

Public Document Pack



MEETING:	Overview and Scrutiny Committee - Thriving and Vibrant Economy Workstream
DATE:	Tuesday, 9 February 2021
TIME:	2.00 pm
VENUE:	This Meeting Will Be Held Virtually

AGENDA

Thriving & Vibrant Economy Workstream

Councillors Clarke, Ennis, Gollick, Green, Hand-Davis, Hunt, Lofts, Noble, Pickering, Richardson, Smith, and Sumner.

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 Meeting** (*Pages 3 - 8*)

To note the minutes of the previous meeting of the Committee held on 12th January 2020 (Item 3 attached).

Overview and Scrutiny Issues for the Committee

4 **Barnsley's Culture and Visitor Economy Offer** (*Pages 9 - 20*)

To consider a report of the Executive Director Core Services and the Executive Director Place (Item 4 attached) in respect Barnsley's Culture and Visitor Economy Offer including the impact of Covid-19.

Enquiries to Anna Marshall, Scrutiny Officer

Email scrutiny@barnsley.gov.uk

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

Councillors Ennis OBE (Chair), Bowler, Carr, T. Cave, Clarke, Felton, Fielding, Frost, Gillis, Gollick, Green, Daniel Griffin, Hand-Davis, Hayward, Higginbottom, Hunt, W. Johnson, Leech, Lofts, Makinson, McCarthy, Mitchell, Newing, Noble, Phillips, Pickering, Richardson, Smith, Stowe, Sumner, Tattersall, Williams, Wilson and Wraith MBE together with Statutory Co-opted Member Ms. G Carter (Parent Governor Representative)

Electronic Copies Circulated for Information

Sarah Norman, Chief Executive

Shokat Lal, Executive Director Core Services

Rob Winter, Head of Internal Audit and Risk Management

Michael Potter, Service Director, Business Improvement and Communications

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

Witnesses

Item 4: 2.00pm

Matt Gladstone, Executive Director-Place, BMBC

Kathy McArdle, Service Director, Regeneration & Culture, Place Directorate, BMBC

Sue Thiedeman, Head of Culture & Visitor Economy, Place Directorate, BMBC

Lynn Dunning, Group Leader, Heritage & Arts, Place Directorate, BMBC

Matt Mitchell, Events & Logistics Manager, Place Directorate, BMBC

Devinia Skirrow, Communications & Marketing Manager, BMBC

Cllr Cheetham, Cabinet Spokesperson, Regeneration & Culture

MEETING:	Overview and Scrutiny Committee - Full Committee
DATE:	Tuesday, 12 January 2021
TIME:	2.00 pm
VENUE:	Held Virtually

MINUTES

Present

Councillors Ennis OBE (Chair), Bowler, Carr, T. Cave, Clarke, Fielding, Frost, Gillis, Gollick, Hayward, Higginbottom, Hunt, W. Johnson, Leech, Lofts, Makinson, McCarthy, Newing, Noble, Phillips, Pickering, Richardson, Smith, Tattersall, Williams, Wilson and Wraith MBE.

1 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.

2 Declarations of Pecuniary and Non-Pecuniary Interest

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

3 Minutes of the Previous Meetings

The minutes of the following meetings were received and considered by Members: Full Committee, held on 8th September 2020; Thriving and Vibrant Economy Workstream, held on 13th October 2020; Special Call-in Meeting, held on 26th October 2020; People Achieving Their Potential, held on 3rd November 2020 and Strong & Resilient Communities, held on 1st December 2020.

RESOLVED that the minutes of the above meetings be approved as a true and accurate record.

4 Provisional Education Outcomes in Barnsley 2019-20

Members were invited to consider a report of the Executive Director Core Services and the Executive Director Children's Services in respect of the Provisional Education Outcomes in Barnsley for the 2019-20 academic year. The following witnesses were welcomed to the meeting:

Nick Bowen, Head Teacher at Horizon Community College and Joint Chair of Barnsley Alliance;
Paul Crook, Principal at Penistone Grammar School and Chair of the Barnsley Alliance Secondary Heads Group;
Yiannis Kouris, Principal, Barnsley College;
Toni Rhodes, Vice Principal Quality and Access to Learning, Barnsley College;

Mel John-Ross, Executive Director Children's Services, BMBC;
Nina Sleight, Service Director, Education, Early Start & Prevention, BMBC;
Darren Dickinson Interim Head of Barnsley Alliance, BMBC;
Liz Gibson, Virtual Headteacher, Looked After Children & Vulnerable Groups,
BMBC;
Angela Stephens, Business Improvement & Intelligence Advisor, BMBC;
Cllr Margaret Bruff, Cabinet Spokesperson for Children's Services, BMBC;

The Executive Director Children's Services, BMBC introduced the item, highlighting the very positive nature of the report which sets out what real improvement has been made in the Borough and expressing pride in this achievement.

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

It was highlighted by Nick Bowen that there were only a handful of appeals questioning the grades which secondary school students had received. Parents were only able to appeal about the procedure and that schools had followed the guidance. There were no changes as a result of these appeals. The Principal of Barnsley College also confirmed that two appeals had been received on procedural grounds and these were not upheld.

A member queried the number of Year 11 students who had become NEETs (Not in Education, Employment or Training). It was highlighted that Barnsley College had 7 Year 11 learners who had been referred to TIAG (Targeted Information, Advice and Guidance Service) and had not re-enrolled in education. Penistone Grammar School had zero NEETs. All schools work hand in hand with TIAG to make sure all transitions are monitored closely, particularly the most vulnerable, ensuring wrap around support is available for them. Close monitoring is done every year but with a heightened focus in 20/21 to ensure young people are on the right provision and are able to progress in that provision.

With regard to the examinations and centre assessed grades situation, Members queried what had been learned from last year's experience. Paul Crook explained that Secondary School Leaders had been challenged and are now in a much better position than previously and can provide ample evidence that the grades which students are given accurately reflect what they would have achieved in examinations. Schools are working hard to ensure nobody is at a disadvantage because they cannot take the examinations. Clear plans are in place to keep students motivated and to enable them to achieve to the best of their ability. Yiannis Koursis confirmed that Barnsley College is also better prepared this year. One of the challenges is that over 2000 vocational exams planned for January have been cancelled alongside GCSE and A Level examination and these are often overlooked. However, students will still receive a grade relevant to their ability and will be able to progress.

In terms of Barnsley College, it was highlighted that the Government has provided limited support for vulnerable students who may not have IT equipment/wifi at home and that the College itself provided devices with 4G connectivity for some students. Vulnerable students are also provided with a facility or a space at the college to work in.

BMBC did a lot of work last year to ensure that vulnerable pupils have access to devices and wifi connectivity. This was achieved through a variety of means but included donations from businesses and MATs (Multi Academy Trusts). Barnsley has a remote learning platform which is fit for purpose. Vulnerable and 'digitally disadvantaged' children can also access learning on site if they haven't got a device or a quiet study space at home. All Looked After Children are offered a school place, with £400 per Barnsley child put into school budgets in November to provide an appropriate device, which is carefully monitored. Looked After Children from other authorities have a similar scheme in place.

Barnsley has a Vulnerable Children's Tracker which closely monitors the attendance of vulnerable and key worker children. The tracker also provides information around which agencies have seen children face to face during the current situation. Remote learning access is also monitored. Work is underway to support families who are reluctant to send their children to school with Early Help and Education Welfare.

It is recognised that Covid has impacted on children's emotional wellbeing and mental health. A holistic support programme is in place with partners to address this. Vulnerable families are identified to ensure Early Help is in place through family centres. Before September it was envisaged that lots of children would struggle getting back to school after the lockdown, but this wasn't the case, with most really keen to get back to school. Covid has had an impact with concerned parents and families but a lot of support is in place.

The emotional wellbeing of teaching staff is vitally important and schools and colleges have staff wellbeing strategies in place. It seems that although some schools had staff absences of around 25 - 30% due to Covid, absence due to other issues has reduced, which indicates the strategy is working. It was highlighted that there are lots of resources available to staff to support their wellbeing and they have been incredibly resilient despite frustrations around the situation. Staff have risen to the notion that there are many people in the country who are much less fortunate than they are. Lots of staff are choosing to be in school to work and deliver lessons, with tea and cake essential to enhance camaraderie. Barnsley College has a staff wellbeing mobile phone app; access to counselling and support and an in-house wellbeing team. All schools and college staff also have access to wider mental health and wellbeing support offered through BMBC, with regular team meetings and contact with managers.

As highlighted in the report, there is a very positive trend in educational outcomes in Barnsley, with every school showing improvements. Only one school still needs to make significant improvements. When compared nationally, we can be confident that the results are a true reflection of Barnsley's direction. Core subjects of maths and english are a particular strength, with areas requiring further focus including history, geography, languages and science.

Everything is being done to minimise any disadvantage due to the pandemic for all children. There will undoubtedly be an impact across all year groups but this is being mitigated as much as possible. This includes 'live' learning every day, school assemblies and lots of pastoral contact with students, particularly years 10 and 11 to ensure appropriate transition to their next phase. Post 16 providers keep in close contact with schools and school leavers to help them to catch up, working closely

with students to quickly rectify any problems. This increased communication across partners is proving to be a great success to offset any 'learning loss' as a result of Covid, with the aspiration that by the end of their second A level year learners are able to progress to university etc., as they would have done prior to Covid.

It was reported that 10% of Penistone Grammar School students didn't get into the university of their choice due to the algorithm problem. When this decision was overturned the students in question had gone through clearing and their preferred university places had been filled. 5 students out of 135 had decided to take a year out from university with a view to going in September 2021. Some students decided not to go to university at all as it was felt that they wouldn't be able to have the full university experience whilst still paying tuition and accommodation fees. Barnsley College reported a similar situation with some students not getting in to the university of their choice and a large number of students also deferred their application.

At secondary school level parental involvement in home schooling is minimal as schools are doing it. Many parents have thanked the schools for what they have done. It was acknowledged that the situation may be different for primary schools.

RESOLVED that representatives be thanked for their attendance, contribution and the hard work they had done to improve the educational outcomes for Barnsley's children and young people in these very challenging times.

5 Measures to Strengthen and Support Barnsley's Exam Cohort for 2020-21

Members were invited to consider a report of the Executive Director Core Services and the Executive Director Children's Services, co-produced with Secondary Heads, Barnsley Alliance and Barnsley College around the impact to the 2020/21 exam cohort. The report sets out how preparations for a change around exams going ahead was planned for and that Members should be assured that the strength of school leadership and the partnership arrangements put in place to minimise disruption for Years 11 and 13 in particular are robust.

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

Principles and standards with regard to the remote learning offer are agreed by Barnsley Alliance. There are a number of options regarding the remote learning platform which are agreed individually by MATs or governing bodies linked to their current IT systems and the support they receive. Schools are also supported to publish their remote learning offer by 26th January on their websites. The DfE sets out the detail of what should be offered. Primary schools may need additional support with putting together their offer but this is improving day by day.

Maximum use is made of 'catch up' funding, including one to one work, group work, additional lessons, additional tutors and after school and Saturday sessions organised. Careers professionals are on hand in school to offer extra careers advice. There are also much improved resources on school websites. It was pointed out that Barnsley students work best with staff they know and trust rather than using the resources of large national tutoring organisations. 'Live' daily lessons are helping to

close any learning gaps. Youth workers are also helping support young people with advice around healthy eating, sleeping etc. to support schools to do what they do best.

An advert for the Programme Manager post to co-ordinate and support implementation of the programme is being advertised this week. Other resources are being redirected to focus on this project (which is time limited) and backfilling any gaps.

It was reiterated that some students had decided to defer a university place last year because of the disruption. It is envisaged that there may be more Year 13 students this year who also do this so that they can have the university experience they are dreaming of, both educational and social. Some students may take this as an opportunity to do voluntary activities to add to their CV. Indeed, some Year 1 students have been doing tutoring with current students although the current restrictions in place for volunteering in communities make this difficult.

There are no guidelines as yet regarding centre assessed grades and the appeals process, although it is likely to be an appeal against the process once again rather than the teacher assessment. Use of supply teachers varies from school to school but Horizon and Penistone Grammar school currently do not employ supply teachers, particularly as no visitors are allowed on school sites and it is not appropriate to use staff who are working across a number of schools during the pandemic as this could lead to more positive cases in school. There have been difficulties but these have been carefully managed through closure of 'bubbles' and other teachers covering online classes. The situation may be different around primary schools.

RESOLVED that representatives be thanked for their attendance and contribution.

6 Children's Social Care Performance

Members were provided with a redacted version of the Children's Social Care Performance Report, for information only.

RESOLVED that the report be noted.

7 Exclusion of the Public and Press

RESOLVED that the public and press be excluded from this meeting during consideration of the items so marked because of the likely disclosure of exempt information as defined by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, subject to the public interest test.

8 Inspection of Local Authority Children's Services (ILACS): Annual Conversation with Ofsted

Members were invited to consider a report of the Executive Director Core Services and the Executive Director Children's Services in respect of the annual conversation with Ofsted, the accompanying Self-Evaluation of Children's Social Work Practice in BMBC and the letter from Ofsted in response to the meeting and self-evaluation.

The Executive Director, Children's Services outlined the report, highlighting that Ofsted had confirmed that there will be a focussed inspection regarding assurance around the pandemic. It was felt that this will be challenging but Barnsley is confident when considering the context in which the sector is working. It will not be a full inspection so will not be graded and is welcomed as it will outline areas for improvement and will in readiness for the full inspection.

The results of a recent Peer Review regarding a 'front door' health check are currently awaited. Lots of work has been done on the 'voice of the child'. It was reported that the Targeted Youth Service and Early Help are doing fantastic work with Looked After Children and the Youth Council, moving from consultation to coproduction and making real differences, although there is still more to do around working with parents and carers of young people.

RESOLVED that the report be noted and thanks offered to all the teams who are working so hard, in challenging circumstances, for Barnsley's Children and Young People

9 Children's Social Care Performance

Members were invited to consider a cover report relating to Children's Social Care Performance in relation to the Data Report and the Explanatory Document.

Debbie Mercer, Service Director Children's Social Care & Safeguarding, BMBC, was welcomed to the meeting. It was highlighted that good performance has been maintained in the majority of areas throughout the report. Strengths were outlined, including Early Help and rate of re-referrals. Areas to note include the rise in the number of children in care and the length of court proceedings. It was reiterated that Barnsley remains committed to maintaining a stable work force and agency staff are not used. Reduction of caseloads is also a priority.

RESOLVED that Debbie be thanked for her attendance and contribution and the report be noted.

Chair

Item 4

**Report of the Executive Director Core Services
and the Executive Director Place
to the Overview and Scrutiny Committee (OSC)
on 9 February 2021**

Culture and Visitor Economy Offer in Barnsley and the Impact of Covid-19

1.0 Introduction

1.1 The purpose of this report is to enable the Overview and Scrutiny Committee (OSC) to consider Barnsley's culture and visitor economy offer including the impact of Covid-19.

2.0 Background

2.1 Barnsley is fortunate in its relative abundance of heritage assets, and the mainstay of Barnsley's culture and visitor economy offer is provided by the five BMBC managed Barnsley Museum sites at Cannon Hall; Elsecar; Worsbrough Mill; the Cooper Gallery; and Experience Barnsley and Discovery Centre (Archives), together with a partnership agreement with the National Trust at Wentworth Castle Gardens. Barnsley Markets and the Trans Pennine Trail can also be considered visitor attractions in part.

2.2 Compared to other areas, there are a limited number of externally owned or managed cultural venues and visitor attractions. In Barnsley these are RSPB Old Moor; The Civic; the Lamproom Theatre; Cannon Hall Farm; and Calypso Cove at the Metrodome.

2.3 There are a handful of smaller or community level organisations such as the Paramount and Parkway Cinemas; Dearne Playhouse; the Maurice Dobson Museum; Wortley Top Forge; the Victoria Jubilee Museum; Wigfield Farm; Monk Bretton Priory; and Wortley Hall. Relative to other areas Barnsley also has a limited number of community and voluntary sector organisations and freelance artists.

2.4 The Culture and Visitor Economy service delivers and enables events across the borough, with the aim of raising the profile, changing and improving perceptions of Barnsley, and driving footfall and spend to the visitor attractions. In recent years these efforts have been concentrated on the town centre to support the Council's regeneration efforts.

2.5 As well as providing visitor attractions, Barnsley Museums delivers a range of programmes designed to support local people and deliver wider outcomes. In 2018 they were awarded Arts Council England's National Portfolio Organisation (NPO) Status in recognition of the standard of its provision. The funding from this programme enabled the service to reach its potential and provide programmes that delivered outcomes for local people, with the key priorities being:

Aim 1 - Barnsley Museums will have a strong community focussed programme which is inclusive and fosters a sense of pride in our borough

Aim 2 - Barnsley Museums will excel in the research, management, conservation and development of its collections, buildings and green spaces with a strong focus on accessibility, diversity and environmental sustainability

Aim 3 - Barnsley Museums will create enjoyable lifelong learning programmes which bring people together, whilst also supporting educational attainment, skills and routes to employment

Aim 4 - Barnsley Museums will make a strong contribution to the happiness and health & wellbeing of the borough

Aim 5 - Barnsley Museums will become more financially sustainable and resilient, and increase the economic potential for the borough as a visitor destination

Aim 6 - Barnsley Museums will enrich its offer through the innovative use of digital technology

2.6 Over the years, Barnsley has been successful in attracting a number of grants to enable it to both develop its attractions and deliver cultural capacity building programmes:

Project/Programme	Investment	Funder	Dates
Experience Barnsley Museum & Discovery Centre:	Total £4.1M		2010-13
<ul style="list-style-type: none"> Development of new museum & archives centre 	£2.6M £2.5M	NLHF ERDF	
<ul style="list-style-type: none"> Internal and external improvements to Town Hall and Public Realm 	700K	BMBC	
<ul style="list-style-type: none"> Fit-out of new archives store in Town Hall basement to house 7,000 boxes & bring all archives collections under one roof 	£88K	BMBC	2020
Cooper Gallery Extension:	Total £1.09M		2014
<ul style="list-style-type: none"> Extension of the building to create additional galleries and garden 	£684K £30K £100K	NLHF BMBC Cooper Gallery Trustees	2016
<ul style="list-style-type: none"> Creation of artists studio space; digital commission; new café in Cooper Cottage; improved outdoor space 	£155K £40K	ACE S106	2019
Parks for People Cannon Hall:	Total £4M		2016-21
<ul style="list-style-type: none"> Restoration of the lakes, landscape & historic buildings in the park & gardens 	£3M £30K £50K £113K £670K £28K £50K £20K	NLHF Friends of Cannon Hall Country Houses Foundation S106 BMBC East Peak Leader Wolfson Other Trusts & Foundations	
Dearne Valley Landscape Partnership:	Total £2.4M		2014-18
<ul style="list-style-type: none"> A five-year programme to protect, preserve & enhance the heritage & environment of the Dearne Valley area in South Yorkshire 	£1.8M £31K £49K £184.2K £342K	NLHF BMBC ACE Partners S106	
Great Place Programme:	Total £1.432M		2017-21
<ul style="list-style-type: none"> Over three years the WE (Wentworth & Elsecar) Great Place programme delivered an exciting range of cultural activity, inspired by the vivid history linked to Wentworth Woodhouse and Earl Fitzwilliam's industrial empire at Elsecar. This was led by Barnsley Council, in partnership with Rotherham Council & the Wentworth Woodhouse Preservation Trust 	£1.264M £159K	NLHF/ACE BMBC, RMBC & others	

Project/Programme	Investment	Funder	Dates
Elsecar Heritage Action Zone	Total £235K		2017-21
<ul style="list-style-type: none"> Improve understanding of the village's heritage, which is largely hidden, extending the visitor experience to include important archaeological sites Bring historic buildings back into use, providing offices and retail units Identify suitable sites for new housing Encourage local people and community groups to get involved in the village's development - to help them forge new skills, provide rewarding experiences and raise awareness and pride in Elsecar's heritage Re-assess the conservation area and the listing of buildings in the village 	£60k plus £100k in kind support £75K	HE BMBC	
Discover Dearne/Worsbrough Wetlands:	Total 118K		2020-21
<ul style="list-style-type: none"> Discover Dearne is the legacy programme of the Dearne Valley Landscape Partnership. The Worsborough Wetlands scheme aims to restore and protect key habitats on the site and extend community involvement in its management 	£100K £18K	NLHF S106	
Museums & Schools:			2012-21
<ul style="list-style-type: none"> A programme funded by the Department for Education and administered by Arts Council England to develop sustainable programmes for schools in museums 	£748,492	ACE via Department for Education	
Eldon Street Heritage Action Zone	Total £4.158M		2020-24
<ul style="list-style-type: none"> The Eldon Street High Street Heritage Action Zone (HSHAZ) is a four-year partnership project between Barnsley Council and Historic England. It is one of 68 HSHAZ schemes across the county, and one of only nine in Yorkshire and the North East. The scheme will run until the end of March 2024 	£1.98M £2M £190.252K	HE BMBC Partners	

3.0 Impact of Covid-19

The Culture & Visitor Economy

- 3.1 The Culture and Visitor Economy sector has been severely impacted by the Coronavirus pandemic, with accommodation providers, attractions and the food and beverage sector affected by a series of closures and variety of restrictions impacting their ability to generate income.
- 3.2 Packages of support have been available from Government, Sheffield City Region, specialist grant funding bodies, and the Council, though strict eligibility criteria has meant that there are some cases of businesses or individuals falling through the gaps. The Council's Finance and Enterprising Barnsley teams have proactively distributed funding to eligible organisations at pace.

- 3.3 In addition to this, the Culture and Visitor Economy service has endeavoured to support local organisations and freelance practitioners by supporting grant bids as well as securing specific funds to support the sector, and by commissioning work.
- 3.4 The Culture and Visitor Economy service received additional funds to support its response to Covid-19, including for additional temporary staffing capacity, developing and delivering a digital response, and adapting the offer such as interactive elements of the museums that were no longer Covid secure. Even with this additional support, teams have been under unprecedented levels of pressure with the additional workload caused by Covid, coupled with personal responsibilities and other anxieties caused by the pandemic in many cases.
- 3.5 Barnsley Museums received a Culture Recovery Fund grant of £160,000 to support work at Worsbrough Mill to enlarge the shop, café and undertake emergency works to the mill machinery which has been worked so hard during the pandemic to fulfil orders from bakeries and retail customers. In addition to this, Barnsley Museums and Heritage Trust (BMHT) have secured a number of Covid-19 related grants during the pandemic:
- National Lottery Heritage Fund (NLHF) Emergency Grant to support independent heritage organisations in the borough- £49,310
 - Awards for All grant to support emergency care packs for vulnerable people - £25,000
 - Culture Recovery Fund to support business planning and fundraising for BMHT - £24,000

Activity During Covid-19

- 3.6 Due to Covid, events were cancelled or delivered in a different way, including substantial digital elements, which proved very successful. The digital Mayor's Parade, part of Barnsley's Big Weekend Online, attracted 50 online entries, while the usual number of in person entries were around 35.
- 3.7 The online element of the Barnsley Bright Nights, featuring a panto, Christmas stories, a unique version of A Christmas Carol plus lots more entertainment had 55,000 views.
- 3.8 Resources allocated to events in 2020 and 2021 have been diverted to support town centre recovery, with provision made for Barnsley Bright Nights and entertainment / animation at Easter (Covid restrictions permitting), and when it is safe to encourage people to increase dwell time in the town.
- 3.9 The events team were also under particular pressure to support and advise on safety for events provided by external providers and community organisations; this was compounded by the lack of clarity in Government guidance. In addition, staffing capacity had to be diverted to support the safe reopening of the town centre after the first lockdown, and building and managing of the mass testing centre.
- 3.10 Covid has severely impacted visitor numbers at Barnsley Museums. Closures and a series of restrictions has meant that museum buildings have been closed or subject to restrictions throughout the crisis. For the large part, exhibitions, activity programmes, school and community learning and engagement programmes have not been able to continue. Some outdoor volunteering programmes have been able to proceed on a restricted basis, though a number of the volunteers we work with are in the vulnerable category and have not been able to attend site.
- 3.11 Outdoor spaces, however, have seen unprecedented demand (apart from in the first lockdown) bringing huge challenges in managing venues in a Covid secure way. This required additional staffing capacity together with active management and additional cleaning of toilets. A huge amount of additional rubbish was also generated by visitors. Staff and even vulnerable local residents have been subject to verbal abuse as the overall situation escalated widespread tension. We have attempted to support these local residents and additional staffing has been secured for our outdoor spaces. The Covid Marshalls have attended some of the sites to provide an additional presence.
- 3.12 In terms of visitor numbers, overall the visitor figures are 31% lower than the previous year to date, but this is still over 770,000 visitors (to Q3 31 Dec 2020), with indoor venues being most affected.

- 3.13 However, venues with outdoor spaces are performing very well against last year, with Cannon Hall at 10% above the same period last year and having already exceeded last year's overall total by the end of Q3. Worsbrough Mill and Country Park is less than 8% lower than the previous (2019-20) year to date figures. Wentworth Castle Gardens is 25% below the same period last year due to closures in lockdown one and the ability to limit numbers on site subsequently. Elsecar's figures have held up well aside from the periods of lockdown as the site does have some outdoor space, however footfall has been affected by restrictions to retail and the cancellation of weekend events, overall visitors are 58% lower than last year to date.
- 3.14 Since the start of the lockdown in late March, the Trans Pennine Trail (TPT) website has seen a phenomenal increase in visitors to the site with a 41% increase year on year and a staggering 158% increase at the end of lockdown in May. These stats provide evidence of the huge uptake in interest in using the TPT, locally, regionally and nationally.
- 3.15 Social media statistics also reflect the same trends, with comparative data collected from Twitter showing a year-on-year 91% increase and Facebook a 35% increase with a 55% increase in likes. Members of the public have been posting some great messages and images showing how they've been using the TPT in Barnsley to keep fit and healthy and also to use as a tranquil space where they can unwind and forget about the stress of the lockdown. This proves that mental health is just as important as physical health, and access to exercise and the outdoor environment is vitally important.
- 3.16 The worst affected venues have been in the town centre, with Cooper Gallery being beset with restrictions and Experience Barnsley remaining closed. Performance indicators relating to visitor numbers at museums and the corresponding economic impact have been adjusted to reflect the impact of Covid.
- 3.17 The reduction in visitor numbers and Covid closures and restrictions has severely affected income generators for Barnsley Museums. Weddings and event hire bookings have been cancelled or postponed and the retail offer subject to a number of closures. This loss of income has been covered by the Government's Covid support grant to local authorities. Car park income has however increased as has the demand for flour for commercial and domestic customers with production at Worsbrough Mill set to be more than double the previous year and income on track to achieve £20,000 by year-end.
- 3.18 The table below illustrates our comparative financial position in January 2019, 2020 and 2021. The most significant change this year is 100% income loss of over £40k from the complete closure of the Ironworks venue at Elsecar Heritage Centre since March 2020, however weddings and retail have also suffered significant reductions in income due to closures and restrictions. We are currently £44.5k behind last year's income to January, a loss which has been softened by significant increases in flour and car park income.

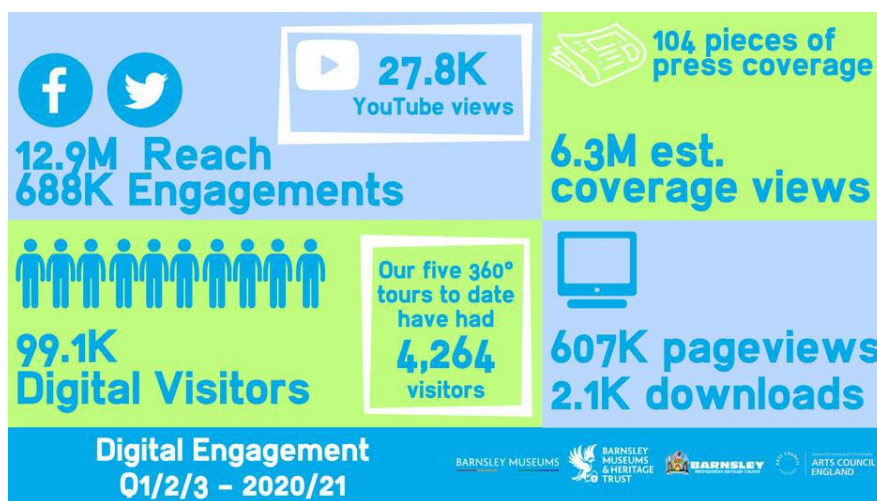
Income area	Jan-19	Jan-20	Jan-21	2020-21 diff	%	Notes
Weddings	-£ 21,614.29	-£ 24,389.24	-£ 2,008.33	£ 22,380.91	-92%	Deposit balances of £10,883.34 carried forward to 2022
Ironworks	-£ 45,041.46	-£ 43,127.07	£ 179.00	£ 43,306.07	-100%	Closed since March 2020
Car Parks	-£ 92,545.30	-£ 100,779.41	-£ 121,318.01	-£ 20,538.60	20%	
Flour Production	-£ 2,454.58	-£ 3,297.21	-£ 14,204.42	-£ 10,907.21	331%	
Retail	-£ 9,687.24	-£ 20,700.25	-£ 10,406.09	£ 10,294.16	-50%	Open over summer and December 2020
TOTAL	-£171,342.87	-£ 192,293.18	-£ 147,757.85	£ 44,535.33	-23%	

- 3.19 Tenant businesses on museum sites have also been affected and rental income to the Council has been reduced. Some tenants have fared better than others, for example where there has been high demand for takeaway drinks and food at outdoor sites, and where some businesses have been able to adapt their business models they have managed to cope. Others, however, are undoubtedly struggling as they rely on footfall and despite, in some cases, being able to offer online delivery and click and collect, demand has fallen, meaning that these businesses have been disproportionately affected.

Use of Digital Technology

- 3.20 The Digital First agenda pursued by the Council in the months prior to lockdown meant that services were well placed to explore new ways of working. The small Archives Team were almost immediately able to log-in from home, access emails and digital resources, and keep in constant touch with colleagues. Though closed to physical customers, they were able to answer 100% of enquiries and service requests digitally. This included being able to answer and process a number of Freedom of Information requests and Right to Buy enquiries, ensuring that these aspects of the Council's work could continue.
- 3.21 The temporary closure of the Archives Discovery Centre allowed more time to engage with customers digitally, building on their popular Twitter feed (which has over 4,000 followers), and by launching a Barnsley Archives Facebook page in May. Very quickly over 500 page likes were received, with many of the posts quickly reaching over 1,000 people. Posts and campaigns have included #MysteryPhoto, #BarnsleyOnFilm, #ThisWeekInHistory, #LocalAuthors and #MapMonday.
- 3.22 The new digital engagement allowed virtual family history surgeries to be developed. Archive blogs on specific topics allowed a more in depth understanding of Barnsley's historic records and were immediately popular. The Archive service also facilitated content to collections and resources targeted to vulnerable members of our communities. Finally, Archives took the opportunity to develop the stores in the Town Hall to consolidate records.
- 3.23 Knowing that residents in lockdown would be facing isolation, loneliness and a lack of opportunity to engage in cultural activities, Barnsley Museums sought to continue their programmes in new and innovative ways. From heritage-based Barnsley Bingo to virtual pub trips and backyard forest schools, virtual museum tours and exhibitions, to live streamed events. Barnsley Museums provided families, care homes, schools and many others with much needed cultural activity during the pandemic. They also used their existing connections to Barnsley's refugee, asylum seekers and migrant communities to share vital public health information, helping to keep everyone safe.
- 3.24 Other digital activity included:
- Virtual gallery tours and online exhibitions - This included a new 360° digital tour of Cannon Hall Museum which was curated with the De Morgan Foundation and featured a live curatorial Q&A session
 - Virtual trips to the pub and back in in time to Barnsley Markets - People were invited to board the 'Experience Barnsley Express' for a special trip down memory lane using the museums archive collection
 - 'Wow Wednesdays' - A weekly series of films and activities targeted specifically at children aged under five
 - Backyard forest schools online audiences with basic bushcraft skills and wildlife knowledge
 - Poet in lockdown - Poet and author Ian McMillan, the Bard of Barnsley, created a series of sonnets and encouraged aspiring poets to have a go themselves. New sonnets were released every Thursday night on Twitter and Facebook and on Tuesdays Ian read one of the poems that his audience posted in response
 - I grew up in the 80's virtual exhibition
 - Daily digital jigsaw
 - Virtual Christmas concerts
- 3.25 The Feels Like Home group started to provide virtual support with weekly English video sessions and a social media support network for over 60 group members. An ESOL (English for Speakers for Other Languages) tutor ran crucial extra sessions on understanding the virus, how to socially distance and how the NHS works. In partnership with the Refugee Council the group have created an emergency resource pack which explains how to access services and get support if English is not your first language.

- 3.26 The digital programme was incredibly well received. Barnsley Museums Facebook page alone had a reach of almost 13 million people. Around 500 people a day took part in online daily challenges created under the banner of 'Beat the Boredom'. Over 20,000 took part in tours online around exhibitions.
- 3.27 The programme not only engaged and entertained local residents, it also involved people from around the world. It received national and international media coverage and was recognised as a best practice example by Arts Council England and the Local Government Association.



- 3.28 The service has also won a number of awards, with the digital offer contributing significantly to these:-

Award	Win/nomination
Fantastic for Families Award	Nomination/shortlist
Heart for Arts	Nomination - awaiting outcome
Family Friendly Museum Award From Home	Win
Volunteers of the Year at the Museums + Heritage Award	Win
Green Flag Award	Win
Bees Needs Champion Award	Win

- 3.29 Mindful of digital exclusion for some audiences, particular efforts were made to ensure that non-digital alternatives were delivered to people at risk of digital exclusion such as the elderly and people receiving food aid. This included a "Barnsley Museums Makes" pack for children containing activities and all materials required.
- 3.30 An unforeseen benefit to the Council's Covid response to supporting vulnerable people was that the cultural offer could be directly targeted. As part of the Barnsley Cares project, the service sent out 300 reminiscing and activity packs to every care home in the borough as well as local charity partners such as the Alzheimer's Society and Butterflies Dementia. These packs included letters of support, a newly created reminiscing puzzle book, Barnsley Top Trumps, and DVDs with rare archive footage of Barnsley.
- 3.31 At Christmas, Barnsley Museums curated a DVD including a Christmas concert, and footage of Barnsley Bright Nights and the town centre Christmas lights, this was distributed to all care homes in the borough and via Help the Aged.

4.0 Future Plans & Challenges

- 4.1 The Coronavirus pandemic has highlighted the importance of access to nature and outdoor space as well as the value of culture and the opportunity to engage with others and be creative.
- 4.2 The demands of responding to Covid has highlighted weakness in Barnsley Museums' structure and capacity, particularly at the front line and in outdoor spaces. Additional resources have been provided

to support the service during these immediate challenges. Consideration will need to be given to augmenting resources above the current minimal levels to cope with the long-term impact of the pandemic as there is likely to be a permanent uplift in visitor numbers.

- 4.3 Covid-19 provided an opportunity to accelerate the development of the digital offer and available capacity. Resources were diverted to support the generation of digital content and engaging existing and new audiences, supported by additional resources provided by the Council. It is important to build on the undoubted success of this activity and to use it to raise the profile and improve perceptions of Barnsley, as well as drive footfall and spend to the borough once it is safe to do so. Without the additional resources provided it will be difficult to achieve this.
- 4.4 Through digital activity, cultural destinations were able to reach audiences far beyond their usual geographical reach, igniting an interest in the borough's history, collections and locations. The assets created will future proof the attractions should there be any further closures, allowing visitors to explore the spaces from the comfort and safety of their own home. The digital technology also has positive uses around accessibility, the schools programme and the commerciality of the sites (filming opportunities, space hire, online shopping etc).
- 4.5 It is important to build on the engagement with more vulnerable members of our communities that we were able to connect with during the pandemic and this needs to be reflected in our revised business plans. Further consultation will take place with the NHS, Public Health and community partnerships to build on the success of the cultural offer by Barnsley Museums in supporting positive health, wellbeing and emotional resilience within local communities, particularly as evidence is now emerging that health inequality is a key factor adversely affected by the impact of this pandemic.
- 4.6 Throughout this period Barnsley Museums and Archives are continually creating new content to add to the collections, to educate future generations about how we tackled the pandemic of 2020. This content includes photographs, films, shared stories and poetry.
- 4.7 Events will resume when safe to do so and demand for the opportunity to interact with people is expected to be high. Consideration should be given to continuing with some digital elements as these proved successful, though the aim of these should primarily be to raise awareness, improve perceptions, and drive footfall and spend to boost economic impact. Events, entertainment and animation will be key to ensuring that people are attracted back into the town centre. Capacity and resources to deliver this and to provide specialist advice and support to other providers of events needs to be reassessed.
- 4.8 At this stage it is impossible to say whether some of our culture and visitor economy sector organisations, tenants or freelance practitioners will be lost to the pandemic. It is important to try and continue to support local organisations and freelancers and in the longer term to build resilience and sustainability in the sector.
- 4.9 Visit England are predicting a boom in staycations in 2021 and it is important that Barnsley is in a position to capitalise on this demand to boost the economic impact for the borough in 2021 and beyond. This will be achieved through effective marketing and working with partners such as the Visitor Economy Forum, Welcome to Yorkshire and Visit England.
- 4.10 The Council has established a number of initiatives and put in place measures to support the mental well-being of employees. Despite this, there will undoubtedly be a longer-term impact on individuals and teams. People have also built up a considerable amount of time off in lieu owing and have been unable to take leave which is proving difficult to manage.

5.0 Invited Witnesses

5.1 The following witnesses have been invited to today's meeting to answer questions from the committee:

- Matt Gladstone, Executive Director-Place, BMBC
- Kathy McArdle, Service Director, Regeneration & Culture, Place Directorate, BMBC
- Sue Thiedeman, Head of Culture & Visitor Economy, Place Directorate, BMBC

- Lynn Dunning, Group Leader, Heritage & Arts, Place Directorate, BMBC
- Matt Mitchell, Events & Logistics Manager, Place Directorate, BMBC
- Devinia Skirrow, Communications & Marketing Manager, BMBC
- Cllr Cheetham, Cabinet Spokesperson, Regeneration & Culture

6.0 Possible Areas for Investigation

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

- In terms of your achievements as a service, what are you most proud of over the last 12 months and why?
- How has the increased usage of open spaces impacted upon the communities in the immediate surrounding areas?
- How do you plan to protect the borough's green spaces given the increase in visitor numbers?
- How do the visitor numbers compare regionally and nationally?
- Looking back at lessons learned over the last 12 months, what will you continue to do because it went well and what will you stop doing?
- How have you managed employee wellbeing during the pandemic and what support will be available moving forward?
- How do you plan to manage the significant build-up of annual leave and time-in-lieu over the coming year whilst maintaining an effective level of service delivery?
- What does recovery look like – what is the key focus for the service over the next 12 months?
- How do you plan to include, and provide for, vulnerable people in the future?
- What do you consider to be the main barriers faced by the service over the coming year?
- What can be done to support local organisations, freelancers and tenant businesses to thrive after the pandemic?
- How confident are you that you will be able to contribute to a thriving and vibrant town centre after the regeneration work is complete?
- How successful was the Visitor Economy Strategy (2017-20) in achieving its aims and what lessons have been learned?
- How would you describe the quality and quantity of your data, intelligence and visitor insight – is it fit for purpose?
- How has the loss of income impacted upon the service and what are the implications moving forward?
- What can Members do to support the work around culture and visitor economy services?

7.0 Background Papers and Useful Links

- BMBC Visitor Economy Strategy 2017-2020:-
<https://barnsleymbc.moderngov.co.uk/documents/s25161/Item%204b.pdf>
- Arts Council England – National Portfolio Organisations (NPO):-
<https://www.artscouncil.org.uk/our-investment/national-portfolio-2018-22>

- BMBC Eldon Street Consultation:-
<https://www.barnsley.gov.uk/services/regeneration/eldon-street-consultation/>
- Barnsley Museums Annual Review 2019-2020
<http://www.barnsley-museums.com/content/downloads/annual-review-digital-version.pdf>
- LGA Case Study - Barnsley Museums: Staying Safe & Engaged
<https://www.local.gov.uk/barnsley-museums-staying-safe-and-engaged-barnsley-council>
- LGA Case Study Report – Leisure Under Lockdown: How Culture & Leisure Services Responded to Covid-19
<https://www.local.gov.uk/leisure-under-lockdown-how-culture-and-leisure-services-responded-covid-19-full-report>
- Barnsley Museums Virtual Exhibition – ‘Allegories of the Senses’:-
<https://www.facebook.com/331408703599637/videos/3574014072657934>
- Barnsley Museums digital tour – ‘I Grew Up in the 80’s’:-
<https://www.facebook.com/109559515745696/videos/197091672034582>
- Barnsley Museums film premier – ‘Barnsley on Film’:-
<https://www.facebook.com/109559515745696/videos/2900680423312300>
- BMBC Virtual Mayor’s Parade 2020:-
<https://www.youtube.com/watch?v=Yxvr7rYd664>
- ‘Winter Windowland’ Preview:-
<https://www.youtube.com/watch?v=la02C0AIN-8>
- Barnsley Museums Christmas Concert:-
<https://www.youtube.com/watch?v=CW4gwSuURcM>
- Barnsley Bright Nights Event Round-Up:-
<https://youtu.be/5LG5IW0AUjE>
- Barnsley Museums Daily Digital Jigsaws:-
<https://www.jigsawplanet.com/BarnsleyMuseums?rc=upuzzles>
- ‘Poet in Lockdown’:-
<https://www.youtube.com/watch?v=CPLGaXkanqo>
- Barnsley Museums ‘Barnsley Cares’ project:-
<https://www.youtube.com/watch?v=ZpJyelySYho>
- BMBC Corporate Performance Report Dataset – Power BI Report:-
<https://app.powerbi.com/view?r=eyJrljoiOWFmNWVmOTEtYjUwNy00NDZILWJkYzktYmQ0OTI1NmI0ZWY4IiwidCI6ImJhNmEyNDcxLTMzNDAtNDMxNC1hOTY5LTQ4ZDhjZGM0YzRmOCIsImMiOiJh9>
- Additional reports and background information referred to are available upon request:-
 - Barnsley Museums NPO report Q1 2020
 - Barnsley Museums NPO report Q2 2020
 - Barnsley Museums NPO report Q3 2020
 - TNA Archives in Lockdown Case Study
 - Corporate Performance Report Q1 and Q2 2020/21

8.0 Glossary

ACE	Arts Council England
BMBC	Barnsley Metropolitan Borough Council
BMHT	Barnsley Museums Heritage Trust
ERDF	European Regional Development Fund
ESOL	English for Speakers of Other Languages
HE	Historic England
HSHAZ	High Street Heritage Action Zone
LGA	Local Government Association
NHLF	National Lottery Heritage Fund
NPO	National Portfolio Organisation
OSC	Overview & Scrutiny Committee
RMBC	Rotherham Metropolitan Borough Council
TPT	The Trans-Pennine Trail

9.0 Officer Contact

Anna Marshall, Scrutiny Officer, Scrutiny@barnsley.gov.uk
01 February 2021

This page is intentionally left blank