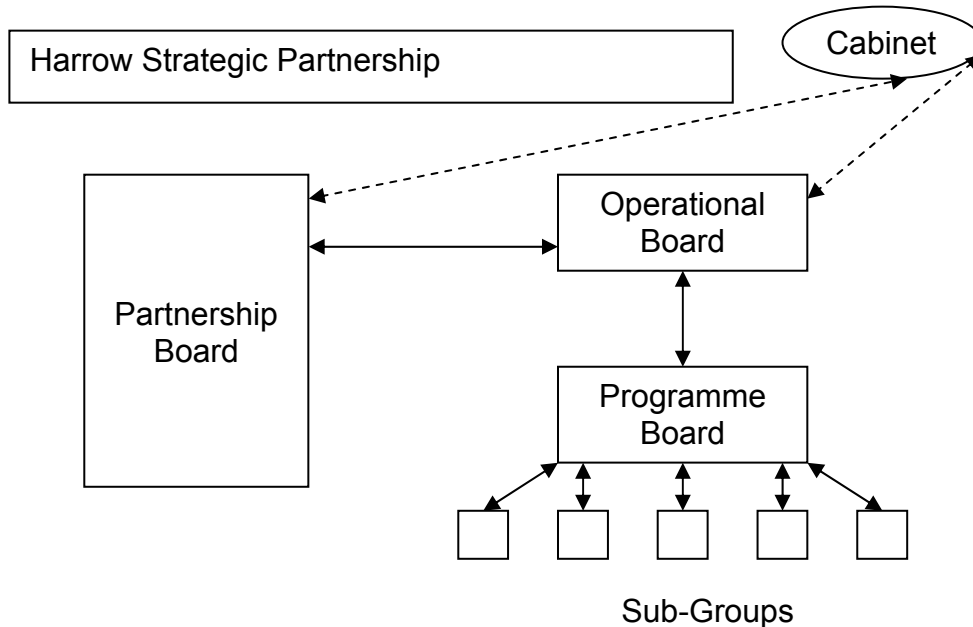


Governance Structure

Overall Structure

The diagram below sets out the overall governance structure:



1. **PARTNERSHIP BOARD**

The purpose of the Partnership Board is to manage the overall relationship between the Council and the Partner.

1.1 **Terms of Reference of Partnership Board**

The Partnership Board shall:

- 1.1.1 ensure that the work of the Partnership is aligned to the Council's key strategies and business processes;
- 1.1.2 develop, promote and approve Future Business Cases from the Partnership and ensure that these are in line with the Council's priorities;
- 1.1.3 receive reports on the progress of the Partnership and its projects (including Future Projects) and provide guidance where appropriate;
- 1.1.4 receive and approve an annual Service Development Plan;
- 1.1.5 review and agree the appropriate Partnership arrangements including governance arrangements;
- 1.1.6 ensure the Partnership achieves its objectives in relation to the Harrow Strategic Partnership;
- 1.1.7 review and recommend to the Council and Partner changes to the Partnership objectives to reflect changed circumstances; and

1.1.8 act as arbitrator in the case of unresolved disputes between the Council and the Partner.

1.2 The Partnership Board shall comprise of the following:

Council:

1.2.1 The leaders of the main political parties;

1.2.2 Either the Deputy Leader portfolio holder or the Finance portfolio holder;

1.2.3 Chief Executive; and

1.2.4 One Executive Director.

1.2.5 In addition the Council's BTP Director shall act as an advisor to the Partnership Board

Partner:

1.2.6 [John Tizard;

1.2.7 Bob Martin];

1.2.8 Partnership Director; and

1.2.9 [1x other].

1.3 The Partnership Board requires a quorum of four to be in progress i.e. representation from at least four members; at least two from the Council and two from the Partner. To achieve effective and efficient reporting and authorisation at each stage, the quorum of the Partnership Board may, by agreement of the Board, alter to reflect the relative importance of the subject matter.

1.4 The Partnership Board will meet bi-monthly.

1.5 Meetings will not be held where there are insufficient members to achieve a quorum or insufficient business activity to warrant a meeting being convened. In exceptional circumstances a Partnership Board meeting may be convened at other times at the discretion of the Board Chair.

1.6 In keeping with the Partnership Board's schedule of meetings, materials for review need to be submitted to the Secretary by no later than noon, five Business Days prior to the day on which the materials are to be reviewed. Materials are to be sent in soft copy or with sufficient numbers of hard copy for each member of the Partnership Board.

2. OPERATIONAL BOARD

The purpose of the Operational Board is to manage the operational matters of the Partnership.

2.1 Terms of Reference of Operational Board

The Operational Board shall:

2.1.1 manage jointly agreed changes, and resolve disputes regarding the Agreement;

2.1.2 provide reports to the Partnership Board as required;

- 2.1.3 develop the strategies related to the key processes involved in running the delivery programme, including:
 - 2.1.3.1 the management of risk;
 - 2.1.3.2 communications;
 - 2.1.3.3 benefits management;
 - 2.1.3.4 quality assurance;
 - 2.1.3.5 change management
 - 2.1.3.6 knowledge management; and
 - 2.1.3.7 programme and project management approach;
- 2.1.4 deal with matters escalated from the Programme Board pursuant to the [*relevant section*] of the Initial Services Schedule;
- 2.1.5 review and prepare a report on Service Development Plans for the Partnership Board;
- 2.1.6 review and prepare a report on Benefits Cards prepared by the Partner and report to the Partnership Board;
- 2.1.7 review SBCs, OBCs and FBCs prepared by the Partner and authorise such SBCs, OBCs and FBCs up to the Operational Board's approved level of authority;
- 2.1.8 provide executive management of all aspects of the Partnership;
- 2.1.9 review reports in respect of Partnership performance and if required escalate to the Partnership Board; and
- 2.1.10 identify business development opportunities.

2.2 The Operational Board shall comprise of the following:

Council:

- 2.2.1 Executive Director;
- 2.2.2 BTP Director;
- 2.2.3 Director of Financial and Business Strategy;
- 2.2.4 Urban Living Director;
- 2.2.5 People First Director; and
- 2.2.6 HR Director (?).

Partner:

- 2.2.7 Partnership Director;
- 2.2.8 Delivery Director;
- 2.2.9 Finance Director; and
- 2.2.10 HR Director.

- 2.3 The Operational Board requires a quorum of four to be in progress i.e. representation from at least four members; at least two from the Council and two from the Partner. To achieve effective and efficient reporting and authorisation at each stage, the quorum of the Operational Board may, by agreement of the Group, alter to reflect the relative importance of the subject matter.
- 2.4 The Operational Board will meet monthly.
- 2.5 Meetings will not be held where there are insufficient members to achieve a quorum or insufficient business activity to warrant a meeting being convened. In exceptional circumstances an Operational Board meeting may be convened at other times at the discretion of the Board Chair.
- 2.6 In keeping with the Operational Board's schedule of meetings, materials for review need to be submitted to the Secretary by no later than noon, five Business Days prior to the day on which the materials are to be reviewed. Materials are to be sent in soft copy or with sufficient numbers of hard copy for each member of the Operational Board.
- 2.7 Formal reports generated by this forum will be submitted to the Leader of the Council and the Members of the Cabinet for review each month.