

BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan

Report of the Chief Executive

FEEDBACK FROM THE REVIEW OF ONE BARNSELY – THE LOCAL STRATEGIC PARTNERSHIP

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update members on the One Barnsley review of ways of working and governance initiated in September and for members of the Health and Wellbeing Board to consider the implications for the Health and Wellbeing Board now that it has taken on its full responsibilities as of April 2013.

2. RECOMMENDATIONS

It is recommended that:-

- 2.1 **Members note the progress being made with the ways of working and governance review of the LSP and proposed next steps.**
- 2.2 **Members consider the implications of the review both in terms of the potential additions to the Health and Wellbeing Strategy and the establishment of the Health and Wellbeing Board sub structure.**

3. INTRODUCTION/BACKGROUND

- 3.1 Many areas have historically had in place a Local Strategic Partnership (LSP), consisting of the principal public, private and voluntary sector partners, to co-ordinate the collective priorities and activity of partners to improve an area, often via an agreed Community Strategy. The LSP for Barnsley, One Barnsley has been in existence, in one form or another, since 1999 and has undergone both incremental and fundamental review over the last 14 years in a bid to continue to position itself to add value and improve the quality of life for residents and communities throughout the Borough. The current Community Strategy 2011-15, was approved in September 2011 and subject to annual review.
- 3.2 It is however important to note that the last couple of years has seen the most significant change to the functionality of Local Strategic Partnerships, most notably:-
- The removal of Local Area Agreements and the Comprehensive Area Assessment;
 - The relaxation of legislation meaning that Community Strategies (as an high level strategic plan for an area) are no longer statutorily required, coupled with the voluntary nature of the local strategic partnership; and

- The introduction of statutory Health and Wellbeing Boards as a committee of the local authority from April 2013 and the requirements enshrined in the Health and Social Care Act 2012.

3.3 The most recent One Barnsley review was initiated in September 2012, following the identification of partnership working in the Corporate Peer Challenge of the Council and the changing national and local context for partnership working resulting from the Coalition Government in 2010.

4. FINDINGS FROM THE ONE BARNSLEY REVIEW

4.1 The review has reported periodically into the One Barnsley Board and Senior Executive Team over the course of the last 6 months to help shape and inform the overall review process. The review has broadly identified the following priority areas:-

- Improved shared leadership;
- Improved delivery and accountability;
- Improved clarity; and
- Improved partnership working.

These areas are largely consistent with developments within the Health and Wellbeing Board and have been identified as part of the Local Government Association development programme for Barnsley.

4.2 A further consideration has been the value of the continuation of the current Community Strategy, mindful of the emerging Health and Wellbeing Strategy and the Economic Strategy for Barnsley. The diagram in Appendix 1 illustrates the position in February/ March, at the time of the draft Health and Wellbeing Strategy. A decision was taken to effectively discontinue the existing Community Strategy, given that the main strategic issues for the Borough would be captured by the Health and Wellbeing Strategy and the Economic Strategy.

4.3 At a recent One Barnsley Board meeting on the 6 March 2013, members considered the progress and next steps of the review. The following recommendations were endorsed:-

- An exercise is undertaken to consider which elements of the Community Strategy, not currently covered in the Economic Strategy or Health and Wellbeing Strategy remain important and which should no longer to be regarded as a priority;
- Partnership effort is refocused on the Health and Wellbeing Strategy and Economic Strategy as the two key strategies within the Borough, but that important elements from the Community Strategy are factored into the revised strategies;
- Revisions to the Health and Wellbeing Strategy and Economic Strategy allow appropriate input from all partners to ensure widespread ownership and support;
- The terms of reference for the Economic Partnership be approved;
- The terms of reference for the One Barnsley Board be revised in line with discussions;
- The Economic Partnership and Health and Wellbeing Board be free to adopt an appropriate sub –structure for successful delivery of their revised strategies; and

- That a report be submitted to the One Barnsley Board on the 8 May detailing progress in concluding the review, including revised terms of reference for the LSP Board and any other recommended groups.

4.4 It is important to note that the review will continue to progress and is due to report to the One Barnsley Board on the 8 May 2013, as such certain elements are subject to further change and refinement over the coming weeks, with an emphasis on delivery and having rationalised governance arrangements, principally on a "Task and Finish" basis.

5. CONSIDERATIONS FOR THE HEALTH AND WELLBEING BOARD

5.1 In April 2013 a significant part of the new health and social care landscape came into effect, the Health and Wellbeing Board took on its statutory responsibilities as did NHS Barnsley Clinical Commissioning Group, the Public Health function was transferred to the Local Authority and the new consumer champion – Healthwatch was established. Alongside this the Health and Wellbeing Board has undergone a significant amount of development work over the course of 2012.

5.2 Whilst this report is primarily focused, at this stage, in providing the background context and potential connections to the Health and Wellbeing Board in the near future, it does flag up some potentially additional considerations, both for the content of the Health and Wellbeing Strategy and the related governance arrangements for the Health and Wellbeing Board. In particular, the following are considerations for the Board, as a result of the One Barnsley review:-

- The priorities currently in the Community Strategy identified as important but not already covered in the Health and Wellbeing Strategy need to be factored into its ongoing refinement. *The early identification is that, this is likely to cover such areas as; volunteering, local integrated services and the new neighbourhood governance arrangements and anti poverty work. This is however subject to further discussion and confirmation.*
- The Health and Wellbeing Board needs to develop and refine its sub structure around the delivery of the Health and Wellbeing Strategy and execution of its core functions.
- The connection and relationship with the emerging Economic Partnership for Barnsley needs to be mapped and embedded to ensure the inexplicable link between work, prosperity and overall health and wellbeing is factored into local working from an holistic perspective.

6. NEXT STEPS

6.1 The One Barnsley infrastructure will continue to change over the coming weeks, resulting in a concluding report to the One Barnsley Board on the 8 May. The Board itself is due to change and will have a more performance management and oversight role across the two high level partnerships (the Health and Wellbeing Board and the Economic Partnership) and is anticipated to meet between 2 and 4 times a year.

6.2 As such the Health and Wellbeing Board needs to consider and factor in appropriate elements from the Community Strategy loosely identified in point 5.3

and ensure the sub structure is appropriate for the delivery of the Health and Wellbeing Strategy.

7. LIST OF APPENDICES

Appendix 1: One Barnsley Ways of Working and Governance Report to the One Barnsley Board – 6 March 2013.

Appendix 2: One Barnsley Board 6 March minutes.

Officer Contact: Diana Terris

Telephone No: 773301

Date: 17th April 2013



Date: 6 March 2013

Item: 7

LSP – REVIEW OF WAYS OF WORKING AND GOVERNANCE

1. Purpose

- 1.1 The purpose of this report is to bring the Review of Ways of Working and Governance to a conclusion by considering strategy alignment and other issues, with a view to One Barnsley Board identifying their preferred option for moving forward.

2. Recommendations

It is recommended that:

- 2.1 One Barnsley Board considers the analysis outlined in the report and identifies the preferred option for moving forward.**

3. Background/Introduction

- 3.1 A scoping paper for the review of ways of working and governance of the Local Strategic Partnership (LSP) was agreed by One Barnsley Board (OBB) on 5 September 2012. There was agreement that the Review should include consideration of the following roles:-
- The leadership and governing role, including accountability and risk management.
 - Oversight and coordination, including connectivity between different parts of the LSP's organisational structure.
 - Planning and alignment of resources.
 - Effective partnership delivery and impact.
 - In addition consideration was to be given to the establishment of a statutory Health and Wellbeing Board in April 2013.
- 3.2 It was agreed that any areas of weakness in the current governance arrangements and ways of working would be identified as a result of the review, and options for improvements would be made in order to help accelerate delivery and the achievement of agreed outcomes.
- 3.3 Following the meeting referred to above, a Partnership Review Group was established with Barnsley NHS Foundation Hospital Trust, Jobcentre Plus and BMBC representation.
- 3.4 A Special One Barnsley Board Workshop was held on 1 November 2012 to bring together the wider membership of One Barnsley to consider the issues highlighted to date as part of the review and to start identifying solutions.

3.5 Based on the information gathered the initial review report was presented to OBB on 21 November 2012 by the Partnership Review Group, with the following recommendation:

The group felt that the best way to move forward was to undertake a stock take of the current priorities and catalysts and to perform this relatively quickly building on the work that Senior Executive Team (SET) have already undertaken.

3.6 However, following discussion the following actions were agreed by OBB:-

- 1) The current priorities within the Community Strategy are endorsed and the focus of the LSP be on improved delivery.
- 2) The review group reconvenes to develop detailed proposals to change the ways of working, in order to facilitate delivery. This should focus on tangible actions with the ability to hold partners to account.
- 3) The review group submits these proposals to the OBB at its meeting on the 16 January 2013.

3.7 Given the above directive a report outlining 4 improvement areas together with a number of associated actions was presented to OBB on 16 January 2013:-

The 4 improvement areas identified were as follows:

- **Improving Shared Leadership** - A need for improved shared leadership and ownership has been identified, which should involve partner organisations “stepping forward” and Barnsley Council “stepping back”.
- **Improving Delivery and Accountability** - A need for focus on delivery of the Community Strategy and associated Action Plans over the next 18 months, with a greater focus on doing a smaller number of things well has been identified. In addition, the need for a greater focus on accountability, holding each other to account, has been highlighted.
- **Improving Clarity** –There is a need for improved clarity about the purpose, outcomes, roles and responsibilities of One Barnsley as a whole.
- **Improving Partnership Working** – A need for developing genuine partnership working, where the contributions of each partner organisation are valued equally, has been identified.

3.8 There was a robust discussion at the meeting about the LSP, the Community Strategy, the statutory Health and Wellbeing Board (H&WB) and the proposed Local Economic Partnership (LEP). The role of the Senior Executive Team (SET), established in April 2011, has also been the subject of much deliberation in terms of its role and value, despite some practical areas for partnership working having been identified in recent months.

3.9 There was a recognition that some work and resulting options were required to determine the way forward, particularly in terms of the current and emerging strategic priorities for the Borough and the most streamlined and effective governance arrangements to both ensure delivery and enable partners to hold each other to account for delivery.

3.10 It was therefore agreed that:-

- 1) A mapping of existing and emerging high level partnership strategies and key priorities takes place to identify the main areas of alignment, overlap and any resulting gaps to enable a full current picture to be pulled together in one place.
- 2) The Economic Plan is re-circulated for OBB members to be fully aware of its contents.
- 3) Mindful of the above, options are developed for revised, streamlined governance arrangements, taking account of the emerging statutory H&WB and revised Economic Partnership.

4. Analysis of Strategy Alignment

4.1 The diagram at Appendix 1 shows the vision, priorities and outcomes for the Community Strategy, the Economic Strategy and the Health and Wellbeing Strategy. There are other partnership strategies not featured here, including the Children and Young People's Plan, the statutory Community Safety Strategy and the emerging Anti-Poverty Strategy amongst others, though the main high level strategies are captured in Appendix 1.

4.2 A number of issues in relation to the alignment of the 3 main strategies have been identified as follows:-

- Different strategies have different timescales.
- The Community Strategy and Economic Strategy have the same vision.
- The LSP Community Strategy has 2 priorities and 2 catalysts whilst the Council's Corporate Plan has 3 priorities, the additional priority being 'Improving People's Potential and Achievement'.
- Shared ownership issues re: the Economic Strategy i.e. Economic Strategy is not owned by One Barnsley, and is seen very much as a BMBC document.
- There is a commitment by OB to the 2 catalysts within the Community Strategy but it is felt by OBB members that this is not adequately reflected in the Economic Strategy.
- Linkages between the Health and Wellbeing Strategy and the Community Strategy are general and overarching and primarily concern the overall health and wellbeing of the Borough.
- The Changing the relationship Action Plan for the community strategy flags up a number of partnership actions in relation to health and wellbeing, however these actions are not reflected in the ongoing short-medium term work of the H&WB. e.g. Volunteering.

- The Health and Wellbeing Strategy priorities for 2013/2014 are focused on health and social care issues rather than broader health and well-being priorities. These are cancer, cardiovascular disease, alcohol misuse, an ageing population and children's health.

4.3 In addition to the above alignment issues, the current delivery and associated governance arrangements are seen to be overcomplicated and duplicative. The current One Barnsley governance structure is attached at Appendix 2, which was set up to help deliver the Community Strategy priorities and catalysts and reflect the diverse range of partnership activity.

4.4 The diagram at Appendix 1, and the issues highlighted above, identifies some alignment between the respective high level strategies as well as some overlaps and gaps. This reflects a number of issues, not least that some of these are BMBC or LSP led and/or is symptomatic of a number of national and local developments.

5. Options/Next Steps

5.1 To enable the issues identified above to be addressed, mindful of the current timings and consultation arrangements for the strategies and plans, 2 options are identified below. These options should be considered against the backdrop of the four improvement areas identified throughout the review process and referred to on page 2 of this report i.e. Improving shared leadership, improving delivery and accountability, improving clarity and improving partnership working.

Option 1 Revise the Community Strategy so that it aligns with the Health and Wellbeing Strategy and the Economic Strategy.

Option 2 Disregard the current Community Strategy 2011 - 2015 and re-focus partnership effort on the Health and Wellbeing and Economic Strategies.

5.2 The 2 options outlined above – and others – have a number of advantages and disadvantages and need to be carefully worked through, mindful of current partnership dynamics and the statutory Health and Wellbeing Board from April 2013. Increased involvement and ownership of the Economic Strategy by all partners other than the Council will be essential irrespective of which option is determined.

5.3 The associated governance arrangements are also important to ensure clarity of roles and responsibilities and effective delivery and accountability. The agreed terms of reference for the Health and Wellbeing Board are attached at Appendix 3a, with the draft terms of reference for the Barnsley Economic Partnership attached at Appendix 3b to give Board Members the wider context.

5.4 Appendix 4 represents a potential revised partnership governance structure, with the One Barnsley Board meeting 2-4 times a year to oversee and challenge/review the main partnership delivery arrangements for the economy and health and well-being. The Senior Executive Team (SET) and the Partnership Performance Clinic would discontinue, with the role of the latter being picked up by One Barnsley

Board. In the short term there is potential scope to further explore and take forward the work relating to the issues identified by SET, possibly through an executive task and finish group.

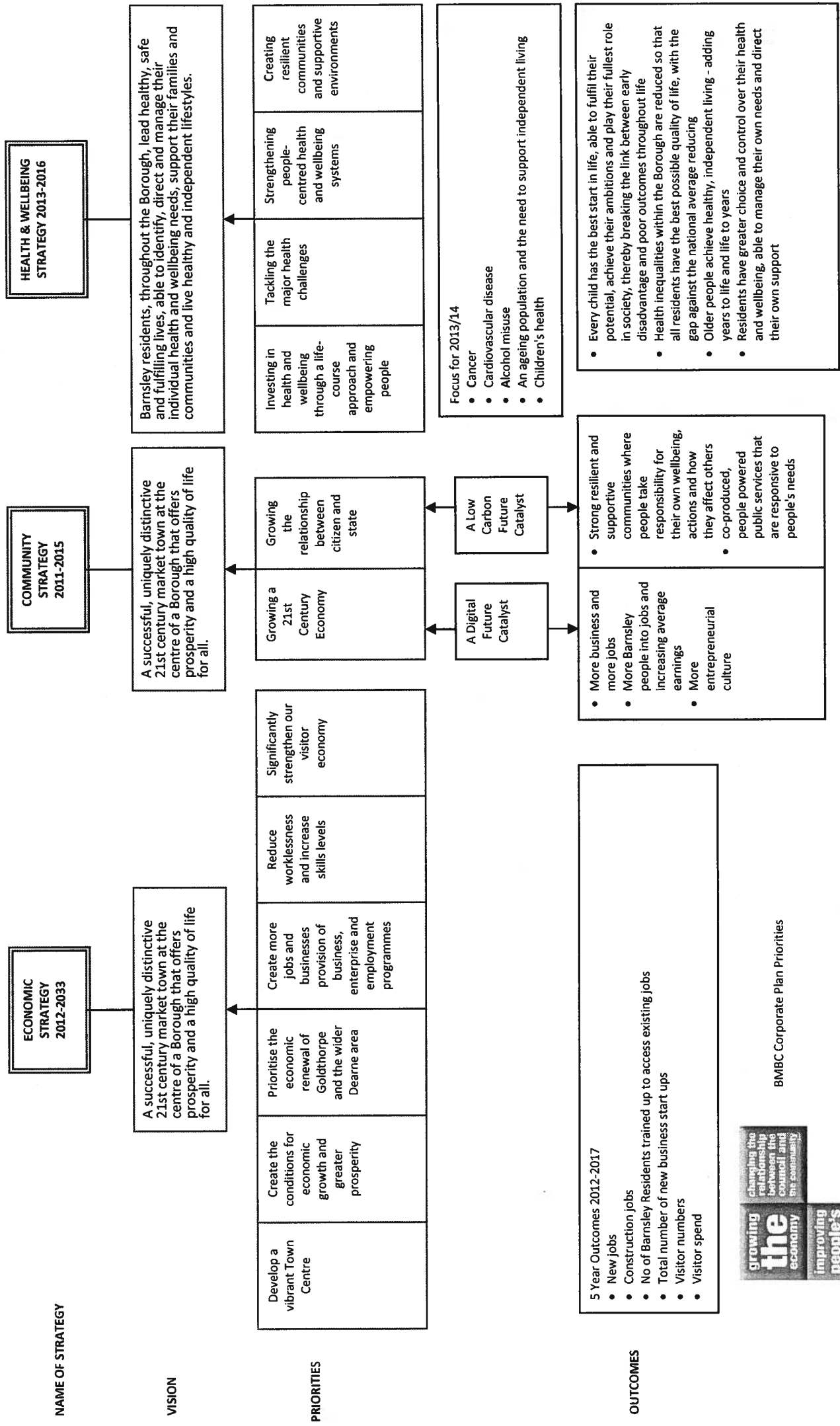
- 5.5 In bringing the review to a conclusion it is important that full partner buy in is secured and that there is a clear understanding about what is being delivered, who is delivering it and why. Clarity will also be needed about any new streamlined governance arrangements, once agreed, including roles, responsibilities, accountability, performance management arrangements etc. It is also important to ensure that any rationalised strategy and governance arrangements at the highest level does not simply displace the current arrangements lower down.
- 5.6 Overall, the review of the LSP ways of working and governance commenced in September and has had a number of phases and stages with inclusive input and discussion along the way; however, it is important that some clear consensus is determined to ensure that partners are clear regarding what strategies are in place, to what effect and what arrangements are in place to effectively deliver and performance manage them.

Appendices

- Appendix 1 - High Level Strategy Alignment February 2013
- Appendix 2 - Current One Barnsley Governance
- Appendix 3a - Health and Wellbeing Board Terms of Reference
- Appendix 3b - Barnsley Economic Partnership or Barnsley Business Partnership Draft Terms of Reference

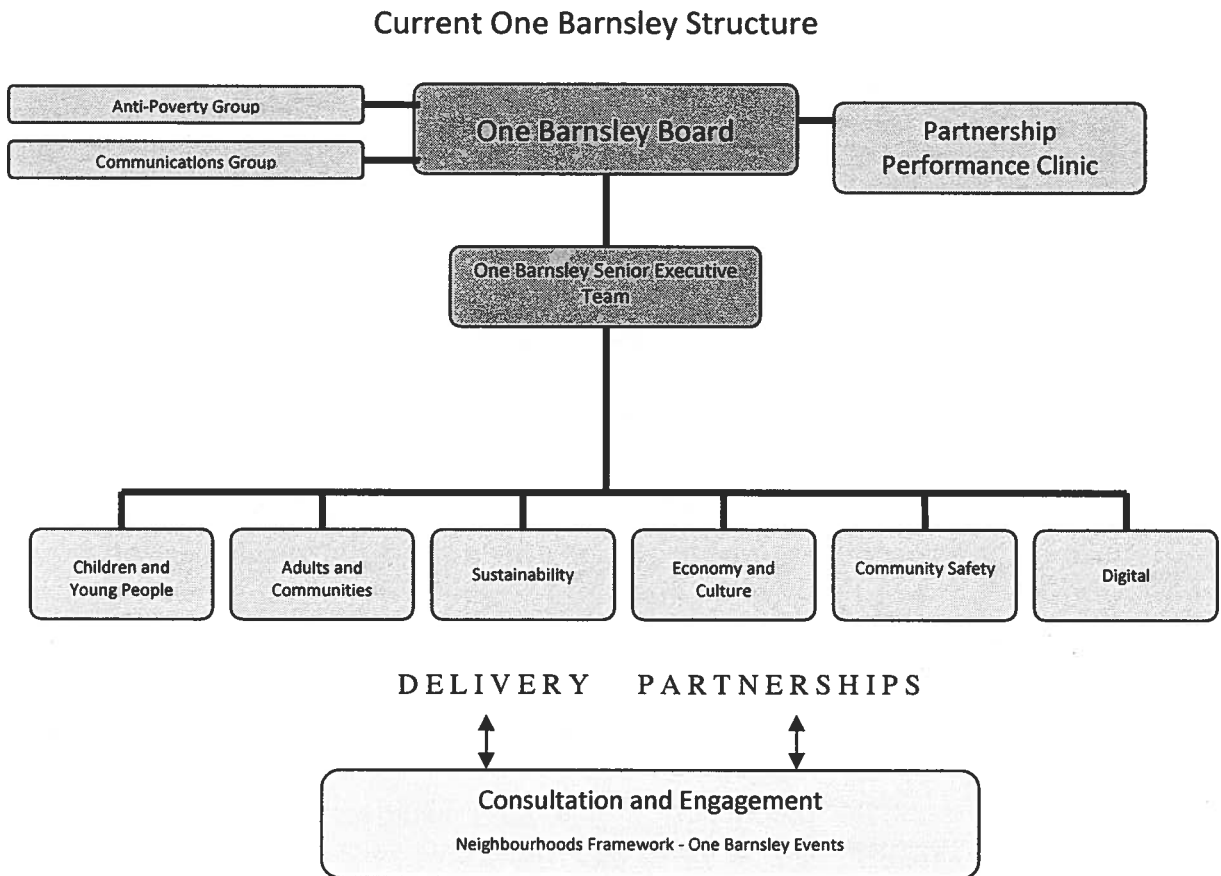
Shaun Jones
Head of Performance and Partnerships
Corporate Services/BMBC
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Date: 20 February 2013

High Level Strategy Alignment – February 2013



BMBC Corporate Plan Priorities

Current One Barnsley structure diagram for delivering the Community Strategy.



BARNSELEY'S HEALTH AND WELLBEING BOARD

TERMS OF REFERENCE

February 2013

Purpose

The purpose of the Health and Wellbeing Board (H&WB) is to improve the health and wellbeing of Barnsley residents and communities, and to reduce health inequalities within the Borough and against national averages.

To do this, the H&WB has established a vision, based around the principles of personalisation, greater independence, choice and control, so that Barnsley residents and communities are able to identify their health and wellbeing needs and how best to address those needs, with the minimum support from statutory partners.

The H&WB vision is set out below:-

“Barnsley residents, throughout the Borough, lead healthy, safe and fulfilling lives, able to identify, direct and manage their individual health and wellbeing needs, support their families and communities and live healthy and independent lifestyles.”

The H&WB was established in Shadow form in January 2012 and is due to take on its full responsibilities in April 2013, as set out in the Health and Social Care Act 2012.

Objectives

To bring this vision to life, the H&WB has the following objectives:-

- Oversee the production of the Joint Strategic Needs Assessment (JSNA), providing a clear statement and narrative of the health and wellbeing needs and assets of Barnsley residents and communities,
- Develop a Health and Wellbeing Strategy (H&WBS) based on the needs identified in the JSNA and other forms of local intelligence such as the Joint Strategic Intelligence Assessment (JSIA), to provide a framework for how these needs are to be collectively addressed,
- Ensure local residents and communities are at the centre of the process, informing, shaping and holding services to account,
- Ensure health and social care strategic intentions and commissioning plans are consistent with the vision and priorities of the H&WBS,
- Promote integrated working across health and social care and engender a culture of mutual accountability and responsibility, and;

- To take a whole systems approach to service re-design, including the alignment and pooling of resources across health and wellbeing, to deliver improved outcomes for Barnsley residents and communities.

Membership

The H&WB consists of a number of key officers and Elected Members from across the health and social care sector. The Health and Social Care Act 2012 sets out a mandatory membership, with the flexibility to add to this as the local area sees fit. The membership of the Barnsley H&WB is set out below:-

- The Leader of the Council,
- Cabinet Member for Adults and Communities,
- Cabinet Member for Children, Young People and Families,
- Chief Executive of Barnsley Council,
- Executive Director of Adults and Communities,
- Executive Director of Children, Young People and Families,
- Director of Public Health,
- Clinical Commissioning Group representatives X2,
- Barnsley Hospital NHS Foundation Trust,
- South West Yorkshire Partnership Foundation Trust,
- Local HealthWatch (LINKs until April 2013) X2,
- NHS Commissioning Board,
- SY Police.

Except where membership of the H&WB is by position, member organisations should appoint named representatives. All members should nominate a named deputy to attend only in their absence. The full membership, including deputies, is set out at appendix one.

Officer Support

Officer support for H&WB meetings will be provided as follows:-

- Ian Turner, Assistant Director, Council Governance Unit, BMBC,
- Scott Matthewman, Adults and Communities Wellbeing Co-ordinator, Adults and Communities, BMBC.

Additional officers from the Council and partner agencies will attend meetings on an ad hoc basis to present specific reports.

Roles and Responsibilities

Individual members undertake to:-

- Reflect the views of their agency and/or sector, being sufficiently briefed, able to contribute to discussions, make decisions and enact those decisions within their respective agency/sector;

- Ensure that there are communication mechanisms in place within their agency/sector to enable information about the work and priorities of the H&WB to be disseminated and to ensure decisions are fed back accordingly;
- Feed in information about local issues, needs, priorities and assets to inform the development of the JSNA and H&WBS;
- Consult about the work of the H&WB where appropriate, to ensure a strong resident and community voice;
- Act on what the H&WB has agreed and be held to account for delivery within their respective agency/sector;
- Influence any consequent changes to policy development/ service delivery in their own agency/sector;
- Commit to a whole systems approach of working, including the alignment and pooling of resources to improve health and wellbeing outcomes for Barnsley residents and communities;
- Champion and advocate the work of the H&WB in their wider networks, locally and nationally, and in the community.

The Chair will undertake to:-

- Promote and encourage discussion and ensure that discussions and resulting decisions reached are recorded;
- Ensure that meetings are orderly, fair, thorough, efficient and appropriate to the vision and priorities of the H&WB;
- Represent the views of the H&WB locally, regionally and nationally, where appropriate.

Accountability/Governance

The H&WB will report into formal Council processes, as a committee of the Council from April 2013, but will also have a working relationship with One Barnsley, the Local Strategic Partnership.

The H&WB will establish a series of sub groups and task and finish groups as it sees fit, to deliver the vision and priorities of the H&WBS. The structure is set out at appendix two.

Decisions of the H&WB will be made in accordance with the Council's Constitution.

The Chair of the H&WB is the Leader of the Council. The Vice-Chair will be appointed from the membership of the H&WB on an annual basis from May in any year. The Vice Chair is the Chair of the Clinical Commissioning Group.

Meetings will be held approximately every 8 weeks, as required, with a minimum of 6 per calendar year.

The quorum for the meeting will be one quarter of the membership including at least one Council Cabinet Member and one representative of the Clinical Commissioning Group.

Agendas will be agreed by the Chair with minutes approved at the following meeting.

Papers will be distributed a minimum of 5 clear days before the meeting date. In exceptional circumstances papers can be tabled on the day of the meeting. With effect from April 2013, meetings of the H&WB will be open to the public and press and papers available for inspection.

Plain English will be used in preparing all working documents.

Members can request the inclusion of items for future meetings by contacting the Chair or the Assistant Director, Council Governance Unit/ Adults and Communities Wellbeing Co-ordinator no later than three weeks before the meeting in question.

Review

The terms of reference for the H&WB will be reviewed on a 12 monthly basis or as and when required.

Appendix One: Health and Wellbeing Board Membership

	Agency/Position	Named Representative	Named Deputy
1.	The Leader of the Council (Chair)	Councillor Stephen Houghton	Councillor Jenny Platts/ Councillor Tim Cheetham
2.	The Cabinet Member for Adults and Communities	Councillor Jenny Platts	Councillor Margaret Morgan
3.	The Cabinet Member for Children, Young People and Families	Councillor Tim Cheetham	Councillor Margaret Bruff
4.	The Chief Executive of Barnsley MBC	Diana Terris	Martin Farran
5.	The Executive Director of Adults and Communities	Martin Farran	Tabitha Arulampalam
6.	The Executive Director of Children, Young People and Families	Ged Rowney	Sue Hare
7.	The Director of Public Health	Sharon Stoltz	Steve Turnbull
8.	The Chair of the CCG (Vice Chair)	Nick Balac	Chris Ruddlesdin
9.	The Chief Operating Officer of the CCG	Mark Wilkinson	Brigid Reid
10.	Barnsley Hospital NHS Foundation Trust	Paul O'Connor	Heather McNair
11.	South West Yorkshire Partnership Foundation Trust	Steven Michael	Sean Rayner
12.	The Director of the Local Area Team, South Yorkshire and Bassetlaw	David Black	Andy Buck
13.	Representative of Barnsley LINKS (Healthwatch from April 2013)	Chris Green tbc	Margaret Baker tbc
14.	Representative of Barnsley LINKS (Healthwatch from April 2013)	Margaret Baker tbc	Chris Green tbc
15.	Barnsley's District Commander, SY Police	Andy Brooke	Liz Watson

CONFIDENTIAL

**BARNSELY ECONOMIC PARTNERSHIP
OR BARNSELY BUSINESS PARTNERSHIP****DRAFT TERMS OF REFERENCE****Terms of Reference*****Vision***

Barnsley's vision is to continue to develop a successful, uniquely distinctive 21st Century Market Town that is a great place in which to live, work, invest and visit. To fulfil this vision the private and public sector working together through the Partnership will develop enterprise and create the conditions for stimulating business growth and investment.

The Partnership will:

- Bring together a group of high level influential individuals from the public and private sector with appropriate skill set, experience and time commitment to assist with the delivery of the Economic Strategy;
- Draw on the specialist skills set from the local and national business community sector which provides specific expertise in advancing each of the six priorities contained within the Economic Strategy;
- Challenge status quo and bring innovation and fresh ideas to the delivery of the proposed and new economic interventions;
- Support partners and key stakeholders in shaping economic interventions that optimise the attainment of targets and economic outcomes;

Purpose and Objectives

The primary purpose of the Partnership is to provide an effective leadership to deliver the ambitions contained within the Economic Strategy (2012-2033) and to rebalance the economy by stimulating private sector job growth through enterprise, business growth and inward investment. In particular, the Partnership will facilitate the effective delivery of the six key priorities contained within the Economic Strategy (2012-2033):

Develop a vibrant Town Centre with a strong and growing retail and leisure offer, a thriving and balanced business community with a series of attractions and facilities to create a major visitor draw.

Create the conditions for economic growth and greater prosperity through the provision of quality employment sites, appropriate housing mix and a fully integrated transport infrastructure.

To prioritise the economic renewal of Goldthorpe and the wider Dearne area by delivery of a long-term integrated Masterplan.

To create more jobs and businesses through appropriate provision of business, enterprise and employment programmes that contribute to reducing the jobs and business deficit within the Borough.

To reduce worklessness amongst those currently unemployed and to increase skills levels of our current and future workforce in order to contribute positively to growing our economy.

To significantly strengthen our visitor economy by further developing our key cultural assets and events that provide a major draw in terms of attracting visitor numbers and spend.

Full Membership

The Partnership shall comprise of key individuals able to offer the skills, expertise and most importantly the time commitment to be an effective private sector led partnership. Suggested membership should include:

- A private sector Chair; plus the following private sector member representation:
 - 1 major commercial developer - a major contributor to creating the conditions for growth in Barnsley;
 - 1 major housing developer – a major contributor to helping Barnsley realise its housing targets and securing appropriate housing mix;
 - 1 financial institution – to be recruited with the specific expertise and understanding of the financial markets and with expertise to advise on how best to optimise return on investment from the private sector perspective;
 - 1 marketing professional
 - 2 employers/businesses - 1 drawn from a larger employer from within the Borough from any sector and 1 Small and Medium Size Enterprise;
 - 1 private sector representative from the visitor economy sector;
 - 1 retail sector representative
 - 1 Chamber of Commerce
 - 1 Social Enterprise

 - 1 Skills' Sector
 - The Leader of the Council
 - Cabinet Spokesperson for Development Environment & Culture (Strategy, Programmes and Projects)
 - The Chief Executive of the Council and Executive Director, Development Environment and Culture
 - Support Officer – nominated by the Board

Benefits to the Members of the Partnership

It is envisaged that the benefit to the private sector board members is their ability to influence and shape the economic interventions, which stimulates economic growth within the Borough thus positively contributing to the growth of indigenous business and increased investment. It also assist companies fulfil their Corporate Social Responsibility and can give them a more positive profile.

Modus operandi

The Partnership will meet bi monthly, depending on the issues and business to be transacted.

The Partnership will take responsibility for overseeing the five year Economic Plan and advise.

Other Task and Finish Groups will be considered and established by the Barnsley Enterprise Board as the priority actions and outcomes work is initiated.

Notes

- a. It is proposed the recruitment of members of the Partnership is well thought through and only those individuals with experience and time commitment are recruited and selected;
- b. To rationalise the existing sub-groups such as the Economy and Culture Board of One Barnsley;
- c. An acceptance that private sector will lead if the Partnership is to be an effective private sector led partnership with elected members providing the community leadership role;
- d. Secure agreement on a formal recruitment process, including learning from the approach taken by SCR LEP and other LEPs in order to develop Barnsley Enterprise Board as an effective partnership in facilitating economic growth.

Mahmood Azam
January 2013



Date: 8 May 2013

Item: 2

Minutes of the meeting held on 6 March 2013 2:00pm

Barnsley Town Hall meeting room 2

Present:

Colin Booth (Chair)	Barnsley College
Andrew Denniff	Barnsley and Rotherham Chamber of Commerce
Ann Gosse	Barnsley MBC
Ian Hanks	Jobcentre Plus
Nigel Middlehurst	Voluntary Action Barnsley
John Roberts	South Yorkshire Fire and Rescue Service
Andy Brooke	South Yorkshire Police
Nick Balac	Barnsley Clinical Commissioning Group
Mark Wilkinson	Barnsley Clinical Commissioning Group
Steve Wragg	Barnsley Hospital NHS Foundation Trust
Sean Rayner	South West Yorkshire Partnership NHS Foundation Trust

In attendance:

Shaun Jones	Barnsley MBC
Carol Brady	Barnsley MBC
Peter Mirfin	Barnsley MBC
Paul Rowsell	Department for Communities and Local Government
Ian Barber	Department for Communities and Local Government
Tracey Cheetham	Office of the Police and Crime Commissioner

1. Apologies for absence and appointment of Chair

Action

Apologies were received from Cllr Stephen Houghton, Diana Terris, Paul Lynch, Eddie Street, Tom Sheard and Owen Gleadall

As the Chair and Vice Chair had submitted apologies, the meeting agreed to appoint a chair from the floor. The Board unanimously agreed for Colin Booth to chair the meeting.

2. Minutes of the Meeting on 16 January 2013

The minutes of the previous meeting were agreed as a true and correct record.

3. Action Log

The Board received the action log. Carol Brady provided an update for each action, noting the following points:-

- An update from the Anti-Poverty Board would be provided later in the meeting. They would be discussing representation from Barnsley Together at their next meeting on the 8 April.
- The Compact was now out to consultation and partners were urged to provide comments to Joe Micheli.
- An officer group to take forward work relating to EU structural funds had met on the 31 January and the Board would receive a progress report at its next meeting.
- The Communications Group had begun work to map celebratory awards with a view to increasing coordination.

It was agreed to take progress updates on remaining actions under relevant items remaining on the agenda.

4 Report back from the Senior Executive Team

As chair of SET, Andy Brooke provided an update, detailing a number of key workstreams that were being progressed.

Work related to shared intelligence was progressing, with key intelligence products being shared and significant progress being made to link these into a coherent and joined up process. In addition the production of a single demographic data set for all partners to utilise was also at an advanced stage. The meeting discussed information sharing protocols and noted that a review may be required in the near future.

A wider range of partners had been invited to join the joint asset group, which was considering the estates of One Barnsley partners with a view increasing the delivery of shared services and gaining benefits from co-location.

The production of a common policy or standard for the consumption of alcohol was also being progressed. It was felt that once agreed this would offer a media opportunity to highlight the stance One Barnsley takes on alcohol.

In addition the meeting noted a presentation recently made by the Hospital Trust to SET. A number of areas where partnership working would increase efficiency and productivity were suggested, which included within emergency services, communications, IT services and community engagement.

Apprenticeship week 11-15 March

An update was provided by Colin Booth on the work for partners to increase levels of apprenticeships to 2.5% of the Barnsley workforce within their organisation.

A number of difficulties for some organisations were noted; these included the financial situation faced by most public sector agencies and that some vocations did not lend themselves to apprenticeship placements.

It was suggested that the 2.5% target was aspirational and the success of increasing the number of placements should be celebrated even if the targets are not reached.

The launch of the 'pledge' would be held on 13 March, during Apprenticeship week, at an event which would have a number of seminars for employers and for parents/young people.

Publicity was circulated and partners encouraged to attend to make the event a success.

5. Update from the Anti-Poverty Board

As vice chair of the Anti-Poverty Board, Ian Hanks spoke to this item. The Anti-Poverty Board was established in July 2012 at the behest of the One Barnsley Board. This followed a presentation which suggested the welfare reforms would remove £32m per year from the Barnsley economy. Some of these reforms were now in place and others would start imminently, such as reforms to Council Tax Benefit and Housing Benefit.

The Anti-Poverty Board had developed a strategy which was hoped would be approved at their meeting on 8 April. Adopted throughout the work of the board was the message that 'Work Pays'. However, it was acknowledged that many of the reforms will also impact on people in work, which will bring additional challenges. An 'ABC' approach was being suggested: - Any job, Better job, Career. It was noted, through officers with a South Yorkshire remit, that the work locally was being linked to other areas within the sub-region.

The meeting heard how work was being undertaken by the College to address basic skills needed to help people return to the jobs market. It was stressed that interagency work continues to ensure vulnerable people are protected as much as possible.

It was noted that the development of a Social Impact Bond was explored but governance issues were prohibitive, therefore it was suggested that the Health and Wellbeing Board, with its statutory basis, may wish to consider this.

Ian brought attention to the Government consultation on the Universal Credit Contract Framework, which contained proposals to pay claimants monthly in arrears rather than 2 weekly, with trials starting in April in other areas in the UK. It also suggests a movement to primarily online applications. The meeting discussed the effect of monthly payments in depth, noting its likely detrimental impact.

The Troubled Families project was also discussed and the meeting heard how Job Centre Plus employees were being seconded into local authorities to assist with this key area of work given that one of the issues of the programme was worklessness. The meeting discussed how this may overcome barriers and assist data sharing.

Ian also made the meeting aware of changes to the Social Fund, which exists to provide relief for benefit claimants in crisis situations. This will pass to BMBC from 1 April 2013.

With reference to the item later on the agenda, the meeting agreed that the focus on poverty should not be lost. However, it was noted that this may naturally align with

Health and Wellbeing.

6. Update from the Office of the Police and Crime Commissioner

The meeting welcomed Deputy Police and Crime Commissioner Tracey Cheetham to provide an update.

The board heard how the Police and Crime plan would be published on the web imminently and would be open for comment. The plan took account of partnership priorities and the Commissioner was keen to see some continuity from previous plans.

It was noted that engagement with the 3rd sector continued to be an area requiring ongoing attention, and though the large grants scheme was closing, there would be 2 further rounds of the small grants scheme. It was agreed to circulate to members to raise awareness amongst all partners. (<http://www.southyorkshire-pcc.gov.uk/Transparency/Spending/Grants.aspx>)

Engagement remained a priority with the Safer Communities Network remaining and quarterly patrols and surgeries being organised. The meeting noted that protocols were being developed for surgeries to ensure the desired audience was engaged effectively, and that they did not become an inappropriate mechanism for issues that should be directed elsewhere.

The meeting noted that the Community Safety Fund for 13/14 had now been passed over to the relevant delivery organisations, principally the four Community Safety Partnerships in the four areas across South Yorkshire.

The board went on to discuss recent issues relating to child sexual exploitation in the sub-region. Confirmation was received that though this is a complex and problematic area, dedicated and flexible resources were in place to tackle the issue. Members of the Board were also appraised of the nature of the issues across Barnsley and how this compared to the rest of South Yorkshire. Again this raised the issue of information sharing protocols to ensure appropriate information was passed between partners.

Resolved that:-

- 1) Details of the Community Grants Scheme are circulated to members.
- 2) The Board considers updating the One Barnsley Information Sharing Protocols.

7. Review of Ways of Working and Governance Arrangements

The chair opened the item, stressing that a decision on next steps and timescales was required and all partners agreed with the sentiment.

Shaun Jones then went on to give an overview of the circulated report. The review started in September 2012 and a number of discussions had taken place at the Board and the last meeting had agreed three actions:-

- To map the alignment of existing and emerging high level strategies
- To re-circulate the Economic Strategy

**Performance
and
Partnerships
to ensure**

- To consider governance arrangements for the LSP.

The report highlighted findings of the review to date and contained a number of appendices which included a diagram mapping the high level strategies; approved terms of reference for the Health and Wellbeing Board; draft terms of reference for the Economic Partnership; a diagram of the current governance structure and a diagram of a possible future governance structure.

The meeting considered two fundamental question: –

- Which strategy/ies would take precedence for the work of the LSP?
- What governance structures are most appropriate to deliver the strategy/ies?

Much discussion took place on the benefits of rationalising the number of strategies and focusing the efforts of partners to deliver collective improvement and change in Barnsley. The options proposed within the report were as follows:-

- Revise the Community Strategy so that it aligns with the Health and Wellbeing Strategy and the Economic Strategy.
- Disregard the current Community Strategy 2011-2015 and refocus partnership effort on the Health and Wellbeing and Economic Strategies.

It was acknowledged that there were a number of important elements of the Community Strategy which may not currently be in the Economic or Health and Wellbeing Strategies, it was essential that these should not be lost and therefore the Community Strategy should not simply be disregarded.

It was therefore agreed that the primary strategies for the borough ought to be the Health and Wellbeing Strategy and Economic Strategy but that an analysis ought to be undertaken to identify key pieces of work within the Community Strategy which did not currently clearly align to either. A decision could then be taken on whether to amend the Health and Wellbeing or Economic Strategies to take account of these or whether they were no longer to be considered a priority.

In the light of this agreement the meeting then considered what governance structures would be most appropriate for the LSP. Consensus was that there needs to be a focus on delivery and that this also needs to be appropriately performance managed.

It was suggested that if the Health and Wellbeing Board and Economic Partnership were the groups driving the delivery of their respective strategies then the One Barnsley Board's role would be to ensure the groups were performance managed effectively and that important issues on the margins, or which were cross cutting, were not neglected. Opinions were divided on the frequency of meetings but it was suggested that this may happen between 2-4 times a year, subject to more detailed consideration of its potential terms of reference.

Given this revised role for the One Barnsley Board it was agreed that the chair of both the Economic Partnership and Health and Wellbeing Board are members of the One Barnsley Board. Though to allow adequate and objective challenge of performance, the chair of the One Barnsley Board ideally should not chair either of the delivery groups. Members agreed that the terms of reference for the Board be revised on this basis.

The meeting acknowledged that the terms of reference for the Health and Wellbeing Board had been agreed by Council, as necessitated by its status as a committee of the Council in line with the requirements of the Health and Social Care Act 2012. With regards to the Economic Partnership, the Board discussed its role and the draft terms of reference. It was felt that these were appropriate and were agreed by members.

Partners went on to discuss the substructure of both the Health and Wellbeing Board and the Economic Partnership. It was acknowledged that some bodies were statutory whilst others were voluntary but felt still necessary and beneficial. Given the focus on delivery a suggestion was made that the principle of having specific task and finish groups focused on specific issues may be preferable to having long standing committees.

After some debate it was agreed that both groups tasked with delivery should be free to adopt a structure which best enables them to deliver their agreed strategies, and to provide an update at the next Board meeting regarding progress.

The meeting agreed that momentum should be maintained and there should not be a hiatus in delivery or progressing the revised arrangements whilst the finer details were still being agreed.

Resolved that:-

- 1) An exercise is undertaken to consider which elements within the Community Strategy, but not currently in the Economic or Health and Wellbeing Strategies, remain important and which should no longer to be regarded as a priority.
- 2) Partnership effort is refocused on the Health and Wellbeing and Economic Strategies, but that important elements within the Community Strategy are embedded within these revised documents.
- 3) Revisions to the Health and Wellbeing and Economic Strategies allow appropriate input from all partners to ensure widespread ownership and support.
- 4) The Terms of Reference for the Economic Partnership be approved.
- 5) The Terms of Reference of the One Barnsley Board be revised in line with discussion.
- 6) The Economic Partnership and Health and Wellbeing Board be free to adopt an appropriate sub-structure for successful delivery of their revised strategies.
- 7) That a report be submitted to the One Barnsley Board on the 8 May detailing progress in concluding the review, including revised terms of reference for the LSP Board and any other recommended groups.

Performance and partnerships in consultation with relevant officers prepare a report for the May meeting of the Board.

8 Any other business

Paul Rowsell referred to the earlier conversation about joint assets and shared facilities. At the end of March 2013 DCLG would be making available grants for innovative joint facilities and service delivery between partners. The scheme was likely to have grants in the region of £30-400,000 and local authorities were eligible to bid.

The meeting noted that a letter would be sent to local authority Chief Executives towards the end of March with further details.

Date and time of the next meeting

Wednesday 8 May 2013 2:00pm, Meeting Room 2, Barnsley Town Hall

