of staff in emergency situations. As a result, the Workforce Redeployment Team are successfully matching members of staff in non-business critical roles into essential roles in business-critical services such as waste management; PPE distribution; and into the COVID-19 Contact Centre
- social distancing measures continue to be implemented in services such as waste management
- 310 staff have been sent letters inviting them to volunteer for redeployment
- work continues with Norfolk Property Service (NPS) and Berneslai Homes to redeploy staff and Barnsley Premier Leisure (BPL) staff continue to be encouraged to become community responders

Mortuary and Funeral Capacity

- 4.19 Every death is a tragedy and it is important that family and friends can mourn their loved ones. Services will ensure bereaved people are treated with sensitivity, dignity and respect, while at the same time making sure everyone is protected from the risk of Coronavirus (COVID-19) infection.
- 4.20 Public Health England guidance around social distancing will continue to be followed in order to keep people safe and to make sure that people can mark the life of a loved one. Weekend funeral services are now taking place and cemeteries remain open.
- 4.21 Bereavement impacts people in lots of different ways. It is recognised that the death of a loved one, from any cause, at this present time will be even more difficult. While there's a range of support available, as highlighted in paragraph 4.14 above, a new bereavement support service was launched on Monday 20 April for anyone who is experiencing the loss of a loved one.
- 4.22 This is a challenging time for funeral and mortuary service providers, and the Council continues to support them. We're confident that enough mortuary places have been commissioned at Barnsley Hospital and at the crematorium.

Business and the Economy

- 4.23 The Business and Economy subgroup report that:
- all businesses have been rebilled where new business rate reliefs apply
 - £35.4m in grants have been distributed to date to 3,212 businesses
 - 971 enquiries have been dealt with by Enterprising Barnsley
 - Barnsley is seen as a good practice exemplar for how grants have been made available in advance of the funding being received from central government
 - Barnsley is leading the way in shaping the regional recovery
 - gaps continue to be addressed, including providing support for major employers, businesses in incubation centres etc.
 - support is being given to the development of a regional recovery plan and the prioritisation of future funding
 - Regulatory Services are responsible for enforcing the new Coronavirus (COVID-19) Restrictions Regulations along with South Yorkshire Police (SYP), and there's a protocol in place to support joint working. Regulatory Services continue to deal with all enforcement concerns and are undertaking frequent unannounced inspections at ASOS, at their invitation
 - Barnsley's visitor attractions and Museums are closed. People can access parkland and the majority of people are observing social distancing measures
 - partner organisations, including National Trust and Barnsley Civic have furloughed their staff
- 4.24 In terms of the economy and jobs:
- at the outset of the pandemic, a single point of contact was established to support residents requiring employment support with a call back from an advisor the same day (employmentsupport@barnsley.gov.uk). The service went live on the 3 April 2020
 - 34 enquiries have been dealt with (50% of those who contacted were unemployed); the focus is mainly on benefit claims and financial hardship. It is believed that demand for this service will grow as the restrictions are lifted because:

- the current focus on JobCentre Plus staff is on processing new claims, reducing emphasis on job-search
- there are high numbers of people furloughed
- large numbers of people will not be seeking work in the current climate and therefore are inactive
- due to economic uncertainty employees may not be actively seeking work and support in taking steps

4.25 Alongside this, the following actions are being taken as part of the longer-term response plan:

- the Council is maintaining and developing existing adult skills and community learning by supporting learning online; through social media; by phone; and posting out paper-based learning materials for approximately 1,553 adult learners. They are looking to enhance and expand the learning offer so that digital classes can be delivered, and distance learning courses commenced
- information, advice and guidance is being provided to employers to help them support staff-wellbeing through BeWell@Work
- guidance and support is being developed to help employers bring employees back into the work, supporting their wellbeing and refreshing skills

Other Critical Frontline Services

4.26 In terms of the critical frontline services, it's important to note that:

- grey, brown and blue waste continues to be collected. However, green waste has been paused in line with other South Yorkshire authorities
- Household Waste Recycling Centres are currently closed to the public. However, the Council is working with the government to see how it can open these as soon as possible
- Neighbourhood Services have paused grass cutting to support Waste Services and additional fly tipping / general detritus being littered has been noted in communal areas in some communities
- the transport operators' licence is still being maintained, and all services are operating in accordance with Traffic Commissioner changes
- most large highways works have been paused to support Waste and Neighbourhood Services
- Highways safety works continue with reduced resources to maintain the borough's highways
- Highways winter maintenance season (Gritting) has now finished
- Waste; Highways; Home to School Transport; and Neighbourhood Services staffing has been severely impacted by staff self-isolating for several reasons, and the introduction of new safe systems of work to maintain protection and social distancing measures. However, services are working alongside the Workforce Redeployment Team to ensure that services continue to be delivered
- the Home to School Transport services are meeting the need and transporting those children that need to go to school
- the Council's digital offer continues to be developed and includes contributions from museums; libraries; and the music service. This is seen as an exemplar, with strong

engagement and good positive media coverage for Barnsley, both nationally and internationally (Brazil and Australia - BBC, Sun and Telegraph)

Berneslai Homes

4.27 Berneslai Homes is a key partner in the response effort and is part of the Silver and subgroup arrangements. They report that:

- construction services and Kier are delivering a limited repairs service in order to keep tenants safe
- an emergency repairs service is being provided, continuing the Gas safety work and that empty homes works are ongoing
- lettings to homeless people, hospital discharge and urgent management moves are ongoing
- fire safety inspections and works continue to be delivered
- rent collection, advice and support is being provided
- staff are working from home, but Berneslai Homes are considering furloughing a number of staff. The Board meets every three weeks and will decide at the next meeting on the furlough situation
- 15 staff have volunteered to assist with waste and are being trained. A number of other staff are helping with key tasks
- tenants are being updated via the website, and involved tenants are being contacted regularly

5.0 Moving On – Recovery and the Future for Barnsley

5.1 A tactical recovery group will be set up to co-ordinate the recovery activity across both the Council and for the borough. It will consider the following:

- introduce a Silver Recovery Group that sits in the same governance arrangements as Silver Response Group
- to provide a coordination forum for subgroups to escalate issues for resolution, approval or escalation to our Gold Strategic Group or the South Yorkshire Local Resilience Forum (SYLRF)
- to align and participate with SYLRF arrangements, Sheffield City Region arrangements, Health and Social Care Gold and other local cells
- the strategy of the Silver Recovery Group will be 'place-based' to move Barnsley through this current acute crisis. It will set out the recovery strategy in line with the new normalities, building on shared values as we progress through the changing stages of the situation towards a future for Barnsley that everyone wants to see
- Barnsley 2030 will play a significant role in helping the borough to move forward. There will be work needed to make the starting point reflect our journey through the Coronavirus (COVID-19) pandemic
- to be clear how this superimposes on current business as usual arrangements, to use them wherever possible
- to work with the current subgroup arrangements
- to develop a concise, balanced, affordable recovery plan that can be quickly implemented

- to agree and set out the “handing over process” from Silver Response Group to Silver Recovery Group
- to work with subgroups and develop their thinking about recovery planning
- to challenge the subgroups to ensure that they have the right stakeholder representation for recovery planning
- to carry out initial impact assessments with the subgroups to develop the Silver Recovery objectives and working Recovery Strategy:
 - to set out the key recovery risks and threat assessments for each subgroup
 - set out the working recovery strategy and confirm the subgroup arrangements
 - the output of this being an initial high-level overall Recovery Plan
- to initially meet twice a week, Tuesday and Thursday, and at an appropriate time, to replace two Silver Response Group meetings

6.0 Consideration of Alternative Approaches

- 6.1 The response to Coronavirus (COVID-19) is being managed using the civil contingencies response arrangements that have been developed over many years, with these tailored to the specific nature of this emergency, and the breadth, depth and longevity of the multi-agency response.
- 6.2 The response is centred on a command, control, co-ordination and communication framework used for all emergencies and this dovetails with the arrangements implemented by local health and care partners, South Yorkshire Local Resilience Forum, wider regional partners and nationally.
- 6.3 These arrangements are reviewed regularly and have been adapted over the course of the response to reflect changing needs. Therefore, while ongoing review of the response arrangements will take place, an alternative framework for the management of the incident is not considered appropriate and indeed may hamper necessary close multi-agency working with partners.

7.0 Implications For Local People/Service Users

- 7.1 Coronavirus (COVID-19) has significant implications for every person living, working or studying in Barnsley. All the responses which are described in this paper have been developed with the overall aim of protecting and safeguarding lives; improving health and wellbeing; and supporting the local economy. The Council is working alongside all partners in both the response and recovery phases. There are no parts of society which are not affected, and so the response covers every Council function.

8.0 Financial Implications

- 8.1 The Coronavirus (COVID-19) pandemic is expected to place significant pressure on the Council’s financial position both in 2020/21 and beyond.
- 8.2 While central government have provided some financial support, it’s considered that this funding will be inadequate to cover the full cost of the pandemic and ongoing recovery. The estimated costs of maintaining the Council’s critical services is some £14 million more than the funding received. Even more concerning is the anticipated loss of £24 million in income from Council tax, business rates and other fees and charges.
- 8.3 While the Council continues to lobby government for additional funding, in the meantime, it has put in place a moratorium to protect financial standing should additional government support not be enough to cover the full cost of the pandemic.

9.0 Employee Implications

- 9.1 The Council followed and applied Government, Public Health England and National Joint Council guidance in relation to workforce and employment issues to fairly and consistently manage the effects of the pandemic in relation to employees, including taking necessary steps to protect those who fall into 'at risk' categories.
- 9.2 To support employees, a dedicated intranet page has been developed for employees to access that includes advice and guidance in a frequently asked questions format. The advice includes a variety of scenarios that employees may face and includes links to the latest government advice. This is supplemented with daily communication to employees which provides updates on key employment issues.
- 9.3 Advice and guidance is also being provided through the HR Business Partner network to ensure that if employees want to speak to someone about their circumstances and get advice, they can. There is also a dedicated email address set up should employees prefer to email.
- 9.4 Weekly briefings are also being undertaken with the trade unions to ensure they are kept up to date with any emerging issues and to provide a dedicated forum to collectively identify and address any employee relations issues.
- 9.5 The wellbeing of employees is paramount, and this is even more so during this pandemic. A range of health and wellbeing support has been launched including:
- redevelopment of the Well@Work intranet site which provides information about wellbeing support employees can access including specific topics relevant to Coronavirus (COVID-19)
 - a range of relevant Well@Work topics has been circulated via the daily Coronavirus (COVID-19) update emails, covering homeworking tips, social interaction, sleep, mindfulness etc.
 - counselling support
 - Human Resources, Communications and Marketing and IT colleagues have also developed a solution to enable non-networked staff to access the Well@Work intranet site and daily emails
- 9.6 Further actions have also been identified as part of the Coronavirus (COVID-19) employee health and wellbeing action plan, developed specifically to identify the support required, particularly in relation to mental health.

10.0 Legal Implications

- 10.1 The need to give due consideration to obligations under the law remains an important consideration. No general legal immunity is provided to local authorities in the Coronavirus legislation. Likewise, there is no general legal principle of necessity to relax the normal public law principles that apply to decision making, i.e. rationality, proportionality, relevant considerations, adherence to Convention obligations etc.
- 10.2 Statutory requirement to consult will still apply. However, inevitably in the practical application of all of these principles the context of the emergency is likely to influence the nature and standard of what has to be done, and what the Courts will realistically expect to be done in any Judicial Review. Therefore, particular issues will be addressed on a case by case basis.
- 10.3 Proper oversight of these issues is secured through the input of the Monitoring Officer and Service Director Legal into Gold Strategic Group and Silver Tactical Group meetings. Support will be targeted on specific issues such as the impact on contractual and procurement arrangements; data protection; governance arrangements for decision making; enforcement of additional powers; and relaxation of social care obligations.

11.0 Customer & Digital Implications

- 11.1 The Contact Centre has stayed fully operational throughout the pandemic as capability already existed for advisors to work remotely. Although initial call volumes and wait times were high, this has eased in the last 2 weeks which is a testament to the success of communications messages and the swift establishing of the specific Coronavirus (COVID-19) emergency response team.
- 11.2 The Contact Centre and IT teams have worked together closely to ensure that technology solutions are resilient and that the Council remains contactable across all channels. In addition, Barnsley was one of the first Councils with the capability to allow Registrars to work from home, which has helped ensure the continuity of this vital statutory service.
- 11.3 The Council were quick to activate a range of customer channels including:
- the Enterprising Barnsley Team have provided specific advice and support to Barnsley based businesses relating to the Coronavirus (COVID-19) economic challenges
 - council tax and the Coronavirus (COVID-19) Council Tax Hardship Scheme – while Council tax funds vitally important services such as adult and children's social care; waste collection; police and fire services; we realise that some people may have had a reduction in household income as a result of the Coronavirus (COVID-19) pandemic and may be finding it difficult to make payment. People may be entitled to claim Council tax support and in addition, the government have also announced a Council tax hardship fund for customers in receipt of Council tax support
 - humanitarian support has been described above and by harnessing the combined efforts of 1,000 volunteers we can help people in need access food, medication and the support they need
- 11.4 The Children's Social Care Front Door and the Multi-agency Safeguarding Hub is fully operational with all workers based at home. Requests for support for families, including concerns about children's welfare, are being screened and assessed in line with practice standards, and visits are being made where needed.
- 11.5 Children's Social Workers continue to work jointly with South Yorkshire Police in the multi-agency safeguarding hub, undertaking joint child protection assessments and investigations together. The number of contacts received by the service has fallen significantly in the last four weeks and proactive communications have been issued to remind the public about what to do if they need help or are concerned about a child.

12.0 Communications Implications

Communications and Marketing

- 12.1 The Communications and Marketing Team are an integral part of the recovery and response to the Coronavirus (COVID-19) pandemic.
- 12.2 The Head of Communications and Marketing is a member of the Gold Strategic Group, with the Communications Managers supporting the Silver Tactical Response Group.
- 12.3 The Communications and Marketing Team are classed as the communications subgroup and feed into other subgroups such as Business Continuity; Business and the Economy; and Communities. There is currently a full team and they are operating as set out in the Communications critical and major incident plan. The usual out of hours support is also being provided.

12.4 The Council is part of the Barnsley Health and Social Care Communications Cell and the South Yorkshire Local Resilience Forum (SYLRF) Communications cell. The Head of Communications and Marketing also provides communications support to the SYLRF Humanitarian cell.

12.5 Communications and Marketing Activity

- The key messages remain around social distancing, service disruptions, links to help and support, e.g. mental health and wellbeing and financial support
- The team are working with services to provide the #beattheboredom portal, to provide a site of activities people can take part in while social distancing measures are in place
- Social media channels are helping the organisation to engage with residents and communities and providing insight into what information people need. Social media engagement rates remain high, and sentiment remains mainly positive. Negative engagement is mostly around Council tax payments and guidance for people around Council tax support
- By working closely with the Digital Team, the website pages are being kept up to date with the latest information
- The team continues to be proactive, sending our Coronavirus (COVID-19) daily update emails to staff; managers; Councillors; partners and MPs. These have been well received. From week commencing 20 April 2020, a weekly update will also be provided to non-networked, front line staff
- Adverts have been placed in the local print media to target residents who might not have access to the Council's digital resources. The service has teamed up with local partners to share the cost and to make sure that information is joined up
- The team is working in partnership with a range of partners, including Barnsley Clinical Commissioning Group; Barnsley Hospital; South West Yorkshire Partnership NHS Foundation Trust; South Yorkshire Police; South Yorkshire Fire and Rescue (SYFR); IDAS; Berneslai Homes; and Norfolk Property Services (NPS), to promote Barnsley wide information through our channels
- The team are working with the Silver Tactical Recovery Group to start to plan a way forward for Barnsley and its residents

13.0 **Consultations**

13.1 From the initial stages of the pandemic through to the current position, key partners, nationally, regionally and locally have been consulted and are supportive of the approach that the Council is taking in managing the response to Coronavirus (COVID-19).

13.2 Involvement in national meetings such as conference calls with the Chief Medical Officer, regional meetings such as the South Yorkshire Local Resilience Forum and local involvement in the Health and Social Care arrangements, ensure that the Council remains aligned; can share best practice; and learn from colleagues in order to protect the people of Barnsley.

14.0 **The Corporate Plan & the Council's Performance Management Framework**

14.1 The Council's response to the Coronavirus (COVID-19) pandemic involves an ongoing assessment of its duties and responsibilities. Business continuity plans have informed Gold and Silver Groups of business-critical and non-business critical services. In some areas, staff have been diverted from their usual duties in order to ensure critical services can continue to be delivered, where existing staff are self-isolating for a number of reasons. It's likely that this

current response will impact on business plans, the corporate plan and the performance management framework.

15.0 Promoting Equality, Diversity & Social Inclusion

15.1 The Council's response to the Coronavirus (COVID-19) pandemic is fundamentally about protecting everyone in families, communities, places of study and work across the borough. The response strategy described in the report covers all aspects of life in Barnsley. As described earlier, the Council will continue to assess the impact of the pandemic as it moves from response to recovery to make sure that it promotes equality, diversity and social inclusion.

16.0 Tackling the Impact of Poverty

16.1 The financial impact of Coronavirus (COVID-19) can be seen across all parts of the Council and across all sectors. Unfortunately, those living in more deprived areas of the borough are more likely to be affected. Tackling the impact of poverty is a common theme across all subgroups reporting into the Silver Tactical Group. For example, the finance, procurement and legal subgroup reports exceptions on a daily basis to the Silver Tactical Group meeting.

17.0 Tackling Health Inequalities

17.1 Health inequalities as a result of Coronavirus (COVID-19) will continue to be monitored and addressed. The Silver Business Intelligence subgroup and the Partnership Intelligence Cell are collating, interpreting and communicating key information that includes hospital activity; out of hospital activity; all and excess deaths; and current gaps in expected non-Coronavirus (COVID-19) health needs. Healthcare and Local Authority datasets are being combined to identify vulnerable groups in the local population, and to inform proactive and reactive support to those most at need.

17.2 The Council knows that there are many groups in society who will be hit harder by the Coronavirus (COVID-19) pandemic; not only older people and those with underlying health conditions, but those who are vulnerable simply because they do not have the same opportunities to stay well. These groups experience unjust and avoidable differences in their health - resulting from a lack of the things many of us take for granted: stable, well paid work; secure housing; or a support network of friends and family to rely on.

17.3 Although Coronavirus (COVID-19) has been and continues to cause great harm, stress and uncertainty, the Barnsley people and the health, care and wider system has worked together in incredible ways that can be learned from far beyond response and recovery.

17.4 Recovery is going to be a complicated and cautious exercise, but one that requires the system to continue to work together, put historical barriers behind it, and energetically address the inequalities in Barnsley that may be greater now than they were before.

18.0 Crime & Disorder

18.1 Crime statistics are being monitored on a weekly basis, and the Council continues to work closely with colleagues in South Yorkshire Police. The Safer Neighbourhood Service (SNS) are flexing their approach to make sure that the most vulnerable in our communities are prioritised and protected. The planned response includes considerations for asylum seekers and refugees; Houses in Multiple Occupation (HMOs); people who are homeless or rough sleeping; and gypsy and travellers.

19.0 Risk Management

19.1 In order to guide the Council's response to Coronavirus (COVID-19), a Strategic Threat and Risk Assessment has been developed and is reviewed at each Gold Strategic Group meeting. Risks being considered include: adult social care; business and the economy; business continuity; children and education; communications; communities; death management; finance,

legal and procurement; health; mental health; personal protective equipment; public health/general data and intelligence. All of these risks are managed through the management structures outlined in section 20.

20.0 Health, Safety & Emergency Resilience Issues

20.1 The response to Coronavirus (COVID-19) impacts the Council both as a category one responder to civil emergencies and as an organisation through impacts on business continuity and service delivery.

20.2 Business continuity plans have been used to guide the critical functions that need to be maintained. These have been defined as those having a critical or high priority at 24/48 hours within their business continuity plans. The overall response arrangements include:

- a regularly reviewed response strategy with strategic aims and objectives
- a full multi-tier response structure. Additionally, the Council is inherent to the multi-agency response both within the borough (Barnsley Health and Social Care multi-agency coordination) and county (South Yorkshire Local Resilience Forum)
- a regularly reviewed strategic threat and risk assessment

20.3 Critical services continue to be provided through the pandemic. There are direct health and safety implications for staff in carrying out their duties while maintaining suitable risk control. This includes the application of social distancing, use of personal protective equipment (for which guidance has been developed and issued) and hand hygiene/infection control practices. The changes in working practices necessitated by the pandemic have further potential health and safety impacts which are being managed including: potential impacts on employee wellbeing; homeworking; and premises/facilities management (statutory inspections/maintenance).

21.0 Invited Witnesses

21.0 The following witnesses have been invited to attend to answer questions from the committee:

- Sir Steve Houghton, Leader of the Council, Barnsley MBC
- Sarah Norman, Chief Executive, Barnsley MBC

22.0 Possible Areas for Investigation

22.1 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 organisation?
- How effective have partners been in engaging with each other and working together?
- Have any areas of the organisation been made vulnerable as a result of re-directing resources to deal with the pandemic?
- What positive lessons have been learned that you hope to maintain in future, such as new ways of working?
- What planning was undertaken to manage the impact of the pandemic and to what extent have these plans been effective in managing services and mitigating the impacts?
- What changes could be made to plans to better equip Barnsley for any future pandemics?

- Is the governance structure proving to be fit for purpose with clear division of responsibility?
- What safeguarding challenges has the pandemic presented the organisation with?
- What do you consider to be the most significant organisational risk at present and how is this being managed?
- What are the next steps in responding to and recovering from the pandemic – what changes can we expect to see in the next few weeks?
- What can Members do to support the response and recovery?

23.0 Background Papers

Appendix 1: Barnsley Council Response Gold Strategy Aims & Objectives (attached)

Coronavirus Act 2020:

<http://www.legislation.gov.uk/ukpga/2020/7/contents/enacted>

24.0 Glossary

A&E	Accident & Emergency
BHNFT	Barnsley Hospital NHS Foundation Trust
BMBC	Barnsley Metropolitan Borough Council
BPL	Barnsley Premier Leisure
CCG	Clinical Commissioning Group
DfE	Department for Education
HR	Human Resources
ICS	Integrated Care System
IDAS	Independent Domestic Abuse Service
LHRP	Local Health Resilience Partnerships
LRF	Local Resilience Forum
MPs	Members of Parliament
NPS	Norfolk Property Services
OSC	Overview & Scrutiny Committee
PPE	Personal Protective Equipment
SCG	Strategic Coordination Group
SD	Service Director
SMT	Senior Management Team
SNS	Safer Neighbourhood Service
SWYPFT	South West Yorkshire Partnership NHS Foundation Trust
SYB	South Yorkshire & Bassetlaw
SYFR	South Yorkshire Fire & Rescue
SYLRF	South Yorkshire Local Resilience Forum
SYP	South Yorkshire Police
TBC	To be confirmed

25.0 Officer Contact

Anna Marshall, Overview & Scrutiny Team
01 May 2020

Appendix 1: Barnsley Council Response Gold Strategy Aims & Objectives

Gold Strategy – Coronavirus and COVID-19

Aim: Coordinate the Council's activity, as a Category One responder under the Civil Contingencies Act 2004, to endeavour to save life and minimise the impact of coronavirus/COVID-19 in Barnsley, and support recovery to normality as quickly as practicable.

Objectives:

1. Minimise the potential health impact of coronavirus and COVID-19 by:
 - a. Supporting efforts to detect the virus' emergence and early assessment by sharing information.
 - b. Promoting individual responsibility and action to reduce the spread of virus through good hygiene practices.
 - c. Working with local, regional and national NHS partners to ensure the health and social care systems are co-ordinated and ready to provide treatment and support for the numbers likely to suffer the virus or its complications whilst maintaining other essential care.
 - d. Encouraging those most at risk of infection to self-isolate.
 - e. Encouraging and as empowered to do so enforcing the limiting of social contact including by supporting measures for achieving social distancing and revision and/or closure of premises, car parks, services etc. in line with Government requirements to reduce and discourage social gathering.
 - f. Supporting vulnerable people in isolation, whether or not they are ill.
2. Ensure and promote the health, safety, welfare and wellbeing of all staff so far as is reasonably practicable, including support to staff who need to have essential contact with each other and the public and staff in a homeworking environment.
3. Minimise the potential impact of coronavirus and COVID-19 on society and the economy by:
 - a. Protecting the safety of communities by supporting the continuity of essential local authority services and where these services need to be curtailed or suspended for a temporary period (such as aspects of waste management) working to ensure that subsequent impacts are minimised.
 - b. Ensuring targeted support to the most vulnerable to address hardship and isolation
 - c. Supporting the continuation of everyday activities as far as practicable.
 - d. Supporting schools to provide a strong on-line home learning offer to pupils
 - e. Upholding the democratic process.
 - f. Working alongside South Yorkshire Police to maintain public order across Barnsley.
 - g. Supporting cohesion of affected communities.
 - h. Supporting individuals, families and communities to stay safe.
 - i. Preparing to cope with the possibility of significant numbers of additional deaths.
 - j. Providing advice and direct support to adversely affected small and medium businesses and the self-employed to enable them to hibernate or diversify so that they can survive the crisis.
 - k. Providing a response to enable the survival and rebirth of the town centre and principal towns after the crisis.
 - l. Providing a response to individuals in financial difficulties and facing worklessness.
 - m. Working with communities, residents and volunteers to support and facilitate them to respond to the impacts of coronavirus.
 - n. Providing a community hub, be it physical, online or by telephone, to act as a base for visible Council community support.

- o. Promoting a recovery and return to normality and the restoration of disrupted services at the earliest opportunity including through partnership working.
 - p. Working with central government departments to seek the necessary support to maximise opportunities, enhance and extend the Council's response and extend this through into recovery.
4. Develop and maintain a strategic overview of the impact of and response to the evolving situation (including through impact modelling in conjunction with partners), managing and coordinating the strategic organisational response (including by developing empowered command, control and coordination arrangements) and reporting appropriately.
5. Instil and maintain trust and confidence by:
- a. Ensuring that staff, Elected Members, the public and partners are engaged and well informed throughout the response period and receive information and guidance in a timely way.
 - b. Promoting national public messaging.
 - c. Promoting consistency of messaging across agencies.
 - d. Promoting community resilience and support, and social responsibility to others' welfare.
6. Develop a recovery strategy and plan to return the communities of Barnsley to a normality reflective of their needs and as a minimum to the standard prior to the incident

Sarah Norman
Chief Executive
Barnsley Metropolitan Borough Council
Version 8.0
Dated 14 April 2020

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