



HARROW STRATEGIC PARTNERSHIP BOARD MEETING

THURSDAY 4 AUGUST 2005 AT 6.00 PM

COMMITTEE ROOM 6, HARROW CIVIC CENTRE

AGENDA

Chair:

Councillor Navin Shah	Leader; Strategic Overview and External Affairs PH	Harrow Council
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Members:

Geoff Rose (Vice-Chair)	Chair, Harrow Primary Care Trust	Harrow Primary Care Trust
Councillor Jean Lammiman	Conservative Representative	Harrow Council
Councillor Paddy Lyne	The Worshipful the Mayor; Leader of the Liberal Democrat Group	Harrow Council
Councillor Marie-Louise Nolan	Communications, Partnership and Human Resources PH	Harrow Council
Dr Karim Murji	Metropolitan Police Authority	Metropolitan Police Authority
Ruth Djang	Director, ABI	Business Sector Representative
Denis Lock	Kodak Limited	Business Sector Representative
Allen Pluck	Harrow In Business	Business Sector Representative
Vacant		Business Sector Representative
Mike Coker	Community Linkup	Voluntary and Community Sector Representative
Asoke Dutta	Harrow Association of Voluntary Service	Voluntary and Community Sector Representative
Kris Fryer	Harrow Citizen's Advice Bureau	Voluntary and Community Sector Representative
Janet Smith	MIND in Harrow	Voluntary and Community Sector Representative
Professor Keith Phillips	University of Westminster	Higher Education Representative
Raj Saujani	Stanmore College	Further Education Representative

Officers:

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

Contact: Claire Vincent, Democratic and Practice Manager
 Tel: 020 8424 1637 E-mail: claire.vincent@harrow.gov.uk

AGENDA - PUBLIC

1. **Apologies:**
To note any apologies received.
- Enc. 2. **Minutes:** (Pages 1 - 8)
That the minutes of the Board Meeting held on 16 June 2005, having been circulated, be taken as read and signed as a correct record.
3. **Matters Arising:**
(if any)
- Enc. 4. **Service Integration across Health and Social Care - Governance Arrangements:** (Pages 9 - 18)
Paper submitted by the Executive Director (People First), Harrow Council.
5. **Local Development Framework and Sustainable Communities:**
(To Follow)
Paper submitted by the Director of Strategy (Urban Living), Harrow Council.
- Enc. 6. **Development of Harrow's Local Area Agreement:** (Pages 19 - 36)
Report of the Policy and Partnership Service, Harrow Council.
- Enc. 7. **Communication between the Harrow Strategic Partnership and Harrow Council's Elected Members:** (Pages 37 - 38)
Report of the Policy and Partnership Service, Harrow Council.
- Enc. 8. **Appointment of the Chair and Vice Chair of the HSP Executive:**
(Pages 39 - 40)
Report of the Policy and Partnership Service, Harrow Council.
9. **Any Other Urgent Business:**
Which cannot otherwise be dealt with.
10. **Date of Next Meeting:**
The next scheduled meeting of the Board is due to take place at 2.30 pm on Thursday 8 December 2005.

AGENDA - PRIVATE - NIL

IT IS EXPECTED THAT ALL OF THE ABOVE LISTED ITEMS WILL BE CONSIDERED IN PUBLIC SESSION.



HARROW STRATEGIC PARTNERSHIP BOARD

Minutes of the Meeting held on Thursday 16 June 2005

(1) Present:

Harrow Strategic Partnership Board Members:

Councillor Navin Shah (Chair)	Leader; Strategic Overview and External Affairs PH	Harrow Council
Councillor Jean Lammiman	Conservative Representative	Harrow Council
Councillor Paddy Lyne	The Worship the Mayor, Leader of the Liberal Democrat Group	Harrow Council
Councillor Marie-Louise Nolan	Communications, Partnership and Human Resources PH	Harrow Council
Dr Karim Murji	Metropolitan Police Authority	Metropolitan Police Authority
Allen Pluck	Harrow In Business	Business Sector Representative
Mike Coker	Community Linkup	Voluntary and Community Sector Representative
Janet Smith	MIND in Harrow	Voluntary and Community Sector Representative
Raj Saujani	Stanmore College	Further Education Representative

Apologies were received from:-

Denis Lock	Kodak Limited	Business Sector Representative
Asoke Dutta	Harrow Association of Voluntary Service	Voluntary and Community Sector Representative
Kris Fryer	Harrow Citizen's Advice Bureau	Voluntary and Community Sector Representative
Professor Keith Phillips	University of Westminster	Higher Education Representative

(2) Present as Representatives of the HSP Executive:

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

Apologies were received from:-

Joyce Markham Barbara Field	Chief Executive Principal, Harrow College	Harrow Council Further Education Sector
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(3) Also Present:-

David Craig Rachel Ellis Tom Whiting	Senior Research Executive Group Manager, Policy and Performance	MORI Social Research Institute MORI Social Research Institute Harrow Council
Bindu Arjoon	Service Manager Policy and Partnership Section	Harrow Council
Martyn Ellis	Head of Planning and Performance Management (Social Care), People First	Harrow Council
Jim Marsh	Strategic Partner Project Manager	Harrow Council
Ben Jones	Project Support Officer	Harrow Council

ACTION

1. Appointment of Chair and Vice-Chair:

AGREED: That (1) Councillor Navin Shah be appointed Chair of the Board for year 2005/06; and

(2) Geoff Rose be appointed Vice-Chair of the Board for the year 2005/06.

2. Minutes:

The minutes of the meeting held on 6 April 2005 were agreed as a correct record.

3. Matters Arising:

- (i) Minute 3 – Potential Funding for Partnership Priorities
Bindu Arjoon, Service Manager (Policy and Partnership Section), Harrow Council, gave an update on the bid for a Local Area Agreement.

The bid had been submitted and the outcome was expected to be known at the end of June. The bid had proposed a pilot under the 'Strengthening Communities' option. If the bid was successful, it was suggested that a meeting of the HSP Board may be required in early August.

All to note
All to note

All to note

4. MORI Quality of Life Survey:

Bindu Arjoon, Service Manager (Policy and Partnership Section), Harrow Council, introduced a report which set out the results of the MORI quality of life survey in the form of a marked up questionnaire. A more detailed report by MORI on the key findings of the survey was also tabled.

At the meeting, David Craig and Rachel Ellis of the MORI Social Research Institute introduced the detailed report. Mr Craig stated that, in light of the

length of the questionnaire and the tight timescale for the survey process, MORI had been pleased with the response rate, which was 29%. This compared favourably with the response rate to last year's questionnaire of 34% and had enabled analysis on the 9 key strategic areas. In light of the amount of information which the survey had produced, MORI had set up a dedicated e-mail address (harrowhsp@mori.com) to which HSP members could send requests for further information or analysis.

Mr Craig reminded the meeting that the survey dealt with residents' perceptions of different issues, not with facts, and outlined the key findings of the survey, which included the following:

- 67% of residents were satisfied with the area as a whole compared with 14% of residents who were dissatisfied;
- residents believed that the cleanliness of the streets, public transport and road and pavement repairs had improved;
- residents believed that levels of affordable housing, crime and traffic congestion had got worse;
- overall satisfaction with Harrow Council had increased;
- 62% of residents thought crime had increased over the last 3 years;
- more residents thought that health services were getting worse than thought they were getting better.

In response to suggestions from Board Members, David Craig and Rachel Ellis undertook to carry out further analysis in some areas. With regard to the results relating to crime, they undertook to do some work to look at the results from Wards that had Safer Neighbourhood teams in comparison with the results from those that did not. In light of concern that satisfaction with the area overall was lowest in South Harrow, where the roll-out of the New Harrow Project (NHP) 'clean and green' project had commenced, David Craig undertook to look at whether the results of the survey could be compared with the MORI research on satisfaction with the NHP. It was advised, however, that it was not possible to determine whether satisfaction in areas adjoining the clean and green roll-outs had dropped, which may indicate that the NHP had displaced problems such as rubbish and abandoned cars, as there were no previous figures for those areas to compare the current data against.

DC/RE

DC

Dr Karim Murji noted that the results for community cohesion, such as the extent to which residents felt that people from different backgrounds got on well together, were average, and expressed concern about the basis for the bid for a Local Area Agreement under the 'strengthening communities' option; he suggested that this should focus more on crime. It was noted, however, that the results on crime were comparable with figures for other London Boroughs, even though Harrow was one of the safest Boroughs in London, and nationally. Councillor Marie-Louise Nolan noted that activities for teenagers had been identified as a priority for improvement in several areas, and stated that she would like to see this looked at in more detail.

Councillor Shah was pleased to note that the picture was generally encouraging. He thanked Mr Craig and Ms Ellis for attending, and requested that the tabled report be circulated to all members of the Board.

BA

AGREED: That the results of the MORI survey be noted.

5. Change Up:

Julia Smith, Chief Executive, Harrow Association of Voluntary Service, introduced a report which outlined progress with implementing Change Up, a Government capacity building and infrastructure framework and funding stream for the Voluntary and Community Sector. A draft Harrow Change Up Plan was also tabled at the meeting.

Each London Borough and sub-regional council for voluntary service was required to develop an infrastructure plan for their area, and to submit a draft plan to the Government Office for London by 1 July 2005. Funding of approximately £60,000 was attached to the draft plan. The plan suggested the creation of four posts, and the PCT had already match-funded one post. There had been a lack of input from black and minority ethnic representative organisations but this was one of the areas that the Change Up plan would be seeking to address. The Board's endorsement of the draft Plan was sought.

There was some discussion about the posts which had been identified in the plan, and the proposals for the posts were endorsed. Councillor Jean Lammiman suggested that the proposal for a Network and Resource Officer be submitted to Harrow Council's Community Consultative Forum.

JS to note

AGREED: That the draft Change Up plan be endorsed.

All to note

6. Sharing a Vision for Customer Service - the Business Transformation Partnership and the Harrow Strategic Partnership:

The Board considered a report which advised of the procurement by the Council of a business transformation partner. The report set out the projects to be undertaken by the partner, how the partnership would support improved services, and the benefits for the Harrow Strategic Partnership.

It was noted that one of the first projects to be undertaken by the business transformation partner would be the First Contact project, which would involve the establishment of a Contact Centre and One-Stop Shops (OSS). Board members were concerned that members of the public may contact the Contact Centre or OSS to access services provided not by the Council but by other partner organisations, and highlighted the need for the Council to be able to share information with partners. It was also highlighted, however, that the public may have concerns about their information being shared with other organisations and about who would have access to it; the need to manage the process carefully and with sensitivity was stressed.

Officers confirmed that one of the requirements of the new systems would be a referral system to partner organisations, and that the systems would have the capability to share information. It was emphasised, however, that information kept on the system about individuals would be information that was already held by the Council in different departments: the systems would simply be joining it up. In addition, access to the information would be internally restricted to the offices concerned.

In response to detailed questions from Board members, further information was provided on a number of issues, including the efficiencies arising from the introduction of the Contact Centre and OSS, how Contact Centre/OSS staff would be able to resolve the huge range of different queries they would have to deal with, how the first three projects for the business transformation partnership had been chosen, and what would happen if the Council failed to select a business transformation partner. It was noted that it was intended to invite the successful partner to attend the next meeting of the HSP Board to enable them to get a fuller understanding of the HSP, and this was welcomed.

AGREED: That (1) the report be noted;

(2) the chosen partner attend a future meeting of the HSP Board.

JM

7. **Multi-agency Strategy for the Development of Services to Refugees and Asylum-seekers:**

The Board considered a report of the Executive Director (People First), Harrow Council, which set out the proposed Multi-Agency Strategy for the Development of Services to Refugees and Asylum-Seekers, and also outlined the process that had been undertaken to develop the Strategy. The Board was invited to formally adopt the strategy.

It was noted that the Strategy proposed the establishment of a multi-agency strategic planning group, and that it was proposed that this group be formally constituted as a Delivery Group within the Partnership framework reporting to the Regenerating Harrow Management Group. Bindu Arjoon suggested that this Delivery Group should more appropriately report to the Community Cohesion Reference Group. Julia Smith agreed, and highlighted the strength of the voluntary sector on that Reference Group.

Mike Coker referred to the statement in paragraph 5.3 of the Strategy that targets and funding criteria for voluntary organisations needed to be sharpened to ensure that they were better able to respond to the needs of. He expressed concern that this would result in less funding for voluntary organisations, whereas he felt that greater resources were needed in order to empower voluntary organisations to meet refugees' and asylum-seekers' needs. Councillor Shah explained, however, that the Strategy was not seeking to reduce funding to voluntary sector organisations but to focus it more appropriately. He also highlighted that the Council was working proactively to identify other sources of funding for the voluntary sector.

AGREED: (1) To note that Harrow Council Cabinet at its meeting on 17 March 2005 agreed to approve the Strategy and to support its presentation for formal adoption by the Harrow Strategic Partnership;

All to note

(2) to note that the strategy has been developed in partnership with the Harrow Refugee Forum, and on the basis of extensive consultation with local refugees and asylum seekers, with local refugee community organisations, and with a full range of local statutory and independent sector agencies;

All to note

(3) to note that all the main statutory and voluntary sector partners who

All to note

responded to the final round of (formal) consultation signalled their support for and willingness to sign up to the Strategy;

(4) that the Strategy be formally adopted; and

All to note

(5) that the multi-agency strategic planning group proposed within the Strategy be formally constituted as a Delivery Group within the Partnership framework, reporting to the Community Cohesion Reference Group.

All to note

8. Harrow Strategic Partnership Annual Report May 2005:

Bindu Arjoon, Service Manager (Policy and Partnership Section), Harrow Council, introduced a report which set out the HSP Annual Report for 2005.

It was noted that Management and Reference Group Chairs had been consulted on the Annual Report and their comments had been incorporated into it. It was also noted that the report was purposefully concise and straight-forward, in recognition of the need to increase awareness and understanding of the Harrow Strategic Partnership.

AGREED: That the HSP Annual Report for 2005 be approved.

All to note

9. Harrow Strategic Partnership Summit:

The Board considered a report submitted by the Policy and Partnership Service, which set out the proposed arrangements for the HSP Summit.

It was proposed that a meeting of the HSP Board be held on the morning of the Summit, but that the afternoon sessions be interactive, with a wider group of stakeholders invited to attend in order to involve them in the work on Management Group priorities. The Board was invited to consider whether there should be any changes to the list of invited organisations.

All to note

All to note

At the meeting, Board members requested that business sector representatives, and representatives from Relate and the Citizen's Advice Bureau also be invited to the Summit. Board members were requested to inform the Policy and Partnership Unit directly of any other organisations who should be invited to attend.

With regard to the date for the Summit, it was noted that this had been arranged for Thursday 8 September 2005. Confirmation of the date was dependent on the outcome of the bid for a Local Area Agreement (LAA) and the release of ODPM guidelines on the process for the negotiation of an LAA, but it was unlikely to be changed.

All to note

AGREED: That (1) the report be noted;

(2) business sector representatives, and Relate and the Citizen's Advice Bureau be invited to attend the Summit;

BA

(3) Board members inform the Policy and Partnership Unit of any other organisations who should be invited to attend.

All to note

10. Harrow Strategic Partnership Scorecard:

Tom Whiting, Group Manager (Policy and Performance), introduced a

report which advised of the development of a performance management framework for the HSP.

It was reported that the HSP Executive meeting on 9 May 2005 had agreed that Andrew Morgan act as the champion for the development of the HSP scorecard, and that a working group comprising performance management experts from each of the partner organisations and representatives of the Management and Reference Groups be established to take this work forward. Board members were asked to identify colleagues within their organisations to take part in the working group.

Board members sought more information about the level of commitment involved in participating in the working group, the timescale for its work and the time of day that meetings would be held. Councillor Marie-Louise Nolan suggested that, since a number of Board members were not present, an e-mail be sent to all members of the Board, together with representatives from the Management and Reference Groups, setting out this information.

TW

Bob Carr advised that the Safer Harrow Management Group already had a scorecard, and suggested that other Management Groups may do too. He queried what the working group would be seeking to achieve. Councillor Shah suggested that a scoping exercise be undertaken to clarify the objectives and parameters of the working group's work. He also suggested that a small working group be established to begin with, but that the need to widen its membership be reviewed at a later date.

TW

TW

AGREED: To (1) note the proposed framework; and

All to note

(2) note that Andrew Morgan will champion the development of the HSP scorecard on behalf of the HSP Executive.

All to note

11. Date of Next Meeting:

Further to it having been reported earlier in the meeting that, if the bid for a Local Area Agreement (LAA) were successful, there may be a need for an additional meeting of the Board to take forward work on the LAA, it was

AGREED: To note that an additional meeting of the Board may be held on 4 August 2005.

All to note

[Note: The Meeting, having commenced at 6.00 pm, closed at 7.38 pm]

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Harrow Strategic Partnership Board

Thursday 4th August 2005

Service Integration across Health and Social Care – Governance Arrangements

Purpose of Report

This report presents proposals for the broad governance arrangements required to support further integrated working between statutory agencies with responsibilities for health and social care services - especially the Community Care and Children's Services provided by the Council, and the community health services provided by the PCT. It invites the Board to formally adopt proposed arrangements which would involve some modification to the way in which relevant HSP work-streams are structured.

The HSP Board is requested to note:

1. That Harrow Council Cabinet at its meeting on 23rd June 2005 agreed to these and other related proposals and resolved to forward them for consideration and adoption by the Harrow Strategic Partnership Board.
2. That the proposals were also considered and supported by the PCT Board, at their meeting on 21st June 2005.
3. That the proposals have been developed to reflect the broad thrust of current Government guidance and regulations as they apply both to Children's Services and to community-based health and social care services for vulnerable adults and older people (Community Care).
4. The proposed governance arrangements, once agreed, will be incorporated within the terms of a formal partnership Agreement between the Council and the PCT, made under Section 31 of the Health Act 1999, which will provide a broad framework agreement under which further joint-working proposals can be delivered and monitored.

The HSP Board is requested to agree that:

1. The proposals be formally approved.
2. That the proposed revisions to the HSP structure and reporting framework be adopted.

Harrow Strategic Partnership Board

Thursday 4th August 2005

Service Integration across Health and Social Care – Governance Arrangements

1. Brief History

The Council and the PCT have had a long-standing intention to integrate community health and social care services for adults since 2000. The requirement to develop more effectively 'joined-up' services has been a key component of Central Government policy and guidance for some time; and more explicit requirements related to the development of Children's Services are included within the 2004 Children Act.

In April 2005, the Council's Cabinet and the PCT Board approved revised proposals for planning future service integration for both Children's Services and for Community Care, and endorsed a Statement of Shared Vision and Values, which provides the underpinning for any future arrangements. A key first step in developing more integrated service provision is to agree an overall set of governance provisions which ensure a proper line of accountability to the two responsible organisations, and ensure broad strategic alignment with the overall strategic direction for developing local public services as represented within the local Community Strategy.

2. Issues considered

In developing these proposals, Council and PCT officers have attempted to ensure that the revised governance arrangements:

- provide a clear reporting line within the HSP structure, together with transparency and full formal accountability to both the Cabinet and the PCT Board for the management and performance of these and any other future joint-working arrangements, and coherence with the overall strategic framework set by the HSP;
- do not disrupt existing arrangements for formally delegated decision-making, for either the Council or the PCT;
- provide a robust foundation for future joint-planning and partnership-working between the Council and the PCT, and a clear line of reporting and accountability for existing joint-working groups – the Partnership Boards.

3. The Proposals

The core of the proposals is the establishment of a new over-arching body within the HSP structure which would take overall responsibility for developing and monitoring the delivery of proposals for further joint-working in this area; and to be referred to as the 'Health and Social Care Integration Board'. The proposal is that this Board would be responsible for two existing HSP work-streams ('Healthy Harrow' and the 'Children and Young People's Strategic Partnership') together with that of a proposed new work-stream (the 'Adult Health and Social Care Partnership').

A more developed list of the responsibilities of the proposed Adult Health and Social Care Partnership and of the five adult care-group Partnership Boards (together with a some charts showing their fit within the overall HSP structure) is attached as Appendix 1.

In summary, the proposals outlined in Appendix 1 suggest:

- a) That the proposed new work-stream ('Adult Health and Social Care Partnership') would become responsible for overseeing the development of primary and community-based health and social care services for adults and older people:
- b) That the five currently established care-group Partnership Boards covering community care services would be formally accountable to the new proposed Adult Health and Social Care Partnership:
- c) That the proposed Health and Social Care Integration Board would be responsible for achieving overall strategic alignment and coherence across these three work-streams (so that it takes a strategic oversight of transition issues, and of the boundary between preventive-level and targeted service provision):
- d) That the proposed new Health and Social Care Integration Board would have a core membership of two elected Members of the Council and two Non-Executive Directors of the PCT, supported by executive officers of the Council (People First Executive Director) and the PCT (the Chief Executive). This core membership would be augmented in different ways in respect of each of its three main work-streams:
- e) That neither the proposed Health and Social Care Integration Board nor any of its related work-streams, nor the Partnership Boards, would hold any delegated executive authority – formally, their role would be an advisory one:
- f) That amongst its other responsibilities, the Health and Social Care Integration Board would be responsible for considering any future integrated / joint-working proposals, for considering any future draft Section 31 Agreements and up-dated Joint Commissioning Strategies, for considering resourcing priorities within and across the different service areas, and (where proposals are agreed) for making formal recommendations for approval to Cabinet and to the PCT Board:
- g) That the proposed Health and Social Care Integration Board would also be responsible for overseeing and performance-monitoring the implementation of agreed strategies and joint-working arrangements, although it is envisaged that much of this work would be formally devolved to the relevant work-stream.

In relation to Children's Services, the proposed Integration Board will be the route for advice and approval prior to formal presentation to the PCT, North West London Hospitals NHS Trust, and the Cabinet.

Should these proposals be agreed, it will be necessary to develop the material in Appendix 1 into more formally-stated Terms of Reference for each of the current and proposed new groups who it is suggested would be brought under the umbrella oversight of the proposed Health and Social Care Integration Board.

Lorraine O'Reilly
Executive Director – People First
Harrow Council
July 2005

Proposed Governance Structure

1. Structure charts are attached, showing:

Existing Harrow Strategic Partnership structure – Annex 1

Proposed Governance arrangements (showing fit within the overall HSP structure) – Annex 2

Proposed Governance arrangements (detail, showing links to Delivery Groups) – Annex 3

2. Outline of proposed TORs for the proposed Adult Health & Social Care Partnership (as part of the proposed Health & Social Care Integration Board):-

Remit: The Partnership would not hold any formal delegated executive / decision-making powers. Its remit would be:

Strategic-level oversight, direction and performance-monitoring of all service integration and joint-working arrangements for community health and social care services (adults and older people), including those covered by formal S.31 Agreements.

More specifically, its role would be one of:

- Ensuring strategic oversight and co-ordination of service delivery arrangements and service development proposals across all local community and primary health care services provided by NHS organisations and the social care services provided by the Council;
- Setting the broad strategic direction for this range of services in the context of the Community Strategy and the needs of Harrow's diverse community - balancing the requirements of locally-set policies, needs and priorities against nationally-determined priorities, targets and imperatives; and securing strategic balance across universal services, preventative initiatives, and the development of targeted provision for special-needs groups;
- Formal consideration of future service integration proposals, including those which make use of any Health Act flexibilities, and considering whether to recommend their formal approval by the main partner organisations;
- Overseeing formal consultation processes connected with such schemes;
- Monitoring the implementation of current and future joint working / service integration schemes;
- Receiving final-draft joint commissioning strategies and broad service strategies for all adult care groups and for carers, and considering whether to recommend their formal approval by the main partner organisations;
- Ensuring coherence in the overall commissioning intentions across the main care-groups, and ensuring an appropriate approach is taken to managing and developing the local provider market;

- Approving the membership of the main Care-Group Partnership Boards and the Carers Partnership Group, and receiving and approving their Annual Work-Plans;
- Being accountable for, monitoring, supporting and performance-managing the work of the main Care-Group Partnership Boards and the Carers Partnership Group;
- Resolving any disputes between the main Care-Group Partnership Boards, and maintaining strategic oversight of all transition and interface planning;
- Receiving proposals for the strategic deployment of any jointly-held funding or resources, and for the management and deployment of any formally pooled funds; and considering whether to recommend formal approval of such proposals by the main partner organisations;
- Monitoring expenditure against all jointly-held funds and any pooled budgets, and considering whether to recommend any action to the main partner organisations;
- Considering (and, when required, overseeing negotiations between them regarding) the strategic deployment of the resources held by the main partner organisations, especially as regards the making of strategic shifts in the deployment of resources across and between major service areas; and considering whether to make formal recommendations to one or more of the main partner organisations about such matters;
- Reporting on a regular basis to the Overview and Scrutiny (Health and Social Care) Sub-Committee of the Council, and to the Professional and Executive Committee of the PCT;
- Being formally accountable to the PCT Board, the Council Cabinet, and (through the Health & Social Care Integration Board) to the Harrow Strategic Partnership Board; and reporting to them on a regular basis.

Membership:

2 elected Members of the Council;
 2 Non-Executive Directors of the PCT;
 The Executive Director People First;
 The PCT Chief Executive;
 The Chief Executive of the NW London Hospitals NHS Trust;
 The Chief Executive of the Central & NW London Mental Health NHS Trust;
 The formally delegated holder of any pooled funds;
 The Chairs of each of the main Care-Group Partnership Boards and of the Carers Partnership Group;
 1 appointed representative of each of the service user, carer, provider and voluntary sector interest groups, to be elected by the main Care-Group Partnership Boards and the Carers Partnership Group; plus 1 other to be nominated by the PPI Patient Forum.

The role of Chair to be alternated between one of the Council Members and one of the PCT Non-Executive Directors.

3. Outline of proposed TORs for the main Care-Group Partnership Boards and the Carers Partnership Group:-

Remit: The Partnership Boards formally have an advisory function and would not hold any delegated executive / decision-making powers. Their remit would be:

Strategic direction, oversight and performance-monitoring of all service integration and joint-working arrangements for the community / primary health-care and social care services provided to a specific group of people (as determined along client-group lines).

More specifically, their role would be one of:

- Developing a vision and broad service strategy for a specific service area;
- Developing and monitoring implementation of the joint commissioning strategy, including monitoring performance and the use of financial and other resources;
- Preparing an Annual Work-Plan and submitting this for approval to the Adult Health and Social Care Partnership, together with the details of the Board's membership and accountability arrangements;
- Recommending priority areas for the use of new / released resources;
- Advising on the development of any specific service integration and service development proposals (including for the use of Health Act flexibilities) for a specific service area;
- Advising on the planning and conduct of, and the response received from, specific consultative initiatives;
- Monitoring and evaluating the impact of all service integration and joint-working arrangements (including their impact for specific minority groups);
- Reporting on a regular basis to the Adult Health and Social Care Partnership;
- Ensuring that all relevant stakeholders are adequately represented on the Board, and that appropriate accountability arrangements are in place so that service-user, carer, BME-communities, voluntary sector, and provider representatives are enabled to consult with and report back appropriately to their respective constituencies of interest;
- Reporting as and when required to the Professional and Executive Committee of the PCT and to the Overview and Scrutiny (Health and Social Care) Sub-Committee of the Council (including co-operating in the conduct of any specific scrutiny review undertaken or commissioned by that Sub-Committee).

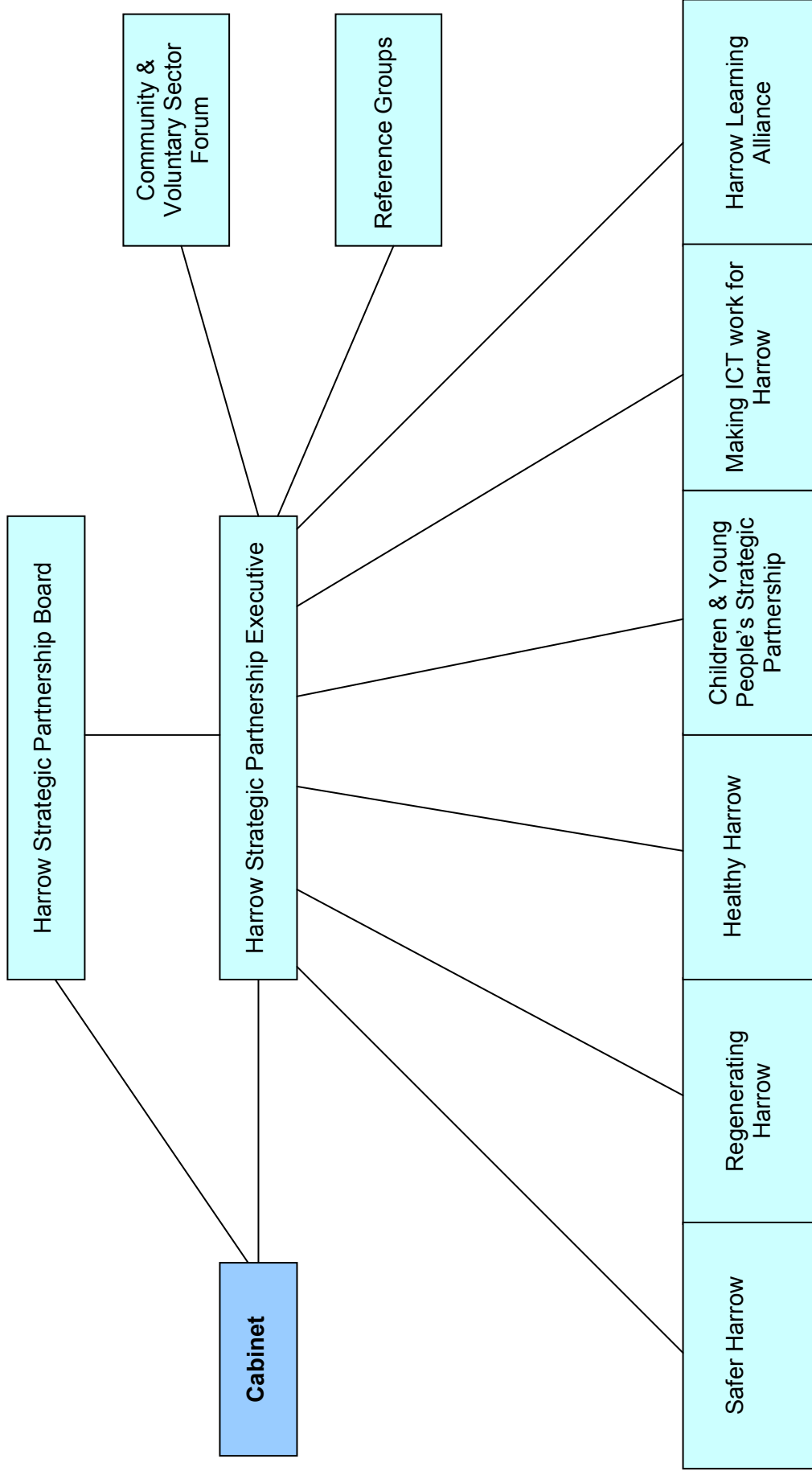
Membership

One Senior Officer representative from each of the main statutory partners (one designated to act as Chair);
Joint Commissioning Manager;
Service Manager(s);
Primary Care representative;
Elected representatives of the service user, carer, BME-community, provider, and voluntary sector interests (2 members for each stakeholder group);
The formally delegated Fund-holder for any joint / pooled funds.

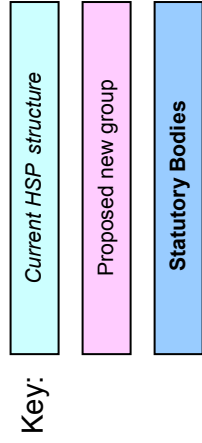
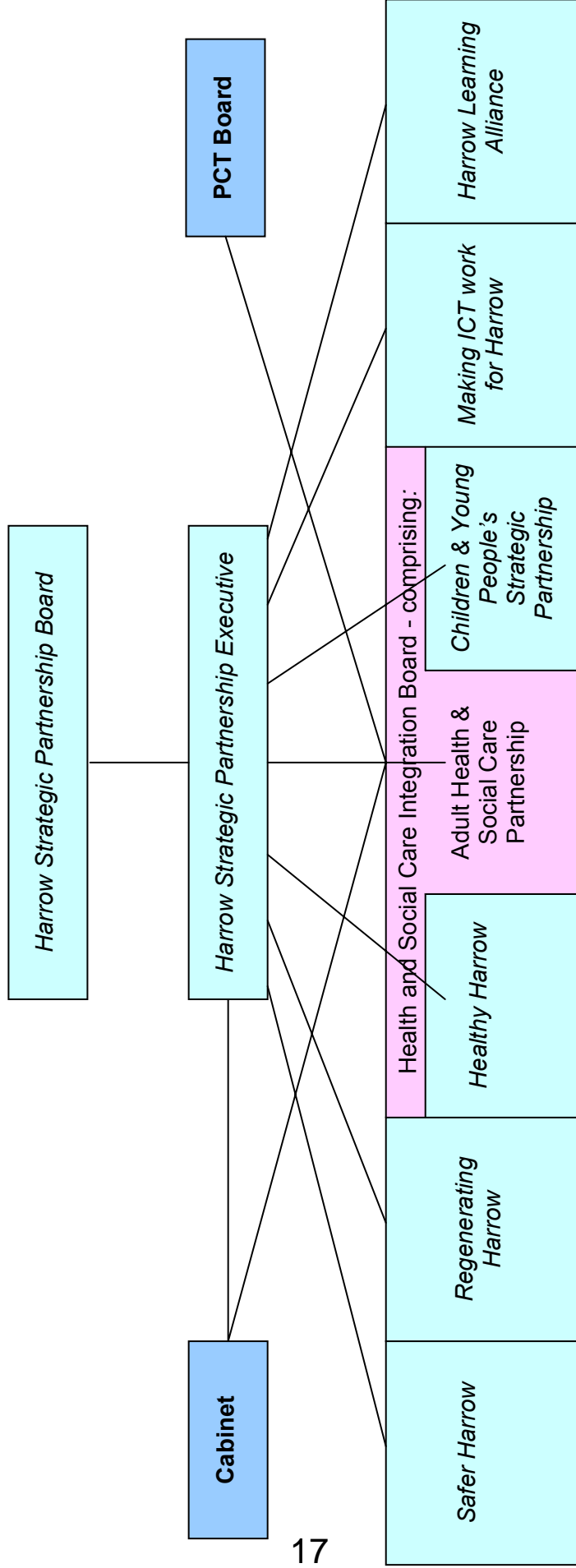
Supported by:

Finance Team representative;
Linked planning / research advisor and / or Public Health analyst;
Supporting People / Housing Strategy or Provider representatives;
NHS provider service representative(s);
Contracts Team representative.

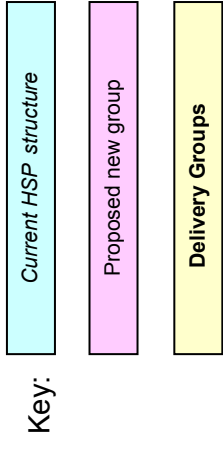
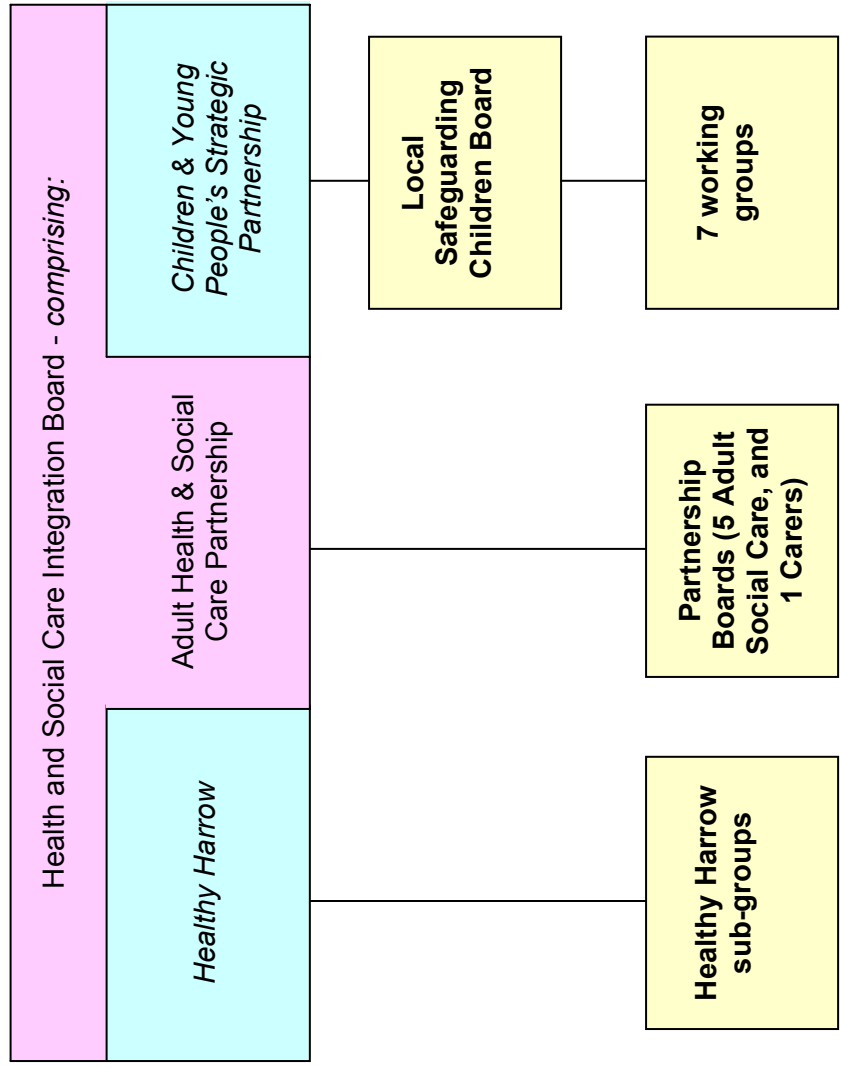
Existing Harrow Strategic Partnership structure



Proposed Governance arrangements (showing fit within the overall HSP structure)



Proposed Governance arrangements (detail, showing links to Delivery Groups)





Harrow Strategic Partnership Board

Thursday 4 August 2005

Development of Harrow's Local Area Agreement

Purpose of Report

The purpose of this report is to:

1. Outline the key elements of a Local Area Agreement (LAA)
2. Highlight the process for the development of Harrow's LAA by 28 February 2006
3. Outline the lead officers for each of the 4 blocks of the local area agreement
4. Seek approval of the LAA Project Plan.

The HSP Board is requested to note:

1. The key elements of a Local Area Agreement
2. The process for the development of Harrow's LAA by 28 February 2006
3. Note the lead officers for each of the 4 blocks of the local area agreement will be:

Block	Lead Officer
Children and Young People	
	Lorraine O'Reilly Executive Director, People First, Harrow Council
	Paul Clark Director of Children's Services, Harrow Council
	Jean Bradlow Director of Public Health and Health Strategy, Harrow PCT
Safe and Stronger Communities	
	Bob Carr Borough Commander, Harrow Police
	Julia Smith Chief Executive, HAVS
	Paul Najsarek Director, Organisational Performance, Harrow Council
Healthier Communities and Older People	
	Shikha Sharma

	Head of Health Promotion, Harrow PCT
	Penny Furness-Smith Director of Community Care, Harrow Council
Economic Development and Enterprise	
	Anna Robinson Director of Strategy, Urban Living, Harrow Council
	Javed Khan Director of Learning and Community Development, Harrow Council
	Penny Furness-Smith Director of Community Care, Harrow Council

The HSP Board is requested to agree:

1. The LAA Project Plan outlined in Appendix 1.



Harrow Strategic Partnership Board

Thursday 4 August 2005

Development of Harrow's Local Area Agreement

Background

Central Government signed LAAs with 20 pilot areas in March 2005. The intention to have a 'second phase' of agreements was announced in January 2005. All areas that were not currently an LAA pilot were eligible to apply to participate in the second phase of LAAs. In April 2005, the Harrow Strategic Partnership (HSP) Board agreed that Harrow should submit an expression of interest to participate in the second phase of LAAs.

Harrow was notified on 22 June that its expression of interest was successful and it will be able to negotiate an agreement with Government Office for London. This agreement must be negotiated by 28 February 2006 and will come into operation on 1 April 2006.

Discussion

Key Elements of a Local Area Agreement

The scope of a LAA

A LAA is a three year agreement that sets out the priorities for a local area agreed between central government, represented by the Government Office, and a local area, represented by the local authority, Local Strategic Partnership and other key partners at the local level.

Harrow's LAA will need to be signed off by Harrow Council and the HSP Board.

The LAA will cover national, regional and local priorities in Harrow and will allow Harrow Council and its partners to use Government funding in different ways to improve public services.

The LAA will be refreshed annually which will enable changes in national, regional and local priorities to be reflected (for example the outcomes of the government's Spending Review in 2006).

The LAA will allow Harrow Council its partners increased freedoms and flexibilities to find local solutions to local problems and to prioritise spending to achieve the outcomes identifies in Harrow's LAA.

The agreement will be made up of outcomes, indicators and targets aimed at delivering a better quality of life for people in Harrow through improving

performance on the priorities set in the LAA. The priorities will need to be grouped around 4 blocks: Children and Young People, Safer and Stronger Communities, Healthier Communities and Older People, and Economic Development and Enterprise. However, there is also scope to consider issues that cut across all 4 blocks (for example transport, community engagement, community cohesion, culture and sport) and include these issues in the LAA. As part of the flexibility offered by the LAA, there is opportunity to give emphasis to particular blocks – this may be in terms of the numbers of outcomes, indicators and targets within a block and the funding that flows into a block.

The LAA provides an opportunity to tackle some of the key long-term challenges that are faced by Harrow.

The LAA should reflect the key strategies and plans within Harrow, in particular the Harrow Community Strategy. The Harrow Community Strategy 2004 was due to be refreshed in 2005, in order to update the local initiatives both HSP would deliver over the next three years. In light of the LAA negotiation, it now seems logical to draw the community strategy refresh and development of the LAA together – with the community strategy setting out the longer term vision for Harrow – and the LAA – the practical expression of the community strategy.

Harrow Council was due to begin negotiating its second generation Local Public Service Agreement (LPSAs). Second generation LPSAs stretch performance in priority areas and have a reasonable amount of reward grant associated with successful implementation. Harrow will be able to negotiate the LPSA as part of the LAA and this will become the reward element of the LAA. Whilst LAAs are not about stretch targets, rather better outcomes as a result of increase local discretion and reduced bureaucracy, the reward element targets will continue to stretch targets with a reward grant payable upon achievement of the target, as was the case for LPSA. For Harrow this will involve approximately £1m in pump priming and £5m in reward grants.

In summary, the LAA has 3 practical components:

- Agreeing what the key outcomes for the borough will be over 3 years
- Pooling or aligning funding streams that currently come into the borough to target these key outcomes
- Identifying indicators and targets for each of the key outcomes. Some of these targets should be stretched targets. Achievement of these stretched targets will result in a reward payment.

Negotiation of what is included in the blocks

Children and Young People's Block

The core of the Children and Young People's Block is the *Every Child Matters: Change for Children* framework. This supports the Government's aim for every child, whatever their background or their circumstances, to have the support they need to – be healthy, stay safe, enjoy and achieve through learning, make a positive contribution to society and achieve economic well

being. It should be noted that there is likely to be less discretion in this block than the other blocks because of the national framework.

Government guidance states that the LAA and the Children and Young People's Plan (CYPP) should inform each other. The LAA will contain the priorities for children and young people and associated outcomes and targets to be achieved. The LAA should reflect all of the priorities for children and young people in the area, not only those priorities that related to the funding streams being pooled.

Safer and Stronger Communities Block

The core of the Safer and Stronger Communities block will be Harrow's Safer and Stronger Communities Fund (SSCF) agreement, which has already been negotiated with central Government. This is because all of the SSCF funding streams are included in the scope of a LAA. The arrangements made for the SSCF will need to be reviewed within the wider LAA framework and to take account of the partners who were not involved in the SSCF. Some issues to consider include:

- Are there any further funding streams to be included in the block?
- Are there any shifts in the priorities identified in SSCF negotiations when considered in the context of the wide LAA?
- Do any of the neighbourhood service improvement or community engagement targets sit more comfortably in the other blocks?
- Does it make more sense to apply the community engagement outcomes as a crosscutting theme?

There is likely to be less discretion within the 'safer' component of this block, but more discretion within the 'stronger' component, due to the targets and emphasis on 'safer' communities at the national level.

Healthier Communities and Older People

Feedback from the 20 pilot LAAs suggests that this was the most challenging block in terms of deciding what to cover. *Choosing Health* should provide a good starting point for determining targets for healthier communities and practical action. *Choosing Health* sets out the Government's proposed new roles for PCTs and local authorities, and local partnership bodies, in achieving a more integrated response to public health issues. *Choosing Health* aims to: increase quality of life and life expectancy, reduce inequalities in health, improve the chances people have to engage in healthy choices, encourage healthy lifestyles.

Central Government has advised that the Department of Health is currently developing outcome measures and indicators that may also be of assistance for the development of the LAA. The Department of Work and Pensions is also developing a guiding set of indicators that could be used as a tool to measure progress towards outcomes on the quality of life of older people.

One of the challenges for this block will be arguing with central Government that there should be greater freedom and flexibility around the mainstream funding for health that comes into the borough.

Economic Development and Enterprise

A starting point for development of this block is the Regional Economic Strategy and sub-regional partnership economic development strategies. This block could cover issues such as job creation, skill development, business creation and growth, land-use planning. This is a new block in the second phase LAAs and provides an opportunity for Harrow to be creative about what is included in the block. There are currently a number of regeneration projects that are being developed around social inclusion and the Wealdstone area. These potentially may be included in the LAA.

Process for developing the LAA

Roles and Responsibilities

Guidance from the ODPM also states that the Local Authority will be the overall accountable body for the LAA.

However, the experience of the 20 pilot LAAs suggests that those agreements that relied on effective partnership working were the easiest to reach. Guidance from ODPM suggests the development of the LAA must involve all members of the Harrow Strategic Partnership including the council, statutory partners, the business and voluntary and community sectors. PPS will consider whether or not there are any partners that are not currently on the HSP that need to be brought into the development, negotiation and delivery of the LAA. If any are identified this will be raised with the HSP Board as soon as possible.

There is a clear expectation by central Government that the LAAs will be developed with the involvement of relevant stakeholders including in particular the Voluntary and Community Sector (VCS) and local people themselves. It is expected that this engagement will be based on the Compact principles. The LAA must include a statement of the involvement of the VCS and local people in the design and delivery of the agreement.

The HSP Executive will do much of the practical working and thinking behind the development of the LAA, with oversight of the work done by the LAA Project Team (see below). The final sign off of the LAA will be through a joint management board of the HSP Board and Harrow Council's Cabinet.

Development of a Project Plan

The Policy and Partnership Service (PPS) has drafted a detailed project plan for the development of the LAA (Appendix 1). In summary, the project plan includes:

1. Identification of leads for each block with support from other specialists as required. These leads will need to consult widely within the council and with our partners. It is these leads will be:

Block	Lead Officer
Children and Young People	
	Lorraine O'Reilly Executive Director, People First, Harrow Council
	Paul Clark Director of Children's Services, Harrow Council
	Jean Bradlow Director of Public Health and Health Strategy, Harrow PCT
Safe and Stronger Communities	
	Bob Carr Borough Commander, Harrow Police
	Julia Smith Chief Executive, HAVS
	Paul Najsarek Director, Organisational Performance, Harrow Council
Healthier Communities and Older People	
	Shikha Sharma Head of Health Promotion, Harrow PCT
	Penny Furness-Smith Director of Community Care, Harrow Council
Economic Development and Enterprise	
	Anna Robinson Director of Strategy, Urban Living, Harrow Council
	Javed Khan Director of Learning and Community Development, Harrow Council
	Penny Furness-Smith Director of Community Care, Harrow Council

- Establishment of a LAA Project Team drawing together the leads from each block, a representative from Finance within Harrow Council, a representative from Communications within Harrow Council and a representative with performance management expertise. The project team will be lead by an officer from the Policy and Partnership Service. The Project Team will drive the development of the LAA. A separate HSP Performance Management Working Group will be established to develop a performance management framework for the HSP and the delivery of the LAA. The work of this group will be feed into the work of


the LAA project group via the Performance Management representative.

3. Development of a communications strategy to agree a regular flow of information between the partners.
4. Early gathering (and analysing) of evidence across agencies to inform discussion about what the local priorities will be. This has already been largely achieved through the Harrow Vitality Profile and the recently conducted MORI Quality of Life survey.
5. Summit to be held with Government Office for London (15 August 2005)
6. Refinement of outcomes and development of supporting activities to be delivered – this will largely be facilitated by the HSP Summit – 8 September.
7. Submission of high-level outcomes to Government Office for London (end September 2005).
8. Identification of freedoms and flexibilities, and funding streams necessary to support outcomes.
9. Development of indicators and targets (including those identified for the reward element).
10. Draft LAA submission for consultation with central Government and partners (end November 2005).
11. Clearance of freedoms, flexibilities and funding streams.
12. Clearance of targets/performance (including those identifies for the reward element).
13. Redrafting.
14. Submission of LAA to Government Office for London by 28 February 2006.
15. Minister sign off on agreement – March 2006.
16. Agreement comes into operation 1 April 2006.
17. An emphasis on keeping partners involved throughout the process.

Once approved by the HSP Board, Policy and Partnership Services will consult with Government Office for London to ensure that the timeframes specified within the plan meet central Government requirements.

Paul Najsarek, Director of Organisational Performance
26 July 2005

APPENDIX 1

		Project Scope: Development of the Local Area Agreement	
Project Owner:	Paul Nasjarek	Date:	26 July 2005
Project Sponsor:	Bindu Arjoon	Written By:	Deborah Palmer
Project Lead:	Deborah Palmer	Version:	Draft 2.0

PROJECT INFORMATION:	
Project purpose:	<ul style="list-style-type: none"> To develop a Local Area Agreement (LAA) for Harrow by 28 February 2006, with this agreement to become effective on 1 April 2006.
Objectives:	<p>It is proposed that the development of the LAA for Harrow will be shaped by the following objectives:</p> <ul style="list-style-type: none"> Streamlining performance management Adding simplicity and utility – producing a streamlined agreement that demonstrates the HSPs clarity of thought Improve efficiency Improve service delivery Improve partnership working Pooling and/or aligning of funding streams as appropriate Strengthen the working of the Harrow Strategic Partnership Strengthening local governance Bringing the partners within the Harrow Strategic Partnership together around a shared understanding of priorities and outcomes; and agreed indicators and targets Increased dialogue with central government Building a new relationship with central Government based on mutual trust and responsibility Reduced bureaucracy Change in the power relationship between central Government and the borough Greater empowerment of the local area Encouraging multi agency approaches to shared outcomes and better partnership working to deliver those outcomes To bring together the totality of public expenditure within Harrow Synergy with, and cross referencing to, the Community Strategy Ensuring feedback provided on development of the Local Area Agreement is relevant, timely and consistent Clear communication throughout the project utilising range of communication tools Consistency with statutory requirements and timings.

PROJECT INFORMATION:	
Scope:	<p>This project does include:</p> <ul style="list-style-type: none"> • Development and operation of a LAA for Harrow by 1 April 2006. • The LAA will cover national, regional and local priorities in Harrow and will allow statutory and non-statutory partners to use Government funding in different ways to improve public services. • The LAA will allow the borough’s statutory and non-statutory partners increased freedoms and flexibilities to find local solutions to local problems and to prioritise spending to achieve the outcomes identifies in the LAA. • The agreement will be made up of outcomes, indicators and targets aimed at delivering a better quality of life for people in Harrow through improving performance on the priorities set in the LAA. • The priorities will be grouped around 4 blocks: Children and Young People, Safer and Stronger Communities, Healthier Communities and Older People, and Economic Development and Enterprise. There is also scope to consider issues that cut across all 4 blocks (for example transport, community engagement, community cohesion, culture and sport) and include these issues in the LAA. • There will be joint HSP Board and Harrow Council sign-off on the agreement. <p>Please refer to the Project Deliverables section for further detail.</p>
Project background:	<p>Central Government signed LAAs with 20 pilot areas in March 2005. The intention to have a ‘second phase’ of agreements was announced in January 2005. All areas that were not an LAA pilots were eligible to apply to participate in the second phase of LAAs. The Harrow Strategic Partnership (HSP) Board agreed that Harrow should submit an expression of interest to participate in the second phase of LAAs.</p> <p>Harrow was notified on 22 June that its expression of interest was successful and it would be able to negotiate an agreement with Government Office for London. This agreement must be negotiated by 28 February 2006 and will come into operation on 1 April 2006.</p> <p>A LAA is a three year agreement that sets out the priorities for a local area agreed between central Government, represented by the Government Office, and a local area, represented by the local authority, Local Strategic Partnership and other key partners at the local level.</p>

PROJECT INFORMATION:	
Project Group:	<p>HSP Executive will be asked (via a paper to HSP Executive on Thursday 21 July 2005) to agree the list of lead officers within each of the four blocks of the LAA. It is essential that these lead officer:</p> <ul style="list-style-type: none"> • Is adequately supported within their agency • Has sufficient authority to make decisions on key aspects of the LAA • Is largely dedicated to this work over August 2005 to January 2006. <p>A Project Group will be formed comprising these lead officers, as well as representatives from:</p> <ul style="list-style-type: none"> • Harrow Council - Finance • Harrow Council – Communications • Harrow Council – Policy and Partnership Service • Harrow PCT - Performance Management – Andrew Morgan <p>An officer from the Policy and Partnership Service will manage the project.</p> <p>This Project Group will report to the HSP Executive.</p> <p>A separate HSP Performance Management Working Group will be established to develop a performance management framework for the HSP and the delivery of the LAA. The work of this group will be feed into the work of the LAA project group via the Performance Management representative.</p>
Roles and responsibilities:	<p>HSP Board</p> <ul style="list-style-type: none"> • Sign off on the LAA in conjunction with the Harrow Council’s full Council. <p>HSP Executive</p> <ul style="list-style-type: none"> • Approve the project scope for the development of the LAA • Management of the development of the LAA • Sign off of all material on the project that is considered by the HSP Board. <p>Cabinet/Full Council</p> <ul style="list-style-type: none"> • Sign off on the LAA in conjunction with the HSP Board. <p>Lead Officers</p> <ul style="list-style-type: none"> • Participate in the Project Group • Coordinate the development of the LAA within their block • Develop the LAA within their block with the involvement of partners, including the voluntary and community sector • Lead the drafting of the document and secure the necessary inputs • Enthuse and organise staff to develop and deliver the LAA outcomes • Submit final agreement proposals for their block by the required date • Communicate key messages about the process with partners within their block, ensuring people are clearly briefed on the approach and timings

PROJECT INFORMATION:

Policy and Partnerships Service, Harrow Council

- Manage the development of the LAA
- Manage the communication for the LAA – ensuring key stakeholders are clearly briefed on the approach, timings and process
- Run the HSP Summit on a workshop basis around the four blocks
- Manage the agreement drafting process and provide feedback to block lead officers on drafts submitted
- Tie together the written drafts of the LAA of each of the block leads and produce the written drafts of the LAA
- Provide general advice and guidance to stakeholders.

Project Group

- Attend briefing meetings on process, timescales etc
- Provide feedback on drafts of the LAA
- Exchange ideas on the development of the outcomes, indicators and targets within each of the blocks
- Gather and analyse evidence across agencies to inform discussion about what the local priorities will be. Will draw heavily on the evidence of the Harrow Vitality Profiles, the MORI Quality of Life survey and other relevant information.

Communication Unit, Harrow Council

- Development of a communications strategy to agree a regular flow of information between partners
- Provide advice and assistance in consulting on the contents of the LAA and ensuring that stakeholders are aware of the development of the LAA
- Coordinate formatting, editing, printing and distribution of the LAA
- Lead the launch of the LAA (press releases, internet etc) – possibly also organise a wider function.

Finance, Harrow Council

- Provide detailed analysis of all funding streams that currently come into the borough from central Government sources. This will include consulting with other partners about the funding sources that come into their areas
- Propose funding streams that might reasonably be merged
- Create the necessary financial mechanisms for the LAA to be administered through Harrow Council.

Performance Management, Harrow Primary Care Trust

- Champion the development of a performance management of the HSP and the delivery of the LAA
- Establish a working group to progress the development of a performance management framework for the HSP and the delivery of the LAA.

PROJECT INFORMATION:	
Consultation:	<p>A range of consultation and communication methods will be employed in this project. For more detail on the timings please refer to the timetable of project deliverables below. Methods for keeping stakeholders informed and involved is likely to include:</p> <ul style="list-style-type: none"> • Use of the intranet and internet – posting information on the development of the LAA • Use of email reminders and bulletins • Utilising internal forums such as the <i>Harrow Update</i> • Establishing a central storage repository for copies of draft and final LAA • Use of a Project Group to share information and peer review the blocks • Summit and workshops on the LAA process and development • Meetings/briefings • Launch activities for the LAA and distribution of copies • MORi Quality of Life Survey • Original consultation on the 2004 Community Strategy. <p>There is a clear expectation by central Government that the LAA will be developed with the involvement of relevant stakeholders including, in particular, the Voluntary and Community Sector (VCS) and local people themselves. It is expected that this engagement will be based on the Compact principles. The LAA must include a statement of the involvement of the VCS and local people in the design and delivery of the agreement.</p>
Risk management:	<p>Key risks:</p> <ol style="list-style-type: none"> 1. Misalignment between the expectation of central Government and Harrow's statutory and non-statutory partners 2. Inability to manage stakeholder expectations 3. Lack of responsiveness/engagement from key stakeholders 4. Lack of understanding on the purpose and parameters of the project by key stakeholders 5. Initial resource, timeframe and budget forecasts are insufficient which places pressure on the project 6. During the life of the project further improvements or areas for change are identified that cannot be addressed within the project 7. Final agreement cannot be reached either between the statutory and non-statutory partners or with central Government. <p>Risk mitigation strategies:</p> <ol style="list-style-type: none"> 1. Consistency checks throughout the processes and before finalisation of documents. Close engagement with central Government 2. Secure support for principles and approach to design of the process and final written agreement. Project timeframe includes proactive communications and consultation mechanisms. 3. Early advice of expectations and key contributions. Clearly communicate value and role of process to key stakeholders. 4. Project plan details clear communication process to key stakeholders about the scope of the project. 5. Negotiation of resourcing, reality checking of timeframes and budgets. Monitoring procedures in place to review progress to milestones. 6. Establish tracking mechanism/register to note issues that arise during the evaluation but cannot be captured within it. Project closure report will note these issues. 7. Open negotiation process with and between parties and central Government. Early commitment by all parties to try and reach a negotiated agreement.

PROJECT INFORMATION:	
Budget:	<p>2005/06 financial year</p> <ul style="list-style-type: none"> • Formatting, editing, printing and distribution of Local Area Agreement (1000 copies @ £2.00) • Meetings/briefings (rooms and refreshments) 10 meetings @ £15 each.

No.	PROJECT DELIVERABLES	TIMESCALE	NO. WKG DAYS
Phase One: Getting Started/Preparation			
1	Paper on the development of Harrow's Local Area Agreement considered by HSP Board in a joint meeting with HSP Management and Reference Group Chairs.	Thurs 21Jul 2005	1
2	Identification of leads for each block with support from other specialists as required by HSP Executive, Management and Reference Group Chairs.	Thurs 21 July 2005	1
3	Approval of Project Scope by HSP Board.	4 August 2005	1
4	Discuss and agree Project Scope with Government Office for London (GOL)	Tues 26 July – 5 August 2005	9
5	Circulate timings information to all partners to allow people to plan ahead for resources needed. Post on intranet, place in <i>Harrow Update</i> , use email bulletins.	8 August 2005 (Dependant on GOL sign off)	1
6	Establishment of a LAA Project Team drawing together the leads from each block, a representative from Finance (Harrow Council), a representative from the Communications Unit (Harrow Council) and a representative with performance management expertise. The project team will be lead by an officer from the PPS.	Thurs 21 – Mon 25 July 2005	3
7	PPS and/or Project Group will gather and analyse evidence across agencies to inform discussion at the HSP Summit on what the local priorities will be (draw on the Harrow Vitality Profiles, MORI Survey and other relevant evidence). High level information will be fed into the 4 August HSP Board meeting.	Mon 25 July – Fri 29 July (high level) Further analysis through August to feed into HSP Summit 8 September	5 15
8	Project Group will scan pilot LAAs for ideas in developing good practice, including looking at what pilots are doing to address performance management	1 August – 31 August 2005	23
9	Project Group will explore and clarify that each organisation's internal financial management and governance arrangements are robust enough to support the LAA development and delivery. Recommend to the HSP Executive key actions to address this if any required.	August –October 2005	
10	Project Group will determine what funding streams currently come into the borough (lead by Finance Officer, Harrow Council)	August – October 2005	

No.	PROJECT DELIVERABLES	TIMESCALE	NO. WKG DAYS
11	Project Group (lead by Communications Unit, Harrow Council) will develop of a communications strategy to agree a regular flow of information between the parties.	25 July - 12 August 2005	14
12	Special meeting of HSP Board, Executive, Management and Reference Group Chairs, Harrow Council's Cabinet and Block Lead Officers – discussion about objectives and outcomes (the 'warm up event'). Develop a preliminary list of outcomes.	4 August 2005	1
13	Project Group to consider if the emerging outcomes mean that we need to involve other partners – the public, service users, health and emergency services, voluntary and community sector organisations, local businesses, regional players – eg the Regional Development Agency, Learning Skills Council, Transport for London. Make recommendations to the HSP Executive on any new suggested partners.	8 August – 12 August 2005	5
14	HSP Executive consideration (out of session) of any new suggested partners	15 August – 19 August	5
15	Management and Reference Group Chairs give consideration to how they would like to input to the discussion with GOL on 15 August	21 July – 11 August 2005	13
16	Event with the Voluntary and Community Sector to gain input and to discuss how to take things forward. Project lead to attend this meeting	12 August 2005	1
17	Meet with GOL to discuss overall direction of travel and any special approaches we may already be considering	15 August 2005	1
	Development of the LAA		
18	Refinement and exploration of the initial outcomes by the Project Group to provide supporting information to the HSP Summit	4 August – 31 August 2005	20
19	Project Group to explore and clearly identify links between outcomes, cross-cutting issues (eg regeneration, equalities, sustainable communities, housing, transport and cultural) and the four blocks	4 August – 31 August 2005	18
20	HSP Summit with special focus given to the development of the LAA. Agreement of high level outcomes	8 September 2005	1
21	Preparation of topline submission to GOL– drafted by Project lead with the input by the block lead officers. Where possible this will also identify key challenge areas and freedoms and flexibilities.	9 September – 15 September	4

No.	PROJECT DELIVERABLES	TIMESCALE	NO. WKG DAYS
22	HSP Executive sign-off on topline submission.	22 September 2005	1
23	Topline submission submitted to GOL	30 September 2005	1
24	Project Group identification of freedoms and flexibilities and funding streams necessary to support outcomes	9 September –28 October 2005	35
25	Project Group identification of indicators and targets (including those identifies for the reward element)	9 September – 28 October 2005	35
26	Clearance of freedoms, flexibilities and funding streams with HSP Executive	Out of Session early November 2005	1
27	Clearance of indicators, targets and performance (including those identified for the reward element) with HSP Executive	Out of Session early November 2005	1
28	Project Group to draft LAA submission for consultation with central Government	Early November 2005	
29	HSP Executive consideration of draft LAA submission for consultation	22 November 2005	1
30	Consult with central Government on draft LAA submission	End November 2005	
31	Clearance of freedoms, flexibilities and funding streams by central Government	December 2005	
32	Clearance of indicators, targets, performance with central Government	December 2005	
33	Redrafting of LAA	January 2006	
	Sign Off		
34	Send to HSP Executive for feedback.	10 January – 13 January 2006	4
35	Incorporate feedback and revise LAA.	16 January – 19 January 2006	4
36	Finalised LAA sent to HSP Executive for sign off	27 January 2006	1
37	Prepare covering Cabinet report on LAA and submit to Committee Services.		
38	Cabinet sign off on final LAA	16 February 2006	1
39	Prepare covering report to Full Council on LAA and submit to Committee Services.		
40	Full Council sign off on final LAA	23 February 2006	1
41	HSP Board Sign off on final LAA	Out of session middle February 2006	
42	Submit final LAA to GOL	28 February 2006	
43	Ministerial sign off of LAA	March 2006	

No.	PROJECT DELIVERABLES	TIMESCALE	NO. WKG DAYS
44	LAA begins operation	1 April 2006	
45	Distribution and launch of LAA and summary document – internal and external. Place on intranet and internet, press releases, article in local press, notice in <i>Harrow Update</i> . (Potentially some wider function to promote release of document also – Communications to coordinate).		

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Harrow Strategic Partnership Board

Thursday 4 August 2005

Communication between the Harrow Strategic Partnership and Harrow Council's Elected Members

Purpose

This paper proposes the development of clear channels of communication between the council's Cabinet and the Harrow Strategic Partnership (HSP).

The HSP Board is requested to note the HSP Executive, at its 21 July 2005 meeting, considered and agreed the proposals 1 through 7 below.

Background

The Harrow Strategic Partnership was launched in May 2003. The last two years have seen efforts to develop its structure, secure the appropriate membership and establish its priorities.

Given the government's and external assessors' increasing focus on the use of local strategic partnerships to improve local quality of life through the identification of local priorities, there is a continued need for the council to promote its community leadership role through leading and actively contributing to the work of the partnership and ensuring that the HSP functions with due regard to effectiveness, efficiency and transparency.

For these reasons the following measures outlined 1 through 7 below were proposed to, and accepted by, the HSP Executive at its 21 July 2005. The aim of these measures is to ensure that elected members are informed about the work of the HSP. These include both immediate and medium-term actions:

Immediate Action:

1. The agenda and minutes from HSP Board and Executive meetings to be lodged with political group offices and members informed that the papers can be accessed via the council's website or the group offices.
2. Relevant portfolio holders to receive copies of the minutes of the appropriate Management and Reference Group meetings.
3. A quarterly HSP electronic update to be despatched to all elected members. Elected members on the HSP Board may wish to brief their groups in further detail. In addition, quarterly reports on HSP activity will be made to fellow portfolio holders by the Leader of the Council and portfolio holder for Communications, Human Resources and Partnership.

Medium Term:

4. All members be invited to attend a member development session to be held in the Autumn. This session will outline what the role of the HSP is, what its achievements have been and areas of emerging work.
5. The HSP has agreed to the development of a performance management framework for the HSP. As part of this, a leadership questionnaire will be prepared over the next two months. Cabinet members will be invited to complete the questionnaire in order to contribute to the evaluation of the HSP.
6. As part of the performance management framework referred to above, an HSP Scorecard will be developed. It is proposed that Cabinet receives quarterly reports on the HSP Scorecard, for information.
7. There will be periodic joint meetings between the HSP Board and Cabinet as appropriate, for example, in June this year, Harrow secured Local Area Agreement (LAA) status, through a bid developed by the HSP. It is proposed that joint meetings take place between the HSP and Cabinet for the sign off of Harrow's priority areas and targets.

Paul Najsarek, Director of Organisational Performance
26 July 2005

Harrow Strategic Partnership Board

Thursday 4 August 2005

Appointment of the Chair and Vice Chair of the HSP Executive

The HSP Board is requested to note the HSP Executive at its 21 July 2005 meeting considered and agreed the appointment of the Chair and the Vice Chair of the HSP Executive for 2005-2006.

The Chair is Joyce Markham, Chief Executive, Harrow Council.

The Vice Chair is Julia Smith, Chief Executive, Harrow Association of Voluntary Service.

Paul Najsarek, Director of Organisational Performance
26 July 2005

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