



**HARROW STRATEGIC PARTNERSHIP BOARD MEETING**

**WEDNESDAY 22 OCTOBER 2008 AT 6.00 PM**

**COMMITTEE ROOMS 1 & 2, HARROW CIVIC CENTRE**

**AGENDA**

**Members:**

<b>Councillor David Ashton (Chairman)</b>	Leader; Strategy, Partnership and Finance Portfolio Holder	Harrow Council
<b>Councillor Susan Hall</b>	Deputy Leader, Environment and Community Safety Portfolio Holder	Harrow Council
<b>Councillor Bill Stephenson</b>	Leader of the Labour Group	Harrow Council
<b>Councillor Phillip O'Dell</b>	Deputy Leader of the Labour Group	Harrow Council
<b>Dr Gillian Schiller (Vice- Chairman)</b>	Chairman	Harrow Primary Care Trust
<b>Dr Karim Murji</b>	Metropolitan Police Authority	Metropolitan Police Authority
<b>Richard Walton</b>	Borough Commander, Harrow Police	Metropolitan Police Service
<b>Howard Bluston</b>	North West London Chamber of Commerce	Business Sector Representative
<b>Allan Conway</b>	President, North West London Chamber of Commerce	Business Sector Representative
<b>Malcolm Parr</b>	Harrow in Business	Business Sector Representative
<b>Allen Pluck</b>	Harrow In Business	Business Sector Representative
<b>Neil Tornes</b>	Kodak Limited	Business Sector Representative
<b>Jacqui Mace</b>		Further Education Sector
<b>Julie Browne</b>		Voluntary and Community Sector Representative
<b>Mike Coker</b>		Voluntary and Community Sector Representative
<b>Kris Fryer</b>		Voluntary and Community Sector Representative
<b>Yvonne Lee</b>		Voluntary and Community Sector Representative
<b>Dr Mhaden</b>		Voluntary and Community Sector Representative
<b>Julia Smith</b>	Chief Executive, Harrow Association of Voluntary Service	Voluntary and Community Sector Representative
<b>Professor Simon Jarvis</b>	University of Westminster	Higher Education Representative
<b>Raj Saujani</b>	Stanmore College	Further Education Representative
<b>Daniel Elkeles</b>	Director of Operations, North West London Hospitals Trust	Acute Hospitals Trust
<b>Michael Lockwood</b>	Chief Executive	Harrow Council

Officers:

Mike Howes	Service Manager, Policy and Partnership Service	Harrow Council
Trina Taylor	Senior Policy Officer, Policy and Partnership Service	Harrow Council
Tom Whiting	Assistant Chief Executive	Harrow Council

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## **AGENDA - PUBLIC**

1. **Apologies:**  
To receive any apologies for absence.
- Enc 2. **Minutes:** (Pages 1 - 8)  
That the minutes of the Board Meeting held on 7 August 2008, having been circulated, be taken as read and signed as a correct record.
3. **Matters Arising:**  
(if any)
4. **Comprehensive Area Assessment:**  
To receive a verbal presentation from David Forster, Zurich Municipal.
5. **Championing Harrow (to follow):**  
To receive a report from the Director of Community and Cultural Services.
- Enc 6. **Governance Arrangements:** (Pages 9 - 28)  
To receive a report from the Assistant Chief Executive, Harrow Council.
- Enc 7. **Partnership Communications:** (Pages 29 - 30)  
To receive a report from the Assistant Chief Executive, Harrow Council.
- Enc 8. **Review and Refresh of the Local Area Agreement:** (Pages 31 - 36)  
To receive a report from the Assistant Chief Executive, Harrow Council.
- Enc 9. **Proposed Refresh of Harrow's Sustainable Community Strategy:** (Pages 37 - 42)  
To receive a report from the Assistant Chief Executive, Harrow Council.
10. **Pump Priming Grant Awards (to follow):**  
To receive a report from the Assistant Chief Executive, Harrow Council.
11. **Any Other Urgent Business:**
12. **Date of Next Meeting:**  
The next Board Meeting is scheduled for 13 January 2009.

## **AGENDA - PRIVATE-NIL**

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

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**HARROW STRATEGIC PARTNERSHIP BOARD**

**Minutes of the meeting held on Thursday 7 August 2008**

**(1) Present:**

**Harrow Strategic Partnership Board Members:**

Councillor David Ashton (Chairman)	Leader; Strategy, Partnership and Finance Portfolio Holder	Harrow Council
Councillor Susan Hall	Deputy Leader, Environment and Community Safety Portfolio Holder	Harrow Council
Councillor Bill Stephenson	Leader of the Labour Group	Harrow Council
Dr Gillian Schiller (Vice- Chairman)	Chairman	Harrow Primary Care Trust
Neil Tornes	Kodak Limited	Business Sector Representative
Mike Coker		Voluntary and Community Sector Representative
Kris Fryer		Voluntary and Community Sector Representative
Yvonne Lee		Voluntary and Community Sector Representative
Dr Mhaden		Voluntary and Community Sector Representative
Julia Smith	Chief Executive, Harrow Association of Voluntary Service	Voluntary and Community Sector
Michael Lockwood	Chief Executive	Harrow Council
Also present: Chris Marland (deputising for Malcolm Parr)	Harrow In Business	Business Sector Representative

**(2) The following Harrow Officers attended:-**

Andrea Durn	Service Manager- Performance	Harrow Council
Andrew Howe	Interim Director	Harrow PCT
Mike Howes	Service Manager, Policy and Partnership Service	Harrow Council
Trina Taylor	Senior Policy Officer, Policy and Partnership Service	Harrow Council
Tom Whiting	Assistant Chief Executive	Harrow Council
Paul Williams	Service Manager – Risk Management	Harrow Council

## **Apologies were received from:-**

Councillor Phillip O'Dell (Deputy Leader of the Labour Group) (Harrow Council), Dr Karim Murji (Metropolitan Police Authority) (Metropolitan Police Authority), Howard Bluston (North West London Chamber of Commerce) (Business Sector Representative), Julie Browne (Voluntary and Community Sector Representative), Professor Simon Jarvis (University of Westminster) (Higher Education Representative), Richard Walton (Borough Commander, Harrow Police) (Metropolitan Police Service) and Allen Pluck (Harrow In Business) (Business Sector Representative)

## **ACTION**

### **152. Membership:**

It was noted that in the recent voluntary and community sector elections there had been a tie for fourth place. It was agreed, in the light of the new governance arrangements about to be instituted, that the membership of the voluntary and community sector be increased to five representatives.

All to note

The Chairman welcomed Yvonne Lee and Dr Mhaden to their first meeting of the Partnership. Kris Fryer, Mike Coker and Julie Browne were congratulated on their reappointment.

### **153. Apologies:**

Apologies were received.

### **154. Minutes:**

**AGREED:** That the minutes of the meeting held on 13 May 2008, be taken as read and signed as a correct record.

### **155. Matters Arising:**

There were no matters arising.

### **156. Championing Harrow:**

An update on Championing Harrow was received by the Board. The Board expressed disappointment that an officer was not present to respond to any questions.

It was noted that a 'Flying the Flag' Olympic Handover was being held on 24 August 2008 during which an Olympic flag would be raised at the Civic Centre. It was suggested that all Partners receive prompt notification of the event.

**AGREED:** That (1) the update be noted; and

(2) all Partners be promptly notified of the 'Flying the Flag' event.

LM/All to  
note

### **157. Aiming High for Disabled Children:**

A report from the Primary Care Trust was received which outlined the work being undertaken by the PCT in developing services for disabled children and those with complex care needs. The work included partnership commissioning arrangements for disabled children together with an Aiming High for Disabled Children Charter, which would formalise current commissioning intentions and enable future funding streams to be robustly monitored and targeted to outcomes for disabled children.

It was noted that the report did not contain the actual Charter agreed by the PCT Board and the Interim Director of the PCT undertook to circulate the final version.

AH/All to note

The Vice-Chairman stated that the Charter had been signed by all London PCTs. The Chief Executive of Harrow Association of Voluntary Service referred to a discussion at the Children and Young People's Partnership which considered the Charter a very good idea.

The Board welcomed the initiative. It was suggested, and agreed on behalf of the PCT, that the draft action plan include the appropriate Portfolio Holder.

AH/All to note

**AGREED:** That the report be noted and the work being undertaken be supported.

All to note

**158. Data Quality Policy:**

The Service Manager – Performance presented a report on the Data Quality Policy principals and Audit Commission standards for the Partnership. It was noted that the External Auditors were currently looking at how the Council used data and how it was shared with Partners. The Audit Commission had developed standards with regard to partnerships which were listed in the report and comments were sought from the Board.

A Voluntary and Community Sector Representative highlighted the difficulty in obtaining consistent statistics for monitoring information by the voluntary sector which was often disproportionate to the sum of money in question. The Service Manager – Performance agreed that overly complex systems were not necessary and offered support to work with the sector.

The Chairman drew attention to the statement that the need for accuracy should be balanced against the use, cost and effort of collection. Where compromises had to be made on accuracy, the resulting limitations of the data should be clear to its users.

In response to a question as to what was required of the Council's Partners, the Board was informed of the standards the Audit Commission would expect the Partnership to have agreed as a framework and standards. Large organisations would have an equivalent framework whilst a data quality template for use by smaller organisations would be useful.

The Vice-Chairman referred to the discussion on a Joint Strategic Needs Assessment at a previous meeting of the Board which included kite marking quality, the need to be aware of how current and robust data was, and that the officers were progressing a timetable to deliver the JSNA.

The Chief Executive of Harrow Council informed the Board of the proposal for a Joint Intelligence Unit, the first stage of which was to bring together all the information held by the Council on Harrow. The second stage would be to combine this with information held by Partners, such as the PCT and Police to provide an improved assessment of issues in Harrow. It had been agreed in principle to undertake an exercise in co-locating a

combined unit. Progress would be reported back to the Board.

All to note

**AGREED:** That the Data Quality Policy principals and Audit Commission standards for the Partnership be adopted.

**159. CAA and the Area Assessment:**

The Board received a report detailing the risk management approach to the new Comprehensive Area Assessment. It was noted that the methodology had been made available the week prior to the meeting and was required to be in place by 1 April 2009. The report focused on the three questions – priorities expressing local need, how well it was delivered and prospects for future improvement.

The Chairman stated that the item had been the subject of discussion at a recent LGA conference. It encouraged Partners to work together as any failure would affect the other Partners. Any comments on the report should be conveyed to the Senior Policy Officer.

All to note

Councillor Bill Stephenson (Leader of the Labour Group, Harrow Council) referred to the suggestion that a partnership manager co-ordinate and update the risk register and recommended that the officer also input a resource to ensure that the groups delivered.

In response to a question, it was noted that definitions had been established to reflect the themes of the original Local Area Agreements although additional definitions could be required over time.

The Chairman referred to the Large Employers' Network and raised the possibility of it linking into the HSP and forming a Management Group as it was an important part of the Partnership remit. If appropriate he would raise it at a future meeting.

DA/All to  
note

**AGREED:** That (1) the recommended approach for the area assessment to the Comprehensive Area Assessment be noted;

(2) the Board agree to nominate a partnership manager from each management group to be responsible for co-ordinating and updating the risk registers.

**160. Compact Investigation Report:**

The Board received a Compact Investigation Report relating to decisions of the Harrow Council's Grants Advisory Panel taken at a meeting held on 5 March 2008.

It was reported that a satisfactory conclusion had been reached subsequent to the efforts and contribution from a wide range of people and the process had given credence to the Compact.

Mike Coker, a Voluntary and Community Sector Representative and Advisor to the Grants Advisory Panel outlined his concerns that had resulted in the Compact Investigation.

In view of a satisfactory conclusion being reached it was decided inappropriate to refer it to the Council for consideration but to refer it to the



Overview and Scrutiny Committee for information.

**AGREED:** That the Compact Investigation Report and outcome be submitted to the Overview and Scrutiny Committee for information.

MH/All to  
note

**161. Scrutiny Review - Delivering a Strengthened Voluntary and Community Sector - Interim Report:**

The Chief Executive of Harrow Association of Voluntary Service introduced an interim report of the Scrutiny Review on delivering a strengthened voluntary and community sector. The final report was expected to be available in December.

She stated that some really good work had taken place and the voluntary and community sector were pleased to have been involved as equal partners.

The Chairman responded that the Council considered the review to be a high priority.

**AGREED:** That the report be noted.

All to note

**162. Delivery of the New Local Area Agreement:**

The Board received a report updating it on the processes that were being put in place to communicate and monitor the delivery of the recently agreed Local Area Agreement.

Partners were requested to look at the delivery plans, identify any gaps and inform the Senior Policy Officer by 3 September if there was anything further that their group was contributing. Organisations were requested to publicise the new LAA and delivery plans by adding a link to their website, circulating press releases and distributing a letter to everyone who had been involved in the process.

All note note

The officers were requested to maintain a consistent format for the plans and to have a one page bullet summary of the process to enable it to be discussed more widely.

TT/MH

A Voluntary and Community Sector Representative suggested that National Indicator 7 (Improve the environment to enable a thriving third sector) be reassigned to the Voluntary and Community Sector Forum whilst retaining the Lead Officer.

**AGREED:** That an updated report be submitted to the next meeting.

TT/All to  
note

**163. Local Area Agreement - Action Plans:**

The Board reviewed the action plans prepared by the Community Cohesion Management Group and the Safer Harrow Management Group in order to address and rectify the poor performance of the volunteering stretch indicator and the non residential burglary indicator.

It was noted that although the Quality of Life Survey had resulted in a green score it remained in the action plan to ensure the position was maintained. A Voluntary and Community Sector Representative suggested

that the action plan for volunteering should be more extensive, particularly given that the Scrutiny report contained eight or nine proposals.

In response to a question as to why only two areas were detailed, it was noted that the two areas chosen were considered capable of improvement whereas it had already been decided that an improvement in the reduction of fixed term exclusions was unattainable. Improvement in attendance at the 25% worst performing schools was not considered possible.

With regard to the proportion of adults who said that people from different backgrounds got on well in their neighbourhood, the action plan referred to a small group and funding of £40k had been identified for a programme of work in four wards with an additional £10k publicity.

The Police were confident that the figures for non residential burglary would return to previous levels.

**AGREED:** That (1) the report be noted;

(2) an updated action plan for volunteering be submitted.

MH/All to  
note

**164. Update on Harrow's Voluntary and Community Sector Consortium:**

A report was received to update the Board on the progress of the Harrow Voluntary and Community Sector Consortium and to highlight members' concerns to the HSP.

The HVCSC had taken its concern regarding the issues around the awarding of the contract for Links to the Overview and Scrutiny Committees. The Leader of the Council and Corporate Director of Finance had undertaken to speak to the Forum. The voluntary sector required commission training and would like to work with the HSP.

The Chairman referred to a LGA conference on commissioning the third sector which included training programmes and asked the Service Manager, Policy and Partnership Service to make the documentation available.

**AGREED:** That (1) the report be noted;

(2) details of the training documentation from the LGA conference be made available.

MH/All to  
note

**165. Proposed LAA Performance Reward Grant 2008 - 2011:**

An update on the Government's proposed performance reward grant mechanism for the new Local Area Agreement, which was currently out for consultation, was received by the Board. It was noted that it was based on overall average performance and not against local indicators or statutory children's indicators

In response to questions, it was noted that it was not possible to get more than 100% so if the target was exceeded there was no further reward. It was suggested that the threshold should be 50% with a full grant at 90%.

It was further noted that the amounts involved were too small to be an

incentive. Most of the delivery was for the Police, Council and PCT. Should there be a third round the £2.2m could serve as pump priming for a third round.

**AGREED:** That the report be noted and the comments raised be conveyed to the Government.

MH/All to  
note

**166. Partnership Governance:**

The Board considered proposals for restructuring the Partnership contained in a Governance Handbook which set out the formal interaction between the proposed new Partnership bodies. A paper was circulated detailing a reduced membership of the Partnership Assembly of 29.

It was noted that the proposals arose from the forthcoming introduction of the Comprehensive Area Assessment; the outcomes of the IDeA Peer Review undertaken the previous year which identified duplication within the present structures and limited reach of the existing Partnership; and partners' own conclusions that more could be achieved with a streamlined organisation.

The Service Manager, Policy and Partnership Service, referred to the proposal at the previous meeting to implement a structure of a larger assembly and smaller executive. The key features of the proposed structure were a summit held twice a year, wider representation with an assembly with a suggested membership of 29, and a Board of five.

Discussion arose on the size of the Assembly. The originally proposed membership of 46 was considered to be dysfunctional for a body to provide strategic direction. Membership should be based on those who could contribute to the Assembly and add value. Some partners would be better engaged on Management Groups such as Head Teachers on the Children and Young Peoples Group. The Chief Executive would advise the Assembly but would not be a member. Whilst young people could be invited to meetings they could be more interested in Partnership Boards. In addition to the Chairman of the Older Persons Reference Group, the Chairman of the Voluntary Sector Reference Group should be on the Assembly. The idea of a summit meeting twice a year was welcomed particularly for accountability and visibility.

Members of the Board were invited to write in with comments. The Service Manager, Policy and Partnership Service was requested to liaise with those who were not in attendance at the meeting in order to ensure feedback from every Group.

**AGREED:** That consultation take place and a further report be submitted.

MH/All to  
note

**167. Date of Next Meeting:**

The next meeting was scheduled for 22 October 2008.

[Note: The Meeting, having commenced at 6.00 pm, closed at 7.23 pm]

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**HSP Board**

**22<sup>nd</sup> October 2008**

**Governance Arrangements**

1. Introduction

This report presents to the Board for approval the Governance arrangements that have evolved over the last 12 months.

2. Recommendation

That the Board considers the amendments (shown as tracked changes on the attached version of the Governance Handbook) and other suggestions that may arise during debate and adopts a final version of the arrangements for immediate implementation.

3. Background.

3.1 For well rehearsed reasons, the Partnership has been exploring new governance arrangements over the last 12 months. A version of the Governance Handbook was presented to the Board at the last meeting in August and various amendments proposed particularly to the extent of membership of the Assembly. That meeting then deferred adoption of the Governance Handbook to allow for further consultation and reflection.

3.2 Since that meeting several comments have been received which are reflected in tracked changes on the attached version of the Handbook. The majority of the changes refer to a proposal to change the names of two of the Partnership bodies. It has been suggested that the term "Assembly" is no longer appropriate for a body comprising some 29 members and that, instead, this group should be called the Partnership Board. This, in turn, would require a new name to be adopted for the smaller group which it had been intended to call the Harrow Board. The new suggestion is that this group should be known as the Harrow Chief Executives.

3.3 The other significant comment is on page 25 where the Overview and Scrutiny Committee resolved to pass on the comment of the Chief Executive of the North West London Hospitals NHS Trust that the revised governance arrangements would diminish the ability of the Trust to contribute to joint working. It is understood that the Trust believes that it should be a member of the Harrow Chief Executives' Group.

3.4 Other changes are minor clarifications.

Tom Whiting  
Assistant Chief Executive

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# **Harrow Partnership**

## **Governance Handbook**

**October 2008**

## **1. INTRODUCTION**

1.1 This Handbook sets out the strategic, decision-making and operational structure of the Harrow Partnership, and identifies the roles and responsibilities of partners. The information in this Handbook will be reviewed and updated as the Partnership evolves.

1.2 To ensure that you have the most up-to-date version, please contact Policy and Partnerships, London Borough of Harrow, Harrow Civic Centre, Station Road, Harrow, HA1 2XF, or go to: [www.Harrow.gov.uk](http://www.Harrow.gov.uk)

## **2. BACKGROUND**

2.1 The Harrow Strategic Partnership (now the Harrow Partnership from 2008) was established in 2003.

2.2 Since its inception, the Partnership has developed and evolved significantly. Over time it adopted Harrow's Sustainable Community Plan and has overseen its implementation, and two Local Area Agreements

## **3. PURPOSE**

3.1 The Harrow Partnership was established as the overarching strategic partnership for the Borough. Its objective is to work together with all partners on issues that are key to the people of the Borough, including residents, workers and visitors, as reflected in the Sustainable Community Plan.

3.2 The Partnership's primary objectives are to deliver the Sustainable Community Plan, and the Local Area Agreement. This is achieved through:

- promoting a network of public and other agencies committed to the delivery of effective, efficient and high quality services, that will provide optimum outcomes;
- setting strategic objectives and operational plans, including the commitment of core resources and agreement to continuous review of Partnership arrangements;
- in particular, coordinating the development and implementation of the Sustainable Community Plan for Harrow, ensuring that the needs of all parts of Harrow's community, including black ethnic minority groups, people with disabilities and other minority interests are taken into account;
- promoting collaboration between Partnership Members, particularly relating to skill sharing, training, resource management, external funding and bid development; and good practice; and
- development and implementation of a Communications Strategy that ensures effective communication between the work of the Harrow Partnership, Partnership Members and the local community.

## **4. STRUCTURE OF THE HARROW PARTNERSHIP**

### **Introduction**

4.1 Harrow's Local Strategic Partnership is known as the Harrow Partnership. The Harrow Partnership consists of senior representatives from the public, private, voluntary and community sectors. Members are nominated and recruited on the basis of their capacity to represent their organisations and not their individual interests. Representatives of the voluntary and community sector are elected biennially by the sector.



4.2 The members of the Partnership are attached at Appendix A. Membership of the Harrow Partnership Board and the Harrow Chief Executives is regularly reviewed. Invitations for additional representatives to join are by prior agreement between the existing Members.

4.3 The partnership consists of a number of key groups:

- Partnership Summits
- The Partnership Board
- The Harrow Chief Executives;
- At least two Reference Groups
- Thematic Management Groups and
- A number of delivery groups.

## **A) THE SUMMIT**

4.4 Not less than twice a year, the partnership will hold a public summit meeting for wide public discussion of the direction of the Partnership and other matters of local importance. One Summit meeting will incorporate the Annual Meeting of the Partnership and the discussion of the partnership Annual Report.

4.5 Invitations to the Summit will be sent to a mailing list to be developed from those held by the Partner agencies and, in particular, those developed by the voluntary and community sector. The aim is to achieve a wide and representative attendance.

4.6 The outcome of Summit meetings will be recorded and used to inform the development and monitoring of the partnership's work.

## **B) THE PARTNERSHIP BOARD**

### **Roles and responsibilities**

4.7 The Partnership Board is the governing body of the Partnership. It acts as a forum for discussion of strategic issues affecting the economic, social and environmental well being of Harrow's residents and businesses, meeting not less than three times a year. Through this discussion it sets the strategic direction and priorities for the Partnership, and provides governance to the Harrow Chief Executives in the production, revision and delivery of the Community Plan, and Local Area Agreement. In this it aims to ensure that the work of the Harrow Chief Executives reflects community aspirations. The Partnership Board is also pivotal in communication between the Partnership and the wider community.

4.8 Specifically, the Board will be responsible for

- developing strategic direction for the Partnership;
- providing leadership and direction to the family of Partnerships groups and bodies;
- agreeing the Sustainable Community Strategy as updated from time to time and recommending it to Partner organisations as the vision and objectives for the borough;
- agreeing the LAA as updated from time to time and recommending it to Partner organisations as a focus for their service planning and delivery;
- agreeing the Harrow Compact as updated from time to time and recommending it to Partner organisations as best practice in the development and maintenance of good working relationships between the statutory sector and the voluntary and community sector;

- receiving monitoring reports on progress in implementing both the Sustainable Community Strategy and LAA and holding HSP members accountable for its delivery; and
- examining from a community perspective initiatives explored by the Harrow Chief Executives
- generating ideas for potential inclusion in the Harrow Chief Executives' work programme.

#### 4.9 Members of the Partnership Board aim to:

- work proactively in the interests of better outcomes for Harrow residents and businesses and the interest of cordial partnership relations;
- provide leadership and be advocates for Harrow;
- share information, data, consultation initiatives, best practice and resources freely and openly wherever possible;
- consult and engage with all parts of the wider community to evaluate the Partnership's work and continually assess its relevance to the Harrow Community;
- prioritise the work of the Partnership and commit only to those areas of work which they can deliver, making time to prepare for and attend meetings and follow up actions;
- assist each other with key pieces of work in the interests of the profile, resourcing and operation of the Partnership, and better service provision in the borough;
- work together towards the development of an integrated network of public and other services, focusing on outcomes, minimising bureaucracy and working towards the aligning of budgets for appropriate projects and areas of work;
- support the development and implementation of a Performance Management Framework for the Sustainable Community Plan, Local Area Agreement and other projects. As a general principle, the Partnership Board will monitor, evaluate and publicise its work;
- promote clear and open decision-making, progressively integrated across different partners. Governance arrangements will be reviewed periodically but changes to the documentation and rules may take place between formal reviews with the agreement of the Partnership;
- develop mutual trust and respect through a willingness to participate in constructive debate and provide strong support; and
- promote innovation, be open to change and identify and share good practice.

#### 4.10 Organisations in membership of the Board and the Harrow Chief Executives are expected to:

- commit to a minimum two year term;
- contribute to decision-making, commit resources and commit to actions;
- insofar as is practical, align the objectives and processes of their own organisations with those of the Harrow Partnership and specifically to:
  - Align reporting from their performance management systems with the Harrow Partnership cycle and their objectives with the Sustainable Community Plan and its overarching strategies;
  - Ensure consistency between their business and service planning and the overall aims of the Harrow Partnership;
  - Align existing planning and budget cycles as much as possible;
  - Align consultation processes and share client base information where possible;

- Ensure distribution and communications of policy, strategic directives and decisions; and
- Consider longer-term streamlining and co-ordination of budgets.

## **Membership**

4.11 As the governing body of the Partnership, membership of the Board is made up of representatives from key public, private, voluntary and community umbrella organisations that are active in Harrow.

4.12 Members of the Partnership Board and the Harrow Chief Executives are named representatives of the participating organisations and networks and should each supply one named substitute. This named substitute may attend in place of the named representative.

4.13 The Partnership Board is chaired by the Leader of the Council in light of the Council's Community Leadership role and his/her position as the senior elected representative of the local community. The role of the Chair of the Partnership Board is to facilitate informed debate and broker agreement between the groups on issues brought before it.

4.14 Members of either the Partnership Board or the Harrow Chief Executives ideally should not also be Chairs of a thematic management group as this would reduce the opportunity for others to participate in the work of the Partnership and reduce effective overview, scrutiny and challenge.

## **Accountability**

4.15 The Partnership Board is accountable to its member bodies, as well as to the local community including the business sector. Its meetings are open to the public.

4.16 Formal monitoring of the work of the Partnership takes place through the production of an Annual Report that is subject to review by the Overview and Scrutiny Commission of Harrow Council.

4.17 Following this review, the Annual Report is presented at an annual meeting of the Assembly at which the work of the Harrow Chief Executives and Thematic Management Groups is presented and discussed with partner agencies and a wider partnership representation.

4.18 Progress against Partnership objectives will also be subject to the monitoring and scrutiny arrangements of individual partner bodies.

## **C) THE HARROW CHIEF EXECUTIVES**

### **Roles and responsibilities**

4.19 The role of the Harrow Chief Executives is operationally to manage the delivery of the priorities and targets of the Partnership as set out in the Sustainable Community Plan and Local Area Agreement. It does this through coordinating and monitoring the work of the five Thematic Management Groups.

Specifically, the Harrow Chief Executives will be responsible for

- taking forward the place shaping agenda;
- preparing for the introduction of the Comprehensive Area Assessment and ensuring that the partnership is working effectively;
- identifying opportunities for joint working to promote the Partnership's aims and objectives;
- tackling the big issues facing Harrow by proposing alignment of partner activity to address the issues identified;
- developing an overview of what is working in Harrow and why, and how other work streams and projects could benefit from their example;
- developing a joint planning framework;
- holding management groups to account for the delivery of the Sustainable Community Plan and the Local Area Agreement and providing support, challenge and direction as necessary;
- monitoring and providing support and direction as necessary for the area risk assessment
- identifying communication opportunities for the Partnership to increase its public profile.

The Harrow Chief Executives will meet at least 6 times a year.

## **Membership**

4.20 Membership of the Harrow Chief Executives is made up of senior executives from the key sectors/agencies in the borough, all of which are represented on the Harrow Partnership.

4.21 The Chair of the Harrow Chief Executives will be chosen by the Chief Executives

4.22 The Harrow Chief Executives may require Chairs (or, in their absence, Leads) of Thematic Management Groups to attend meetings to discuss performance.

## **Accountability**

4.23 The Harrow Chief Executives is accountable to the Partnership Board for delivery of the priorities and targets of the Harrow Partnership. Members of the Harrow Chief Executives will also be accountable to their own organisations.

4.24 Progress will be monitored through exception reports to the Harrow Chief Executives from the Thematic Management Groups on progress in delivering the identified priorities, in line with the Partnership's agreed Performance Management Framework. The Harrow Chief Executives in turn reports back to meetings of the Partnership Board on delivery.

4.25 Individual agencies and organisations on the Partnership will also monitor their contribution towards shared priorities through their own internal arrangements.

## **D) REFERENCE GROUPS**

4.26 There are currently two Reference Groups within the Partnership structure although others may be created as necessary. The current two groups are The Older Persons Reference Group and the Voluntary and Community Sector Forum.

4.27 Both of these Reference Groups are independent organisations that are self governing. The Partnership recognises these Groups as a source of expert advice on the interests of Older People and of the Voluntary and Community Sector. As such, the partnership invites both Reference Groups to consider relevant issues on which the Partnership and/or partner

organisations have taken a view, are preparing to take a view or, in the opinion of either Reference Group, should take a view. This includes the performance of Thematic Management Groups, the manner of service delivery, gaps in provision, the content and targets of the Local Area Agreement and development and recognition of the Compact and the content of the Sustainable Community Plan.

## **E) THEMATIC MANAGEMENT GROUPS**

### **Roles and responsibilities**

4.28 These bodies are tasked with coordinating delivery of the priorities of the Harrow Partnership, as identified in the Sustainable Community Plan and the Local Area Agreement. They will determine the need for, and the work programme of, any delivery groups that report to them and will actively monitor and manage the work programmes that take place. They will take responsibility for embedding key targets and for pursuing specific pieces of work on behalf of the Harrow Partnership.

4.29 Thematic management groups will meet as and when appropriate.

4.30 The main areas of work for the thematic partnerships are set out below:

### **Sustainable Development and Enterprise**

- Sustainable housing
- Strategic Planning
- Environment (including street scene)
- Transport
- The economy (including adult learning and skills)

### **Safer Harrow**

- Preventing and reducing crime, anti-social behaviour and substance misuse
- Public safety (including fire safety, traffic safety and civic contingencies)

### **Adult Health and Social Care**

- Improving health outcomes for adults
- Reducing health inequalities for adults
- Developing social care for adults
- Independent living
- Supported living

### **Children and Young People's Strategic partnership**

- Education
- Children's social care
- Youth services

### **Community Cohesion Management Group**

- Community cohesion and active citizenship
- Cultural Activities

- Engagement in sport
- Community Development
- Volunteering

## **Membership**

4.31 Membership of each thematic management group may be drawn from any of the organisations within the Harrow Partnership, and even beyond that where, for example, there is a need for additional expertise.

4.32 However, the Chair of each thematic management group is expected to be at least at Director level or equivalent of one of the Partnership's member organisations.

4.33 The Chair of each thematic management group will act as a champion for their particular theme and will provide high-level leadership for the delivery of the related priorities and outcomes. The Chairs will be reviewed on an annual basis.

4.34 Each thematic management group will also include the Council Portfolio Holder most closely associated with the business of each management group and representatives of the community either invited or elected.

## **Accountability**

4.35 These thematic management groups take direction from and are responsible to the Harrow Chief Executives for delivering relevant aspects of the Sustainable Community Plan and Local Area Agreement.

4.36 They will be expected to report their achievements against relevant priorities and targets to the Harrow Chief Executives on an exception basis, in line with the Partnership's agreed Performance Management Framework.

4.37 Thematic management group Chairs may be invited to attend Harrow Chief Executives meetings as required but will not be full, voting members of the Chief Executives' meeting.

## **F) DELIVERY GROUPS**

### **Roles and responsibilities**

4.38 The role of the delivery groups is to deliver the priorities of the Harrow Partnership, as identified in the Sustainable Community Plan and Local Area Agreement. Decisions about the configuration and number of delivery groups that relate to each thematic management group will be determined by that management group. The need for particular groups may come and go depending on the delivery of individual targets (i.e. once a target is met, the relevant group may no longer be needed) and the thematic management group's views as to the best arrangements for delivery. Delivery groups will meet as and when appropriate.

### **Membership**

4.39 Membership of each delivery group will be determined by the thematic management group and may be drawn from any organisations within Harrow and even beyond that where, for example, there is a need for additional expertise.

Note. It is suggested that it may be unduly restrictive for the membership of delivery groups to be agreed by Management Groups at the level of individuals. This is because some delivery groups such as Greener Harrow operate on the basis of a wide invitation to groups and individuals. The intention is not to restrict membership but to give management groups some say in the people in whom they invest their confidence to get things done. Accordingly, it is suggested that 4.39 should read

“The pattern for membership of each delivery group will be determined by the thematic management group....”

4.40 The Chair of the delivery group will be a member of the thematic management group. Delivery groups may include elected members from the Council, Council officers and/or representatives of the community and voluntary sector organisations and expert individuals.

### **Accountability**

4.41 Delivery groups are accountable to their thematic management group. They will be expected to report their achievements against relevant priorities and targets to their thematic management group on a regular basis, in line with the expectations of the Partnership’s Performance Management Framework.

## **G) AD HOC WORKING GROUPS**

### **Roles and responsibilities**

4.42 In addition to the normal practice of commissioning work through the thematic management groups, the Partnership Board and/or the Harrow Chief Executives may, from time to time, establish working groups to pursue particular projects.

4.43 Formal project methodologies will be expected to be used at the start of the project.

4.44 These groups will be set up on a ‘task and finish’ basis, and will be dissolved once the project has completed.

### **Membership**

4.45 Membership of the working group, including the nominated Chair, will be identified according to the project for which the group has been set up.

### **Accountability**

4.46 Working groups of the Partnership are accountable to the Harrow Chief Executives. The nominated Chair of the working group will be invited to the Harrow Chief Executives’ meeting to report on progress on the respective project at agreed intervals for the lifetime of the project. Decision-making in respect of dissolution of the working group at the completion of the project (or beforehand) lies with the Harrow Chief Executives.

## **5. TERMS OF REFERENCE**

5.1 The members of the Partnership share a commitment to striving to work with the Nolan principles which set standards in public life and the Compact principles which outline the guidelines for working with the voluntary and community sector. These are attached at Appendix B. The Nolan principles were designed to apply in particular to individuals, but they

provide a guide for the Partnerships and its members. In addition, Appendix B also contains guidance for members nominated or elected by organisations in Harrow

## **6. CONFLICTS OF INTEREST**

6.1 It is each member's responsibility to declare interests of relevance to the agenda at the start of any meetings (including Summits, the Partnership Board, the Harrow Chief Executives, Thematic Management Groups or any other meetings related to the Harrow Partnership), or immediately in the event that an issue is raised during a meeting. The Chief Executive's Office of the Council will maintain a register of any such declarations.

## **7. RESOLVING DISAGREEMENTS**

7.1 Any disagreement that has a direct connection with the work of the Harrow Partnership will be dealt with as follows:

- Insofar as is possible, conflicts should be resolved through discussion in the group where they occurred;
- Where a resolution cannot be reached, the conflict will be escalated to the level above it;
- If the conflict cannot be resolved at the Partnership, an independent body will be asked to mediate. It has been agreed that the Chief Executive of the London Borough of XXX will be the independent person for the purposes of any such conflict resolution;
- Conflicts should be resolved outside of fixed partnership meetings as far as is practicable, so as not to take up necessary meeting time; and
- The Chair of the tier of the partnership that a conflict has been escalated to may nominate an individual or set up a specific subgroup to investigate and resolve the dispute.

7.2 Where there is a complaint or disagreement relating to Compact matters... *to be completed once the Compact refresh has been completed.*

## **8. MEETINGS**

8.1 A general good practice guide to business meetings of the Partnership is attached at Appendix C.

### **The Partnership Board**

8.2 The Partnership Board meets not less than three times a year in public. The Leader of the Council chairs the Partnership Board, in recognition of his/her elected status and the Council's Community Leadership role. The Leader of the Council will invite nominations for the Deputy Chair. The Deputy Chair will retain this role for a maximum of two years.

8.3 Partnership Board meetings provide a forum for the discussion of strategic issues related to the borough. Any stakeholders, including officers of the Council or any other partner organisation and members of the public, may propose agenda items. A forward programme will be developed to reflect the strategic issues facing the Partnership.

8.4 Meetings of the Partnership Board are arranged by officers of Harrow Council. Agenda items must be submitted via the Policy and Partnerships Manager in the Chief Executive's Department at Harrow Council by the due date. Approval of the final agenda for a meeting rests with the Chair.



## **Harrow Chief Executives**

8.5 The Harrow Chief Executives will meet at least six times a year. The Chair of the Harrow Chief Executives will be selected by the members of the Chief Executives' meeting along with a Deputy Chair.

8.6 Agenda items may be put forward by any member of the Harrow Chief Executives, for example on issues related to the Partnership's strategy, policy or resources. Final approval of items for the agenda lies with the Chair or, in his/her absence, the Deputy Chair.

8.7 Agenda items must be submitted via the Policy and Partnerships Manager in the Chief Executive's Department at Harrow Council by the due date.

## **Decision Making**

8.8 Where an item is placed for decision, that decision will be taken by agreement of the Chief Executives, by vote if necessary.

## **9. RESOURCING THE PARTNERSHIP**

### **Resourcing the Partnership Board and the Harrow Chief Executives**

9.1 Harrow Council will provide support services for the Partnership Board and the Harrow Chief Executives. Seconded staff and other assistance from statutory and other agencies may add to the capacity of the office and assist in the effective support for the Partnership.

9.2 The Council will meet standard administration and accommodation costs for the Partnerships and their meetings. Any additional work is reliant on Partner contributions.

9.3 The office of the Chief Executive at Harrow Council will oversee the servicing and policy development aspects of the Partnership, in consultation with the Chairs of the Partnership Board and Harrow Chief Executives. However, representatives, board members or staff of any agency or organisation of the Partnership may contribute to or propose policy changes to the Partnership for consideration.

9.4 Democratic Services at Harrow Council are responsible for the timely preparation and distribution of agendas and minutes, in addition to booking meeting venues and refreshments.

### **Resourcing the Thematic Management Groups**

9.5 Servicing of the thematic management groups is the responsibility of the Chair of each of the management groups. Thematic management group members will be expected to contribute services and resources to ensure delivery against relevant priorities and targets.

9.6 The Chair of the Harrow Chief Executives will, when necessary, convene and chair meetings with some or all of the chairs and/or key staff/members of the thematic management groups to ensure progress on the commitments of the wider Partnership, or to discuss key issues of concern to the Partnership.

### **Resourcing the Delivery groups**

9.7 Servicing of the delivery groups is the responsibility of the Chair of each of the groups. Delivery group members will be expected to contribute services and resources to ensure delivery against relevant priorities and targets.

9.8 The Chair of the relevant thematic management group will, when necessary, convene and chair meetings with some or all of the chairs and/or key staff/members of the relevant delivery groups to ensure progress on the commitments of the thematic partnership, or to discuss key issues of concern to the partnership.

## **10. CONSULTATION, ENGAGEMENT AND COMMUNICATIONS**

10.1 The Partnership Board is responsible for engaging the wider community in the work of the Partnership. The Harrow Chief Executives will convene meetings of the Summit which may take the form of an event to which a wide range of partners and partnership members will be invited to discuss the work of the wider Partnership. The Partnership will also host a website that provides access to all Harrow Partnership papers. This will be managed through the office of the Chief Executive of the Council.

10.2 Responsibility for Communications for the Partnership will be delegated to a member of the Harrow Chief Executives supported by communications personnel drawn from the various organisations and agencies that are members of the Partnership. All partners will be expected to contribute to the development and delivery of a communications strategy for the Partnership.

## **11. PERFORMANCE MANAGEMENT**

11.1 The Partnership has an agreed Performance Management Framework that details how performance against both the Sustainable Community Plan and the LAA will be managed and monitored throughout the year. Thematic management groups are required to submit performance reports from which exception reports will be prepared for each Harrow Board meeting detailing progress on the delivery of Sustainable Community Plan and LAA targets and improvement deliverables.

11.2 The Partnership Assembly will produce an Annual Report that outlines performance over the previous year. This report is submitted to Harrow Council's Overview and Scrutiny Commission in order that the Partnership is held to account. Following this scrutiny, the report will be completed and published, usually in June following the end of the previous financial year.

## **12. RISK MANAGEMENT**

12.1 The Partnership has adopted an approach to managing risk through the creation of a risk register that categorises projects and actions as high medium and low risk. Risks are identified through projects; reports and the Partnership's Improvement Plan.

12.2 Each risk has associated mitigation actions associated with it, and a lead officer with responsibility for managing the risk. The register is circulated for monitoring and comment at alternate Harrow Chief Executives' meetings. The risk register process will be revised in 2008 as a result of the introduction of the Comprehensive Area assessment.

## **13. FINANCIAL AND LEGAL MANAGEMENT**

13.1 This section explains the financial arrangements that apply to the Harrow Partnership, and is divided into two areas:

- funding the work of the Harrow Partnership; and
- the financial arrangements for Harrow's LAA.

### **Funding the work of the Harrow Partnership**

13.2 The Harrow Partnership is not in receipt of Neighbourhood Renewal funding and, at present, does not formally have control over a joint budget. Under current arrangements, funding for Partnership projects and activities is determined on an ad hoc basis and shared between partners as appropriate.

13.3 A modest annual budget may be created for areas of work that support the Partnership's objectives and priorities for improvement. Examples include building the capacity of the voluntary and community sector, project support for development of the Local Area Agreement, and raising the profile of the Partnership and its achievements with the wider community and key stakeholders.

13.4 As a general rule, the three statutory partners (Harrow Council, Harrow PCT and Harrow Police) will contribute to this budget as follows:

- Harrow Council – 50%
- Harrow PCT – 25%
- Harrow Police – 25%

13.5 In January of each year, the Harrow Chief Executives will receive a report on the proposed budget for the next financial year, the work areas the budget will support, along with a breakdown of how the funding for the budget will be shared between partners.

13.6 In May of each year, the Harrow Chief Executives will receive a backward look at expenditure incurred in the previous financial year, including the outputs that the funding has produced.

13.7 In September of each year, the Harrow Chief Executives will receive a report, providing members on the mid-year position for that year's budget.

13.8 The Partnership may, from time to time, receive funding from external sources. The Partnership will seek to secure external funding in future years.

13.9 Where the Partnership receives external funding to support the delivery of a specific Sustainable Community Plan and/or LAA objective, the monies will be allocated to the thematic management group that is responsible for delivery. The Chair of the thematic management group has the authority to delegate the monies to a delivery group if he or she considers this appropriate. The thematic management group will be accountable for proper use of external funding and the annual budget report to the Harrow Chief Executives will include a summary of how external funding has been used and the benefits that this has achieved.

13.10 External funding may also be received to meet the objective of building the capacity of the Partnership. Decisions on how any such monies are allocated are the responsibility of the Harrow Chief Executives.

13.11 Any disputes that arise on the allocation of external funding within the Partnership will be resolved through the Partnership's dispute resolution procedure (see 7 above).

### **Area Based Grant**

13.12 The Council receives Area Based Grant for functions that previously attracted ring-fenced support. Area Based Grant is available to be spent as the Council determines within the constraints of the law. The Government has envisaged that one use of Area Based Grant could be the support of work to achieve the priorities negotiated in Local Area Agreements.

13.13 In determining how to use Area Based Grant, the Council will consult the Harrow Chief Executives and Partnership Board, particularly in relation to the priorities within the Local Area Agreement.

13.14 Members of the Partnership may align their budgets to support the delivery of the LAA targets.

### **Performance Reward Grant**

13.15 In return for achieving stretched performance in relation to the "old" LAA, Harrow will receive Performance Reward Grant (PRG) equal to 2.5% of the council's net budget requirement to reinvest in the area. The total potential reward grant is £6.3m.

13.16 If any target achieves less than 60% of the enhancement in performance, no PRG will be payable in relation to that target or sub-target. If any target achieves at least 60% but less than 100%, then the PRG will be payable on a pro-rata basis.

13.17 Whatever level of PRG is achieved, the grant will be paid in two equal instalments, half in the first financial year beginning on 1 April 2010, and half in the financial year beginning on 1 April 2011. Half of each instalment will be paid as a capital grant and half as a revenue grant, with no other restrictions on how the money is used. It is understood that there will be a mechanism to convert the capital reward grant to revenue if required.

13.20 The Partnership has previously agreed that 50% of any reward earned in relation to each target will be distributed to the organisations that worked to achieve the stretch. Thematic management groups will recommend to the Harrow Chief Executives for comment and the Partnership Board for decision how the PRG will be distributed once the "old" LAA has been completed. The new LAA reward mechanisms have not been agreed at the time of writing and a paper will be prepared for the Harrow Chief Executives for comment and the Partnership Board for decision once the details are known.

## **14. PARTNERSHIP IMPROVEMENT PLAN**

14.1 The Partnership will maintain an Improvement Plan. Actions within the Plan are derived from ongoing experience of the working of the Partnership, as well as specifically commissioned reviews and scrutiny of the Partnership, usually external, for example from the IDeA.

14.2 The Plan will be managed by the office of the Chief Executive of the Council, but responsibility for individual actions and targets may be shared amongst members of the Partnership and/or Harrow Chief Executives.

14.3 Progress against the Plan will be reported to the Harrow Chief Executives at alternate meetings – alternating with the risk register.

## Appendix A

### Membership of the Partnership Board

Leader of the Council\*  
Deputy Leader of the Council\*  
Portfolio holder with responsibility for the Local Area Agreement\*  
Leader of the Opposition\*  
Deputy Leader of the Opposition\*  
Chair, Harrow PCT  
Member of the MPA  
Representative, Chamber of Commerce  
Representative, Harrow in Business  
Representative, Large Employers' Network  
Representative x5, Voluntary and Community Sector  
Representative University of Westminster  
Representative, Further Education  
Chair Older People's Reference Group  
Representative, Learning and Skills Council  
Representative, North West London Hospital Trust  
Representative, Central and North West London Mental Health Trust  
Chair, HCRE  
Representative x2, Harrow Youth Parliament  
Representative x5, Management Groups

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Also attending

Chief Executive, Harrow Council  
Borough Commander, Harrow Police  
Chief Executive, Harrow PCT  
Chief Executive, HAVS  
Chief Executive, HiB  
Representative, Government Office for London

\* Distribution of Councillor positions subject to proportionality rules

### Membership of the Harrow Chief Executives

Chief Executive, Harrow Council  
Borough Commander, Harrow Police  
Chief Executive, Harrow PCT  
Chief Executive, HAVS  
Chief Executive, HIB

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Overview and Scrutiny Committee at their meeting on 23<sup>rd</sup> September resolved that the concerns expressed by the Chief Executive of the Trust regarding the diminished ability of the Trust to contribute to joint working as a result of the proposed new Harrow Strategic Partnership arrangements proposed by the Council be conveyed to the appropriate officers of the Council.

## Appendix B

### **Nolan Principles**

The code of conduct introduced by the Nolan Committee on standards in public life sets standard to which Partners should conform. These seven principles as applied to LSPs are:

**Selflessness** – partners should take decisions solely in terms of public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

**Integrity** – partners should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their LSP role.

**Objectivity** – In carrying out LSP business partners should always make choices on merit

**Accountability** – partners are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their role within the LSP.

**Openness** – partners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands

**Honesty** – partners have a duty to declare any private interests relating to their role with the LSP and to take steps to resolve any conflicts in a way that protects the public interest

**Leadership** – partners should promote and support these principles by leadership and example.

### **Additionally**

Individuals serving on any of the Partnership bodies do so as a representative of an organisation or as an elected representative of the voluntary and community sector. As such, individuals have responsibilities to:

- express on any issue under consideration at a Partnership body, the policy and practice of their nominating organisation as they understand it or the interests of the voluntary and community sector as a whole rather than their personal view;
- arrange for any agreement reached by the Partnership that requires ratification by their nominating body or sector to be submitted for ratification and to advocate for its approval;
- ensure that the aims, aspirations and ambitions of the Partnership are communicated widely within their nominating organisation or sector;
- for representatives of the voluntary and community sector, advocate for the advancement of the sector as a whole rather than on behalf of any particular

organisation except where the Voluntary and Community Forum has agreed that the interests of a particular organisation represent an issue of importance to the sector as a whole.

## Appendix C

### **Guide to business meetings**

#### **Before the meeting**

- A programme of meetings will be set annually in advance. This will include the key areas of work to be discussed at each meeting. The work programme will be managed by the office of the Chief Executive of the Council.
  - The agenda for meetings will be circulated by the Council one week in advance of the meeting.
  - Invitees should notify either Democratic services or the Policy and Partnerships team of their intention to attend or not. Each Member of the Partnership Board or the Harrow Chief Executives is expected to attend the meetings or ensure representation by the named substitute.
  - Agendas will be emailed to those Partners appointed as members and any other named attendee.
  - Attendees should make very effort to read papers circulated in advance of the meeting
  - All members are expected to note the meeting dates
- 

#### **During the meeting**

- Reports submitted must state the required recommendations and desired outcomes.
  - Anyone presenting a report should also state any interests in it from the outset.
  - Only members or their substitutes are invited to the table, with the exception of individuals invited by the partnership to present on particular topics.
- 

#### **After the meeting**

- Minutes will be circulated no later than two working weeks following the meeting.
- 

#### **Procedures**

- If any organisation misses more than three meetings in one year, the Partnership Board and the Harrow Chief Executives reserves the right to review its membership
- Extraordinary meetings may be called with the agreement of the Chair plus three other members.
- The quorum for the Partnership Board is 10 members and the Harrow Chief Executives is three members.

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**HSP Board**

**22<sup>nd</sup> October 2008**

**Partnership Communications**

Introduction

1. The Voluntary and Community Sector Forum has requested that there should be better reporting from Management Groups so that the Partnership as a whole can be informed of issues, progress and opportunities.

Recommendation

2. The Board is recommended to decide how best Management Groups can ensure that their proceedings are communicated across the Partnership.

Background

3. The Partnership includes 5 thematic management groups, responsible for ensuring delivery of the LAA targets and the Sustainable Community Plan aspirations, and 2 reference groups that represent specific communities of interest. The management and reference groups provide highlight reports to the HSP Executive and performance management information to enable scorecards performance reports to be prepared.

4. The Voluntary and Community Sector Forum, however, has identified gaps in the communication between management groups themselves and more generally between management groups and the rest of the Partnership. The Forum felt that there were various ways in which this issue might be addressed including the circulation of management group minutes, the wider circulation of the written reports produced for the Executive and a newsletter giving information about activity across all aspects of the Partnership.

5. If the new Governance arrangements are approved by the Board, the pattern of reporting to the Harrow Chief Executives and the Partnership Board will change and written highlights reports will be succeeded by exception reports drawing attention to areas where improved performance is required. These reports would not achieve the objectives that the Forum hoped to achieve.

6. Instead, it is suggested that the minutes of each Management and Reference Group meeting are posted on the Council's website unless and until a Partnership website is launched, and are circulated to all members of all groups (preferable, via e-mail). It is also suggested that the Policy and Partnerships service prepares from the minutes a newsletter at least once a quarter.

7. The existence of a publicly accessible and up to date file of Partnership minutes and newsletters will assist in demonstrating for CAA purposes that the Partnership communicates with its members and with the community.

Tom Whiting  
Assistant Chief Executive

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HSP Board  
22<sup>nd</sup> October 2008

**Review and Refresh of the Local Area Agreement**

**Summary**

Each LAA is subject to an annual review. The purpose of the review is to identify and address any issues around delivery, including risks and good practice, to help assess and benchmark progress over the three year span of the agreements. In addition, the review is an opportunity to revise, by exception, particular targets to reflect changes in local circumstances or national priorities.

This year's review will be different to the following years. This difference is in part because the first Comprehensive Area Assessment (CAA) which will provide evidence and conclusions to inform LAA annual reviews, does not take place until next year.

Another factor that makes the first annual review different is the significant number of targets discussed at recent negotiations that still need to be set. Because of this, government is adopting a more flexible approach to revising LAAs than the 'exception' standard allows. **Therefore this year there will be a distinct 'refresh' element to the annual review.**

Because this year's review is taking place in the context of limited delivery data, the review will be looking more at the local capacity and delivery arrangements to ensure future delivery. This is one reason why it is important to have our delivery plans in place. Other issues that will be considered are whether the performance management systems are in place, the arrangements with partners and their commitment, joint commissioning; and citizen engagement. This will include looking at efforts to communicate with residents on local priorities. The consultation activity that will be undertaken to refresh the Sustainable Community Strategy is one step towards helping us to engage with our residents about our priorities.

The refresh element of this years review may include some limited revisions where new evidence is available. The new evidence will need to be robust and inform a strong case for either removing or replacing an indicator. Most changes will be in terms of 'unfinished business' from the negotiations in June. This unfinished business comprises:

- delayed indicators
- revised indicators and targets that are inconsistent with their indicator definition

The aim is that all outstanding targets will be resolved ready for year two of the LAA (from 1 April 2009).

Timetable

October – January	Annual Review discussions
January 2009	GO Annual Review conclusions sent to Government
2 March 2009	Harrow to submit their refreshed LAA to Government Offices
Throughout March	Negotiations to be concluded on any outstanding issues. Local authorities to ensure the formal adoption process is completed, according

27 March – 1 April 09  
Early April

GOs to submit adopted LAAs to the Secretary of State  
Secretary of State Approval of revised LAAs

### Review and Refresh Process

In the same way as the LAA development process, any revisions to the LAA will be worked through with the respective management groups and named partners.

Attached is the list of outstanding actions on targets which will need to be discussed and agreed during this years review/refresh.


Revisions to Harrow's LAA will need to be approved by an agreed process. The HSP Board will need to put in place appropriate local arrangements to ensure we meet the deadline for submitting the final and fully adopted refreshed LAA. The revised LAA will be submitted to the HSP Board for endorsement in March 2009. Due to time constraints, if any further revisions are required after this meeting it is recommended that delegated authority is passed to a nominated person(s).


The refreshed LAA will also need to be signed off by the Council as the accountable body before it can be submitted by GOL to the Secretary of State at the end of March.

## Harrow Local Area Agreement 2008-11: Outstanding action on targets

Indicator / Theme		Baseline	LAA Target			Issue / Action
			08/09	09/10	10/11	
<b>Stronger Communities</b>						
1*	% of people who believe people from different backgrounds get on well together in their local area	Baseline to be established from Place Survey 2008	The target should be a meaningful improvement in the level from the 2008 Places Survey baseline to the 2010 Places survey final measure, subject to response rate.			Targets agreed but may need to be revisited subject to response rate in Place Survey. Target negotiations will commence on 30th January 2009, when raw data from local authorities will be available, and be concluded after 16th February 2009 following release of "cleaned up" data by the Audit Commission.
6*	Participation in regular volunteering	To be established after place survey (Sept 2008)			A statistically significant improvement, subject to review in 2009	Baseline to be established following Place Survey 2008. Target negotiations will start on 30th January 2009, when raw data from local authorities will be available, and be concluded after 16th February 2009 following release of "cleaned up" data by the Audit Commission.
7*	Environment for a thriving Third Sector	Baseline to be established by the first wave of the National Survey of Third Sector Organisations	"A measurable improvement to take place between the National Survey of Third Sector Organisations conducted in 2008 and the National Survey of Third Sector Organisations conducted in 2010, calculated in accordance with the OTS briefing note."			Headlines from 3 <sup>rd</sup> Sector Survey published January 2009. Full results to follow in Spring 2009. Baseline to be established following full survey results.

Indicator / Theme		Baseline	LAA Target			Issue / Action
			08/09	09/10	10/11	
11*	Engagement in the Arts	To be established	0.5%	2.1%	3.1%	Active People Survey – establish baseline once data avail (from early Nov 2008).
13*	Migrants English Language skills and knowledge	Baseline to be established 2008/09		Targets to be established at annual refresh		LAs to source data through delivery orgs – annually at end of academic year. Baseline and targets to be agreed at refresh:
<b>Safer Communities</b>						
32*	Repeat incidents of domestic violence	Baseline to be established 08/09		TBC at first annual refresh		Baseline and targets to be established in 2008/09. Home Office are producing guidance for local areas
40*	Number of drug users recorded as being in effective treatment.	288 (LAA says baseline to be revised in May 2008)	4%	8%	12%	Baseline figures with Audit Commission to be updated when released.
<b>Children &amp; Young People</b>						
51*	Effectiveness of child and adolescent mental health services	14 (Provisional)	14	Measure to be re-defined		Baseline to be confirmed 2008/09: Measure to be redefined and targets set for 2009/10 and 2010/11.
57*	Children and young people's participation in high-quality PE and sport	To be established 08/09		TBC at first annual refresh		Baseline and targets to be agreed:

Indicator / Theme		Baseline	LAA Target			Issue / Action
			08/09	09/10	10/11	
60*	Core assessments for children's social care that were carried out within 35 working days of their commencement	77% (Forecast 07/08) Final figure available end of April.	80	81	82	Baseline confirmed by borough 09/09/08.
<b>Adult health and wellbeing</b>						
D 123	16+ current smoking rate prevalence	729 per 100,000 06/07  NI 123.xls	674 LDP to be confirmed	672	670	Currently a local indicator but may be brought in as a designated NI on agreement of the LDP figures between Harrow PCT and the SHA at refresh.
130*	Social care clients receiving self-directed support (Direct Payments & Individual Budgets)	148 per 100,000 (07/08)	245	750	1300	NI included in consultation. Review agreed baseline and targets.
134*	Number of emergency bed days per head of weighted population	78,690 (07/08)	77,116 (2% fall)	75,573 (2% fall)	74,061 (2% fall)	Baseline and targets are expressed as numbers of bed days. Revise to express as bed days per head of weighted population.
<b>Tackling Exclusion and promoting equality</b>						
140*	Fair treatment by local services	To be established after place survey (Sept 2008)				Baseline and targets to be established after Place Survey 2008:
146*	Adults with learning disabilities in employment	0% in paid employment	Targets to be established in 08/09			Baselines and targets to be established at in 2008/09:
149*	Adults in contact with secondary mental health services in settled accommodation	Baseline to be established 08/09		Targets to be established 2009	Targets to be established 2009	Baseline and targets to be established 2008/09:

Indicator / Theme		Baseline	LAA Target			Issue / Action
			08/09	09/10	10/11	
<b>Local Economy</b>						
152*	Working age people on out of work benefits	9.6% Q1 06 to Q2 07  NI 152 Baseline Calculations	9.3%	9.0%	8.6%  1% reduction	Borough reserves the right to revisit targets if the national employment / claimant figures change substantially over 2008/09.
155*	Number of affordable homes delivered (gross)	127  (2007/08)	200	200	200	Targets may be revised in light of new London Mayor's housing strategy.
<b>Environmental Sustainability</b>						
186*	Per capita CO2 emissions in the LA area	5.2 tonnes per capita  (Defra 2005)	3.5% reduction against baseline (0.18 tonnes)	7.5% reduction against baseline (0.39 tonnes)	11.5% reduction against baseline (0.60 tonnes)	2005 data being re-evaluated. This may change the baseline, though not the targets.
197	Improved local biodiversity – active management of local sites	61%	61%  0 sites	70%  2 sites moved into positive management	83%  3 sites moved into positive management (total 5 sites)	Initial baselines and target figures agreed on LA sites. Assessments of all sites in borough to be undertaken in 2008/09. Baseline and targets to be revisited at refresh.



## Proposed Refresh of Harrow's Sustainable Community Strategy

### Summary

The Local Government Act 2000 requires all local authorities to secure the production of a Sustainable Community Strategy for their areas, in partnership with key stakeholders. Sustainable Community Strategies describe how it is intended to improve the economic, social and environmental well-being of the local area and contribute to the achievement of sustainable development in the UK. The strategy is intended to be broad, high level strategic documents, which describe aspirations for the future that are shared by partners, residents and local organisations.

The Government identified the following five principles of sustainability:

- living within environmental limits
- a strong, healthy and just society
- achieving a sustainable economy
- promoting good governance
- using sound science responsibly

The strategy provides the story of the local area and articulates the longer term ambition, evidence and rationale beyond the focus of the local area agreement (LAA). The new LAA agreed in June 2008, sets out priority outcomes for partners and a clear direction of travel for the next three years and will form the delivery plan for the refreshed Sustainable Community Strategy.

The recent negotiation of the LAA has provided the opportunity to re-look at our Sustainable Community Plan and address the points raised by the IDeA Peer Review and Corporate Assessment in 2007. These assessments concluded that our current vision lacked a distinct flavour of Harrow. The refresh is also an opportunity to align the strategy with the new requirements of the Comprehensive Area Assessment (CAA). The CAA will require local authorities and partners to demonstrate how well local priorities express community needs and aspirations, how well the outcomes and improvements are being delivered and what the prospects are for future improvement. These areas will be heavily based on the new duty to involve and the consideration of sustainability, which the refresh will encompass.

The benefits of refreshing the Sustainable Community Plan are:

- A distinct Harrow vision that is owned by all public sectors and provides a consistent and coherent message to build a co-ordinated approach to delivery in Harrow Council
- To review evidence of need against our priorities to inform the new CAA
- To increase ownership of the overarching plan by key partner representatives who were not involved in the development of the current plan
- To reflect and align the strategy with the findings and outcomes of the Joint Area Needs Assessment, the Local Development Framework and the revised Housing Strategy.

### Approach

The approach to refresh the Sustainable Community Strategy is to undertake a process which focuses on developing a distinctive long term vision for Harrow. The recently agreed Local Area Agreement already provides the partnership with the short term 3 year priorities and therefore the delivery plan for the Sustainable Community Strategy. What is lacking is the long term direction.

It is proposed to expand on the current Local Area Agreement “story of Harrow” to also include the past history of Harrow, which will provide a context to the future development of Harrow and help inform the development of the themes and future scenarios. This would involve desk based research and quotes from residents and partners.

The development of a vision for the strategy will be undertaken using the following methodology:

1. Review London wide scenario work undertaken by the London Collaborative and identify and collate scenario issues reflective of Outer London boroughs
2. Interview 50 to 60 significant opinion-formers and experts to help us construct four or five possible futures for Harrow
3. At the same time consult our Residents’ Panel to obtain the public’s views.
4. Review and incorporate the outcomes from the Local Development Framework core strategy commitments for the future plan
5. Develop 4 or 5 scenarios for the future of Harrow based on the outcomes from the desk research, strategy outcomes and interviews
6. Discuss the possible future scenarios at two half day summits. To ensure the summits are accessible to a wide range of people we will be holding a morning summit on the 11<sup>th</sup> November and an evening summit on the 12<sup>th</sup> November. The role of the summits will be to reality check the scenarios, discuss the opportunities and challenges posed for each, look at how the scenario could be more coherent, consistent and useful and agree which scenario, based on the issues and opinions formed from the interviews, they would like to see Harrow achieving in 2020.
7. The thematic management groups will have the opportunity to undertake workshops concurrently to view and discuss the opinions, which have resulted from the interviews to form individual visions for the different thematic groups
8. The chosen scenario/vision will be reported to the HSP and the CSB for endorsement and submitted to Cabinet in January and Council in February 2009 for consideration.

Scenarios are not intended to predict the future of Harrow. But with this said, the events described in the scenarios will provide an overview of the main challenges and issues that face public services and the partnership over the next 12 years.

### **Timeframe**

- Interviews completed end of October 2008.
- The results of the interviews will be sorted into possible scenarios at the start of November 2008
- The HSP Summit will be held on the 11<sup>th</sup> November from 9.30-1pm and the 12<sup>th</sup> November from 6pm to 9.30pm
- Results of the HSP Summit will be reported to the HSP Board and Harrow Councils Corporate Strategy Board in December 2008
- Cabinet report 15<sup>th</sup> January 2009
- Council report 19<sup>th</sup> February 2009

### **Appendices**

Appendix 1 – Invite Letter and Questions

Appendix 2 – Invited Interviewees

Appendix 3 – Invite to the HSP Summits

# HARROW STRATEGIC PARTNERSHIP

P.O. Box 57, Civic Centre, Harrow, Middlesex, HA1 2XF  
 Tel: 020 8863 5611 ext: 5637  
 Fax: 020 8420 9694  
 E-mail: [hsp@harrow.gov.uk](mailto:hsp@harrow.gov.uk)



<b>Contact:</b>	Mike Howes
<b>Tel:</b>	020 8420 9637
<b>Email:</b>	mike.howes@harrow.gov.uk

Dear

## Shaping the future of Harrow

Harrow Strategic Partnership – a collection of organisations working in Harrow including the Council, the Police, the Primary Care Trust, voluntary and community sector groups, the business community and further and higher education interests – prepares a long-term plan for the future of the borough. This is called the Sustainable Community Strategy.

The Strategy contains a vision for the future of Harrow which helps all of the organisations in the Partnership to co-ordinate their planning and activity to try to move towards the same objectives. The current Strategy is not specific enough about Harrow to be able to influence our planning in the way that we would like. You can see the current Strategy (which is called the Sustainable Community Plan) at [\(include link\)](#)

The Strategy has to be refreshed periodically to ensure that it remains relevant and realistic. The process we have adopted for the current refresh is to build scenarios of how we would like Harrow to be by 2020. This will help to make the vision more Harrow-specific and therefore more useful to guide the organisations in the Partnership.

We are seeking to interview between 50 and 60 significant opinion-formers and experts to help us construct four or five possible futures for Harrow and, at the same time, we will be consulting our Residents' Panel to obtain the public's views. **We would appreciate an hour of your time between 15th September and 10<sup>th</sup> October so that we can include your views.**

The interviews will be structured to try to get views which can be categorised easily but there will be plenty of opportunities for interviewees to think outside the structure as well. Examples of the questions that the interviews will cover are:

- What will the future of public service delivery look like in 2020?
- How will lifestyles have changed in Harrow by 2020?
- What would make Harrow distinctive from other London boroughs in 2020?
- How will people in Harrow get around the borough and London in 2020?
- What will be the main concerns for people living or working in Harrow in 2020?
- What are your aspirations for Harrow by 2020?
- What will it be like living in Harrow?
  - For children
  - For older people
- What will the work opportunities be like for people living and working in Harrow for 2020?

The scenarios will be discussed at a Summit to be held in November where a wide cross section of the Harrow Community will be invited to consider which future vision Harrow should adopt. The final refreshed Strategy is scheduled to be adopted by the partnership in January 2009.

If you can help in this exciting project to shape the future of the Borough, please let us know when you would be available to be interviewed by emailing us at [hsp@harrow.gov.uk](mailto:hsp@harrow.gov.uk) or on 02084209637. Once you have informed us of your available times we will contact you directly to confirm the time and date of the interview.

Thank you

Mike Howes  
Harrow Council

## Potential interviewees for SCS Refresh

## Appendix 2

1. Borough Commander – Metropolitan Police
2. Borough Commander – London Fire Service
3. Chair - Harrow PCT
4. Chief Executive – Harrow PCT
5. Chief Executive – Harrow in Business
6. Chief Executive – HAVS
7. Chief Executive – Harrow Council
8. Chair – HCRE
9. Leader of the Council
10. Leader of the Labour Group
11. Leader of the Liberal Democrats
12. Corporate Director – Children’s Services
13. Corporate Director – Adults Services
14. Corporate Director - Communities and Environment
15. GLA Member of Brent and Harrow
16. Tony McNulty MP
17. Gareth Thomas MP
18. Chief Executive – HASVO
19. Representative of the Youth Council
20. Representative of Secondary Head Teachers
21. Representative of Primary Head Teachers
22. Representative of Harrow School
23. Representative of Harrow College
24. Editor, Harrow Times
25. Editor, Harrow Observer
26. GOL - Sara Bratten
27. TfL person
28. National Rail person
29. RSL person
30. Representative of University of Westminster
31. Representative of Harrow University of the third age
32. Chief Executive, Harrow Age Concern
33. Representative of Job Centre Plus
34. Representative of Learning and Skills Council
35. Representative of Harrow Interfaith Council
36. Representative of the Probation Service
37. A West London Alliance Chief executive
38. Representative of London Development Agency
39. The 5 VCS reps elected to the HSP
40. Chair, OPRG
41. Representative of the YOT
42. Representative of Harrow Refugee Forum
43. Representative of Harrow Association of Disabled People
44. Representative of London Council’s
45. Representative of London Government Association
46. Representative of IDeA
47. Representative of London Collaborative
48. Representative of Capital Ambition
49. Harrow Refugee Forum
50. Harrow African Caribbean Association
51. Harrow Mencap
52. MIND



Mr/Mrs/Ms/Miss/Dr	First name
Surname	
Organisation (if applicable)	
Address	
	Postcode
Telephone	Email

Large Print Documents <input type="checkbox"/>	Reserve Front Seat <input type="checkbox"/>	Wheelchair Access <input type="checkbox"/>	Vegetarian <input type="checkbox"/>
Any other additional requirements (please state):			

Please tick the date you would like to attend from the list below			
Date	Time	Venue	I will attend
11 November 08	9.30-1.00 pm	Teachers Centre, Tudor Road, Harrow, HA3 5PQ	<input type="checkbox"/>
12 November 08	6pm – 9.30pm	Harrow High School, Gayton Road, Harrow, HA1 2JG	<input type="checkbox"/>

**Please return to:**  
Trina Taylor  
Harrow Council  
PO Box 57  
Harrow, HA1 2XF

or email [HSP.HSP@harrow.gov.uk](mailto:HSP.HSP@harrow.gov.uk)  
or fax 0208 420 9254