

BARNSELY METROPOLITAN BOROUGH COUNCIL

REPORT OF THE CHIEF EXECUTIVE

TO THE HEALTH AND WELLBEING BOARD ON 18 June 2013

**ONE BARNSELY GOVERNANCE REVIEW - TAKING FORWARD THE
RECOMMENDATIONS AND IMPLICATIONS FOR THE HEALTH AND WELLBEING
STRATEGY AND THE HEALTH AND WELLBEING BOARD**

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update members on the recommendations recently agreed by One Barnsley Board in relation to the One Barnsley Ways of Working and Governance Review, and to outline the implications of these recommendations for the Health and Wellbeing Strategy and the work of the Health and Wellbeing Board.

2. RECOMMENDATIONS

It is recommended that:

- 2.1 **Members are asked to consider each of the recommendations agreed by One Barnsley Board and outlined in this report that have direct implications for the Health and Wellbeing Strategy and Health and Wellbeing Board.**
- 2.2 **Members are asked to consider how each of the One Barnsley Board recommendations might be taken forward/incorporated into the Health and Wellbeing Strategy and the work of the Health and Wellbeing Board and its structures.**
- 2.3 **One Barnsley Board and the Health and Wellbeing Board work closely to develop a framework for partnership performance that has an emphasis on delivery and how outcomes can be delivered differently in partnership.**

3. INTRODUCTION/BACKGROUND

- 3.1 Following the identification of partnership working as an issue in the Corporate Peer Challenge of the Council, and the changing national and local context for partnership working following the establishment of the Coalition Government in 2010, a review of the Ways of Working and Governance of the LSP was initiated in September 2012.
- 3.2 As part of the Ways of Working and Governance review and following a series of one to one meetings; the facilitation of a special workshop; and ongoing discussions at a number of One Barnsley Board meetings, the review was brought to a conclusion on 8 May 2013 when a report outlining a number of recommendations for future partnership working and associated revised governance structures, was presented to One Barnsley Board for consideration (attached at Appendix 1).

3.3 An update report about the LSP Review was brought to the last meeting of the Health and Wellbeing Board on 25 April 2013, ahead of the concluding report being presented to One Barnsley Board on 8 May 2013.

4. **RECOMMENDATIONS AND IMPLICATIONS FOR THE HEALTH AND WELLBEING BOARD**

4.1 The following recommendations were agreed by One Barnsley Board at its meeting on 8 May 2013 (Draft minutes of meeting attached at Appendix 2). Those recommendations with direct implications for the Health and Wellbeing Strategy and the Health and Wellbeing Board are highlighted in bold accordingly:

- 1) The One Barnsley Apprenticeship Pledge be incorporated into the work of the Economic Partnership.
- 2) **The One Barnsley Approach to Alcohol at Work be incorporated into the work of the Health and Wellbeing Board.**
- 3) **The Community Strategy actions be aligned to relevant bodies and recommended to be incorporated into the corresponding strategy. It was agreed at the meeting that volunteering, local integrated services, and anti poverty work be incorporated into the Health and wellbeing Strategy.**
- 4) The following groups be formally discontinued and members thanked for their input:
 - Senior Executive Team
 - Partnership Performance Clinic
 - Economy and Culture Board
 - Digital Partnership
 - Sustainability Partnership
- 5) **The Health and Wellbeing Board and Barnsley Economic Partnership determine the sub structure they require to effectively deliver their respective strategies, mindful of the need for streamlined structures.**
- 6) **The Health and Wellbeing Board is recommended that the Children and Young People's Trust and Community Safety Partnership should be incorporated into its sub structures.**
- 7) The draft Terms of Reference for One Barnsley Board are noted and revisions are made to reflect discussion at the meeting today.
- 8) **The rationale for One Barnsley Board membership focuses on managing performance and a full proposed membership list including the chairs of the Barnsley Economic Partnership and Health and Wellbeing Board is developed for consideration at the next meeting of One Barnsley Board.**
- 9) **The One Barnsley shared assets and shared intelligence task and finish groups continue to meet to take forward these areas of work and report back to One Barnsley Board on a regular basis.**

- 10) The One Barnsley Communications Group continues to meet, with clear terms of reference and a revised focus on developing a shared communications approach across the LSP.
 - 11) **A recommendation be made to the Economic Partnership and Health and Wellbeing Board to amend/strengthen their Terms of Reference to reflect the important role of each Partnership in ensuring connectivity and linkages between the Economic Strategy and the Health and Wellbeing Strategy.**
 - 12) One Barnsley Board members disseminate the agreed recommendations within their own organisations and networks.
 - 13) A report is brought to the next One Barnsley Board meeting outlining the progress made in taking forward the agreed recommendations.
- 4.2 In relation to the recommendations highlighted above, Health and Wellbeing Board members are asked to consider each of the recommendations and agree how they might be taken forward/incorporated into the Health and Wellbeing Strategy and the work of the Health and Wellbeing Board and its structures.
 - 4.3 As outlined in the revised draft terms of reference (included in Appendix 1 as Appendix 4), the One Barnsley Board going forward will have a specific focus on performance. It will also have an oversight and connectivity role across the two high level partnerships (Barnsley Economic Strategy and Health and Wellbeing Board).
 - 4.4 As part of this performance role emphasis should be on delivery with clarity around priorities and targets, and **how** outcomes can be delivered differently in partnership. Close liaison will be needed between One Barnsley Board and both partnerships to develop these performance arrangements, ensuring the roles are complementary and add value to the work and effective delivery of each partnership and their associated strategies.

5. **NEXT STEPS**

- 5.1 Further work will need to be undertaken by the Health and Wellbeing Board to fully consider the implications of the One Barnsley Board recommendations. This work can be broken down into the following 3 areas:
 - Health and Wellbeing Strategy and associated revisions
 - Review of HWB structures and sub groups
 - Review of Terms of reference for Health and Wellbeing Board
- 5.2 An update on Health and Wellbeing Board progress in relation to each of these work areas will be provided to a future One Barnsley Board meeting.
- 5.3 In close liaison with the Health and Wellbeing Board a framework for performance will be developed with the emphasis on delivery and how outcomes can be delivered differently in partnership.

LIST OF APPENDICES

Appendix 1 - Ways of Working and Governance of the LSP Report to One Barnsley Board
on 8 May 2013

Appendix 2 - Draft minutes of the One Barnsley Board Meeting on 8 May 2013

Officer Contact: Carol Brady **Telephone No:** 773901 **Date:** 28 May 2013

Date: 8 May 2013

Item: 5

REVIEW OF WAYS OF WORKING AND GOVERNANCE OF LSP
- IMPLEMENTATION PROPOSALS

1. **Purpose**

- 1.1 To outline the latest position regarding the Ways of Working and Governance Review of the LSP, with a particular emphasis on the progress made since the last Board meeting.
- 1.2 To bring the Ways of Working and Governance Review to a conclusion, setting out the direction of travel and practical next steps for the revised arrangements for the overall strategies and related governance for the high level partnership working for Barnsley.
- 1.3 To seek approval to the Ways of Working, terms of reference, and rationale for membership, of the revised One Barnsley Board.
- 1.4 To identify some potential risks and next steps to make sure that the revised arrangements are effectively taken forward and communicated.

2. **Recommendations**

It is recommended:

- 2.1 **That the following 2 areas of work, previously taken forward by the Senior Executive Team, be incorporated into the relevant strategies/partnerships:**
 - **One Barnsley Apprenticeship Pledge - Economic Strategy/ Partnership**
 - **One Barnsley Approach to Alcohol at Work - Health and Wellbeing Strategy/Board**
- 2.2 **That each Community Strategy action identified by Board members as a continuing priority, be incorporated into the appropriate strategy.**
- 2.3 **That the following groups be formally discontinued and members are thanked for their commitment and input:**
 - **One Barnsley Senior Executive Team**
 - **Partnership Performance Clinic**
 - **Economy and Culture Board**
 - **Digital Partnership**
- 2.4 **That the Sustainability Partnership no longer continues to meet once the Economic Partnership is established, and members are thanked for their commitment and input.**
- 2.5 **That the Health and Wellbeing Board and Barnsley Economic Partnership determine the sub structure they require to effectively deliver their respective strategies, mindful of the need for streamlined structures, and recommending to the Health and Wellbeing Board that the Children and Young People's Trust and Community Safety Partnership should be incorporated into its sub structures.**
- 2.6 **That the draft Terms of Reference for One Barnsley Board are noted and revisions are made to reflect discussion at the meeting today.**
- 2.7 **That the rationale for One Barnsley Board membership is agreed and a full proposed membership list including the chairs of the Barnsley Economic Partnership and Health and Wellbeing Board is developed for consideration at the next meeting of One Barnsley Board.**

- 2.8 That the shared assets and shared intelligence task and finish groups continue to meet to take forward these areas of work and report back to One Barnsley Board on a regular basis.
- 2.9 That the One Barnsley Communications Group continues to meet, with clear terms of reference and a revised focus on developing a shared communications approach across the LSP.
- 2.10 That the Terms of Reference for the Economic Partnership and Health and Wellbeing Board be amended/strengthened to reflect the important role of each Partnership in ensuring connectivity and linkages between the Economic Strategy and the Health and Wellbeing Strategy.
- 2.11 That Board members disseminate the agreed recommendations within their own organisations and networks.
- 2.12 That a report is brought to the next One Barnsley Board meeting outlining the progress made in taking forward the agreed recommendations.

3. Introduction/Background

3.1 A Review of the Ways of Working and Governance of the LSP was initiated in September 2012. Following a series of one to one meetings, facilitation of a special workshop and discussions at One Barnsley Board meetings, the following four improvement areas for the LSP were identified:

- **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.

Above all, there was a strong and shared recognition that there needed to be a stronger emphasis on delivery and performance management, with a rationalised Task and Finish emphasis in terms of the governance arrangements.

3.2 Following discussion at the One Barnsley Board meeting in January 2013, further work was carried out and a report that mapped the existing emerging high level partnership strategies, key priorities and that identified areas of alignment, overlap and resulting gaps, was presented to One Barnsley Board (OBB) at its meeting on 6 March 2013. This report also included a number of options about how the Community Strategy and any associated governance arrangements should be taken forward. Following detailed discussion at the meeting the following were agreed:

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.

4. Taking Forward One Barnsley Board's Recommendations

4.1 In the light of the recommendations agreed by One Barnsley Board (OBB) above, the Senior Executive Team considered a number of issues at its meeting on 8 April 2013 as follows:

- Consideration was given as to how the linkages, inter-connections and inter-dependencies between the Economic Partnership (EP) and the Health and Wellbeing Board (HWBB), and the 2 associated strategies are developed and maintained into the future.

Ensuring that there is clear connectivity between the strategies and partnerships was considered to be very important by SET and it was proposed that this should be one of the key responsibilities of One Barnsley Board going forward. The meeting added however that the HWBB and EP should also take responsibility for ensuring effective connectivity.

- Consideration was also given to how a number of key partnership areas of work that have been progressed by the Senior Executive Team over the past 12 months would be taken forward as part of the new governance arrangements. The following areas of work were considered with the corresponding proposals:
 - Asset management/shared services - this area of work is being taken forward by a partnership asset group that is currently chaired by South Yorkshire Police (SYP). It is proposed that this group reports to OBB on progress, albeit with a Task and Finish emphasis.
 - Shared intelligence - initial work, being lead by BMBC and SYP, is currently underway. It is proposed that this task and finish group reports to OBB on progress.
 - Apprenticeships – it is proposed that responsibility for One Barnsley's Apprenticeship Pledge is incorporated within the economic strategy, to be overseen by the new Economic Partnership.
 - Alcohol Harm Reduction – This broad area of work is included in the Health and Wellbeing Strategy and should incorporate the One Barnsley approach to alcohol at work.
 - Shared communication, user involvement and IT – Some shared communications work is currently being undertaken by the One Barnsley Communications Group.

4.2 Also at the SET meeting on 8 April, and after some discussion about duplication with other bodies such as the proposed Senior Strategic Development Group under the Health and Wellbeing Board, and the need to reduce bureaucracy, it was agreed that SET no longer continues to meet.

4.3 A report to update Health and Wellbeing Board members about the One Barnsley review of ways of working and governance and the emerging implications of the review for the Health and Wellbeing Board was taken to the HWBB on 25 April 2013 and was accepted.

4.4 Discussions about the review and future governance arrangements have taken place at the Anti Poverty Board and Adults and Communities Wellbeing Partnership on 8 April and 22 April respectively. In addition, meetings have taken place with BMBC officers who are taking forward the establishment of the new Barnsley Economic Partnership/ involved in delivering the Economic Strategy

4.5 Proposals and feedback from the meetings referred to above have been used to inform the contents of this report and the associated recommendations.

5. Community Strategy Priorities and Re-alignment

5.1 In taking forward recommendations 1, 2 and 3 at para 3.2 above, key actions from the Community Strategy Action Plans have been identified and recommendations made about which of the 2 strategies each action most closely aligns with. This alignment chart can be found at Appendix 1.

5.2 Taking cognisance of the comments and issues that have been raised following the discussions outlined in section 4 of this report, **Board members are asked to consider which of these actions remain a priority. For those that do continue to be a priority One Barnsley Board should agree into which of the two strategies members would like to see them incorporated (recommendation 2.2).**

5.3 Members will note that some actions, for example, the anti-poverty work, volunteering etc are critically linked to both strategies. As outlined earlier it is therefore important that there is good connectivity and linkages between the two strategies and the two partnerships.

6. One Barnsley Governance Arrangements - Recent and Proposed Changes

6.1 Given the discussions that have taken place recently (see section 4) and the re-alignment of the Community Strategy priority actions to each of the two new strategies/partnerships, (see section 5), a diagram showing the current One Barnsley Structure and reflecting recent changes that have been made, together with a number of proposed changes, can be found at Appendix 2.

6.2 As indicated on the Appendix 2 diagram the following groups have either already ceased to meet, or, based on the rationale outlined below, a number of changes are proposed:

One Barnsley Board – Given the formal establishment of the Economy Board and the Health and Wellbeing Board, the overall role of the One Barnsley Board and its associated terms of reference/membership will change. Proposed changes can be found in section 7 of this report.

One Barnsley Senior Executive Team (SET) - This group has now been discontinued. See section 4.2.

Partnership Performance Clinic (PPC) - This group was discontinued by One Barnsley Board at its meeting on 6 March 2013. A key part of the role of One Barnsley Board going forward will be to challenge performance.

Anti Poverty Board – This group was established in July 2012 to develop and deliver a comprehensive borough wide Anti Poverty Strategy. The Anti Poverty Group currently reports directly to One Barnsley Board. Proposed changes can be found in section 7 of this report.

One Barnsley Communications Group - This group has met on a regular basis since December 2011, to improve internal and external LSP communications. Proposed changes can be found in section 7 of this report.

Children and Young People's Trust - This group is responsible for delivering the Children and Young People's Plan although it is no longer a statutory requirement. It is proposed that this group be incorporated into the Health and Wellbeing structure.

Adults and Communities Wellbeing Partnership - This group is currently taking forward significant pieces of work that are proposed to be re-aligned to the Health and Wellbeing Strategy. Given this proposed realignment there is a view that this group may no longer be required once the Health and Wellbeing Board has formally taken on these responsibilities.

Community Safety Partnership - There is a statutory requirement to have this group. It is proposed that this group be incorporated into the new Health and Wellbeing structure.

Economy and Culture Board – This group has not met for some time. It is proposed that this group be replaced by the Economic Partnership.

Sustainability Partnership - This group has been responsible for taking forward the delivery of the Community Strategy Low Carbon Action Plan. Given the proposed realignment of these actions into the Economic Strategy there is a view that this group will no longer be required once the Economic Partnership has been established.

Digital Partnership – This group was established to develop and deliver the Community Strategy Digital Action Plan. However due to changes in leadership and the limited resources available to support the group, it has not met for some time. Given the proposed strengthening of the digital

theme within the Economic Strategy it is therefore proposed that this group is formally discontinued with immediate effect.

- 6.3 In addition to the groups outlined in the Appendix 2 diagram there is a significant sub-structure of partnership groups and meetings that is currently operational. A mapping exercise of this sub-structure is currently being carried out which will assist this process.
- 6.4 As agreed at the last One Barnsley Board meeting on 6 March 2013, it is the responsibility of the Economic Partnership and the Health and Wellbeing Board to determine the substructures required to effectively deliver their respective strategies, mindful of the need for streamlined structures (recommendation 2.5).

7. The New One Barnsley Governance Arrangements

- 7.1 Given the proposed re-alignment of the Community Strategy priorities to either the Economic Strategy or the Health and Wellbeing Strategy, and the outstanding areas of SET work to be taken forward, a revised One Barnsley governance structure reflecting these changing responsibilities and areas of work can be found at Appendix 3.
- 7.2 A synopsis of each of the groups in the proposed revised structure can be found below:

One Barnsley Board

The main focus of the revised One Barnsley Board will be to review and challenge performance against the principal Economic and Health and Wellbeing strategies. The Board will hold partner agencies to account and challenge progress and performance so that all partners are playing their full and active part. An important element of this performance management focus will be ensuring that the connectivity and interdependencies between the two strategies and partnerships are identified and taken forward in a coherent and coordinated way.

One Barnsley Board will oversee delivery against these strategies by challenging these bodies and seeking assurance that delivery is effectively achieving the priorities and outcomes set out in the Economic Strategy and Health and Wellbeing Strategy.

The Board, with a diverse range of partners with a wide range of interests, may also provide a platform for members to discuss ways to improve efficiencies and improve delivery.

Given the revised focus of One Barnsley Board as outlined above, it was agreed at the last meeting that the number of One Barnsley Board meetings should be reduced to 2-4 per year. In addition, and to reflect the changing role of the Board, revised membership should be considered. Membership should include the chairs of both the BEP and HWBB.

A copy of the draft terms of reference can be seen at appendix 4 (recommendation 2.6).

One Barnsley Task and Finish Groups

These will be established as and when required, with an emphasis on delivery and being time limited. However, in order to take forward the outstanding pieces of existing work outlined in para 4.1, it is suggested that the following are maintained, albeit with a time limited focus:

- Shared assets group
- Shared intelligence group.

One Barnsley Communications Group

It is proposed that this group continues to meet with clear terms of reference and a revised focus on ensuring a shared approach to communications across the LSP and its governance structures.

Barnsley Economic Partnership (BEP)

The Barnsley Economic Partnership is to be established with the primary purpose of providing 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).

Draft terms of reference and a membership list for BEP are attached at Appendix 5. These were discussed and approved at the One Barnsley Board on 6 March 2013.

A process is currently underway to recruit a chair and members for the Partnership. It is anticipated that the inaugural meeting of the Economic Partnership will take place in late July/ early August 2013.

Given the consistent feedback about the need for connectivity between the two strategies and the need for effective linkages between this partnership and the Health and Wellbeing Board, it is proposed that the terms of reference for the Economic Partnership be amended/ strengthened to reflect this important responsibility (recommendation 2.10)

As outlined in 6.4 above the BEP will be responsible for agreeing the streamlined sub structure it requires to deliver the Economic Strategy. This will include consideration of the future role of the existing Work and Skills Board and may also include the establishment of a group to take forward delivery of the Visitor Economy agenda.

Health and Wellbeing Board

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.

A report to update the Health and Wellbeing Board about this review was considered on 25 April 2013, when members gave their support to ensuring that the agreed Community Strategy realignment proposals are incorporated into the Health and Wellbeing Strategy and the overall work of the Health and Wellbeing Board.

Given the consistent feedback about the need for connectivity between the two strategies and the need for effective linkages between this partnership and the Economic Partnership, it is proposed that the terms of reference for the Health and Wellbeing Board be amended/ strengthened to reflect this important responsibility (recommendation 2.10).

As outlined in 6.4 above the Health and Wellbeing Board will be responsible for agreeing the streamlined sub structure it requires to deliver the Health and Wellbeing Strategy. In view of the proposed realignment proposals outlined in Section 5 of this report, this will include consideration of the future role of the Adults and Communities Wellbeing Partnership and the Anti Poverty Board.

8. Risks and Next Steps

8.1 Given the improvement areas highlighted as part of the review (outlined in 3.1) and the proposed revised governance arrangements contained in this report, the following risks have been identified:

- The importance of key issues, such as anti poverty work and volunteering that require crosscutting approaches and commitment across both strategies and partnerships, may be lost if effective connectivity and inter relationships between the two strategies/ partnerships are not established and developed.
- Lack of clarity about proposed changes and associated future roles and responsibilities may lead to confusion and ineffective delivery.
- Effective communication of the recommendations agreed at today's meeting will be required to ensure clarity and coherence in implementing the revised structures. One Barnsley Board members have a key role in ensuring that the agreed recommendations are disseminated within their organisations and networks.

9. Conclusion

This report, which sets out a number of recommendations, concludes the Review of the Ways of Working and Governance of the LSP, and draws a line under the current governance arrangements shown at Appendix 2. Over the forthcoming weeks and months the agreed recommendations will be taken forward, Community Strategy priorities will be re-aligned and the revised streamlined structure will be established.

It is proposed that a report detailing the progress made will be presented to One Barnsley Board at its next meeting, which would effectively be its first such meeting under the revised arrangements

List of Appendices

Appendix 1 - Proposed re-alignment of Community Strategy Priorities within the Health and Wellbeing Strategy and Economic Strategy

Appendix 2 - Current One Barnsley Structure Showing Recent and Proposed Changes

Appendix 3 - Proposed Revised One Barnsley Structure

Appendix 4 - One Barnsley Board Terms of Reference - Draft May 2013

Appendix 5 – Barnsley Economic Partnership Terms of Reference

ONE BARNESLEY

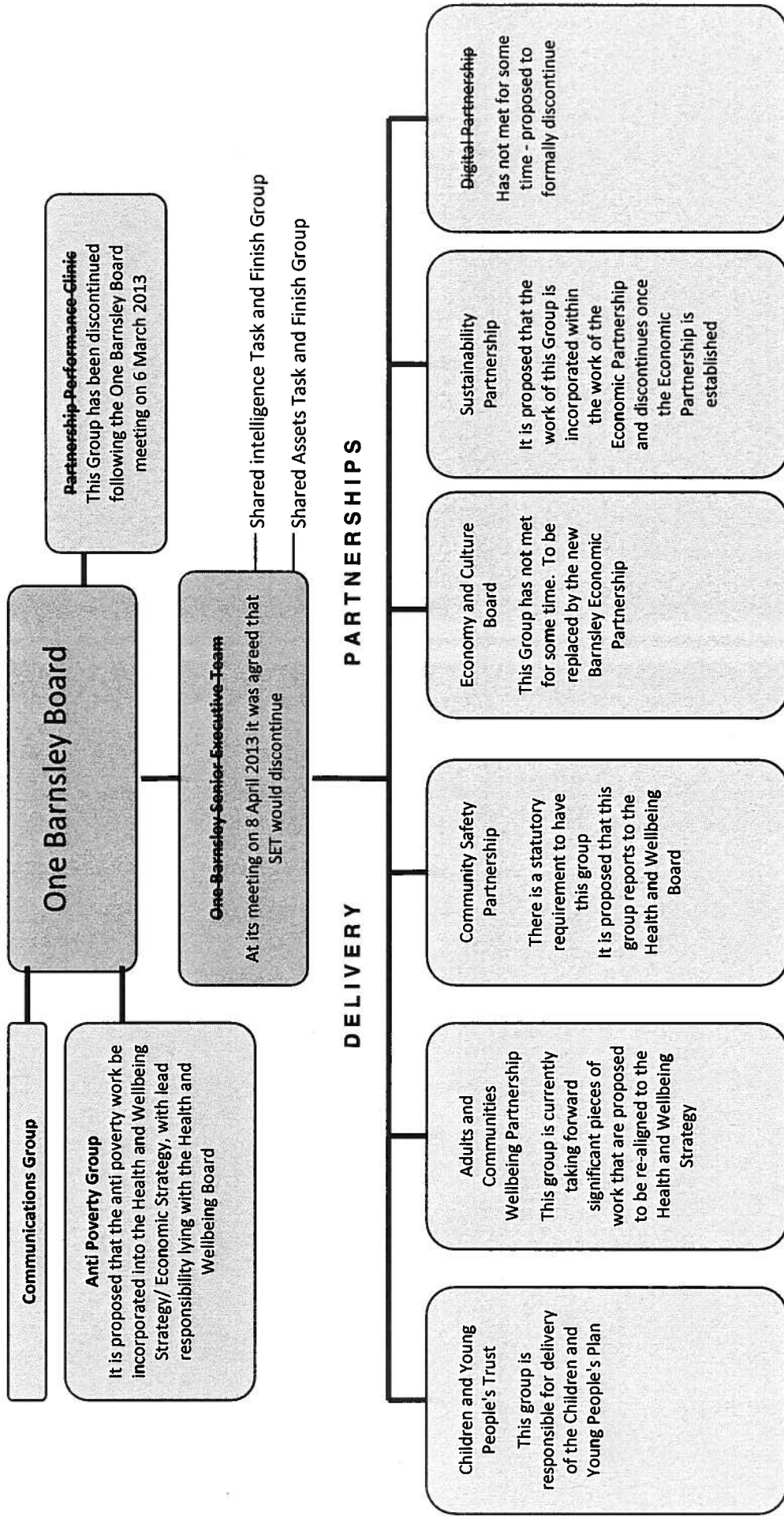
PROPOSED RE-ALIGNMENT OF COMMUNITY STRATEGY PRIORITIES WITHIN THE HEALTH AND WELLBEING STRATEGY AND ECONOMIC STRATEGY

PRIORITIES TAKEN FROM COMMUNITY STRATEGY ACTION PLANS	COMMENTS/ISSUES FOLLOWING DISCUSSIONS AS OUTLINED IN SECTION 4 OF THIS REPORT	ALIGN TO HEALTH AND WELLBEING STRATEGY/HWB	ALIGN TO ECONOMIC STRATEGY/BEP
<p>Changing the Relationship Priority</p> <ul style="list-style-type: none"> • Volunteering 	<p>This is a key element of the Changing the relationship work that is currently being taken forward by the Adults and Communities Wellbeing Partnership. Although volunteering is inextricably linked to the work of both partnerships it is proposed that volunteering is incorporated within the Health and Wellbeing Strategy and becomes the overall responsibility of the HWB.</p>	<p>✓</p>	
<ul style="list-style-type: none"> • Local Integrated Services & neighbourhood governance arrangements 		<p>✓</p>	
<ul style="list-style-type: none"> • Anti-Poverty Work 	<p>Delivery of the Anti-Poverty Action Plan and the associated Welfare Reform Action Plan are essential components of the anti-poverty work. Given the inextricable links to health and wellbeing and the economy, the Anti-Poverty Board is keen to see this work being reflected in both strategies. However, it is proposed that lead responsibility lies with the Health and Wellbeing Board.</p>	<p>✓ Lead responsibility to lie with Health and Wellbeing board</p>	<p>✓</p>

PRIORITIES TAKEN FROM COMMUNITY STRATEGY ACTION PLANS	COMMENTS/ISSUES FOLLOWING DISCUSSIONS AS OUTLINED IN SECTION 4 OF THIS REPORT	ALIGN TO HEALTH AND WELLBEING STRATEGY/HWB	ALIGN TO ECONOMIC STRATEGY/BEP
Growing the Economy Priority			
<ul style="list-style-type: none"> • Local Procurement 			✓
<ul style="list-style-type: none"> • Apprenticeships 	<p>This work would include the recently launched One Barnsley Apprenticeship Pledge being led by Colin Booth, Barnsley College.</p>		✓
Low Carbon Catalyst			
<ul style="list-style-type: none"> • Work with SYPTE to encourage Green Travel/Travel Plans 			✓
<ul style="list-style-type: none"> • Local Planning and Developer Forums- demonstration sites 			✓
<ul style="list-style-type: none"> • Local procurement for large scale capital build and/or low carbon retrofit works 			✓
<ul style="list-style-type: none"> • Green Deal promotion and uptake of any opportunities 			✓
<ul style="list-style-type: none"> • Low Carbon Agenda – skills development 			✓
<ul style="list-style-type: none"> • Increase take-up of micro generation technology 			✓
Digital Catalyst			
<ul style="list-style-type: none"> • Increase CDI sector 			✓

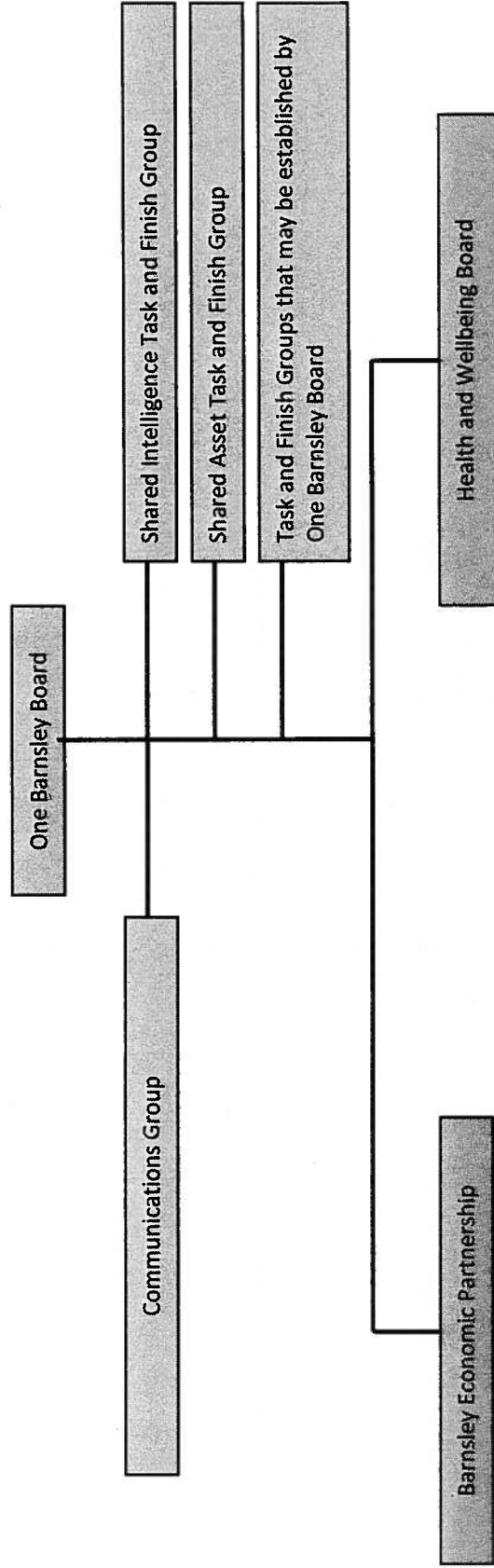
PRIORITIES TAKEN FROM COMMUNITY STRATEGY ACTION PLANS	COMMENTS/ISSUES FOLLOWING DISCUSSIONS AS OUTLINED IN SECTION 4 OF THIS REPORT	ALIGN TO HEALTH AND WELLBEING STRATEGY/HWB	ALIGN TO ECONOMIC STRATEGY/BEP
<ul style="list-style-type: none"> • Increase CDI and general digital skills 			✓
<ul style="list-style-type: none"> • Bring the benefit of digital to all Barnsley businesses to increase competitiveness 			✓
<ul style="list-style-type: none"> • Develop world class digital infrastructure 			✓
<ul style="list-style-type: none"> • Seek to maximise the opportunities presented by digital to empower communities 		✓	
<ul style="list-style-type: none"> • Promote digital inclusion agenda 		✓	

Current One Barnsley Structure Showing Recent and Proposed Changes



Below many of these groups there is a significant sub-structure of partnership groups, meetings etc. A more detailed One Barnsley Mapping Report is available separately.

Proposed Revised One Barnsley Structure



**One Barnsley Board Terms of Reference – DRAFT MAY 2013****1. Constitution**

- 1.1 One Barnsley, the Local Strategic Partnership (LSP), brings together key partners in the Public, Private, Voluntary and Community Sectors to align their efforts to improve wellbeing in Barnsley. The work of the LSP is overseen by the One Barnsley Board.
- 1.2 The One Barnsley Board agrees the overall strategic direction for the partnership, as laid out in the Economic and Health and Wellbeing Strategies. The primary responsibility for overseeing the delivery of these strategies rests with the Economic Partnership and the Health and Wellbeing Board respectively. The One Barnsley Board will provide overall coherence and coordination across these principal partnership arrangements and challenge these bodies seeking assurance that delivery is effective.
- 1.3 Part of the role of the Board will be to ensure that complex and cross-cutting issues, which may require a concerted effort from a multitude of agencies, remain high on the agenda and receive the priority they require.
- 1.4 In addition the Board provides members a platform to raise opportunities for closer working to improve efficiency within and between partner organisations, for the benefit of the Borough and its residents.

2. Membership

- 2.1 The One Barnsley Board will have representation from key organisations working in Barnsley at the most senior level. This may include executive and non-executive officers and attendance from representative bodies. Its membership also includes the chair of the Economic Partnership and of the Health and Wellbeing Board
- 2.2 The membership is attached at Appendix 1.

3. Purpose

- 3.1 The purpose of the One Barnsley Board is:-
 - To agree the strategic direction for the partnership, and oversee its implementation through the Economic Strategy and Health and Wellbeing Strategy.
 - To provide robust challenge and review to the Economic Partnership and Health and Wellbeing Board to ascertain levels of performance and whether delivery is achieving the desired outcomes.
 - To hold partner agencies to account for their contribution and effective delivery of the Economic and Health and Wellbeing strategies.
 - To ensure any important cross-cutting issues are coherently and effectively considered and delivery against these is adequately supported.
 - To promote successful partnership working by overseeing governance arrangements within the Local Strategic Partnership.

- To provide a focus for partnership working within Barnsley and help to maximise the collective contribution of the individual partners.

4. Key Principles and Ways of Working

4.1 The One Barnsley Board will operate to the following key principles and ways of working:-

- The board will have ultimate responsibility, but will delegate to appropriate subgroups or task and finish groups to ensure progress.
- To ensure a strong focus on partnership delivery and making a difference in terms of outcomes for the Borough.
- To have the wellbeing of Barnsley residents at the heart of all its work, both now and in the future.
- A desire to innovate in order to improve partnership working and accelerate progress.
- A culture of openness and honesty but with an ability to challenge constructively.
- Any decisions made will be made by consensus, with each partner having an equal voice.

5. Roles and Responsibilities of the Members of the One Barnsley Board

- 5.1 To act on behalf of their organisation or sector and ensure appropriate feedback is reported to the agency they represent.
- 5.2 To contribute as an individual with skills, knowledge and experience, beyond traditional organisational boundaries.
- 5.3 To commit to working flexibly and in new and innovative ways to agree, commission and help deliver efficiencies and shared partnership priorities.
- 5.4 To lead pieces of work from time to time, for example by chairing task and finish groups.
- 5.5 To be open to challenge and to proactively respond.
- 5.6 To nominate a deputy to attend meetings in their absence.

6. Frequency of Meetings

- 6.1 The One Barnsley Board will meet 2-4 times a year. An example of what might be on the agenda is at appendix 2.

7. Reporting Arrangements and Relationships to Other Groups

The One Barnsley Board will -

- 7.1 Oversee the governance arrangements within the Local Strategic Partnership, delegating responsibilities where necessary to ensure effective delivery.
- 7.2 Receive reports from the Economic Partnership and Health and Wellbeing Board, on a periodic and exception basis.
- 7.3 Establish task and finish groups, where appropriate, to take forward certain pieces of work, and receive exception reports on their progress and conclusions.

Appendix 1

Current Membership of One Barnsley Board plus Alternates

<u>Organisation</u>	<u>No. of representatives</u>	<u>Members</u>	<u>Alternates</u>
Barnsley MBC	2	Cllr Stephen Houghton, Diana Terris	Cllr Andrews
Barnsley and Rotherham Chamber of Commerce	2	Andrew Denniff Owen Gleadall	Clive Watkinson
Barnsley Community Voluntary Network (Voluntary Action Barnsley and Vacancy)	2	Eddie Street, Vacancy	Nigel Middlehurst
NHS Barnsley (Subject to change)	2	Tom Sheard Mark Wilkinson	Steve Hackett,
S Yorkshire Police	1	Chief Superintendent Andy Brooke	Superintendent Liz Watson
Barnsley College	1	Colin Booth	Phil Cook/Angela Foulkes
Job Centre Plus	1	Ian Hanks	Ann License
Barnsley NHS Foundation Hospital Trust	1	Steve Wragg	Paul O'Connor
South Yorkshire Fire and Rescue	1	John Roberts	Kevin Ronan/Mick Mason
South and West Yorkshire Partnership NHS Foundation Trust	1	Steven Michael	Sean Rayner
Stagecoach	1	Paul Lynch	Sue Hayes
TOTAL	15		

Rationale for Revised One Barnsley Board Membership

The Terms of Reference for the One Barnsley Board reflects two key roles of the Board under the revised arrangements. These are:-

- a) To review and challenge progress and performance against the two principal Economic and Health and Wellbeing Strategies.
- b) To act as the umbrella partnership body for overall coherence and coordination across partnerships, including the exchange of information and consideration of cross-cutting issues.

In determining the appropriate memberships for the Board, if the first key role was the primary consideration then the membership of the Board would be smaller and potentially exclude those who have a key role in delivering the two key strategies where progress will be reviewed to avoid the situation where an agency is effectively challenging itself. This would also justify the Chair of the Council's Overview and Scrutiny Committee as a member of the Board.

If the second key role was the primary consideration in terms of membership, then this would warrant a wider membership, offering greater scope for achieving better coherence and information exchange across a diverse range of partners.

Appendix 2

One Barnsley Board Meeting Cycle and Agenda Items

Meeting 1 – Discussion of plans and performance measures agreed (July).

Meeting 2 – 6 Monthly Performance update, focus on areas of underperformance (early November).

Meeting 3 – Deep dive into problem areas focusing on remedial action, best practice from other areas, contributions from partners to improve (January/February).

Meeting 4 – End of year performance review agree focus for the following year (June).

Format of Agenda

- a) Strategic Plans and Developments.
- b) Performance Challenge and Review.
- c) Reports from Health and Wellbeing Board, Economic Partnership and Task and Finish Groups.
- d) Partnership Developments/Opportunities/Information Sharing.

NB: Whilst the format of the agenda will be the same for each meeting, the emphasis will reflect the meeting cycle outlined above.

CONFIDENTIAL**BARNSELEY ECONOMIC PARTNERSHIP****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.



Date:

Item: 2

Present:

Cllr Steve Houghton (Chair)
Nick Balac
Ian Barber
Colin Booth
Andrew Denniff
Owen Gleadall
Ian Hanks
Dave Kiddy
Paul Lynch
Eddie Street
Sean Rayner
Diana Terris

Barnsley MBC
Barnsley Clinical Commissioning Group
South Yorkshire Police
Barnsley College
Barnsley and Rotherham Chamber of Commerce
Barnsley and Rotherham Chamber of Commerce
Jobcentre Plus
South Yorkshire Fire and Rescue Service
Stagecoach
Voluntary Action Barnsley
South West Yorkshire Partnership NHS Foundation Trust
Barnsley MBC

In attendance:

Ian Barber
Julia Bell
Carol Brady
Matt Gladstone
Shaun Jones
Peter Mirfin
Paul Rowsell

Department for Communities and Local Government
Barnsley MBC
Barnsley MBC
Barnsley MBC
Barnsley MBC
Barnsley MBC
Department for Communities and Local Government

1. Apologies for absence

Apologies were received from Andy Brooke, Steven Michael, Mark Wilkinson and Steve Wragg.

2. Minutes of the Meeting on 6 March 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:-

The Anti-Poverty Board had considered extending their membership to include representation from Barnsley Together. However, due to the ongoing review of Governance and Ways of Working within the LSP and the intention to not set a precedent, a decision was made not to extend an invitation at this time.

The details of the grant scheme referred to by the Deputy Police and Crime Commissioner had been circulated to One Barnsley Board members.

4 Report back from the Senior Executive Team

Carol Brady provided a report back from the SET meeting held on the 8th April. An update was

Action

given on ongoing work streams, including Shared Intelligence, Asset Management and Alcohol Related Harm.

At the SET meeting an up to date position was given on the apprenticeship pledge. Colin Booth took the opportunity to present the Board with the latest situation. 9 organisations had signed the original pledge, all of which were now making progress to increase numbers of apprentices. Voluntary Action Barnsley agreed to sign the pledge and the Chamber of Commerce suggested that the pledge be promoted amongst their membership.

Resolved that:-

- 1) Voluntary Action Barnsley sign the One Barnsley Apprenticeship Pledge.
- 2) Barnsley College works with Barnsley and Rotherham Chamber of Commerce to promote the Apprenticeship Pledge to its members.

5. One Barnsley Review of Ways of Working and Governance Arrangements

The item was introduced by Carol Brady who made members aware that, since the last One Barnsley Board meeting, a number of meetings had taken place to take the review forward to its conclusion.

The Senior Executive Team had met and made a number of recommendations. These included where its existing workstreams should ideally report in a revised structure. As part of the discussion the connectivity between the Economic Partnership and the Health and Wellbeing Board was agreed to be essential and it was felt that this point should be stressed to all parties.

SET also discussed its own role. It was felt that this duplicated much of the work of the Senior Strategic Development Group which supported the Health and Wellbeing Board. Therefore SET suggested that it should cease to meet with immediate effect.

The meeting also heard how the Health and Wellbeing Board had received and accepted a report which provided an update on the review and highlighted relevant implications for their future role.

Referred to in the circulated report were the current priority workstreams within the Community Strategy with suggestions as to which part of a revised structure should assume lead responsibility for each. The cross cutting nature of a number of these were discussed, such as Anti-Poverty, which was felt aligned to both the Health and Wellbeing Board and the Economic Partnership.

The report contained the current One Barnsley Structure and a diagram detailing proposed changes. This focused on the Economic Partnership and Health and Wellbeing Board which were overseen by the One Barnsley Board supported with Task and Finish groups as necessary. Carol went on to draw attention to a re-drafted Terms of Reference for the One Barnsley Board to reflect its revised role. Correspondingly the report also proposed that the Board considered the rationale for its membership.

The meeting discussed the role of the LSP Board and how it would add value to performance management arrangements within the Economic Partnership and Health and Wellbeing Board. It was suggested that the LSP Board's role would be to ensure progress is being made and the Economic and Health and Wellbeing strategies are being delivered.

Given that One Barnsley's primary role would be performance management, it was suggested that membership should, where possible, avoid overlap with the Economic Partnership and Health and Wellbeing Board to allow appropriate challenge, though there was a recognition that this may not be possible in all cases.

Resolved that:-

- 1) the One Barnsley Apprenticeship Pledge be incorporated into the work of the Economic Partnership.
- 2) the One Barnsley Approach to Alcohol at Work be incorporated into the work of the Health and Wellbeing Board.

3) the Community Strategy actions be aligned to relevant bodies and recommended to be incorporated into the corresponding strategy as suggested, with the exception of 'Digital' actions which should all be aligned to the Economic Partnership and Strategy.

4) the following groups be formally discontinued and members thanked for their input:

Senior Executive Team
Partnership Performance Clinic
Economy and Culture Board
Digital Partnership
Sustainability Partnership

5) the Health and Wellbeing Board and Barnsley Economic Partnership determine the sub structure they require to effectively deliver their respective strategies, mindful of the need for streamlined structures.;

6) the Health and Wellbeing Board is recommended that the Children and Young People's Trust and Community Safety Partnership should be incorporated into its sub structures.

7) the draft Terms of Reference for One Barnsley Board are noted and revisions are made to reflect discussion at the meeting today.

8) the rationale for One Barnsley Board membership focuses on managing performance and a full proposed membership list including the chairs of the Barnsley Economic Partnership and Health and Wellbeing Board is developed for consideration at the next meeting of One Barnsley Board.

9) the shared assets and shared intelligence task and finish groups continue to meet to take forward these areas of work and report back to One Barnsley Board on a regular basis.

10) the One Barnsley Communications Group continues to meet, with clear terms of reference and a revised focus on developing a shared communications approach across the LSP.

11) a recommendation be made to the Economic Partnership and Health and Wellbeing Board to amend/strengthen their Terms of Reference to reflect the important role of each Partnership in ensuring connectivity and linkages between the Economic Strategy and the Health and Wellbeing Strategy.

12) Board members disseminate the agreed recommendations within their own organisations and networks.

13) a report is brought to the next One Barnsley Board meeting outlining the progress made in taking forward the agreed recommendations.

6. Barnsley MBC Area Governance Arrangements

The Chair delivered a presentation to update members on the revised area arrangements for Barnsley Council. He made members aware of the £47m of reductions the Council had been required to make out of a budget of approximately £240m. However, it was noted that in the medium term, reductions of a similar amount would be expected again, totalling approximately £90m.

The meeting noted the Council's three priorities:- Growing the economy, Changing the relationship between the Council and the community and Improving people's potential and achievement. Part of the rationale behind the area arrangements was to change the relationship with the community, recognising that the culture was embedded and therefore would take time to change.

The Chair spoke of the desire to involve people in designing services, foster greater involvement, support the gaining of new skills and facilitate greater self help.

Central to this was the developing role of Councillors. In an era of reducing resources and therefore a reduction in ability to fund member requests the new governance structures aims to support a 'community leadership' role, working together to find solutions and build resilience.

The new governance model is based around 6 Area Councils, each comprising of between 2 and 5 wards. In addition to the Area Councils there are 21 Ward Alliances, one for each Ward.

Partners were made aware of the purpose of the Area Councils: to establish area priorities, commission local services (from 2014/15), hold services to account and undertake performance management. The Chair expressed a view that where possible services should be commissioned from within Barnsley to support the growth in the private sector, specifically small businesses.

It was noted that the Area Council meetings are formal meetings and will be held six times a year. They will be held in public, but without direct public participation. A programme for the initial year was shared with the meeting.

Partners heard of the 21 Ward Alliances, which are led by Ward Members and which are not formal meetings of the Council. Initially meetings will be between Councillors but these will not involve community representatives. The Alliances will determine ward priorities, develop a ward plan and facilitate community activity to help address issues, utilising a small ward alliance fund.

The Chair then went on to discuss the devolved budgets for the Area Councils for 2014/15, which amounted to £2.1m overall. In addition there £30k a ward will be available to promote greater social action.

The commissioning process was then briefly mentioned, again noting the desire to appoint locally, but within legal parameters.

The meeting discussed the importance of keeping ensuring commissioning was kept locally and the impact maximised. Partners made reference to examples elsewhere that may offer helpful learning for the work in Barnsley. With small contracts a suggestion was made to explore whether start up businesses could be contracted, given the lack of track record. It was felt important to balance the need for assurance with the need to reduce bureaucracy.

The meeting also noted that the support for not for profit businesses was diminishing, due in part to reductions in 3rd sector funding.

Partners heard that some difference in the pace of development between areas was expected and that sharing good practice would be essential.

It was noted that at some point the work of the Area Councils and Ward Alliances was likely to overlap with that of partners and partners agreed to engage on this basis.

Date and time of the next meeting –

It was suggested that the previously agreed meeting of 26 June at 2pm remains