



## HARROW STRATEGIC PARTNERSHIP BOARD

### Minutes of the meeting held on Thursday 8 December 2005

**(1) Present:**

**Harrow Strategic Partnership Board Members:**

Councillor Navin Shah (Chair)	Leader, Strategic Overview and External Affairs PH	Harrow Council
Geoff Rose (Vice-Chair)	Chair, Harrow Primary Care Trust	Harrow Primary Care Trust
Councillor Jean Lammiman	Conservative Representative	Harrow Council
Councillor Marie-Louise Nolan	Communications, Partnership and Human Resources PH	Harrow Council
Mike Coker	Community Linkup	Voluntary and Community Sector Representative
Malcolm Parr *	Harrow in Business	Business Sector Representative
Allen Peel #	Harrow Association of Voluntary Service	Voluntary and Community Sector Representative
Professor Keith Phillips	University of Westminster	Higher Education Representative
Allen Pluck *	Harrow In Business	Business Sector Representative

*[\* To note that Malcolm Parr would be replacing Allen Pluck at future meetings.*

*# Attending on behalf of Asoke Dutta (Harrow Association of Voluntary Service.)*

**Apologies were received from:-**

Councillor Paddy Lyne (Leader of the Liberal Democrat Group, Harrow Council), Dr Karim Murji (Metropolitan Police Authority), Denis Lock (Kodak Limited, Business Sector Representative) and Kris Fryer (Harrow Citizen's Advice Bureau, Voluntary and Community Sector Representative)

**(2) Also Present as Representatives of the HSP Executive:**

Joyce Markham	Chief Executive	Harrow Council
Robert Carr	Borough Commander, Harrow Police	Metropolitan Police Service
Andrew Morgan	Chief Executive, Harrow Primary Care Trust	Health Authority Sector
Julia Smith	Chief Executive, Harrow Association of Voluntary Service	Voluntary and Community Sector

**Apology was received from:-**

Barbara Field (Principal, Harrow College) (Further Education Sector)

**(3) The following Harrow Council Officers attended:-**

Paul Najsarek	Director of People, Performance and Policy	Harrow Council
Bindu Arjoon	Service Manager, Policy and Partnership Section	Harrow Council
Deborah Palmer	Senior Policy Officer	Harrow Council

**Also present:**

John McGuire	Partnership Director	Capita
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**ACTION**

**9. Apologies:**

The Chair welcomed everyone to the meeting and reported the apologies received. He added that an apology for lateness had been received from Andrew Morgan (Chief Executive, Harrow Primary Care Trust).

DG/BA

The Chair reported that Malcolm Parr (Harrow In Business) would be replacing Allen Pluck and joining the Board as a Business Sector Representative. The Chair added that Allen Pluck would be joining the HSP Executive.

**10. Minutes:**

The minutes of the meeting held on 4 August 2005 were agreed as a correct record.

**11. Matters Arising:**

(i) Minute 4: Local Development Framework and Sustainable Communities

In response to a query from the Chair, Joyce Markham (Chief Executive, Harrow Council) stated that she would ensure that the briefing pack comprising the slides, including reports on the LDF and Neighbourhood Renewal, referred to in the final paragraph of the preamble, would be circulated to members of the Board provided that these documents had not been circulated before.

Chief Exec  
(JM)

**12. Private Meeting:**

The Chair reported that there would be a meeting, to discuss some of the issues facing the PCT following the HSP Board meeting and that, given the nature of the private meeting, members of the public would be excluded.

**13. Order of Business on the Agenda:**

The Chair stated that agenda items 4 (Governance of the Harrow Strategic Partnership), 6 (Amendment to HSP Constitution) and 8 (Vacancy for a Business Sector Representative on the Board) would be considered prior to the remaining items on the agenda.

**14. Governance of the Harrow Strategic Partnership:**

The Director of People, Performance and Policy (Harrow Council) introduced the report and highlighted the need to reconsider the governance of the HSP. He drew members' attention to the proposed HSP structure set out on page 10 of the report which formed the essence of the proposals. He emphasised the changes, as set out below:-

Children and Young People's Strategic Partnership – to include Every Child Matters Outcomes and 0-19 learning.

Adult Health and Social Care – no change.

Stronger Harrow – to be set up in order to create a separate group to focus on community cohesion.

Safer Harrow – to include the liveability agenda.

Sustainable (rather than 'Economic' as stated in the report) Development and Enterprise – to include Adult Learning Skills and the Green Belt and Bio Diversity Strategies. This group would also look at environmental sustainability issues.

In response to questions, the Director stated that:

- the operational aspects of the public realm, such as the street scene, would come under the Safer Harrow Group and that the strategic planning issues would be addressed by the Sustainable Development and Enterprise Group;
- the report did not propose any changes to the sub-groups and that each main group could review its own sub-groups;
- he would liaise with the Council's Director of Community Care regarding co-ordination of Mental Health and Carers Partnership Boards.

Following a short discussion on the title 'Safer Harrow' and whether it required amendment in order to reflect its operational aspects, it was

**AGREED:** (1) That the title 'Safer Harrow' not be amended but that the operational aspects be reflected under public realm;

PN

(2) that a review of Governance of the HSP was timely given the requirements of the Local Area Agreement (LAA) and local issues;

(3) that, subject to the discussions set out in the preamble above, the structure, as set out under section 4 of the report, be agreed;

PN

(4) that the proposed Sustainable Development and Enterprise Group be chaired by Graham Jones (Director of Strategic Planning, Harrow Council);

BA/GJ

(5) that the possible future opportunities available to the HSP in the light of

the Council's Strategic Business Partnership with Capita, as set out in the report, be noted.

**15. Amendment to the HSP Constitution:**

**AGREED:** That the arrangements for reporting and communication links between the Reference Groups and the Executive, as set out on page 92 (paragraph 5.3.5) of the HSP Constitution, be agreed.

DG/All to  
note

**16. Vacancy for a Business Sector Representative on the Board:**

**AGREED:** (1) That Allan Conway (President of the North-West London Chamber of Commerce) be invited to attend meetings of the HSP Board; and

BA

(2) that the minutes of this meeting be sent to Mr Conway.

DG

**17. Business Transformation Partnership - Attendance by the Successful Partner:**

The Chair welcomed John McGuire (Partner and Director of Capita), to the meeting to speak on the Business Transformation Partnership, which the Council had entered into with Capita, in order to drive through a programme of change would that improve Council services for citizens and make Harrow Council more efficient and effective.

The Director of Capita reported that the Partnership agreement was unique, innovative and incremental. He added that the Partnership had initially identified three projects – First Contact, Enterprise Resource Planning and Management Information Systems - which would help improve and streamline Council services in order to obtain significant value for money and provide accountability.

The Director of Capita outlined the objectives of the projects, which were

- to increase customer satisfaction
- to drive through efficiencies and to meet demands of local residents and central government
- to ensure flexibility which would help divert resources to front line services.

The Director of Capita stated that:

- the Council had formed this important partnership to enhance its capacity for change and improved public services
- the Council was keen to ensure a return on its investment and that Capita had submitted proposals which would ensure that there was a return on the projects proposed
- Capita had also put a proportion of its own money into the Partnership

- flexibility had been built in and that a business case for each project would be made and justified before it was implemented.

The Director of Capita explained the objectives and the benefits of each of the three projects and when these would be delivered. He explained how Capita would support the Council to:

- streamline and modernise the way services were delivered
- procure from a smaller supply base.

In response to questions from the Board, the Director of Capita stated that:

- the process would not involve transfer of staff to Capita but that Capita would provide a manager to oversee projects
- new systems would ensure exchange of information from the Council to its partners and vice-versa, and that information on the services provided by the partners would also be available at the Contact Centre(s). He added that, given the importance of collaboration and joint working, these issues would be the subject of further discussions.

The Director of People, Performance and Policy (Harrow Council) stated that Capita would also work with the HSP Management Groups and assist with mapping exercises. He raised the issue of vitality profiles and how these could be delivered as part of the Project. The Director of Capita stated that other opportunities would also be available.

Joyce Markham, (Chief Executive, Harrow Council), stated that systems would need to be in place before other organisations could benefit from them. She responded to a number of questions from the Board as follows:

- that it was intended to build a robust knowledge base which would be provided through the Council's website (internet)
- that the knowledge base would help direct people to appropriate organisations for assistance
- that the Council would be investing in a new website and search engine
- that the Business Portal would need reviewing
- that the Council would liaise with its partners on interfacing arrangements with the Council
- that systems were in place to manage risks and capture benefits.

Councillor Jean Lammiman (Conservative Representative), speaking in her capacity as Chair of Harrow Council's Overview and Scrutiny Committee, reported that the Committee would continue to scrutinise all aspects of the

All to note

Contract, including the risk element. She invited members of the Board to attend future meetings of the Overview and Scrutiny Committee.

#### Concluding Remarks by the Chair

The Chair stated that regular updates would be provided to the HSP Board and the HSP Executive.

In thanking John McGuire (Director of Capita), the Chair referred to the challenges facing the Council in delivering the Project.

Chief Exec/  
Capita

#### **18. Harrow's Local Area Agreement (LAA) Submission to the Government Office for London (GOL):**

The Director of People, Performance and Policy (Harrow Council) tabled an additional paper which outlined the process for negotiation, of and amendments to, the draft LAA. He thanked all members of the HSP Board and the HSP Executive for their support, guidance and contributions during the preparation and submission of the LAA to GOL.

Both the Director and Joyce Markham (Chief Executive, Harrow Council) referred to the outcome of the discussions that had taken place on the LAA at the HSP Executive meeting held on 24 November 2005 and identified areas where further work would be necessary. They explained that the Council had taken a different approach when setting targets for the LAA which had superseded the LPSA. They reported that targets were being tested first and that they were being linked to the priorities of the Council.

The Director reported that GOL would also be discussing the targets with each of the Leaders of the Blocks and he suggested that:

- a meeting be held between Leaders of each of the Blocks and officers prior to Christmas 2005
- weekly surgeries be held to ensure that all the partners and officers were aware of the discussions that had taken place with GOL
- weekly updates of the discussions be produced and circulated
- where changes to the LAA were significant, Members and Chief Officers kept informed.

The Director stated that negotiations with GOL would conclude on 6 February 2006. He sought a steer from the Board on the following matters:

- the targets that the Board felt ought to be delivered should GOL request that the Council reduce its targets from 15 to 12
- the allocation of revised grants.

Following a short discussion it was

**AGREED:** (1) That Harrow's LAA submission to GOL be noted;

PN

- (2) to note that some areas would need to be addressed during the negotiation stage; PN
- (3) to note that further work would be done on all stretch targets and associated funds; PN
- (4) to note process for negotiation of, and amendments to, the draft LAA; PN
- (5) that the Safer and Stronger Communities Block was a pivotal block in the agreement; PN
- (6) that the final draft agreement be submitted to the next meeting of the Board; PN
- (7) that the reward grant paid by central government on achievement of the stretched target be split 50% between the partners involved in the achievement of each stretched target and 50% pooled back to the HSP to be redistributed amongst the partners for further partnership working; PN
- (8) that the officers be thanked for their hard work on the production of the LAA.

**19. Date of Next Meeting:**

Members noted that the next meeting of the Board was scheduled to be held on Thursday 9 February 2006 at 6.00 pm.

[Note: The Meeting, having commenced at 2.34 pm, closed at 3.54 pm]