



ONE BARNSELY'S FAMILY OF PARTNERSHIPS

Revised March 2007

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1. INTRODUCTION

This document outlines the function of the Local Strategic Partnership. In doing so it explains how the Partnership is organised and the internal processes that are in place to ensure that it works effectively to deliver the Community Plan and the Local Area Agreement.

One Barnsley has responsibility for driving forward the 6 priorities programmes of the Community Plan:

- Remaking Barnsley
- Remaking Learning
- Workforce Development
- Reconnecting Barnsley
- Fit For The Future
- Community Safety

The Local Area Agreement is divided into four theme blocks:

- Children & Young People
- Healthier Communities & Older People
- Safer & Stronger Communities
- Economic Development & Enterprise

In order for the Local Strategic Partnership to function effectively the following standards have been agreed for conducting its business. This document explains the processes that support the Partnership deliver its agenda.

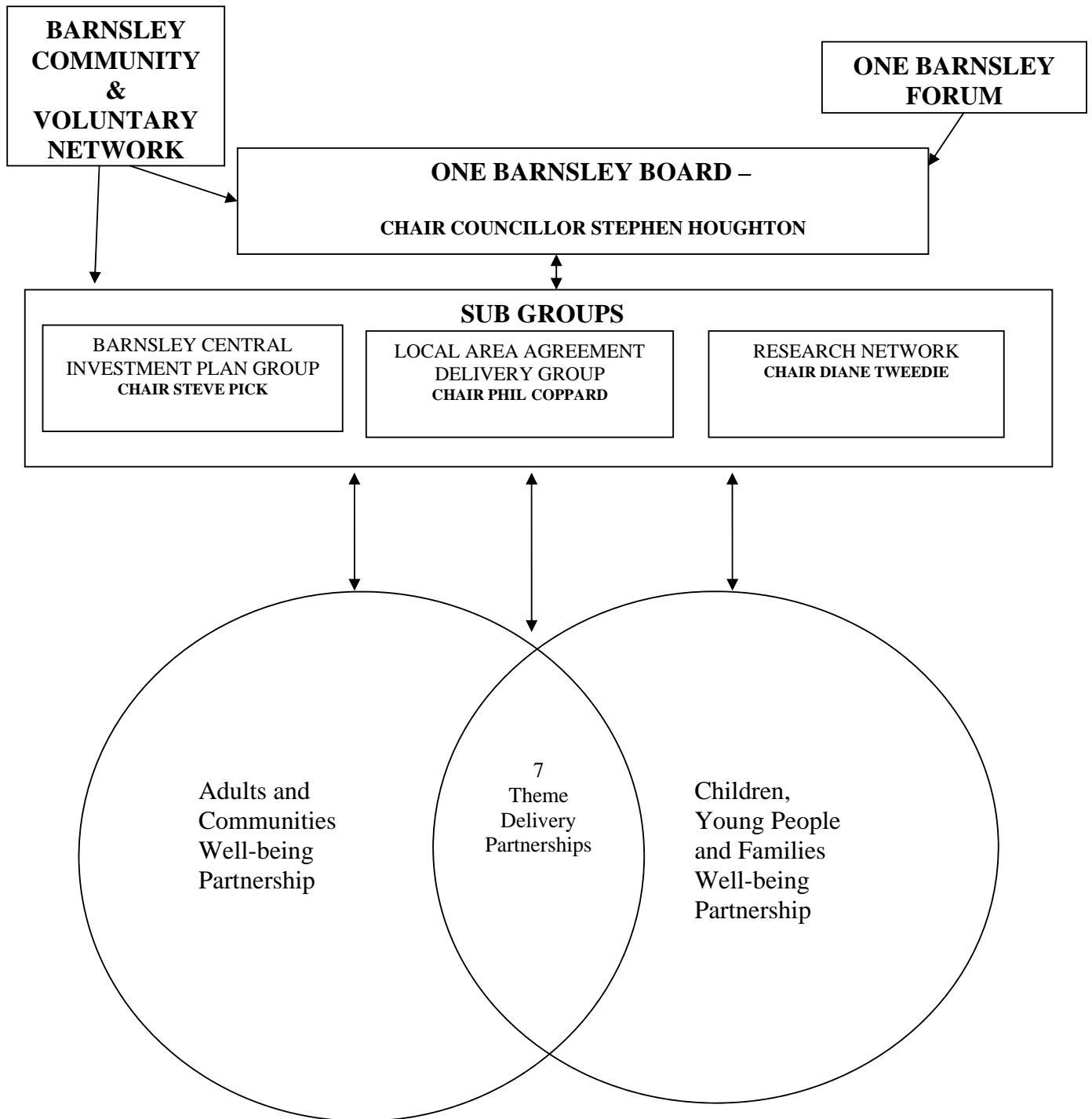
2. OVERVIEW OF ARRANGEMENTS

2.1 Barnsley's family of partnerships consists of:

- One Barnsley Board
- Barnsley Central Investment Plan Group
- Performance Management Group
- Local Area Agreement Strategy Group
- 2 Well-being Partnerships
- 7 Delivery Partnerships
- One Barnsley Forum
- One Barnsley Research Network
- One Barnsley Communications Group

2.2 The diagram of One Barnsley Family of Partnerships summarises the arrangements:

One Barnsley Family of Partnerships



The Delivery Partnerships

- Adult Services & Communities Well-being Partnership
- Children, Young People & Families Well-being Partnership
- Barnsley Development Agency (BDA) And The Economic Forum
- Cultural Consortium
- Environment Partnership
- Equalities, Diversity & Inclusion Partnership
- Fit For The Future – Partnership For Health
- Partnership For Transport
- Safer Communities Partnership

3. ONE BARNSELEY FORUM

3.1 Terms of Reference

- To be the wider stakeholder group for One Barnsley;
- To be a forum for the general public to discuss the Community Plan and other issues;
- To help set Community Plan priorities;
- To comment on the draft Community Plan and other key LSP documents;
- To receive and comment on the One Barnsley's Annual Report;
- To raise awareness on relevant policies and issues facing the LSP.

3.2 Key Outputs

Consultation undertaken and views on Community Plan and relevant issues gained.

3.3 Frequency of Meetings

Three times per year.

3.4 Membership

Relevant stakeholders and the general public.

4.0 ONE BARNSELEY BOARD

4.1 Terms of Reference

One Barnsley is the strategic body responsible for the Community Plan. It agrees a common vision for Barnsley's future, determines strategy, ensures that the issues are addressed and co-ordinates the delivery of the Community Plan.

Its main responsibilities are to:

- Agree policy, strategy and priorities for the Community Plan;
- Adopt, monitor, review and evaluate the Community Plan;
- Ensure that the arrangements work inclusively and effectively;
- Approve the annual report submitted to One Barnsley Forum;
- Manage the Local Area Agreement;
- Improve partnership working;
- Increase public awareness of and facilitate public involvement in the community planning process;
- Co-ordinate responses to government and other bodies on cross partnership and other overarching strategic issues.

4.2 Key Outputs

- The Community Plan Action Plan;
- The Barnsley Central Investment Plan;
- The Annual Report into One Barnsley Forum;
- The Local Area Agreement;
- Annual Self Assessment;
- Responses to government and other bodies on strategic issues.

4.3 Frequency of Meetings

6 weekly

4.4 Membership

Barnsley MBC	2
Barnsley Chamber of Commerce and Industry	2
Barnsley Community and Voluntary Network	2
Primary Care Trust	2
South Yorkshire Police	1
Barnsley College	1
Barnsley Black and Ethnic Minority Initiative	1
Yorkshire Forward	1
Government Office for Yorkshire and the Humber	1
Learning and Skills Council	1
Job Centre Plus	1
Total	15

5. BARNSELY CENTRAL INVESTMENT PLAN GROUP

5.1 Terms of Reference

- To keep under review and roll forward annually the 10 year Investment Plan for Barnsley;
- To monitor the effectiveness of the Investment Plan in drawing down funding to implement the plan;
- To recommend in year amendments to the Investment Plan to One Barnsley Board (subject to delegation of minor amendments);
- To provide progress reports to the One Barnsley Board.

5.2 Key Outputs

- Updated Investment Plan;

- Quarterly Reports to One Barnsley Board.

5.3 Frequency of Meetings

The Investment Planning Group will meet quarterly and be directly accountable to the One Barnsley Board. It will be supported by a Technical Sub-group which will monitor the progress of programmes in the Investment Plan. This group will meet on a monthly basis.

5.4 Membership

Yorkshire Forward Environment Directorate
 Barnsley Development Agency
 Barnsley Chamber of Commerce and Industry
 Business Link South Yorkshire
 Renaissance South Yorkshire
 Barnsley Business Innovation Centre (BBIC)
 Cultural Partnership
 BMBC Transportation
 BMBC Education
 BMBC Housing
 Transform South Yorkshire
 BMBC Environmental Services
 Barnsley Police
 Voluntary Action Barnsley
 BBEMI
 Barnsley PCT
 Fit for the Future
 One Barnsley Secretariat
 BMBC Finance

6. **PERFORMANCE MANAGEMENT GROUP**

6.1 Terms of Reference

The Performance Management Group was established to performance monitor the Action Plans of the Delivery Partnerships and the Local Area Agreement Targets. It has helped to develop a robust performance management culture.

- To report to One Barnsley on the progress of targets and identify appropriate remedial action as identified by the appropriate delivery partnerships;
- To appraise performance management information from service block leads;
- To map trends and authenticate the relevance of projected targets;

- To identify and analyse reductions in performance;
- To undertake environmental scanning to utilise best practice and national guidance;
- To advise the One Barnsley Board on the overall progress of achieving the LAA outcomes, indicators and targets;
- To provide a quarterly performance management report to the One Barnsley Board and six monthly reports for the Government Office;
- To act as a central point of contact and co-ordination in respect of performance management for the LAA;
- To set up and maintain a central system for the performance management of the LAA.

6.2 Key Outputs

- Performance Management Reports to One Barnsley Board

6.3 Frequency of Meetings

Quarterly

6.4 Membership

Chair

Representatives from each Delivery Partnership

Vol/Com Sector Representative

Government Office for Yorkshire and the Humber (GOYH) Representative

BMBC Performance Improvement Unit Representative

One Barnsley Secretariat Support Staff

7. **ONE BARNSELY RESEARCH NETWORK**

7.1 Terms of Reference

The research network function of One Barnsley was established to ensure effective co-ordination of the Council and other partners' research and information capabilities. The Research Network will compile the Annual Review and support the development of commonly agreed and owned data sets for the Local Area Agreements.

7.2 Key Outputs

Production of performance information.

Agreed data sets.

7.3 Frequency of Meetings

Bi- monthly

7.4 Membership

Alison Brown – Job Centre Plus
Stuart Bennett – Community Planning, Barnsley MBC
Angela Freeman – Strategic Housing, Barnsley MBC
Gary Walsh – South Yorkshire Connexions
Robert Gillicker – Planning and Transportation, Barnsley MBC
Shaun Jones – Policy and Performance, Barnsley MBC
Laura Parkes – Business Link South Yorkshire
Sam Lawson – Social Services, Barnsley MBC
James Leach – Financial Services, Barnsley MBC
Elizabeth Lee – Financial Services, Barnsley MBC
Phil Lofts – Social Services, Barnsley MBC
Louise Wake – Barnsley PCT
Mike Hogg – Lifetime Careers
Mike Moir – Barnsley Development Agency
Naomi Douglas – Barnsley Community Voluntary Network
Debbie Platt – Community Planning, Barnsley MBC
Rebecca Sherry – Barnsley PCT
Paul Redgrave – Director of Public Health (Chair)
Sarah Beilby – Barnsley Development Agency
Ann Saxton – Safer and Stronger Communities Partnership
Dominic Stankiewicz – Planning and Transportation, Barnsley MBC
Tim Thornton – Barnsley College
Vikki Brown – Barnsley Community Voluntary Network
Julie Whitehead – Strategic Housing, Barnsley MBC
Jon Williams – Education, Barnsley MBC
Neil Wilson – Community Planning, Barnsley MBC

8. ONE BARNSELY COMMUNICATIONS GROUP

8.1 Terms of Reference

One Barnsley Communications Group was established in order to improve communication between agencies involved in One Barnsley. A relatively informal group, its current short term aims are;

- To review the current communications strategy,
- To identify information needs for the One Barnsley web site,
- To map current levels of communication,
- To identify key messages to partners and the community,
- To improve communication between agencies.

8.2 Key Outputs

One Barnsley Communications Strategy

8.3 Frequency of Meetings

Bi-monthly

8.4 Membership

Nigel Bath – Barnsley MBC, Community Planning

Rhona Bywater-Smithson – Safer and Stronger Communities Partnership

Naomi Douglas – Barnsley Community Voluntary Network

Julie Morley – Barnsley Development Agency

Kevin Smith – Barnsley MBC, Communications

Kirsty Waknell – Barnsley PCT

Debbie Platt – One Barnsley Secretariat

Diane Tweedie – One Barnsley Secretariat

9. LOCAL AREA AGREEMENT STRATEGY GROUP

9.1 Terms of Reference

The Local Area Agreement Strategy Group was established in order to coordinate the delivery of Barnsley's Local Area Agreement. In order to do this its remit includes:

- To interpret Government guidance and refresh the LAA as appropriate for Barnsley;
- To discuss forthcoming policy, its impact on the LAA and to provide a response on any relevant consultation;
- To performance manage the delivery of the LAA;
- To identify targets, map trends and authenticate the relevance of locally agreed targets;
- To work with One Barnsley Research Network to establish baselines ensure statistical evidence is fit for purpose;
- To identify issues with performance and agree remedial action;
- To report to One Barnsley on the progress of targets in the LAA;
- To undertake environmental scanning to utilise best practice found nationally.

9.2 Key Outputs

Production and Refresh of the Local Area Agreement.

Relevant Performance Assessment of the LAA.

Annual Review of the LAA.

9.3 Frequency of Meetings

Scheduled to meet quarterly, the Local Area Agreement Strategy Group has a tendency to meet more regularly whenever necessary.

9.4 Membership

Chair – Chair of One Barnsley/Chief Executive, BMBC
Chairs and Theme Leads from each of the LAA Blocks
Voluntary/Community Sector representative
BMBC Finance representative
Government Office for Yorkshire and the Humber Representative
One Barnsley Secretariat

10. **WELL-BEING PARTNERSHIPS & DELIVERY PARTNERSHIPS**

10.1 Terms of Reference

Within their thematic remit the 2 Well-being Partnerships and Delivery Partnerships are delivery organisations that are accountable for their actions to One Barnsley. To fulfil this role, each Delivery Partnership partner agency should be represented by appropriate members with the authority to act on behalf of the represented body. Each representative is responsible for consulting with their agency on policy issues being proposed by the Delivery Partnership.

- Influencing the strategic direction of the Community Plan;
- Making policy decisions within their remit;
- Developing a strategy/action plan integrated within the aims and aspirations of the One Barnsley Community Strategy;
- Supporting and facilitating the development of ad hoc groups in order to progress their agenda;
- Identifying needs and solutions to problems, possible collaborations and assign responsibilities;
- Discussing availability of different sources of funding and how to make best use of them (through collaboration and partnership working);
- Taking decisions on allocation of available funding in relation to project/activities, which fall within their remit;
- Fully consult partners on funding allocations and establish who needs to be consulted on funding allocations;
- Performance managing the key outcomes and targets contained within the Community Plan ensuring that all the members contribute to their delivery;

- Monitoring Performance towards agreed targets and reporting quarterly to the One Barnsley Performance Management Group (PMG);
- Developing and maintaining information and statistical analysis to support Performance Monitoring;
- Regularly consulting and reporting to the One Barnsley Board making sure their activities are in line with Board's activities and deadlines;
- Ensuring effective networking and information sharing between the various agencies involved;
- Communicating and consulting with other Delivery Partnerships on cross-cutting issues.

10.2 Key Outputs

Performance Management Frameworks developed and monitored.

Delivery Plans produced and implemented.

10.3 Frequency of Meetings

Some monthly, some 6 weekly, all at least quarterly.

10.4 Membership

All cross sector and appropriate to the theme of the partnership.

11. CHAIRING ARRANGEMENTS

- One Barnsley and its Delivery Partnerships each have an appointed Chair and Vice Chair,
- When a vacancy occurs in the position of the Chair or Vice Chair the Board or Partnership will appoint a replacement as soon as is practicable.

11.1 THE ROLE OF THE CHAIR

The Chair is responsible for ensuring that the meetings function within the terms of reference.

Ensure that proper structures and processes exist to make sure the work of the board/ Delivery Partnership is carried out effectively and efficiently.

The Chair's objective is to facilitate the meeting to ensure that business is clearly understood and that a consensus is reached when discussing major issues.

To promote and encourage discussion and ensure that discussions and resulting decisions reached are recorded.

The Chair will ensure that meetings are orderly, fair, thorough, efficient and appropriate to the aims and objectives of the Partnership.

The Chair will ensure that the Partnership In Action Rules of Behaviour are adhered to within the meeting.

The Chair will represent the views of One Barnsley/Delivery Partnership in appropriate fora when required.

In the event of a view or decision being sought on an urgent item the Chair in consultation with the Vice Chair will be granted delegated authority to act on behalf of One Barnsley/Delivery Partnership. This will be reported back into the Board/Delivery Partnership for formal endorsement.

The Vice Chair will deputise for the Chair when appropriate.

12. ROLE OF MEMBERS OF ONE BARNSLEY BOARD/DELIVERY PARTNERSHIPS

- To act in accordance with the Terms of Reference and rules of behaviour,
- To represent the views of their agency and ensure that feedback is reported to their agencies and organisations,
- To contribute as an individual with skills, knowledge and experience,
- To participate in sub-groups or working groups as required,
- To nominate a deputy to attend meetings in their absence. An appropriate substitute can be sent if you are unable to attend,
- To act as Champion of nominated Delivery Partnership to ensure that the interests of the Partnership are represented at Board level.

13. RULES OF BEHAVIOUR

The Rules of Behaviour have been adopted from the Partnership In Action shared values. The purpose is to ensure that the adopted approach is consistent with good practice. These rules of behaviour extend to the way in which all the Delivery Partnerships conduct their business. The intention is to promote an environment in which all members feel able to openly discuss issues within a supportive and challenging environment.

13.1 Purpose

To ensure that all meetings and processes within the Delivery Partnerships are conducted according to the following values and ways of behaviour;

13.2 Values

Openness and Honesty

It is a shared responsibility to ensure that all are able to express opinions in safety.

Participation & Equality

Anyone's contribution is to be recognised and valued.

Open to Challenge

All agencies within the Delivery Partnership may be challenged in order that we should learn and change.

Fairness

All must ensure that everyone involved has an equal voice by whatever means are appropriate.

Accountability

Everyone is ultimately responsible to the people of Barnsley through the Governance arrangements as identified in the Community Plan Structure.

13.3 Behaviour

- Respect and accept other people's contribution, even if you disagree,
- Listen, you may learn something,
- Be patient, recognise and accept differences in people's ability to communicate,
- Use clear and simple language,
- Make sure that everyone has the support they need in order to contribute fully,
- Explain processes clearly,
- Recognise and record minority views.

13.4 Quality

The processes and meetings conducted within the Partnership framework will be annually reviewed against the values and behaviours set out above. Responsibility to ensure they are adhered to lies with us all.

14 **APPRAISAL OF THE PARTNERSHIP ARRANGEMENTS**

An annual review is carried out to assess the partnership arrangements. This appraisal is used to identify the weaknesses and strengths of the various

elements of the partnership Board and the Delivery Partnerships. This information is used to form the basis of specific actions within the Improvement Plan. This increased level of transparency will demonstrate how each partnership is responsible for the delivery of a discrete section of the Community Plan as well as being accountable to One Barnsley for its delivery.

Performance indicators	Target
Attendance to meetings	Annual average of 70%
Distribution of meeting papers	All papers to be distributed 5 full working days before each meeting
Circulation of minutes containing actions for partners	Within 5 working days following the meeting
Percentage of Partnership organisations satisfied with the performance of the group	80% , to be monitored annually

15. PERFORMANCE MANAGEMENT

The Performance Management Process has been developed in a manner that provides a coherent and integrated approach. This approach makes the critical links to existing performance management arrangements of the Delivery Partnerships.

To ensure effective delivery of the Community Plan, One Barnsley has established a Performance Management Framework that is managed by the Performance Management Group. One Barnsley recognises that establishing effective arrangements to manage and improve performance is central to delivering the priorities expected by National Government and the local community. Furthermore, making performance management work in practice is crucial to delivering real and lasting improvements.

Having a robust performance management process in place provides One Barnsley with a framework by which it can assess the effectiveness of activities delivered by the Delivery Partnerships. It demonstrates:

- How activities are impacting upon local conditions,
- Highlights variations in performance,
- A comprehensive review to understand what remedial action is required and ensures effective monitoring and evaluation,
- A framework for enhancing provision through a multi-agency response.

All the Delivery Partnerships are required to report on their performance. It is an explicit part of delivering the Community Plan. The way in which the Partnership manages performance will be a critical factor in judging its success. The following principles are key to its approach:

- Focus on what really matters,
- Transparency,
- Agreed lines of accountability,
- Support and challenge,
- Continuous improvement.

15.1 The Performance Management Framework

Performance Management of the Community Plan will follow the following four-stage process:

Delivery Leads: to manage and monitor performance at service delivery level and to ensure that performance management information is collaged against outcomes, indicators and targets in their area of responsibility.

Relevant Delivery Partnerships: to champion performance management and ensure links are made across the service blocks in managing and reporting performance.

Performance Management Group: to monitor performance across the whole of the Local Strategic Partnership and ensure that appropriate linkages are made with existing performance management arrangements.

One Barnsley Board: to have overall responsibility for the strategic steer of the performance of the Community Plan across all partner organisations.

15.2 Performance Management of Outcomes, Indicators and Targets

Performance is monitored using a suite of performance indicators that track actual performance against agreed targets and outcomes. The current performance indicators will be developed over time and may be rationalised if necessary. Key principles for undertaking this include:

- Further development of SMART performance indicators;
- Development of new indicators (avoiding performance indicators which increase bureaucracy or measure for the sake of measurement).

The template that the Delivery Partnerships use for their quarterly reporting on performance is attached as Appendix C. This is also the same template that is used to report on the performance of the Local Area Agreement outcomes.